

THE SXSW16 STOLEN MANIFESTO

1. Kevin Plank
Founder & CEO, Under Armour
2. Tim Irvine
Regional Design Director, Fjord
3. Kevin Kelly
Author, Wired
4. Jim Bankoff
CEO, Vox Media
5. Michael Shore
VP, Head of Future Play, Mattel
6. Mat Yurow
Director Audience Dev, New York Times
7. Keith Shumann.
VP of Mktg., Cricket Wireless

8. Maggie Windsor Gross
Director, Brand and Digital Strategy, Havas Worldwide
9. Leslie Jamieson
Author
10. Frank Cooper
CMO, BuzzFeed
11. J.R. Badian
VP, Digital Mktg. & Social Media, MasterCard
12. Roo Ciambriello
Writer, Aweek
13. J.J. Abrams
Director, Producer, Writer
14. Gwen Throckmorton
US Head of Industry, Facebook

15. Paul Gaudio
Global Creative Director, Adidas
16. Kerry Washington
Actress
17. Henrik Werdelin
Co-founder, Bark&co
18. Jon Favreau
Ex-Director of Speechwriting for President Obama
19. Martin Harrison
Head of Strategy, Huge
20. Casey Gerald
MBAs Across America
21. Chris Barth
Strategist, Contagious
22. Max Levchin
Founder, PayPal

23. Jon Jones
Chief Digital Officer, The Incite Agency
24. Andy Puiddiccombe
Co-founder, Headspace
25. Bend Mand
SVP, Brand Mktg. & Innovation, Plum Organics
26. Ann Mack
Head of Content and Activation, Facebook
27. Brené Brown
Author, Research Professor, University of Houston
28. Ed Saxon
TV & Film Producer
29. Emily Weiss
Founder & CEO, Glossier

30. Michael Duda
Managing Partner, Bullish
31. Jen Rubio
Co-founder, Away
32. Shenan Reed
President of Digital, MEC Global
33. Julie Rice & Elizabeth Cutler
Co-founders, Soulcycle
34. IBM Cognitive Studio
35. Diego Figueroa
SVP, Director of Strategy, Lápiz
36. Food truck chef
Southbites
37. Brian Solis
Principal Analyst, Altimeter Group

38. Mark Thompson
CEO, New York Times
39. Dirk Alborhn
CEO, Hyperloop
40. Famous Rhodes
VP of Digital & Customer Experience, AutoNation
41. Lee Moreau
Principal, Cotinuum
42. Alex Chung
Founder, Giphy
43. Volunteer
SXSW16 Interactive
44. Leura Fine
Founder, Laurel & Wolf
45. President Barack Obama
US President

Data is the new oil. The companies that will win are using math¹. What we do with all of the data we generate will shape our future².

Anything that can be tracked will be tracked³. In a connected world, where consumer data is the oxygen that breathes life into Living Services, digital trust is more important than ever². Without audience trust we don't have an audience⁴.

It's not just about technology, it's about making our lives better rethinking everything we're making⁵. It's not all about algorithms; it's about the relationship with the reader: Right user, right moment and right time⁶. Personalized segmentation should be in real time because behavior is always changing⁷.

The difference between data and insights is empathy. Data alone is dangerous. Data and empathy is powerful⁸. Empathy isn't just listening; it's asking the questions whose answers need to be listened to⁹. Empathy and human connection are the new superpowers for building a large audience¹⁰. Measurement and ROI are important but you can't measure what's priceless¹¹. It's hard to measure an experience, but it's what matters most to consumers¹².

With VR, we'll move from the Internet providing information to it providing experiences. VR will be the most social of social media³. The challenge is to hide tech. Make tech invisible for the audience¹³.

Change only happens when you stop talking about people and start talking about people's lives. Traditional media companies show us the ideal image. New media companies show us the authentic one¹⁴. Create a framework for a conversation¹⁵.

The key of everything in social media is authenticity¹⁶. Brands are what other people say when they hear the name of your company¹⁷. Be honest and don't speak in bullshit¹⁸. A consumer constructs a brand as a bird constructs a nest -from small scraps collected

here and there¹⁹. Listen more than you speak. Act more than you plan²⁰.

Be part of culture, don't try to own it. To participate in culture, find your niche²¹. Culture is everything. Culture is the brand. The brand must be protected. Culture eats strategy for breakfast¹.

The best brands don't predict what is cool they dictate what is cool¹. This idea of trying to follow the user instead of the industry is something that has worked very well for us¹⁷. As brands we're fighting for attention, and identifying relevant passion points is key²². Don't look for trends, but waves: secular changes happening so strongly, you must either ride them or get swept up by them²².

Don't communicate to fill space, communicate because you have something to say²³. If you can't improve on silence you shouldn't say anything at all²⁴. Consumers don't want to be marketed TO, they want to be engaged WITH²⁵. In a deep breath, 1 million moments are shared in Facebook and Instagram. Things are best when they're shared²⁶.

We all have a story to tell⁶. When we deny our story, it defines us. When we own our story, we get to write the ending²⁷. Story is a technology. Our brains are wired for stories. Our brains are set up to learn from stories. People forget what you said. People forget what you did, but people don't forget how they feel²⁸. Every great brand is like a great story – they all have a beginning, middle and end. Each product is like a chapter; we need to make sure they all flow together¹. Build a brand that can evolve & live anywhere²⁹. Why not go to where people are? We've done it, and in doing that we've built this power of an audience that crosses these different platform¹⁰. Every platform plays a role in the story⁶. Creating brands that people love and creating advertising that doesn't suck⁴.

Advertising isn't dead. It's more important than ever in building business³⁰. Don't build a culture of sameness³¹. Do something that provides me with value. Advertising

should be a service at the end of the day³². Maximizing profit doesn't always result in the best thing for the user. Beneficent companies accept the long game²².

It's not about the destination. It's about direction, the way we work building a consciousness collectively. You are not an expert on everything¹⁵. If you get the right people on the bus, you can drive the bus anywhere³³. Out-think limitations³⁴. What you do in the dark is what puts you in the light¹.

Companies must design and innovate for their most important asset: Employees². Collaboration is a trigger to go big³⁵. Feed your mind³⁶. People want to innovate, but they are trapped in meetings³⁷. If you have no tolerance for failure, you will not create anything new²⁷. Our cultural focus: Enable people who want to create, giving them permission to fail. Not just doing what we're asking you to do¹⁵. Vulnerability is not weakness. Vulnerability is the most accurate measurement of courage²⁷. It's not the failures that kill you as a business. It's the successes. Changing when things are good is incredibly hard³⁸. We need to find a way to step back a little bit to see things more clearly. Happiness isn't outside ourselves or in the future, it's here and now²⁴.

We are not a company. We are a movement³⁹. We love the future, but we still live in the present⁴⁰. The future doesn't just happen⁴¹. The greatest products of the next 20 years haven't been invented yet³. In the future, everything is moving⁴². Keep moving and don't leave the line⁴³. Go for big ideas. Ones that make you say, 'If I don't go for it, who will?' That's the exciting stuff. Scary, important²². If starting a business is taking a flying leap off a cliff, why play it safe in the day to day⁴⁴. We need to believe in the impossible more often³.

I'm not saying we are willing to do it. I am saying we are doing it!⁴⁵.

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