
MARKETING
REBELLION
THE MOST HUMAN COMPANY WINS
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CHAPTER ONE

The End of Control

"Whoever is careless with the truth in small matters cannot be trusted with important matters."

--Albert Einstein

Like all great stories throughout history, this one begins with soap.

When I was a little boy, the only soap my mother ever used on my precious little bum at bath time was Ivory. The reason was clear: Ivory was among the most advertised brands in the history of television. My mother used Ivory because the repetitive and compelling ads fostered her trust and confidence in the brand.

The Ivory brand started in 1878 when James Norris Gamble, son of the co-founder of Procter & Gamble, purchased a white soap formula to develop a product to compete with high-quality imported soaps popular in the U.S. at the time. The product was first called by the unimaginative yet blandly charming name, White Soap.

Ivory was the first soap to be wrapped in paper and sold in individual bars. In fact, it was the first soap to be "branded" at all – something boring was made to be beautiful, clean, and consistent. It was so pure it floated (the result of a happy accident when a workman left his soap-mixing machine running over his lunch hour, causing more air to be mixed into the batch).

Requests for the floating soap grew so much that in 1882 the company took the unprecedented step of spending $11,000 on its first ad campaign, a radical concept at the time.

Keep in mind that P&G wasn't just mass-producing soap. It was teaching people to depend on goods made by strangers.

It's hard to believe today, but people in the 1880s were accustomed to buying from community stores and had never considered trusting goods made by unknown hands. Before the advent of mass production, mass distribution, and mass media, people in every culture all over the world knew their butchers, bakers, and soap-makers by name. So packaged soap was a mind-blowing innovation.

And it worked. For nearly 150 years, P&G – the largest advertiser in the world – spent continuously and relentlessly on promotions to get their snowy-white soap into our households and keep it there.

Today, the "Ivory Tower" is on the brink of collapse. A brand that had more than 50 percent of the market at one time – and even as high as 20 percent in 1970 – now hovers around 3 percent. Ivory has fallen so far and so fast that P&G has considered washing its hands of its most famous brand.

And it's not just Ivory. Over the last few years, legacy brands like Tide, Pampers, and Crest have also slipped into rapid decline.

It seems impossible that some of the world's best-known products backed by 100 years of advertising and the world's greatest marketing minds are disappearing. Soap isn't being displaced by artificial intelligence. It's not being outsourced to India. It isn't being replaced by solar energy or something else. We still use soap. How can customers' desires be changing in such an astonishing way and so swiftly that these brilliant companies can't keep up?

And then, with one statement from a young woman standing in her bathroom, I understood why this is happening, why it is true, and why the failure of marketing as we know it is inevitable. It's the most powerful business insight I've had in a very long time …

The hands that made it

I was visiting some young friends in my hometown of Knoxville, Tennessee, enjoying a lovely summer evening with steaming food and cold refreshments. When I visited their bathroom, I noticed something surprising. This household had a stack of soap from a small, local company that included tantalizing varieties like Honey & Oatmeal and Cucumber & Grit. There was even a marijuana-infused soap. (I would have named this "Dope Soap" … but nobody asked me.)

Handcrafted soap is not a cheap or random purchase. Some of these bars are selling for ten times the cost of a bar of Ivory soap.

I was intrigued. Why would this young married couple on a budget be turning their backs on famous brands and products that had been built by some of the world's greatest companies?

So, I asked my young host, "Ivory soap has been marketing to you for your entire life. Why did you buy this local soap instead of Ivory, or Dial, or Dove? *Why do you love this brand?*"

She thought for a moment and said, "I'm not sure I would say I love this brand. But I love the hands that made it."

In this simple statement, she articulated such a profound idea and a source of the cataclysmic shift forcing us to rethink what it means to be a business, a brand, and a marketer today.

She went on to tell the story of this local soap company and its founders:

"I've met the owners, and they're awesome people," she said. "They make a product with a purpose. They're committed to building a healthy and sustainable business in our hometown. They care for the environment, and they're using natural, locally-sourced ingredients. They want to build a business based on integrity, and they treat their employees really well. I know that because I've met them, too. That's important to me. They're involved in our community, and I see them at our local Maker Movement events. The soap company owners want to make this a nicer place to live, like I do. These are people I can believe in, and I want to support them, no matter what they sell, really."

I asked her if she had ever seen an ad for this soap.

"No. In fact, I can't remember the last time I saw an ad … *for anything.*"

I think if you told this story to a Proctor & Gamble marketer from 1970, she would think you just fell out of the sky. My young friend is saying that advertising doesn't matter to her. In fact, she's immune to it. She paid ten times the price of a bar of Ivory soap because she believed in the vision of the founder. To her, that's more meaningful than the soap's price, product, placement, or promotion – the classic "Four Ps" of marketing. What the heck is going on here?

This is just one story, but throughout this book you're going to read many others like it that point to a shift that is nothing short of a consumer-driven revolution.

The fact is, this revolt has been brewing for more than 100 years. We're at the beginning of the third, and (perhaps) final, consumer rebellion. But before we unearth this trend and its astonishing implications for you and your business, let's examine how we arrived at this place, starting with Snake Oil and the Elixir of Life.

The First Rebellion: The End of Lies

Today, we take advertising for granted. It bubbles around us in our daily routines, subsidizing a substantial portion of our online lifestyle.

What was the first ad? I had a chance to visit the ancient Roman city of Ephesus, and I observed what may be a likely candidate. Along a white marble road in the excavated city, you can clearly see a brick with an outline of a human foot and a small heart to the left of it. Historians tell us it meant, “Keep walking to the left to find the brothels!”

Roman brothels aside, advertising and marketing as we know them are modern inventions that became a reliable form of revenue to the newspaper industry in the 1830s.

From the beginning, successful advertising meant drawing attention to extraordinary and meaningful promises. But when *everyone* is creating extraordinary promises, the race will naturally run to the bottom, and attention will gravitate to the most lurid and outrageous alternatives. In fact, those alternatives turn into outright lies. Marketers (a term being used by the 1880s) learned that the public was not discerning or even rational and could be convinced to surrender their hard-earned dollars for products that seemed magical.

Clark Stanley’s Snake Oil Liniment promised “A Wonderful, Pain-Destroying Compound to Cure Lameness, Rheumatism, Toothaches, and Sprains.” Advertising for The Elixir of Life claimed it would cure any disease known to the human body and boldly promised long, and perhaps eternal, life.

By the turn of the century, the advertising industry was generating revenues equivalent to $2 billion. The industry pioneers who settled in New York City were becoming some of the richest people in the country. Their wealth was built on brazen deception, but it escaped scrutiny because there was no regulatory agency like the FDA or FTC at the time. And the press couldn’t call out false product claims for fear of losing their single greatest source of revenue.

That changed in 1905 when a brave editor of *Collier’s Weekly* magazine commissioned an investigative reporter and a chemistry lab to shine a light on the unethical claims fueling the ad industry. A few months later, the magazine published “The Great American Fraud,” an 11-article series revealing dangerous ingredients in these potions that could result in addictions and even death in lab animals.

In one day, “Snake Oil” transformed from a seemingly miraculous cure-all to a catch phrase that meant “fraud,” and that connection persists in America today.

The first consumer rebellion against marketing had begun.

The magazine’s shocking revelations resulted in a public outcry for reform. Citizen groups and crusading physicians pushed for legislation to impose labeling rules and guidelines for advertising. President Theodore Roosevelt added to the assault by praising the investigative journalism and promising to deliver a long-debated national Food and Drug Act. The proposal ran into fierce opposition from advertising industry lobbyists, but a watered-down version passed thanks to the relentless public pressure.

The advertising business was disgraced and in crisis.

But the first World War brought unexpected benefits. The government contracted with these new advertising agencies to develop propaganda to support the war effort. The ad industry began to redeem itself through patriotic efforts, and the post-war economic boom launched an advertising spending spree in America and Europe.

As the 1920s closed, advertising had become a major part of the economy, representing 3 percent of the U.S. gross domestic product. By 1930, ad spending had increased by a factor of ten over pre-war levels.

Advertising was evolving to become more scientific, more professional, and very profitable. Agencies scaled through an accumulation of expertise and buying power. Ad campaigns for national products like Ivory Soap were unending and ubiquitous.

But once again, intense competition forced advertising claims into a race to the bottom. Orange juice, milk, and toothpaste were marketed with wild health claims unsubstantiated by science. Cigarettes were positioned as healthful and soothing to the throat. The manufacturer of Vrilium said that a two-inch-long tube contained “healing radioactive alien rays” called vril that could “cure any disease you have.” In reality, it was a brass cylinder filled with a potent horse laxative.

As consumerism grew, new products promised to cure ailments and solve problems that had never existed before. Agencies developed sophisticated psychological testing aimed at fanning subconscious anxieties (bad breath makes you unpopular!). Advertising became an industry of lies once more, inventing public fears for profit.

It was about to be shocked into reality again.

Incensed by the industry’s manipulation of the American public, two journalists published *Your Money’s Worth: A Study in the Waste of the Consumer’s Dollar.* The book exposed the deceptive ad industry through scientific testing and medical testimony, sparking the final battle in the First Rebellion. The book’s popularity enabled the founding of an independent testing lab, the forerunner of what is now Consumer Reports.

The book and the new lab represented the leading edge of a broader consumer movement. The 1930s saw an unrelenting journalistic onslaught against advertising practices, encouraging a growing sense of mistrust in advertising.

Some of the most intense critics came from within the industry, from executives no longer willing to live with the constant deception. Helen Woodward, a prominent advertising copywriter wrote a popular book against the industry lamenting that “The realization came to me with a slow shock that I was nothing, we were nothing.” Another ad executive wrote that to succeed in advertising, he had to “empty himself of human qualities.”

The outcry resulted in legislative reform that gave new powers to the Federal Trade Commission, which enacted tougher rules on false marketing claims and more severe penalties.

The first marketing rebellion – the war against lies – was led by journalists and fulfilled through government regulations.

The second revolution would be far different and even more profound.

The Second Rebellion: The End of Secrets

When I was a kid, the only way you could view a TV show was by having an antenna on the roof of your house. For some reason I still don't understand, often the reception would be better if a human being stood near the TV. Somehow that funneled the TV rays into your box.

As fate would have it, my young body was perfectly formed for this job. If the TV reception was poor, I would volunteer to stand near the set, sometimes leaning slightly forward with arms spread in a launch position, trying to get the perfect picture. So, I normally stood through every TV show.

For this reason, and others, I hated television as a child. Except Batman, but that's a story for another day.

My point is, these were simpler times. Americans had three television networks and sometimes PBS (Public Broadcasting) beaming through those antennas. We were a captive audience for advertisers, whether we were standing up or sitting down. If you wanted to watch a show, you had to see the ads. Lots and lots of ads. But that was about to change because consumers didn't like the ads. And when consumers fight back against something they don't like, they ultimately win.

The second consumer rebellion was enabled by technology. The first remote control that allowed you to skip ads from your couch was developed by Zenith in 1950. The remote, called Lazy Bones, was connected to the television by a wire. Even at the very dawn of the TV age, consumers were already plotting ways to skip the commercials! Today, the average American household has four remotes, which are misplaced with regularity.

Consumers' power to zap commercials was further enhanced in the 1970s with the invention of the video cassette recorder, or VCR. Recording a show and then zooming through the ads became a family ritual.

Another critical step toward an ad-free world occurred in 1948 when an enterprising inventor developed a rudimentary cable network in Pennsylvania to deliver TV programming to mountainous regions that couldn't receive signals from the city. Coincidentally, at the same time, America's Federal Communications Commission (FCC) issued a freeze on licenses for new television stations, creating demand for more television programming. These two developments set off a wave of investment in city and rural cable systems.

Content providers were already dreaming of ways to use this new system to get viewers to pay for content beyond the three dominant national networks. Would people pay for movies in their homes instead of driving to a theater? Would they pay more to skip the ads? The answer was yes.

The first cable network "super station" was launched in Atlanta by Ted Turner, and in 1975, HBO became the first cable network delivered nationwide by satellite transmission and offering commercial-free programming.

Consumers were gaining more control of their content. The "lies" were gone from ads (for the most part). But most businesses were still run on secrets. The power of information was firmly in the hands of the companies and brands. Industries like automotive, insurance, travel, and real estate made money by keeping details away from consumers. The profit margins were in the secrets.

That was about to change in a thunderous manner.

Fallen arches

McDonald's is a great example of a company built on advertising … and secrets.

The legendary story of the iconic burger chain has been told in magazines, books, documentaries, and even a feature film called *The Founder.*

About the time Ray Kroc assumed leadership of the company, McDonald's had just 14 restaurants and sales of $1.2 million. The company's first national advertising campaign ("Look for the Golden Arches") was launched in 1960 as Kroc positioned the company for a trajectory of rapid growth.

Just 10 years later, McDonald's had 1,600 restaurants in all 50 states and about $600 million in sales. Its famous "You Deserve a Break Today" ad from this period is rated by *AdAge* as the best advertising jingle of all-time. The all-American company was even featured on the cover of *Time* magazine. McDonald's was on a roll.

Or a bun.

Never mind.

The 1980s proved to be another high-impact decade for the company, as the fast-food chain – already entrenched in the suburbs – began to focus on urban expansion. Although new burger rivals challenged McDonald's, its sales and market share continued to grow.

By the mid-1990s, McDonald's boasted nearly 20,000 restaurants in 101 countries and was among the biggest advertisers in the world. Their ad spend of nearly $1 billion exceeded the GNP of several small countries. The Golden Arches was the most recognized symbol in the world, even ahead of the cross. McDonald's sold so many Happy Meals that it even became the world's largest distributor of toys.

But by 2002, there was no hamburger in paradise. After getting pounded with quarter after quarter of sales and profit declines, the company posted its first loss since becoming a public company. Part of the problem was a widespread concern about the healthfulness of the food. Ugly rumors swirled around McDonald's like gnats in a Minnesota summer. The more it tried swatting them away, the more aggressive the swarm grew as consumers discovered the most significant communication platform in the history of the world – the internet.

False information about the use of cow eyeballs and worms in hamburgers popped up all over the web. Homemade videos purporting to show mistreatment of animals went viral. Rumors churned about the company under-paying employees and serving food that was making America obese. And then there was the most persistent rumor of all: Chicken McNuggets and burgers are made from "pink slime" – meat scraps turned into a paste and treated with an ammonia solution.

The fast-food giant counter-attacked by cutting its aggressive growth plans, launching a back-to-basics food strategy, raising wages for 1.7 million employees, adding healthier menu options, and emphasizing wholesomeness through a catchy new ad slogan: "What we're made of."

The company finally faced their new internet reality by naming its first director of social media, Rick Wion. Rick came from a Chicago-based agency that had handled social media projects for McDonald's since 2006. In an interview, Rick said his marching orders were three-fold: Use social media to build the business, manage customer problems, and establish outreach to target groups of influencers such as mommy bloggers.

The company also planned to use the internet to spread the gospel about their "What we're made of" transformation. It was a simple plan. McDonald's would use social media to drive people to its new commercials highlighting real-life farmers and ranchers who supply its wholesome ingredients.

On the day the spots rolled out, everything seemed calm on the social media scene. After clicking on the hashtag #MeetTheFarmers, people were watching the videos online, and the tweets about the ads seemed to be generally positive.

But that afternoon, Rick moved the conversation to #McDStories to encourage people to keep talking about the farmers. Suddenly, the promotion went sideways. From his eighth-floor office at McDonald's headquarters, Rick watched another kind of story dominate the Twitter feed – horror stories, real or imagined, justified or not, about the restaurant's food, service, atmosphere … and just about everything:

- "Dude, I used to work at McDonald's. The #McDStories I could tell would raise your hair.
- One time I walked into McDonald's and I could smell Type 2 diabetes floating in the air and I threw up.
- These #McDStories never get old, kinda like a box of McDonald's Chicken McNuggets left in the sun for a week
- I lost 50 lbs in 6 months after I quit working and eating at McDonald's

Well … you get the idea. McDonald's had paid for the privilege of having their hashtag promoted on the Twitter homepage, but this was not helping their brand. They ended the campaign within two hours but learned a painful lesson – you can't pull a hashtag! Or, more accurately, a bashtag. The tweets kept coming.

A clever social media idea had become yet another public relations crisis for the company. Mainstream media latched onto the disparaging tweets, and the story – dubbed #McFail – blew up as one of the biggest social media debacles of all time. It was an undeserved honor. Rick told me at the time that less than 2 percent of the tweets were negative, which would be regarded as a huge social media success by most standards. But good news doesn't sell, and the true story of #McFail has unfortunately been lost in the hype.

The end of secrets

McDonald's had finally learned its lesson. This rebellion had to be taken seriously. There could be no more spin, no more misdirects, and no more secrets. Instead of trying to gloss over real (and imagined) consumer issues about ingredients, animal welfare, and obesity, it would have to come clean. McDonald's realized that the brand image it had fastidiously groomed for decades was now in the hands of its customers and critics.

The company's response was bold. It introduced a new "Our food. Your questions" campaign that encouraged customers to pose any question about the company through Facebook, Twitter, and a dedicated new website (piloted by McDonald's of Canada). The company received – and answered – more than 30,000 questions ranging from conspiracy theories about food additives to the truth about pink slime. One of the most memorable answers was a video of a McDonald's marketing director explaining why a hamburger looks different in advertising than it does in a restaurant. It attracted 10 million views on YouTube.

Eventually the campaign of authentic honesty spread to the U.S. and Australia.

The "new" McDonald's had dramatically adjusted its corporate culture to be congruent with the expectations of its internet-empowered customers.

Even critics were impressed. One said the company had "redefined transparency." Certainly, the program was courageous. But realistically, McDonald's had no choice but to go this route if it was to survive. The Second Rebellion was over, and once again, the consumers had won. There could be no more secrets. Not on the internet.

Today we take the internet for granted, but the impact of the End of Secrets can't be overestimated. Putting information in the hands of consumers thoroughly transformed the process of buying a car, planning a vacation, buying insurance, assessing health and medical conditions, purchasing a home, and investing in stocks, to name just a few common consumer transactions.

I worked in corporate marketing during this tech-led rebellion, and from a business perspective, it was terrifying. Almost every marketing function, strategy, and tactic was disrupted. The tech was changing our business so completely and so quickly that we didn't know what was going to happen next.

When we lost our business secrets to the internet, we all went through the stages of marketing grief: shock, denial, anger, depression, and blaming the lawyers. Eventually there was acceptance and a determination to figure out this new world.

If you remember the feeling of chaos in those days like I do, well, the fun is just beginning. The final rebellion has begun, and this time, the consumers have taken charge – and they're playing for keeps.

The Third Rebellion: The End of Control

Let's go back to the soap story for a moment. What does it reveal about the inevitable next rebellion? Here are five clues:

1. My young friend built an emotional attachment to the humans behind the product more than to the product itself. The soapmakers helped her believe in their vision and their cause without ever actually *selling* anything. Who is the human we can believe in at Ivory?

2. My young friend is immune to traditional advertising, even when an iconic product like Ivory soap has been promoted heavily for more than 100 years. She explained to me that she streams her television shows, listens to ad-free satellite radio and podcasts, and has an ad-blocker on her phone and computer. She literally sees no ads.
3. There is no “marketing” for this local product in any traditional sense. My friend bought the soap because she could see a tangible benefit in her community. And she paid a lot more for it compared to established brands. The value of the *purpose* behind the company and alignment with her personal values outweigh any need to economize and buy the safer choice of Ivory soap.
4. She told this story in such a compelling way that it made *me* want to buy the soap, too. The power of word-of-mouth referrals and a social media-fueled supply chain levels the playing field, eliminating the historical barriers of owning shelf space at mass retailers or contracting with gigantic New York ad agencies. A story that is meaningful, believable, and relevant can define the brand. The company’s story is so authentic that it’s passionately carried forward by my young friend. *The customers are now the marketers.*
5. There was no sales funnel, at least not like the one in your company PowerPoint deck. There was no “customer journey” to dissect other than the one that my friend chose for herself. How do you market to a person who is seemingly unreachable? In fact, proudly unreachable.

In this example, we see our foundations of command-and-control marketing collapsing before our eyes like an avalanche.

There are no more lies.

There are no more secrets.

There is no more control.

For more than a century we've built our greatest brands like Ivory through an accumulation of advertising impressions. But to survive this final rebellion, companies and brands must be built through an accumulation of *human impressions.*

That is the only thing we trust. That is the only thing that matters.

This is not a new idea. In fact, it's the oldest idea in marketing. Deep down, we've always known that business is about emotion and relationships. We buy from those we know, like, and trust. We just forgot about that because advertising, PR, and even social media blasts are incredibly cost-effective and have worked so darn well.

Or, at least they used to …

The world we think we know vs. the world that is

As CEO of Buyer Persona Institute, Adele Revella has overseen thousands of customer interviews spanning dozens of industries, and she told me there is one, pervasive aspect of almost every buyer's journey: "Almost no one can recall any marketing engagement that influenced their decision," she said.

"I know that sounds terrifying and I don't like communicating bad news. But I cringe every time I see a graphic depicting an elaborate buyer's journey that is utterly unrelated to anything a real buyer has ever told us. It's clear that sales are occurring from activities outside our traditional marketing programs -- peer recommendations, reviews, and word of mouth referrals from trusted colleagues. Although we occasionally hear mentions of touchpoints such as webinars, whitepapers, or case studies, most buyers tell us that vendor content can't be trusted.

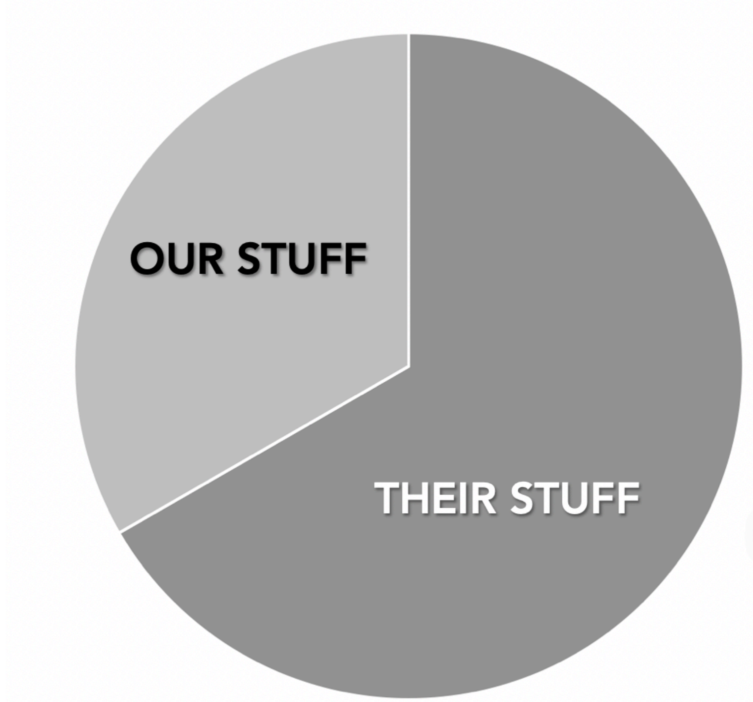
"As a career sales and marketing professional, I feel like we're living in an echo chamber that continually reinforces our own ideas and methods. We're reading content and listening to our peers, all of whom are invested in defining, clarifying, and increasing the importance of our own marketing when the true customer journey is owned by the customer."

The once-predictable sales funnel has become a snarled maze.

Landmark research from McKinsey revealed just how dramatically consumer behavior has flipped the world of marketing in this Third Rebellion. The company found that on average, two-thirds of the touchpoints during the evaluation phase of a purchase involve *human-driven marketing activities* like internet reviews, social media conversations, and word-of-mouth recommendations from friends, family, and online experts.

Let that sink in for a moment. *Two-thirds of your marketing … is not your marketing.*

THE MARKETING THAT WORKS



This momentous change in consumer behavior means that businesses must pivot beyond push-style marketing communications and somehow learn to influence the unfamiliar two-thirds of the pie that are consumer-driven.

Here's the kicker: That seminal McKinsey article *was published in 2009.* We've known about this consumer revolution for a long time, and yet nearly every marketing organization I work with is still operating with the traditional playbook of TV ads, lead nurturing, and targeted messaging delivered to ideal personas dreamed up by an ad agency.

Ten years later, McKinsey revisited this famous report, and after studying more than 125,000 consumer decision journeys across 350 brands in 30 industries, they concluded that loyalty is more elusive than ever. Ninety percent of the categories showed *no customer loyalty.*

The evidence is there, and it has to be showing up in our results, but marketers are disregarding the revolution brewing right under their noses.

When I wrote about these epic changes on a LinkedIn post, one senior executive violently disagreed with me and responded "Marketing is marketing. As long as we have ads and we can control the message, we're going to be OK."

You see, many marketing, advertising, and PR professionals are asleep, and they don't even know they're asleep … like this fellow.

I get it.

Rebellions are hard.

Rebellions are inconvenient when your career has been going so splendidly.

Rebellions don't fit into the current social media dashboard.

So, here's the deal. I'm offering you the red pill.

Remember the famous scene in *The Matrix* movie where rebel leader Morpheus holds out his hands and offers Neo two pills? It goes like this:

"You take the **blue pill** – the story ends, you wake up in your bed and believe whatever you want to believe. You take the **red pill** – you stay in Wonderland, and I show you how deep the rabbit hole goes. Remember: All I'm offering is the truth. Nothing more."

This book is your red pill.

Put it down … and you can probably maintain some blue-pill life of blissful ignorance as you try to “control your marketing messaging” until you retire or get fired.

But take the red pill and join this rebellion … well, you’re in for a wild ride, my friend. The truth is strange, the truth may make you squirm, but the truth is your freedom.

We’re moving inexorably toward a subscription-driven, human-driven, emotion-driven, ad-free, funnel-free, big brand loyalty-free world … and the alarm bells are ringing.

Even if our customers stop watching Netflix and Amazon (where there are no ads), stop listening to their music on iTunes and Spotify (where there are no ads), stop reading their ad-free news subscription, and stop using the ad-blocker on their mobile device long enough to even see your ad, they don’t believe it any way. Nearly 80 percent of consumers don’t trust corporate advertising in any form, and the percentage is even higher for younger customers. This is a number that has been in decline for at least a decade.

You’ll discover in the following chapters that the very foundations of traditional marketing – our channels, strategies, agency relationships, and even the promise of customer loyalty for a job well done – are disintegrating.

The customers are in control.

The customers are the marketing department.

The customers will eventually win the Third Rebellion, as they’ve won every battle for the last 100 years. I can’t change those facts. But maybe I can change you.

We must prepare, embrace the chaos of our age, and discover an entirely new way to connect to our customers.

Which is why we’re here.

To continue reading about the implications of the Third Rebellion and how smart marketers are creating winning strategies in this new environment, please purchase the book *Marketing Rebellion: The Most Human Company Wins* by Mark Schaefer. The book comes with lots of fun and useful bonus material such as a companion workbook, a word-of-mouth marketing guide, a coloring book, and more.