

THE SMART REVOLUTION

A Marketer's Guide to Building Smart Brands for Tomorrow's Smarter World in Which All Things – Physical and Digital – Are Connected



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The SMART Revolution

A Marketer's Guide to Building Smart Brands for Tomorrow's Smarter World

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A "Smart" Revolution Ignites a Smarter World

I've spent the past 20 years passionately—relentlessly—chasing innovation. From the dawn of a magnificent digital universe born of the Internet, through the thrill of global conversations set ablaze by social media, to the magic of mobile's anytime-anywhere technology connecting an entire planet, I've reveled in the shock and awe of innovation.

And time and again I've seen the equal parts disruption and transformation that ensue.

I've watched revolutions crown new captains of industry, and I've witnessed revolutionaries topple the most impenetrable of ivory towers. And with each innovation, I've seen the clock start anew, giving players big and small another chance to change the game—maybe change the world—or stay their current course... and hope for the best.

Now our world is at the threshold of a stunning "smart" revolution: one that stands on the shoulders of all innovations preceding it; but one that stands unique in its own right.

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For in this coming era, the physical and digital worlds—realms that have for so long been separate and distinct—will collide, converge and collaborate. Because now, objects that were always dormant are being awakened through Web connections, made aware of their surroundings through digital sensors, and given the means to “talk”—both to us and to other objects.

And in our lifetime, over the course of but a handful of years, the inanimate objects that fill our environment will spring to life all around us. Because in this new age, the focus will shift from connecting people to the Internet... to connecting things.

Technology will breathe life into lifeless objects. Sensors will turn inanimate things into intelligent devices. And the current narrative of billions of connected people will give way to the new lexicon of trillions: trillions of connected things, and trillions—upon *trillions*—of dollars in economic impact.

We are at a turning point. Soon, more things than people will be connected to the Internet: from a forecast of 19 billion connected things in 2015 to 50 billion intelligent devices by 2020.

In the coming smarter world, the very notion of computers as separate things will become nonsensical... for they will very much live in *all* things.

Computers will continue to be integrated into the devices we carry (like our smartphones). Woven into the items we wear (as with Google Glass eyewear and smartwatches). And embedded into the everyday objects we live alongside—the appliances in our homes, the shoes on our feet, the collars on our dogs, the pills from our pharmacies, the cars that we drive, the buildings where we work, and the products in our supply chains.

I refer to this massive progression upon us as The “Smart” Revolution. Because “smart” is this revolution’s byproduct, its dramatic benefit, and its new best practice. To be sure, technological advancements—spanning machine-to-machine communications (M2M), digital sensors and The Internet of Things (IoT)—are the enablers of tomorrow’s smarter world. But the real story is the set of smart capabilities that these technologies provide: the powers that we humans will wield to profoundly transform scores of industries, entire cities and even nations.

Although the “Internet of Things” refers to the connecting of things, the benefit that results from those connections is *smart* products and services. And though “machine-to-machine communications” refers to machines that speak to one another, the advantage that arises from that communication is *smart* devices.

“Smart,” then, is most apt and rings most true.



***In the coming smarter world,
the very notion of computers
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And these smart capabilities will be the very ones that history will credit as the catalyst that moved us from the age of information into an age of newfound intelligence in things—across all products, places, networks, services, solutions and systems.

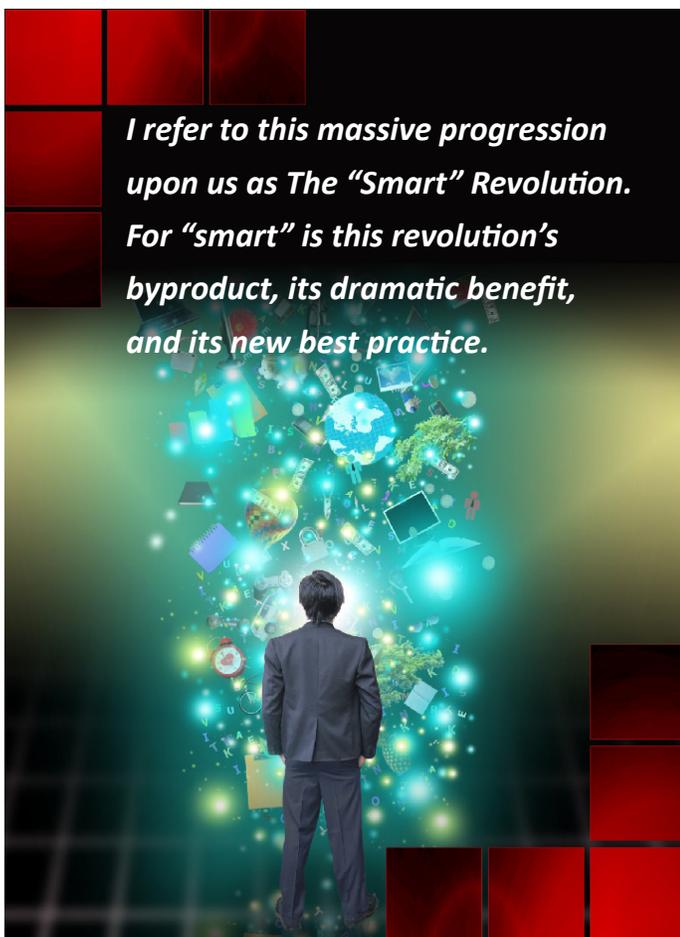
Whereas today's young children don't understand why TV screens don't respond to their touch—unlike the vibrant surfaces of their smartphones, tablets and e-readers—the children of tomorrow won't comprehend how dynamic objects could ever have been so devoid of life.

For they will have grown up knowing only a smarter world. We, however, will have the privilege of experiencing the explosive transformation of our planet.

Does all of this talk of a smarter world teeming with trillions of smart objects seem too promising or simply preposterous? That's understandable: Thinking only in the abstract can lead to confusion even when clarity is the intent. So let me provide an example to make this idea far more tangible.

Think back to the last time you forgot your smartphone at home. For just one day.

How difficult was it to get through your work and personal tasks without your mobile lifeline? Just how many times did habit lead you to reach for your mobile companion—only to have its absence serve as a nagging reminder of how disconnected you were? How relieved did you feel when reunited with it? And, the following day, just how cognizant were you to remember not to leave it behind again?



I refer to this massive progression upon us as The “Smart” Revolution. For “smart” is this revolution’s byproduct, its dramatic benefit, and its new best practice.

Right now, it's *only* our phones that are smart. Soon, all the things that make up the world all around us will be smart. Though we now stand in awe at how we ever survived without our smartphones, all too shortly we will be positively mystified at how smart humans ever lived in a world once filled with so many dumb things.

And tomorrow's smarter world will be here sooner than you think.

Whereas the Internet attained critical mass in 10 years, mobile did so in half the time. Moreover, this smart revolution need not wait for technological adoption from the masses: They are *already* carrying the key technology that will trigger the coming tidal wave of smart objects.

Because everywhere they go, their smartphones go with them.

And because smartphones are already ubiquitous, the smart revolution will likely follow the breakneck pace of adoption set by predecessor innovations. Or, perhaps, as the following titanic-sized forecasts indicate, the smart revolution will set entirely new records.

Just one sector of smart objects, mind you, wearable technology, is set to surge tenfold—from \$3-5 billion to \$30-50 billion—over the next three years. A seemingly staggering figure, until one looks at the total anticipated impact of

these smart technologies: Cisco predicts IoT's economic impact to hit \$14.4 trillion by 2022; meanwhile, GE posits that 46% of the world's current \$70 trillion-dollar industrial economy would benefit from IoT. Those all but incomprehensible numbers should leave us all slack-jawed.

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The world's second-largest economy, China, announced three years ago that it had made IoT a [national mandate](#). Cisco has recently refocused [500 of its work force](#) on the IoT opportunity. And, in a single year (2013), AT&T has launched not one, but [two innovation labs](#) focused on IoT and M2M, respectively.

Is it any wonder that the planet's tech titans—IBM, Cisco, GE, Sprint, Verizon—are repositioning themselves around these technologies? They already know what the world will soon come to understand: Smart technologies equate to very smart business.

Indeed, the smart revolution will force change far and wide. That change will come fast and it will favor the quick. The smarter world may be fully realized tomorrow... but the smart leaders are already leapfrogging through these technologies today.

But fair warning: the biggest change will be to our markets.

Although these technologies yield extraordinary growth opportunities, they do not constitute the [most](#) compelling business case for change. That distinction belongs to our markets, which will be entirely transformed through the smart revolution. The benefits of smart capabilities will have profound implications upon tomorrow's customers who will be much more demanding, much more impatient, and much more savvy, with much higher standards.

Mark my words, marketers: Dumb things won't merely be an inconvenience to your customers; they will be all but intolerable to them—and wholly irrelevant in the 21st century marketplace. While smart brands give marketers a competitive advantage today, that advantage will rapidly transform into tomorrow's cost of entry.

And that brings me to my job—and this paper.

I created this piece to alert executives to the smart revolution that is quietly unfolding all around them—and which will soon shake the very foundations of their companies by driving massive disruption across their business models, their marketing strategies and their brands.

Indeed, this paper was written with my fellow marketers in mind. While the Web is becoming flooded with articles on sensors, smart objects, IOT and M2M, it's devoid of guidance for the brand builders themselves... Yet, theirs are the roles that will be most affected by a smarter world, and theirs are the brands that will face the biggest battles in the coming race for smart market share.

This work will undoubtedly be the first of many I will write on this subject. I see where our smarter world is headed and I'm committed to helping marketers build the brands they have long dreamed of—and which, through these smart capabilities, they now can finally achieve.

Perhaps my work will also serve as a push, a call to action, for today's companies. That, too, is my job. For to ignite the spark of innovation, sometimes all that's needed is a nudge in the right direction.



While smart brands give marketers a competitive advantage today, that advantage will rapidly transform into tomorrow's cost of entry.



Building Smart Brands: A 5-Point Framework for Marketers

The path to tomorrow's smarter world consists of many steps. Whereas mobile, as I explored in my [last paper](#), provides innovation opportunities across the marketing ecosystem, the smart revolution drives innovation across the *entire* business—from smart business models and smarter marketing strategies to the smartest possible set of products and services.

But we must start at the beginning. The first step—the purpose of this piece—is to give marketers a guiding framework of the core principles that comprise smart brands. The goal is to give you a firm grasp of how smart brands differ from those you have built in the past, to help you evolve your thinking, and to empower you to architect the smart brands that will win the future.

Make no mistake. These smart capabilities are a game-changer for your brands, both because they give you the power to build the brands that have, until now, lived only in your imaginations, and because they free you from the limitations that have, heretofore, confined your realities.

And, for brands, the benefits are nothing short of epic.

Now marketers can move from developing individual dumb products for customers to engineering fuller, smart solutions that truly change customers' lives. You are enabled to remove the mystery that has shrouded entire areas of your audiences' lives and infuse it with transparency—empowering them to make better decisions that lead to better outcomes.

Marketers can eliminate the overwhelming complexity that has plagued their customers' lives and, through their smart brands, replace it with sheer simplicity. And you can expand the roles your brands play in customers' activities—a move that your markets will welcome because it will transform static components into dynamic experiences for them.

Finally, in a sea change for companies, we can migrate from mass-producing products shipped from our factories to micro-personalizing offerings that are only truly complete when they are in the hands of our customers.

These are the core principles, compelling benefits, and the best practices of the smart brands that will thrive in the 21st century's smarter marketplace. Indeed, the path to tomorrow's smarter world will consist of many steps for today's marketers. Let us take the first leap by building smart brands.

Smart Brand Principles

The core principles, compelling benefits, and best practices of smart brands entail:



#1 Value
Smart Brands Expand Value by Transforming Single, Dumb Products into Fuller, Smart Solutions

#2 Empowerment
Smart Brands Empower Customers through New Insights that Drive Better Outcomes

#3 Simplicity
Smart Brands Remove Complexity—and Replace It With Simplicity

#4 Experience
Smart Brands Turn Static Elements Into Dynamic Experiences

#5 Personalization
Smart Brands Are Micro-Personalized By Customers—Not Mass-Produced By Companies

#1

Smart Principle #1: Value

Smart Brands Expand Value by Transforming Single, Dumb Products into Fuller, Smart Solutions

Smart brands provide customers with far greater value than their dumb predecessors—because they transform single products into fuller solutions that help customers solve their broader problems, satisfy their greater needs and achieve their larger goals.

Asthmapolis Smart Inhaler: Transforming a product that manages asthma attacks into a solution that works to prevent asthmatic episodes

Consider the Asthmapolis sensor and mobile app, a small FDA-approved device that attaches to most asthma inhalers and automatically tracks the time and location of each use of the sensor-equipped inhaler ([watch video](#)).



At first blush, the device might seem just a piece of technology that records data about asthmatic episodes, but its value is far deeper, because the device works to solve a much bigger issue: Instead of helping patients to merely manage asthma attacks by using their inhalers at the onset of symptoms, the smart inhaler provides the important data that can help them avoid asthmatic episodes in the first place.

Revealing when and where the inhaler is used provides valuable clues about environmental exposures that can cause attacks—information that greatly aids patients, physicians and public health

agencies to better understand and manage the disease. Thus, physicians can better control the condition rather than merely treat the symptoms, and patients can actively control their health rather than reactively deal with their illness.

With this smart solution producing such a high level of benefit to patients and physicians alike... why would any asthma sufferer use a “dumb” inhaler again?

Building Smart Brands

In a smarter world, marketers must expand the value of their single, “dumb” products into fuller, “smart” solutions.

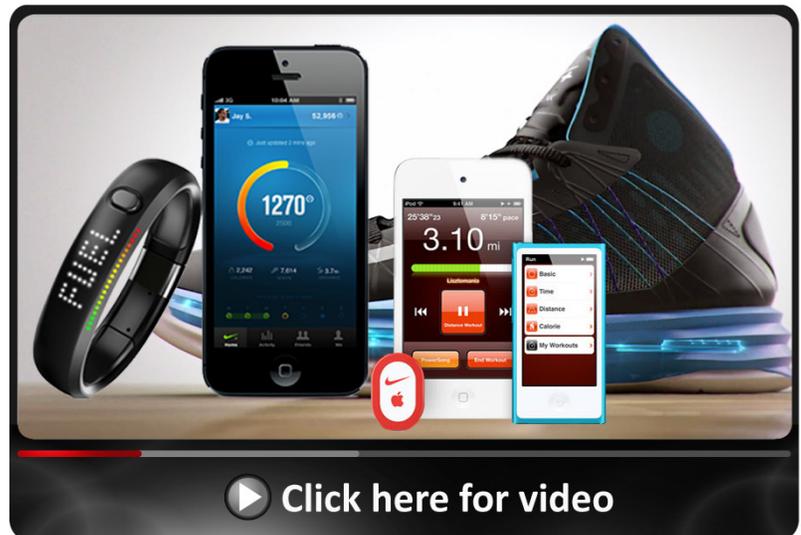
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Nike+ Smart Basketball Shoes: Transforming a sporting accessory into a fitness partner that tracks players' progress in real time

Another tremendous example comes by way of Nike's smart move: integrating sensors into the soles of its Nike+ basketball shoes. Along with the brand's highly popular Nike+ Fuelband, a wristband that tracks activity levels, now players—via their basketball shoes—can learn how high they jump, how quickly they move, how well they dunked, and how hard they play... all in real time ([watch video](#)).

No more best-guessing at progress. Now, through easy-to-understand statistics sent to their smartphones, players know how they're improving and where they need to focus to improve their game. The value for both Nike and its customers is that the fitness brand becomes a true fitness partner for athletes.



In a smarter world, why would customers wear dumb shoes to play the game when smart shoes can help them up their game?

Smart Takeaway:

Whether with a smart asthma sensor that turns a product which manages asthma symptoms into a solution that helps patients avoid asthmatic episodes, or a smart basketball shoe that converts a sporting accessory into a virtual fitness partner, smart brands expand value by transforming single, dumb products into fuller, far smarter solutions.

#2

Smart Principle #2: Empowerment

Smart Brands Empower Customers through New Insights that Drive Better Outcomes

Smart brands lift the veil of mystery that shrouds so many facets of their customers' lives, and they do so by infusing full visibility into all areas of their worlds. Through smart brands, marketers can empower their customers by providing them with new information—and valuable new insights—that, in turn, drive better outcomes.

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MC10's Smart BioStamp: 24/7 Monitoring of vital statistics takes the mystery out of health and arms patients and physicians with the data to provide better care

That which has long been a mystery to us—our own bodies—can now be transparent, as we are enabled to track our vital health statistics just as easily as we do our campaign analytics. A breakthrough system soon to be on the market, MC10's BioStamp is a collection of sensors thinner than a temporary tattoo. Applied to the skin like a Band-Aid, it monitors vital signs 24/7 and uploads the information to users' smartphones.



Whereas people once needed to visit the doctor to acquire basic information on their vitals, such as temperature, heart rate and hydration levels, the information can now be tracked in real time, all the time. And the benefits serve not only the patients but also their healthcare providers.

Armed with data on vital health statistics, doctors can act on that information to prescribe more targeted—and far more precise—courses of treatment. Because once we know the state of our health, and our physicians are better informed on our health statistics, we are empowered to intelligently act upon it.



In a smarter world, marketers must build brands that empower customers through new insights that drive better outcomes.

Jawbone "UP" Smart Fitness Wristband: Providing data on daily activity levels—and nightly sleep patterns— informs and influences decisions

Jawbone's "Up" System—a brand already on the market, and high in consumer demand—consists of a wristband that enables users to know themselves better by tracking and recording all of their activities ([watch video](#)). The wristband tracks movement (activity levels), sleep history (rest levels) and food intake (nutrition levels) and, through a mobile app, reports the findings back to users, along with insights that keep them moving closer to their goals across all fronts.

Query its users, and they'll tell you that the findings are surprising—most notably their sleep levels (or lack thereof!). The information is not only enlightening but also empowering: Now that users know of their activity, sleep and nutrition levels, they are enabled to better control those essential facets of their lives... and, in turn, improve their health outcomes.



Smart Takeaway:

Whether it's MC10's BioStamp that transparently monitors vital health statistics in real time or Jawbone's UP wristband that easily tracks levels of activity, sleep and nutrition, smart brands replace best guesses with better data... that can drive better decisions... which ignite better outcomes.

#3

Smart Principle #3: Simplicity

Smart Brands Remove Complexity—and Replace It with Simplicity

Smart brands provide much-needed relief to customers because they eliminate the time-consuming, headache-inducing “pain points” that plague their lives. Through ingenious uses of these technologies, marketers can create smart brands that turn complex practices into simple, seamless processes.

GlowCaps Smart Pill Bottles: Removing the complexity of remembering to take medication by turning the simple pill bottle into a smart reminder

Ironically, one of the most complex issues in the healthcare industry stems from seemingly one of the simplest tasks—getting patients to take prescribed medications on time. The problem is so widespread that nearly half of patients at some point forget to take their medications as prescribed (or at all). And poor medication adherence is not merely risky, it's costly: Over \$100 billion is spent annually as a consequence of excess hospitalizations stemming from the simple-yet-complex task of remembering to follow doctors' orders.

But in a smarter world, why can't the medication—or the medication container—serve as an easy reminder to patients? It can. Enter GlowCaps, mobile-enabled pill bottle caps that glow to remind patients to take their medications ([watch video](#)).

GlowCaps fit on standard prescription bottles and use light and sound reminders, along with phone calls and text messages, to ensure that patients don't miss any dose of their prescribed medicines. Furthermore, the smart system tracks patient progress with weekly emails—sent to patients, doctors and caregivers—recording which days patients took their medication as prescribed, and which days they missed a dose. Patients can even refill their prescriptions by pressing a button inside the bottle cap... or simply automate the process and never think about it again.

GlowCap

Personal Reminders
1. GlowCaps flash and play a ring-tone so you don't forget. They even call your home phone.

Social Network Support
2. GlowCaps send a weekly email update to a friend or family member that you select.

Pharmacy Coordination
3. GlowCaps order refills from your pharmacy.

Doctor Accountability
4. Each month, GlowCaps send you and your doctor a printed report with incentives if you exceed compliance goals.

[Click here for video](#)

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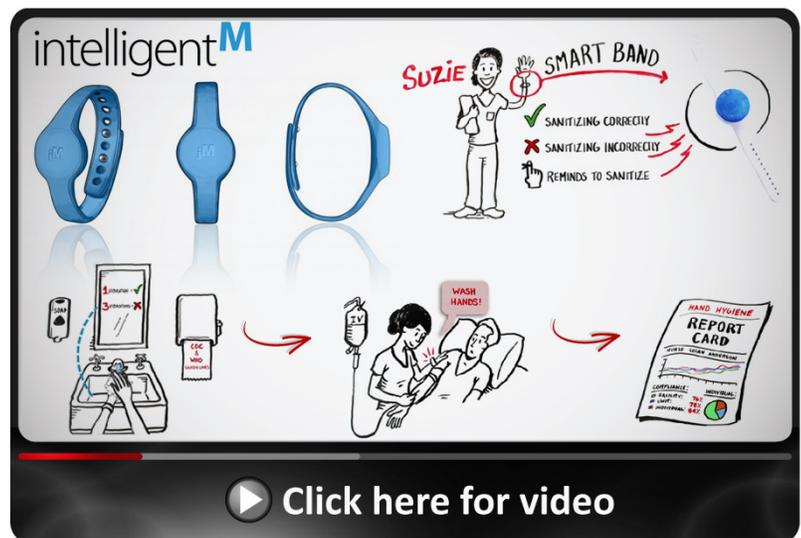
The result of transforming a dumb pill bottle into a smart medication reminder? Better behavior, improved medical outcomes and decreased medical costs—all because the complexity of taking medicine was replaced by an amazingly simple, and astonishingly smart, pill bottle that doubles as a medication reminder.

IntelligentM SmartBand: Replacing the complexity of hand-hygiene compliance by turning healthcare workers' wristbands into personal, real-time reminders

Every year 100,000 people die from hospital-acquired infections (HAIs)—an epidemic that each year claims more lives than breast cancer and prostate cancer combined. As the CDC contends, a great majority of these infections could be prevented if hospital workers washed their hands more often and more effectively.

To combat this problem, hospitals have instituted various measures: including managers' watching their fellow healthcare workers to ensure their compliance, deploying signage and hand sanitizer stations all over hospitals, even installing remote-viewing services where third parties monitor the hand-hygiene practices of hospital staff. All of these interventions, however, haven't fallen far short.

An inspired new solution that works to change behavior is IntelligentM's "SmartBand"—a personal, real-time reminder worn on healthcare workers' wrists ([watch video](#)) that tracks the wearer's hand-hygiene practices and, when necessary, alerts them *before* compliance violations occur.



Through RFID technology, the SmartBand works by communicating with other objects (such as IV bags) that reminds workers to sanitize their hands by buzzing three times. Then, once workers have thoroughly washed all areas of their hands for the correct amount of time, the wristband buzzes once, signaling workers that they can proceed with their treatments.

Building Smart Brands

In a smarter world, marketers must remove complexity in their customers' lives and replace it with simple, seamless processes.

Further, SmartBand issues regular progress reports on workers' levels of compliance. Hospitals now have a smart weapon in the war against HAIs—because hand-hygiene compliance just became far less complex.

Tagg Smart Pet Tracker: Eliminating the complexity of keeping dogs in the yard by simply turning their collar into a smart pet tracker

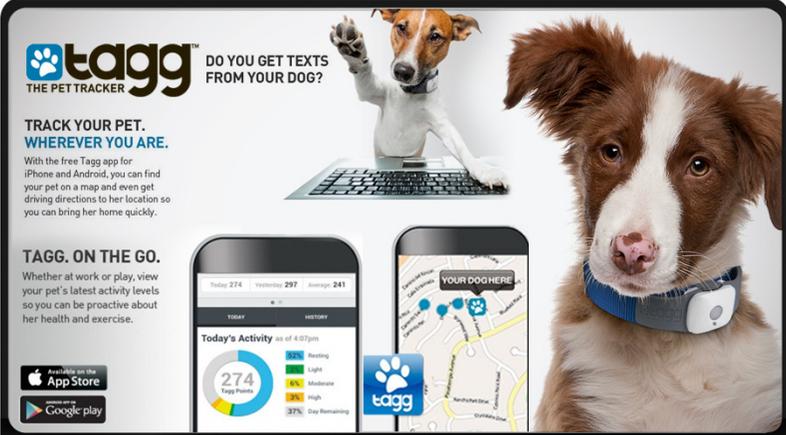
Man's best friend is forever loyal—but far from always obedient. All too often, dogs get loose from the yard, sending their owners into a mad panic and in search of their beloved pets. But with Tagg's smart pet tracker, a lightweight, sensor-enabled device that attaches to dog collars, owners have the peace of mind to always know their dog's whereabouts... *instantly* know when they've left the yard... and track their activity levels ([watch video](#)).

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Certainly, there are other methods for tracking dogs, but all fall woefully short: Implanting microchips in pets is an invasive procedure, and the chips don't let owners know that their dogs are lost; electronic fences are painful to pets and don't inform owners of their dog's location if pets do get lost. But Tagg is free of pain and free of downtime: Owners are alerted via text and email at the *exact* moment their dogs get loose—and they are guided to exactly where their dogs have wandered to (even providing directions via GPS).

And through Tagg's "activity tracking," owners can also monitor their pets' activity levels and share those with their veterinarians. Now, through a smart collar, pets stay in the yard and in good health.



tagg
THE PET TRACKER

DO YOU GET TEXTS FROM YOUR DOG?

TRACK YOUR PET. WHEREVER YOU ARE.

With the free Tagg app for iPhone and Android, you can find your pet on a map and even get driving directions to her location so you can bring her home quickly.

TAGG. ON THE GO.

Whether at work or play, view your pet's latest activity levels so you can be proactive about her health and exercise.

Available on the App Store
GET IT ON Google play

Today's Activity: 274 Steps

Activity Level	Percentage
Resting	55%
Light	35%
Moderate	6%
High	3%
Day Remaining	33%

YOUR DOG HERE

Click here for video

Smart Takeaway:

Whether by transforming a dumb pill bottle into a smart medication reminder, replacing ineffective hand-hygiene compliance solutions with a smart wristband reminder, or turning a dumb collar into a smart pet tracker, companies that seek to create strong sales will do so through strategies focused on simplicity—and they will completely win over customers by removing complexity from their lives.

#4

Smart Principle #4: Experience

Smart Brands Turn Static Elements into Dynamic Experiences

Smart brands aren't static components within customers' activities; they serve as dynamic elements that bolster the customer's overall experience. By using smart capabilities, marketers can now co-create enriching and rewarding new experiences for their markets.

Vail Resorts Smart Ski Pass: Turning the dumb ski pass into a dynamic device unleashes an entirely new skiing experience

Ski resorts have always been social experiences, but as Vail's valiant effort proves, now they can also be smart brands that co-create new experiences for their customers. Vail taps all facets of new media to bolster the customer experience—and it's all made possible by the remarkably clever idea of transforming the dumb ski pass into a smart, dynamic device that delivers a more enriching experience to resort skiers ([watch video](#)).

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Through Vail's "Epic Mix" program—accessed through the company's website and mobile app—visitors unlock a new mountain experience that captures their ski excursion, connects them to their family and friends on the mountains and lets them share their stories across social networks and revel in their achievements.

How can a resort—where users need to wear ski gloves that prevent them from using their smartphones during the activity—track and record skiers' activities and achievements? By making the ski pass *itself* a smart device. When visitors get to each lift, their tickets—enabled with RFID technology—are scanned and automatically record each skier's lift rides, calculate their vertical skiing feet and tally their ski days.



To review progress, users simply need to access the online site or mobile app replete with stats, maps and achievements that tell the story of the customers' "epic" days or "epic" seasons—with Vail featuring a separate kids' site for children under 13. The site, app and smart ski ticket do more than just record data, they award skiers with special pins commemorating hundreds of milestones, special adventures and unique accomplishments for each day—and each season—at each of Vail's collection of ski resorts.

Building Smart Brands

In a smarter world, static brands must play a much more dynamic role in customer experiences.

GolfSense Smart Golf Sensor: A smart glove becomes a new virtual participant—and a golfer's secret weapon—in the game experience

An example that could *also* fit under the "empowerment" principle, given the treasure trove of insights it provides players, is GolfSense's 3D Golf Sensor ([watch video](#)). Through a sensor that attaches to golf gloves—and is no heavier than the weight of a golf ball—the 3D motion engine captures hundreds of data points for every swing and delivers real-time analysis through mobile apps.



One could say that the smart sensor becomes the smart player's secret weapon by providing tips and recommendations that help players improve their game. The benefit of a smart golf glove is clear, and it clearly moves the brand front-and-center to the golfing experience.

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Smart Takeaway:

Whether with a smart ski pass that serves as a gateway for participants to enjoy new activities and reap new rewards, or a smart golf sensor that plays a pivotal new role in a highly competitive game, smart brands take static elements and transform them into dynamic events that give rise to entirely new experiences.

#5

Smart Principle #5: Personalization

Smart Brands Are Micro-Personalized by Customers— Not Mass-Produced by Companies

Smart brands are tailored to each and every customer because they are customized by each and every customer. Said another way: Smart brands aren't finished when they leave the factory... they are engineered to only be truly complete once they are in the hands of the customer.

The Nest Smart Thermostat: A thermostat that's personalized to—and learns from—your specific preferences

Sometimes the best examples stem from the most basic products: Enter Nest's Learning Thermostat, the



overwhelmingly popular smart thermostat that is personalized to customer preferences and learns from their behavior ([watch video](#)). With Nest, temperature control is fully within your control and truly personalized to your preferences and schedules.

Most people leave their house at the same temperature, simply forgetting to change it. A worry no more, because the Nest thermostat customizes in-house climates for each customer. The device is so smart it even *learns* their schedule and *programs* itself according to their preferences. (It is also controllable via smartphones.) By customers

“teaching” Nest through answering a set of simple questions and enabling the unit to optimize itself based upon how customers adjust their thermostats throughout the day and night, customers can save up to 20% on their heating and cooling bills, the company claims. And the personalized programming questions are so simple that 99% of Nest users set schedules.

Personalizing the temperature of the house is a big benefit while at home, but is also made possible—and easy—when on the go. Customers can alter the temperature miles from home... or as they are approaching their vacation home.

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Target's Smart Shopping Experience: An idea that turns a big-box store full of products into a personalized store tailored to your specific needs

Though this idea is only in the ideation phase—not yet in the market—it so perfectly underscores this smart brand principle that it warrants inclusion ([read article here](#)). Beloved big-box retailer Target is researching some very personalized shopping strategies through its technology lab. And though its technology team is experimenting with many innovations, one in particular stands out due to its potential to completely alter the shopping experience—by way of micro-personalizing the store to each and every shopper.



Target is exploring ways to harness wearable devices and smartphones to lend shoppers an augmented reality-enabled view of the store—and providing them an augmented retail experience. If, say, certain shoppers are on a gluten-free diet, they can launch the gluten-free AR mode and, *automagically*, all gluten-free products will stand out in the store. The same can be done for shoppers who have nut allergies, or for those who prefer vegan alternatives, or those who are dieting—even for shoppers who are looking for items on sale.

If, and *hopefully* when, this capability is a reality, this use of smart capabilities will transform even the biggest of big-box stores into niche boutiques that are personalized to each and every shopper's needs and preferences.



In a smarter world, marketers must move their brands from mass-production by the company to micro-personalization by the customer.

Smart Takeaway:

Whether via a smart thermostat personalized to each users' set of preferences or a smart store that is personalized to every shoppers' specific needs, the brands that will lead a smarter world will do so by giving their customers the highest levels of control across the greatest amount of brand components, preferences, settings, features and functions.

**Keep reading:
concluding thoughts**



Tomorrow Belongs to Today's Smart Innovators

Of all the lessons we've learned through the past 20 years of unyielding disruption, chief among them is this: In the new digital order, success is as much a function of how deeply you transform your business as it is a function of how quickly you do so.

Make no mistake. As proven by the winners of the digital and the mobile revolutions, the fortunes of the smart revolution will most assuredly favor the quick.

Innovative companies don't wait for a barrage of case studies to hit the headlines before taking action. Where's the innovation in being *second* to market? No. Innovators make the first move.

Innovators don't let competitors disrupt their business: True leaders cannibalize their own business units *before* others have the opportunity to do so. Look at how Apple cannibalized its iPod business with its iPhone breakthrough... And recall how Kodak shelved digital imaging technology... only to file bankruptcy when billions in debt—the very same year that Instagram's digital-imaging app landed a billion-dollar payday.

Innovators proactively build the future rather than react to its arrival—because reaction is way too little and far too late.

What, then, are the imperatives for executives who seek to harness the smart revolution to leapfrog competitors?

If you're a startup, use your innate stealth and agility to keep moving fast. If you're a mature organization, mobilize your wealth of resources—and break through the bureaucracy—to get to market far faster. If you're a new entrant, acquire the necessary financing. If you're an established company, earmark innovation funds.

If you're a new business, focus on making the biggest impact by way of the smartest possible products and services. And if you're a big player, focus your R&D units to re-engineer your products into smart solutions, and identify a suite of smarter, more expansive services.

Although these smart technologies will certainly evolve—ultimately maturing, just as all others before them—the moves of today's executives matter greatly. Whether you're the new kid on the block, the industry's 800-pound gorilla or the midsize player within a niche, if you want to ensure you're a smart leader of tomorrow... your mantra is to start building smart brands today.

Indeed, the smart revolution will bring tremendous challenge. But great opportunity, too. And the winners will be the innovators who—today—focus on building smart brands. For the customers of tomorrow will belong to them.



***The winners of this revolution
are today's smart innovators—
for the customers of tomorrow
will belong to them.***



The SMART Revolution

A Marketer's Guide to Building Smart Brands for Tomorrow's Smarter World

About the Author: Christina "CK" Kerley



Relentlessly chasing innovation, Christina "CK" Kerley is surely one of the most dynamic thought leaders of our time.

For the past 20 years, CK has steered B2B and B2C companies through a series of stunning revolutions—spanning digital technology, social media, [mobile marketing](#) and M2M communications, (["The Internet of Things"](#)).

Possessing a top-tier portfolio of executive audiences across the U.S., Europe, and Asia-Pacific region, she has presented to—and left deep impressions on—business leaders at the United Nations, Microsoft, Johnson & Johnson, Verizon, Neutrogena, Cisco, Sun Microsystems, and highly acclaimed universities, including Stanford, Cornell, Northwestern and Rutgers.

CK's presentations are often termed "edu-tainment" due to her signature high-energy style, power-packed content and thoroughly engaging delivery. Her gift, as many a client would attest, is a rare combination: performance artistry that inspires and captivates audiences, coupled with subject-matter mastery that enables executives to enact change.

Her broad body of work—a suite of eBooks, videos, articles and blogs—focuses business leaders on the imperative of evolving in an era of unprecedented disruption. All firsts in the industry, CK's portfolio of eBooks, including [The Smart Revolution](#) (2013), [Innovation Through Mobile](#) (2013), and [The Mobile Revolution & B2B](#) (2011), push executives ahead of the curve today... so they don't find their companies behind the times, tomorrow.

Her strategic projects also boast an impressive lineup of leaders: IBM, Verizon, Johnson & Johnson, Ingenix, ClearPoint, FCG, ISI, Publicis, and the Syndicated Network Television Association—an organization of the top TV studios, including Paramount, Warner Bros., Disney, Fox and NBC-Universal.

CK's advice and forecasts are frequently cited in the media, including: Inc. Magazine, BtoB Magazine, MarketingProfs, Mobile Marketer, Chief Content Officer, IDG, Federal Computer Week and MediaPost, as well as in business books *The New Influencers* (Quill Driver Books, 2007), *Join The Conversation* (Wiley, 2007), *Content Rules* (Wiley, 2011) and *The B2B Social Media Book* (Wiley, 2012).

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