

WeCommerce

How to Create, Collaborate & Succeed in the Sharing Economy

By Billee Howard

Dedication

I'd like to dedicate this book to the fantastic group of "honeybees" in my hive who helped me find the courage to creatively evolve both personally as well as professionally. Bev, Laura, Allyson, Jen, Randi, Christine- - in a word thanks. I wouldn't be who I am today without you. And to "M" I carry your heart. I carry your heart in my heart.

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Introduction:

The House of We

Most of the time, change, especially global change, happens gradually- - so gradually in fact that we barely notice that anything's different. It's like the hands of a clock, moving from 4 to 7 to 4 and then on to 7 again. Time passes, one day changes for another, but we don't actually see the hands moving.

Once in a great while though, forces combine, and a cataclysmic shift occurs that changes everything about life, as we understand it suddenly, completely, and forever. One day, dinosaurs roam the earth, dominating the food chain so effectively that they tower over the rest of creation with arrogance and ease. Nothing in their path can hold a candle to the sheer size and grandeur of these various, immense, and adaptively astonishing creatures. The next day, an asteroid hits, the Jurassic gives way to the Mesozoic, and seventy five percent of all species become extinct in the blink of a geological eye. The dinosaurs are no more, and in their place, mammals, horses, whales, bats and primates rise up, flourishing and radiating across the earth in the tidal wave of evolutionary opportunity that disruption and creative destruction provides.

In the space of just two hundred and fifty years, our country went from an agrarian based homestead economy made up of small colonies where people relied on each other for their very survival, to a thriving suburban middle class where people could live perfectly well day to day without any interaction with their neighbors at all.

One moment, we were feeding ourselves and our families out of our own kitchen gardens, making everything we used by hand, and using our only currency- -the ability to trade and share with our neighbors- -in order to survive through the long winter. The next moment, we found ourselves living in cities, working long hours far from home, and buying rather than making or sharing what we needed to survive. The things that had fueled us before; community, creativity, cooperation, and sharing had completely outlived its usefulness. “Own your own” became the dream and the driving force of the age. The “Me” economy had begun.

We are still living in the long tail of the industrial revolution. We still go to work in offices and factories and mills. We live in cities and suburbs, instead of villages. We purchase mass produced goods, rather than fashioning our own tools, and we are still dealing with the isolation, alienation, lack of connection, and the diminishment of the singular human hand and voice that mass production and industrialization ultimately produced.

But all that is changing, and it’s changing quickly. We are standing amidst the ashes and what once prevailed no longer functions, and once again, new species are emerging.

The “I, Me, Mine” mindset of the industrial era came to an end in the crash of 2008. In its place comes an economy, and a culture built on a reimagined version of our core American competencies: socialization, sharing, trust, purpose, passion, creativity, and collaboration. We are building a HouseofWe,

and returning to our small community origins, only now our village is global in scale.

It is now possible to stand in solidarity with people on the other side of the world because of an idea, and for one person to launch a handmade innovative product, and compete with big brands for the global customer's attention, loyalty and consumer dollars. This means that not only the rules of the road to profitability but also the very definition of success itself has changed. A new success story is being told, with a whole different set of characters, and plot twists, and with a reinvented vision of what the American Dream actually means.

Success in today's WEconomy means doing it together, for the good of the many, not just the few. It means returning to a hand made, one of a kind world, where profit is also purposeful, where creativity, socialization and trust, and are core competencies. It means that our stories are now the currency that engages us with ourselves, and with others, our passions and interests the bridge that connects the digital and physical world. It means that now, we are living in a culture and a marketplace where the very first rule for how to succeed is to understand that now, more than ever before, united WE stand, and divided WE fall.

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House of We Manifesto

It's our choice. It's up to each and every one of us together to live and change for the **House of WE**. **WE** can build a better world out of the ashes of **creative destruction**. **We** can choose purpose over profit, **passion and artistry** over productivity, elegance over efficiency, **slow food** over fast food. **Bigger is better is dead**. White is the new green. Quality of life is the new **American Dream**. The **economy of engagement** is the new **Made in the USA**. Hanging on to a crumbling status quo will not make you safe. It's already too late. You can't stop the forces of change once they are in motion. Watch for the **signs** of the new world order unfolding, and adjust accordingly. Become a connoisseur of **CULToure**. Read the handwriting on the wall. Be the **hand** writing on the wall. Adapt to the demands of **Creative Darwinism**. Become an artist of life. **Grow your own**. Be a true original. Unite, destroy, create, sustain, **imagine** a better world and do one thing every day to make your **House of WE** a reality. Do it for the many, not the few, and in collective cooperation. Make friends with the unknown. Stand up. Stand out. Let go of the drama. Enter the 5th Dimension and then invite your friends over for a home cooked meal. Be open. Be flexible. Be agile. Dance. **WE** are all starting from scratch, starting today. This chance may not come again in our lifetime.

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Chapter 4

How to Start Your Own Small Town Silicon

What Braddock and Silicon Valley have in common is that they are both partners in the rebirth of Made in the USA as a symbol of collaboration, creativity, and technological innovation. And they are both using the very same grass roots principles to achieve some pretty lofty goals, and bringing new life and productivity to the blighted citadels of the former industrial economy.

And it all began with the transformation of an arid stretch of land in San Francisco now widely hailed as the global mecca of technological discovery. Silicon Valley. The name alone conjures visions of revolutionary gadgetry and goodness that will lead to prosperity and ideas that blend humanity with technology in order to imagine a better tomorrow.

While innovation today is at work doing all it can to bring back traditional sectors like autos and computers to manufacture here again with new tax incentives, and energy benefits, our great nation is also embracing the idea of small as the new big, and allowing entrepreneurialism to organically take hold in small towns never before considered to be centers of innovation.

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The trend according to Pete Enagardio of Bloomberg BusinessWeek is “The trend is to nurture living, breathing communities rather than sterile remote,

compounds of research silos.”

–Pete Engardio, “Research Parks for the Knowledge Economy,” *Bloomberg BusinessWeek*

Led by an eclectic group of institutions and leaders, innovation districts are emerging in dozens of cities and metropolitan areas in the United States and abroad and already reflect distinctive typologies and levels of formal planning. In the United States, districts are emerging near anchor institutions in the downtowns and midtowns of cities like Atlanta, Baltimore, Buffalo, Cambridge, Cleveland, Detroit, Houston, Philadelphia, Pittsburgh, St. Louis and San Diego. They are developing in Boston, Brooklyn, Chicago, Portland, Providence, San Francisco and Seattle where underutilized areas (particularly older industrial areas) are being re-imagined and remade. Still others are taking shape in the transformation of traditional exurban science parks like Research Triangle Park in Raleigh-Durham, which are scrambling to keep pace with the preference of their workers and firms for more urbanized, vibrant environments.

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Silicon Success Stories

Here are some of the more notable new American “Silicons” who like Braddock, who are reinvigorating their local economies through the use of art, culture, technology and connection to community. Each one of these enclaves of

innovation has specific lessons to teach us about how to revitalize a brand through creative WeCommerce, and seed our own new pocket of innovation

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Silicon Forest:

Key Learning: Use what you have to attract what you need

Located in the Portland Metropolitan Area, Silicon Forest began as an enclave of tech companies, predominantly computer hardware manufacturers, who had migrated out of Silicon Valley after the dot.com bubble burst. Silicon Forest is home to such tech industry leaders as Tektronix, InFocus, Planar, Pixelworks, Hewlet-Packard and Xerox. But like the steel mills before them, manufacturing hardware hit a wall when confronted with cheaper foreign imports, and Portland had to reinvent itself, and diversify.

Much like Braddock, one thing that the industrial district of Portland has in spades is abandoned buildings, which also means they have lots of cheap studio space to offer a creative class. So the Portland Development Commission came up with the idea to do a challenge to attract new types of businesses into Produce Row, in Portland's Eastside Industrial District. This is the Manifesto of Produce Row, which is attracting urban pioneers and tech settlers to reinvigorate and replant the forest.

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Produce Row Manifesto

HERE is a special kind of here. Here is not a place for beige walls, suburban office parks and steady diets of sameness.

HERE, the only place we use cookie cutters is in our restaurant kitchens. In this place we embrace dichotomies and contradictions. Like trains sharing the road with bikes and tractor trucks parked amidst electric cars. Or quirky, upstart companies surrounding historic landmark Portland businesses.

HERE disruption is a piece of the landscape. HERE creativity paves every street. Every day is different and exciting and full of opportunity and that's just part of why we love it here.

HERE is Produce Row.

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The SDX Challenge offered the winners a year's worth of free office space in a, 900-square-foot space in a building long ago used to assemble cars, later occupied by a rug dealership, and most recently employed as a campaign field office by Portland's current mayor. They also offered donated furniture, a \$10,000 stipend, and free legal, accounting and human relations services.

In May, the commission announced the six winners. The list included CoPatient, which combs through medical bills in pursuit of errors and overcharges; Safi Water Works, which is developing a bicycle-powered water

treatment system for the developing world; Walker Tracker, which customizes programs designed to encourage walking; OnTheGo Platforms, which builds apps for Google Glass; and Alum.ni Inc., an Israeli company that later received funding and moved to the Bay Area, to be replaced by Seamus Golf, which makes hand-crafted woolen golf accessories.

Produce Row and Braddock used the resources that they had, to secure the resources that they needed, and all through the creative use of technology. As a result, Portland has emerged as a home for today's up and coming creative entrepreneurs, and artists. In fact, the city now has its own Sundance show devoted to it called Portlandia which celebrates its eccentricities, while also using it as an example of the changing paradigms driving American art + commerce today.

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Silicon Anchor

Key Learning: Anticipate consumer needs by staying organically connected to your environment.

Located in the Norfolk/Virginia Beach area, Silicon Anchor is new port for entrepreneurship, innovation and startups that are focused around technology that is related to the area's long history as a ship port. HoistCam is the textbook example of the innovation occurring in this region and what it can teach us. The brainchild of GM Engineering Services, HoistCam is a rapidly deployable wireless electronic night/day camera platform designed for crane operators in

construction, industrial, marine and transportation industries. HoistCam eliminates blind spots by placing the eyes of the crane operator anywhere. Safety is increased, and efficiency improved by making visual information instantly. HoistCam attaches to the hook block or anywhere on the job site with high strength magnets in a matter of seconds.

What's most intriguing about Silicon Anchor is its ability to innovate in response to its environment. In an area known for construction, industrial, marine and transportation industries, the region continues to build a hub of regionalized innovation built on knowing what businesses want before they know they want it and innovating around it.

Silicon Bayou:

Key Learning: Employ disruption in good times as well as bad

Post-Katrina, and perhaps because of the catastrophic destruction that Katrina brought with it, New Orleans has become a model of made in the USA reinvention. Starting with a blank canvas, New Orleans has reimagined how to provide its citizens with fundamental services in a new and better way, because after Katrina, the old systems no longer functioned. Today, New Orleans has continued to expand on the insights they gathered during hardship, and are disrupting their way to a new boom economy. Below is a list of New Orleans companies that are not only helping to redefine the region, but also reimagining the spheres within which they do business

- Pixel Dash Studios specializes in interactive media, video game

development, graphic design, and 3D animation. The company works with clients to develop original products from the ground up or to improve existing products.

They are a true pioneer of both the application of 3D technology and co-creation.

- FundDat is a crowdfunding platform for projects created in or about New Orleans. The platform raised over \$23k for local projects during their beta launch. As company ownership and innovation continues to move from the few to the many, crowdsourcing continue to be a vital medium of everything from idea development to funding. By taking a broad new business model, and customizing it specifically to a region, the company shows us one of the most important paradigms emerging within the HouseofWe. Think Global, but act local. Hyper local approach to everything from innovation to marketing will drive success in the new world order.
- mSchool: This innovative startup helps communities open and leads a one-classroom micro-school. In as little as two weeks, mSchool works with communities and schools to turn any space into a state of the art learning lab where students can make multiple years of academic progress each year. This brand has taken key learning from the region post Katrina, and applied them on an

ongoing basis showing that disruption is equally important in times of prosperity as it is during days of destruction.

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Silicon Beach:

Key Learning: Harness technology to tell your story far and wide

Located in the greater Los Angeles metropolitan area, Silicon Beach is home to over 500 tech startup companies. Major tech companies include Google, Yahoo, YouTube, AOL, EdgeCast Networks, and MySpace.

Silicon Beach is also home to a number of start-up incubators and accelerators, such as Launchpad LA, Amplify.LA, Science, and StartEngine.

What the region has done best is to capitalize on two of the things that make Hollywood tick: video and celebrity, to create a new mecca of regional innovation. Silicon Beach understood that one of the keys to a successful reinvention of made in the USA, is to figure out how to link your hometown industry to the future of technology. As Hollywood continues to be the entertainment capital of the world, and one of the fastest growing areas in technology is mobile entertainment. Silicon Beach has harnessed this trend and made itself the place to be for collaborative entertainment fueled by technology.

5. Silicon Bridge: DUMBO, in Brooklyn, New York's is a residential enclave tucked between the waterfront and downtown Brooklyn, known primarily for

moustaches, hipsters and pizza wars. It's also home to Etsy and countless small marketing agencies, which over the past decade have made their headquarters in former factories with sweeping views of the Brooklyn Bridge, the Manhattan Bridge, and the Hudson River.

Today, the historic neighborhood is also touted by New York City as a startup hub and the first Brooklyn appendage to Manhattan's Silicon Alley. What's illuminating about DUMBO is that it's not one company in particular but the sense of community wide focus on artistic innovation that has made this new Silicon hub such a success. Whether it is Dumbo Labs, the reconstruction of Empire Stores, which is being billed as New York's next big tech and business epicenter, the Brooklyn Technology Triangle, or the Brooklyn Navy Yard which has become a magnet for the world's pioneering, energetic, and creative entrepreneurs, Silicon Bridge is a shining example of building out a hub of regionalized innovation from the outside in, leading with superior infrastructure that beckons the creative class to come and participate.

Silicon Alley

Key Learning: Invent new models to replace obsolete systems

Silicon Alley is a haven of tech innovation in lower Manhattan, rising literally up out of the ashes of post-nine eleven downtown New York City. The industries in the Alley are largely centered on media and ecommerce. Whether its BuzzFeed, Gilt, Fab or Birchbox, the region is cranking out new white-hot tech companies and generating new mecca of disruptive innovation and a new vision of made in the USA.

Silicon Alley shows us that technology doesn't just remake traditional industries, but imagines entirely new experiences. Regardless if it's BuzzFeed completely reimagining media, or Birchbox mashing up the notion of a social club and mail order, the leading titans of the alley understand that the key to success today is in imagining new collaborative experiences that can reshape the world in ways that are holistically restorative and inventive.

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Silicon Bridge

Key Learning: Build it and they will come

Silicon Bridge, located in Brooklyn's DUMBO section, is a residential enclave tucked between the waterfront and downtown Brooklyn. DUMBO is home to Etsy and countless small marketing agencies, which over the past decade have made their headquarters in former factories with sweeping views of the Brooklyn Bridge, the Manhattan Bridge, and the Hudson River.

Today, the historic neighborhood is also touted by New York City as a startup hub and the first Brooklyn appendage to Manhattan's Silicon Alley. According to NYC Digital, an initiative affiliated with the mayor's office, 139 small firms or startups call Dumbo home.

What's coolest about DUMBO is not one company in particular but the sense of community wide focus on artistic innovation. Whether its Dumbo Labs,

the reconstruction of Empire Stores, which is being billed as New York's next big tech and business epicenter, or the Brooklyn Technology Triangle, DUMBO has become a magnet for the world's pioneering, energetic, and creative entrepreneurs and has emerged as the City's largest cluster of tech activity outside of Manhattan. DUMBO is a text book example of building out a hub of regionalized innovation from the outside in, leading with superior infrastructure that daily reaffirms the old adage that if you build it, they will come.

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Silicon Desert

Key Learning: When the rules get in your way, change them

Nevada is hard at work on building its future as a hub of entrepreneurial innovation. Home of legendary Internet titan Zappos, Nevada also just recently landed the fish among fish to base its HQ in the state. Elon Musk's Tesla will be moving to Nevada to open a Tesla plant in a deal worth \$1.25 billion. The key reason they won the deal: disruptive innovation fostered through tight collaboration of the public and private sectors.

Nevada vowed to changed legislation prohibiting Tesla from cutting out auto dealers and selling direct to the consumer. It was this flexibility and forward thinking that allowed Nevada to beat out Arizona and various other states for the home of the Tesla "GigaFactory." Clearly raising the bar on who will walk away

with the Silicon Desert title.

The key to the future of collaborative innovation and invention is the notion of involving the public sector closely in private sector innovation development. Tearing down the barriers of segregation between the public and private sectors we will serve a dual purpose in both helping to imagine the best ideas of tomorrow that will benefit society, as well as simultaneously helping us reimagine government that can actually work.

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Silicon Harbor

Key Learning: Create a vibrant culture that attracts a creative class

Located in Charleston, South Carolina, Silicon Harbor is home to some of the largest and fastest growing companies in America. BiblioLabs is one of three local tech enterprises, all within a three-mile radius of each other, to have been named an Inc. “500 Fastest Growing Companies” in the last year. BiblioLabs ranks at No. 7 on Inc.’s media company list, just behind Facebook at No. 6. Not bad for a start-up that began with four people working out of a small downtown apartment in 2006. All of the buzz, combined with a burgeoning music industry that has Charleston being viewed as the New Nashville has attracted a creative class and top talent from around the world.

Young entrepreneurs and tech lovers are re-locating to pursue their passions and find their ideal work/life balance. With a heavy emphasis on food, fashion, and a rich history of culture, Charleston provides a lifestyle that is enjoyable and rich with entrepreneurial spirit and {chic} tech geeks galore at companies including TwitPic and Amazon Create Space.

Charleston has demonstrated that in the age of WeCommerce, success is fueled with a proper work life balance. As disruption continues close the gap between culture and commerce, communities and brands that can foster high levels of both, will come out on top.

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Pages from Billee's Playbook

Boston Bob Davis

In the late 1990s the first tech boom was underway and everyone was fighting to become the next "it" .com. In those days, it wasn't about providing the best online experiences; it was simply about what you could offer to consumers in the privacy of their own homes, or offices with the click of a mouse.

At the time, I was a VP at Shandwick in the days that pre-dated the merger of Weber and Shandwick and then Weber Shandwick and BSMG, which made Shandwick, or Weber, the largest and most revered PR firm in the world.

The agency, like all the rest, was actively trying to court the Internet champions of tomorrow, and in that quest were fortunate enough to win the Lycos business. Lycos was one of the top search engines as they were called then, and fell amongst the ranks of companies like AOL and Yahoo. Lycos was based in Waltham Massachusetts and run by a notorious Dorchester bad boy and business genius Bob Davis.

Bob, unlike many of the silver spooners who were running the other Internet powerhouses, had not grown up in the Ivy leagues and the hallowed halls of Wall Street, but rather was a Boston boy through and through, with an accent thick enough to make a Kennedy blush. Bob had just taken Lycos public to soaring results, making it one of the fastest IPOs in history at the time. Following that milestone achievement, Bob and his team were looking for a PR partner to tell their story and showcase their unique attributes with an eye on gaining a foothold against the mighty competition.

Fortunately for the agency, and for me, we were selected as the Lycos agency of record, responsible for everything from consumer and tech PR to financial and business media relations. In our years together at Lycos, Bob and team appeared in stand alone profile stories in every media outlet from the Wall Street Journal, to BusinessWeek, to the NY Times, and the company quickly became seen as a mighty competitor in the space, who will lagging behind the big boys in key consumer areas, ranked top of the heap when it came to financial performance and leadership.

Bob sold Lycos to Telefonica for an astounding \$7.5 billion dollars right before the market crash of the late 90s. He walked away having built one of the greatest Internet companies on the planet and sold it for a whopping fee all in the span of a few years. Bob left to glowing headlines globally, but faced questions at the time of why he had sold? Did he get out too quick? There was so much left to do...then and fade to black for a bit.

In typical Bob style, he wasn't gone for long, returning a year later, after the market had tanked, with an autobiography entitled *Speed is Life*, which talked of his days at Lycos and his departure, which clearly was the right move despite what any of the early skeptics had to say. Bob engaged me privately to represent him and his book, and I remember him becoming a fan of mine as much as I was of his as a result of all the glowing coverage I attained, but in particular because of the 2 page spread in *Time* magazine written by the acclaimed writer Frank Gibney that proclaimed "Ahem, Bob Davis Was Right."

Bob kept me around for years following his Lycos departure for projects here and there, whenever he could give me an opportunity he did. Many years later he hired my team when I was an EVP at Weber and had created and launched the GSMG for the VC firm he had joined in the Boston area. That firm was Highland Capital Partners, where Bob still is today, a renowned organization responsible for some of the greatest companies of yesterday and today like LuluLemon, Quigo, Quattro and Cafemom, as well as a key contributor to the world's reverence toward Boston as a mighty competitor to the Silicon Valley.

Take a look and you'll find that everyone from Forbes to the Wall Street Journal has covered this notion

Through my years with Bob, I was privileged to watch Massachusetts rapidly become one of the most innovative tech corridors in the world today. This is so much so the case, that they don't need to be called Silicon Boston as the notion of Silicon's dominance comes into question as a result of only one player and that is Boston and the surrounding areas.

As a result of a deep culture of entrepreneurialism and tie ups with institutions such as Harvard and MIT, Boston is perhaps the greatest example of the power of building a unified local ecosystem that brings together technology, educational institutions and the community in ways that make the new made in the USA something that is already a legend as opposed to a new trend.

Epilogue

The Age of WeCommerce

The shift from ME to WE that is occurring at every level in our culture and current Weconomy has the potential to provide for the vision of a global village that the idealistic sixties dreamed of, but could never manage to implement. With today's technology, the Utopian hopes of our last age of Creative Destruction, can, with proper stewardship, be realized, along with the best values of that era: peace, love, ecology, freedom of expression, responsible business practices, and an economy based on quality, shared abundance, justice, and a reverence for the earth.

Over the last several years, we have seen experiences trumping products more and more each day. Brands who could provide day-to-day offerings that extended beyond the actual product or service were able to stand out in a sea of commodification. In the new world order, there will be a new "e" in town and that e stands for value driven emotion.

As the world unites in pursuit of a common good that rewards the many over the few, the idea of creating experiences that elicit pure emotion surrounding the vintage values of peace, empathy, love, and joy that will become the fundamental business competency of the age. At this juncture, despite all of the global strife we are currently witnessing, the trends of our economy point toward a coming global age of cooperation, understanding, and collaboration.

The further we move away from 2008, the further and further we will move away from a world powered by money, to a world powered by shared experiences. With the democratizing power of technology, which offers everyone a voice and a chance at creation, it is pride in creation that will be our first priority, and the money that comes along with it...well it just comes.

As we enter year seven of the new world order that has unfolded since 2008, we can see more and more of the idealistic re-imagination that took shape in the weeks and months after the crash, appearing before our eyes. The future is taking hold rapidly, and can lead us to a better place, if we let it.

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What Lies Ahead for the HouseofWeCommerce

Here is what I expect to see taking shape in the HouseofWeCommerce of tomorrow:

- **We will go from quantity to quality, and won't be consumed by speed, but by art.** Commerce for commerce sake is no longer acceptable. Anything put into the world for a profit, must find a way to give back to society in kind, and to beautify, enhance and interpret its community and environment.
- **Collaborative commerce will reduce costs through shared infrastructures and collapse business cycle times.** Through the creation of shared infrastructures and ecosystems the principles of WeCommerce will apply as much to how things are imagined, created and produced as to how they are experienced and enjoyed. In the future everything from office space to servers will be shared with an eye on driving efficiencies and creativity of scale that only comes from meaningful collaboration.

- **Brands and consumers will continue to come together to form a more cohesive and fluid business ecosystem.** When you combine crowdfunding platforms / collaborative consumption portals / community hubs, the whole framework for conducting commerce starts to shift. Rather than being driven by competition in a top-down fashion, commerce is being initiated by the community from the bottom up based on real needs. The new era of business is about creating enterprises that work together in tandem to drive commerce that matters. Instead of buying a cheap product from Asia, people can start to buy great products from the people they know the best and reestablish trust in the business environment. Technology has enabled the connections to occur; now it's time for the next generation to capitalize.
- **The regulatory environment will catch up to the business environment** and the sharing economy will then truly take hold. As new models of business take shape predicated more on access than ownership, the rules of engagement will need to change on both a

state and federal level to reflect this new environment. In the new world, entrepreneurialism flourishes and as a result new industries will continue to appear daily. Consequently, laws that viewed certain behaviors like renting and leasing as prohibitive, will need to be examined with more pertinent regulations appearing in their place.

- **Customer service will emerge as a critical function from inception.**

Tomorrow's winning brands will not only have a plan A, based on the product they are offering, but also a plan B, designed to offer a heightened "rescue" component or experience as part of the package. This means including back up chargers on cellphones, or video valets to guide an online shopping experiences in case anything goes awry. Immediacy is also part of the rescue package with customer-centric companies like Amazon offering things like a Mayday! Button to hit if anything emerges to sour your experience. The common thread of each of these add on features and plans is that we are seeing brands respond in ways that are designed to elicit emotion, in this case love, trust and reliance.

- **How companies are owned will change, shifting to a cooperative ownership model**, with profits in the hands of the many, rather than the few. Companies will be created with an eye on inspiring community experiences that elicit joy while also bringing art into commerce's' full view. More people will own their own small companies, or invest in them through movements like Slow Money, and work together toward a common good.
- **It will become more and more acceptable to choose passion and play over work** and the trend will be to become a CEO, Chief Engagement Officer of either a large company, or your own life. The only thing that matters in today's environment is finding a way to forge connections that lead to deeper and more meaningful paths to profitability, whatever those may be.
- **Newly enlightened families and individuals will come together in communities defined by their ideals**, where goods are locally and communally grown, and the craftsmanship of community members

- supports the community.
- **Our entire education system is reimagined from what we learn to how we learn.** Campus-Centric old school approaches must evolve and embrace Digital-Centric new school MOOCs (Massive Open Online Courses). Social structured learning will attract people to the rapidly growing flow of resources and create more opportunities for everyone. ‘Deep Learning’ – enabled by artificial neural networks and evolved ‘augmented reality’ – presents huge opportunities in everything from media and education to health, commerce and leisure.
 - **Consumers rally together to bring justice to Main Street** and businesses work to succeed for Wall Street by taking on the responsibility of profiting only with purpose. As a result brands become much more than purveyors of goods but purveyors of good.
 - **Brands emerge as publishers**, in essence, becoming purveyors of content, taking on similar roles of old school journalism in profiting

by purpose. So what you might turn to tomorrow's brands for might be everything from news to insurance to healthcare to community Products are of course created but embedded with "new life inside" ideas that solve sustainability issues.

- **-We will be less tethered to technology** and more empowered by the freedom it provides-making us less isolated and communicative. As a result, the worlds of the physical and digital will begin to increasingly coalesce. Additionally, technology that succeeds will likely emerge as wearable, capable of offering mobile technological discovery. Wearables will take over every part of the landscape, infiltrating itself into industries ranging from technology, to health, to retail. Wearables will be one of the first industries to be driven forward by celebrity brand entrepreneurs. Gwyneth Paltrow, Jessica Alba, Drew Barrymore, Ellen Degeneres and the other litany of celebrity brands gestating, will leverage this new area of technology, which is in essence the next phase of the website or app, to lead a new frontier forward.

- **Stories become a critical part of leading business models.** Whether it is Chipotle creating its own TV series *Farmed & Dangerous*, and then hiring renowned authors to adorn their packaging, or New Balance creating an authors series to differentiate its sneakers not through designs or colors but through stories about notable characters that elicit emotion. In the HouseofWeCommerce, stories, just like the fables of old before them, are the vessels that unite the world in congregated emotion whose longevity can never be erased and whose ties can never be severed.

- **Women will take their moment on the global stage.** After an uncomfortable alliance between the sexes - with women mimicking traditional masculine power relations to get ahead in a 'man's world' - we are now witnessing the emergence of the new woman. Many women are now better educated than their male counterparts. Already, there are more female than male entrepreneurs and these female icons inspire others around the globe and have influence across culture and class. This phenomenon is best showcased in the

newly anointed trend of betapreneurialism, which is interestingly being powered forward largely by women.

Betapreneurs are truly 21st-century professionals who operate through a process of trial and error to make disruptive innovation happen. Resilient, self-reliant, and extremely potent, they are crafting the future – working solo, in small teams, or within large companies. Currently, only 30% of European entrepreneurs are women, but by 2020 in advanced economies, 2 in 3 graduates will be female, so their contribution will change the landscape of entrepreneurship. This new movement will make the idea of leaning in obsolete as power women realize it is in leaning out where the pathway to success is found.

Sound will emerge as the new words. It will be the canvas of the Ultimate experience. Just as Instagram made pics the artistic vehicle of the day, the infusion of sound immersion will lead to a wave of innovation in the sound realm never seen before. The sound wearable category will prove to be the tip of the iceberg, with music experiences being reimaged through various streaming radio offerings and other custom vehicles that

will showcase new ways of experience great sound. Just as we saw the big stars flee the big screen with the fall of the movie industry which led to a TV renaissance and the idea of binge TV, the very thing will happen with sound. Radio will be reimagined. Concert going experiences will become more festival and community and utopian like. And the idea of binge radio isn't too far away as a result. In 2015, it will definitely be as much about what you hear as what you see.

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