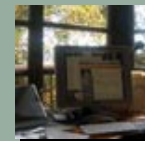
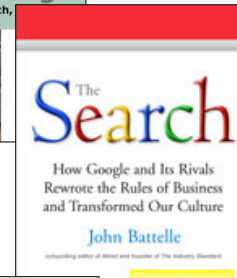
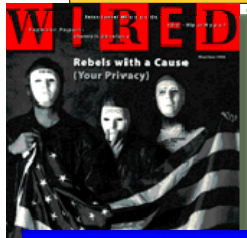


# What Drives the Web 2.0 World: Search, Media, and Conversations

John Battelle  
UCB, Marti Hearst, Presiding



# Who Is This Guy?



# Web 2.0



- Version 1.0 of the Internet: Long on vision, short on execution, shorter on profits; market & tech immature
- Version 2.0: Long on execution, long on profits, even longer on vision; platform is maturing



# Web 2.0 (in one slide)



- The rise of the web as a platform...
- ...based on inexpensive communications and software and mass adoption...
- ...allowed for highly iterative, lightweight, innovative companies....
- ...to leverage the architecture of participation...
- ...and drive a new kind of commerce based on conversation.



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TIFF (Uncompressed) decompressor  
are needed to see this picture.

**Linux**

[craigslist](http://craigslist.com)

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are needed to see this picture.



# The Rise of Web 2.0



- Mid-Late 90s - we thought it was a battle for the **window into computing**: Netscape v. MSFT.
- Instead, it became about **the content and services**, not the window
- Web itself became a robust development **platform**
- Sites also became platforms: Amazon, Google, Yahoo!, eBay, etc
- And entrepreneurs began to build on the platforms, creating **new approaches to established markets** - like software, media, retail....



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**amazon.com.**

## Web 2.0 Principles: THE WEB IS A PLATFORM



- To create IT-driven businesses that work...
- You need a solid ecosystem in which to develop
  - IE Windows, Linux
- The Web now has such an ecosystem
- Sites built on this platform embrace the open: data, access, portability
- And they are headed your way, some are already there
- And the best sites are iterative....

The Facebook logo, consisting of the word "facebook" in white lowercase letters on a blue rectangular background.

The Salesforce logo, featuring the text "salesforce.com" in a grey sans-serif font, with "Success On Demand.™" in a smaller red font below it, accompanied by a red square icon with a white "S".

# Web 2.0 Principles: THE ARCHITECTURE OF PARTICIPATION



- Leverage user-generated content & the force of many to create advantage and build network effects
- The remix culture: the best sites are mixes of other sites' APIs, data feeds: Prosumer rising



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# Web 2.0 Principles: LIGHTWEIGHT BUSINESS MODELS



- The Web as Platform plus AoP = new generation of “lightweight” competitors
  - Google/Yahoo News & Craigslist/Blogs v. Newspapers
  - Tivo/NetFlix/VideoIP v. Comcast/cable
  - Federated Media v. Primedia







*Web 2.0 Principles:*  
**SEARCH RULES**



“Questions are the breath of life for a conversation.”

*-James Nathan Miller*

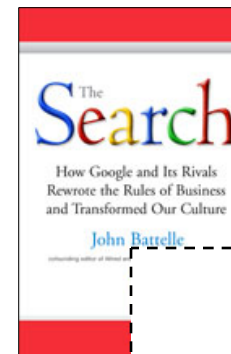
- Our culture’s point of inquiry, the spade with which we turn the web’s soil
- The axis of a business transition from Packaged Goods to Conversational models
- *A conversational interface to technology and culture*

**YAHOO!** SEARCH

# The Conversation Economy

AUTHOR DRIVEN  
**FEDERATED MEDIA**  
PUBLISHING

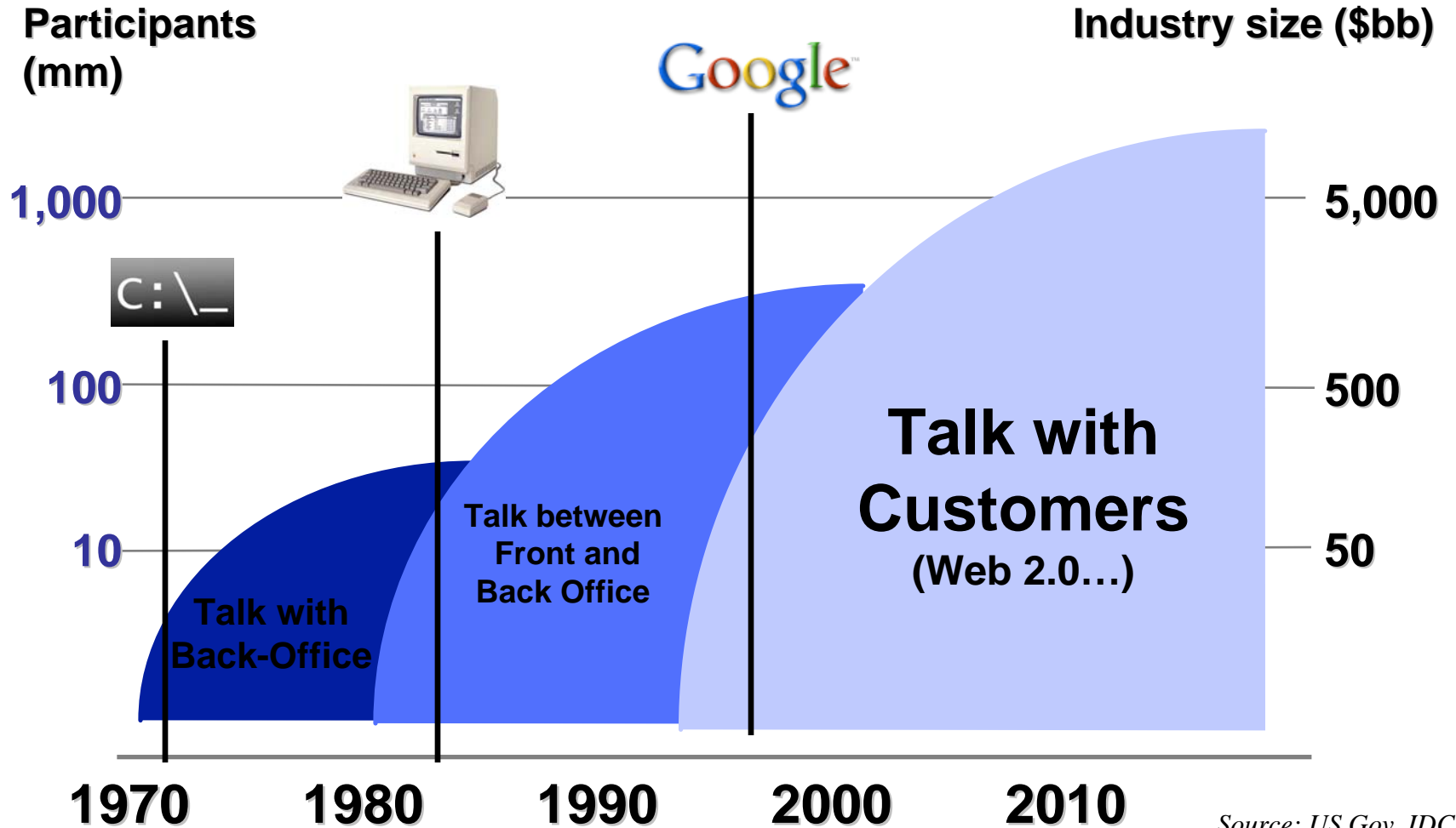
- Smart companies see an opportunity online...
- To provide a platform that allows them to have a conversation with their customers...
- Through services built around their core brand and business promise.
- It's an old lesson: transportation, not trains...



The  
Conversation  
Economy



# The Conversation Economy: The Third Wave of Interface Culture



Source: US Gov, IDC



Search as Interface:  
Remember DOS?



# Search as Interface: Remember DOS Results?

AUTHOR DRIVEN  
**FEDERATED MEDIA**  
PUBLISHING



```
Microsoft Windows XP [Version 5.1.2600]
(C) Copyright 1985-2001 Microsoft Corp.

C:\>dir
Volume in drive C has no label.
Volume Serial Number is 07D1-0A17

Directory of C:\

06/15/2001  12:24 PM                89 AUTOEXEC.DLY
06/15/2001  12:25 PM                147 CONFIG.DLY
06/15/2001  12:19 PM                2,478 FRUNLOG.TXT
10/23/2001  02:06 PM                <DIR> WINDOWS
10/23/2001  02:06 PM                <DIR> DELL
10/31/2001  11:40 AM                <DIR> My Music
10/31/2001  11:42 AM                <DIR> NOUELL
10/23/2001  02:08 PM                0 PREPTOOL.TAG
10/23/2001  02:19 PM                <DIR> YAMAHA
10/31/2001  11:42 AM                <DIR> NWininstallers
10/31/2001  11:42 AM                226 config.sys
04/11/2002  09:34 AM                98 NBHW.CFG
04/04/2002  09:08 PM                11,838 SCANDISK.LOG
04/11/2002  09:32 AM                <DIR> NDS
10/23/2001  02:08 PM                <DIR> MOUSE
10/23/2001  02:21 PM                <DIR> DMI
10/23/2001  02:09 PM                <DIR> DELLUTIL
10/23/2001  02:09 PM                <DIR> CDROM
10/23/2001  02:10 PM                <DIR> BACKUP
10/23/2001  02:10 PM                3,209 DELL.SDR
05/25/2001  10:28 AM                2,135 ZZTOP.BAT
09/30/1993  06:20 AM                1,754 CHOICE.COM
04/11/2002  01:37 PM                <DIR> Program Files
10/23/2001  02:08 PM                1,687 msdos.sys
10/31/2001  12:28 PM                355 autoexec.nai
11/01/2001  03:44 PM                2,403 odbccconf.log
11/05/2001  08:52 AM                <DIR> McGillv3.02
11/25/2001  05:09 PM                <DIR> MyFiles
04/11/2002  01:29 PM                <DIR> Documents and Settings
04/11/2002  01:42 PM                683 command.LNK
10/17/2002  10:40 AM                <DIR> download
04/11/2002  09:34 AM                270 AUTOEXEC.001
02/18/2003  11:57 AM                384 autoexec.bat
03/04/2003  11:19 AM                <DIR> MMInstall
05/14/2002  05:13 PM                12,288 palm41.dll
09/06/2003  10:58 AM                <DIR> uscan70
11/20/2003  05:34 AM                <DIR> 38b6b9a32189746c06
12/02/2003  12:00 PM                <DIR> QUARANTINE
02/11/2004  08:37 AM                <DIR> ATI
04/01/2004  09:50 AM                <DIR> Palm
04/05/2004  09:49 AM                <DIR> nm75install
04/23/2004  12:11 PM                <DIR> My Downloads
          17 File(s)              40,044 bytes
          25 Dir(s)  28,592,766,976 bytes free

C:\>cd MyFiles
C:\MyFiles>cd wp51
The system cannot find the path specified.
C:\MyFiles>
```

After DOS.....





## Search as Interface: Search 1.0....

better results|

Google Search

I'm Feeling Lucky



# Search as Interface: Search 1.0's Results....

## [Better Results, Inc.](#)

Fund raising for large and small organizations selling French bread pizza, cookie dough, cinnamon rolls, and soft pretzels.

[www.zapasnack.com/](http://www.zapasnack.com/) - 16k - [Cached](#) - [Similar pages](#) - [Remove result](#)

## [Better Results, Inc](#)

Provides products and services to the MultiValue/Pick community. Specializes in desktop integration and connectivity tools, system conversions, ...

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## [CNN.com - Better search results than Google? - Jan. 5, 2004](#)

As wonderful as Internet search engines are, they have a pretty big flaw. They often deliver too much information, and a lot of it isn't quite what we're ...

[www.cnn.com/2004/TECH/internet/01/05/seeing.search1.ap/](http://www.cnn.com/2004/TECH/internet/01/05/seeing.search1.ap/) - 56k -

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## [\[PDF\] CCOUNTABILITY FOR ETTERESU LT S](#)

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Accountability for **Better Results** – A National Imperative for Higher Education. A. bout the Commission. The National Commission on Accountability in Higher ...

[www.sheeo.org/account/accountability.pdf](http://www.sheeo.org/account/accountability.pdf) - [Similar pages](#) - [Remove result](#)

## [GM expects better results](#)

GM expects **better results**. Wagoner says cost cuts, new SUVs will help. January 14, 2006. email Email this; email Print this. BY MICHAEL ELLIS ...

[www.freep.com/apps/pbcs.dll/article?AID=/20060114/BUSINESS01/601140324/1014](http://www.freep.com/apps/pbcs.dll/article?AID=/20060114/BUSINESS01/601140324/1014) - 20k -

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## [NASCAR.com - Better-prepared Burton expecting better results - Jan ...](#)

In the wake of the new Ford Fusion dominating Wednesday morning's test session at Daytona International Speedway, the Chevrolets of Hendrick Motorsports duo ...

[www.nascar.com/2006/news/headlines/cup/01/11/pm.testing.daytona/](http://www.nascar.com/2006/news/headlines/cup/01/11/pm.testing.daytona/) - 53k - Jan 21, 2006 -

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## [MSN's adCenter: More Control and Better Results](#)

MSN gives marketers more control. That means more relevant ads and **better ROI**.....



## The Conversational Interface: What Might Be Next?



- “Driving through the web...”
- Taking the interface for granted...
- A call and response model
- The web re-builds itself around your intent...
- Just as it does now at a search service
- *It's interface as conversation*
- And it means big shifts in how businesses operate

## Search as Interface: One Scenario



- New Bottles, Old Wine
  - The link between search, mobile, and an insatiable Index....



# Search as Interface: It's Happening...



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digital camera

Advanced

### Narrow Your Search


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May 29 - The world's top maker of digita...

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**Music**

- Ask, Google, Microsoft, Yahoo all have moved toward a conversational interface...

# Old Homepage for Lancer Evo



2008 Lancer

http://www.mitsubishicars.com/MMNA/jsp/lancer/08/index.do

FM Sblog BB WF Web2 FMPub: Projects Local 4615966 SearchMob / FM Author LehmanLive FM Admin FM MT post to del.icio.us my del.icio.us MT Sblog SFlogin

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**OUR VEHICLES** BUILD & PRICE | SPECIAL OFFERS | FIND A DEALER | TRADE-IN APPRAISAL | QUICK QUOTE

## 2008 LANCER

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- ▶ Safety & Warranty
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/// SHOPPING TOOLS

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- ▶ Special Offers
- ▶ Estimate Payments
- ▶ Find a Dealer
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...HIDE

THE NEXT GENERATION:  
VISIT THE 2008 LANCER  
EVOLUTION INSIDER

Not all features or colors are available on every trim. See Build and Price for details.

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Inspired by more than 30 years of competition in international rallying, the new 2008 Lancer is the sports sedan with the DNA of a champion. With aggressive new styling, an all-new 152-horsepower MIVEC engine and a long list of available features, Lancer will change what you expect from a car.

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Don't trust us, trust the experts

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Paddle-shift Sportronic CVT\*

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# Search Loves Conversations



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lancer evolution

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## 2008 Lancer Evolution

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## Mitsubishi Lancer Evolution - Wikipedia, the free encyclopedia

The Mitsubishi **Lancer Evolution**, colloquially known as the **Lancer Evo** or simply **Evo**, is a car manufactured by Mitsubishi Motors. ...

[en.wikipedia.org/wiki/Mitsubishi\\_Lancer\\_Evolution](http://en.wikipedia.org/wiki/Mitsubishi_Lancer_Evolution) - 102k - [Cached](#) - [Similar pages](#)

## 2008 Mitsubishi Lancer Evolution X

Mitsubishi has released images of a near-production **Lancer Evolution X**, based closely on the Prototype X concept car unveiled earlier this year. ...

[www.leftlanenews.com/mitsubishi-lancer-evolution-x.html](http://www.leftlanenews.com/mitsubishi-lancer-evolution-x.html) - 89k - [Cached](#) - [Similar pages](#)

## Spied: 2009 Mitsubishi Lancer Evolution X

Mitsubishi's **Lancer Evo X** was spotted testing today in Germany and these latest photos show that the production model will likely hold true to the exterior ...

[www.leftlanenews.com/mitsubishi-lancer-evolution-future.html](http://www.leftlanenews.com/mitsubishi-lancer-evolution-future.html) - 88k -

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## 2006 Lancer Evolution

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## evolutionm.net

EvolutionM.net is the largest forum community dedicated to the Mitsubishi **Lancer** and **Lancer Evolution**. This site offers a ton of features so please use our ...

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## Mitsubishi Lancer Evolution 8, 9 Turbo Performance Parts EVO VIII ...

Lancershop.com Mitsubishi **Lancer Evolution VIII EVO** Turbo performance parts.

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## Lancer Evolution

View Mitsubishi Listings & Prices.  
Contact Local Sellers Now!  
[www.Cars.com](http://www.Cars.com)

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Our Secret Formula Saves Thousands  
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Earn Rewards  
FAST and EASY

Receive 50 TrueBlue® points  
after your first purchase

#### IMPORTANT ANNOUNCEMENTS

- Who's Getting The Plum Card<sup>SM</sup>?
- Received an OPEN card offer in the mail?
- Apply now for the Business Gold Rewards Card

## How can we help your business?

- Spending power built for business-sized needs
- Built-in rewards and savings for you
- Simple ways to manage and monitor your spending
- Customized support for the needs of small business owners

Choose from these recommended Cards:

Frank Carfaro  
Cardmember since 1997  
President, Desiron

Find the right card for your Small Business >

EXPRESS approval Get a decision on your application in 60 seconds ?

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Not a Business Cardmember yet, but want to apply by phone? Call us at 1-800-519-OPEN (6736).  
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**Plum Card**  
[americanexpress.com/plumcard](http://americanexpress.com/plumcard) Who's getting a **Plum Card**? Initial release of 10,000 cards

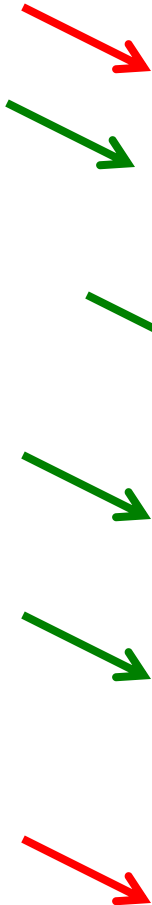
**Plum - Membership Benefits**  
The **Plum card** is provided by Bolton at Home in association with 'Countdown' which is an organisation that offers local and national savings, from 5% to 50%, ...  
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Only one **Plum card** will be issued per household and the holder must be a ... If they are suspended from the scheme, the **PLUM** discount **card** will no longer be ...  
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**The Plum Card from American Express OPEN | Duct Tape Marketing Blog**  
American Express OPEN President Susan Sobott, announced today a new credit **card** from American Express called the **Plum Card** from American Express OPEN ...  
[www.ducttapemarketing.com/blog/2007/09/07/the-plum-card-from-american-express-open/](http://www.ducttapemarketing.com/blog/2007/09/07/the-plum-card-from-american-express-open/) - 54k - [Cached](#) - [Similar pages](#) - [Note this](#)  
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American Express OPEN launched its new **Plum Card** yesterday at the Inc 500 event, with "ooh and ah" elements of suspense and drama. The suspense began on the ...  
[www.smallbiztrends.com/2007/09/american-express-open-plum-card-how-to-launch-a-product.html](http://www.smallbiztrends.com/2007/09/american-express-open-plum-card-how-to-launch-a-product.html) - 43k - [Cached](#) - [Similar pages](#) - [Note this](#)  
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**Introducing The Plum Card(SM) -- The First Everything, Everywhere ...**  
NEW YORK, September 07, 2007 -- American Express OPEN today introduced The **Plum Card** a new trade terms **Card** that responds to small business owners' need to ...  
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## The Rise of Conversational Media

- Search loves conversations.
- The rise of a search/conversation-driven interface to the online world...
- ...means conversational sites are taking off, and becoming the primary source of information and connection on the web...
- ...the era of **Conversational Media** is upon us...



# What Is Conversational Media?



## Packaged Goods Media

Product driven

Commodity platform

Highly produced content

Write once, read many

Controlled/Dictated

Distribution, capital driven model

Consumption model

## Conversational Media

Service driven

Highly produced platform

Best first draft

Write once, listen, write again

Free flowing, conversational

Open model

Engagement model

## The Rise of Conversational Media: 2005-6



Rank	Property	Total Global Unique Visitors (MM)	
		9/06	Y/Y Growth
1	Microsoft	505	5%
2	Yahoo!	481	8
3	Google	467	11
4	eBay	237	4
5	Time Warner	218	20
<b>6</b>	<b>Wikipedia</b>	<b>155</b>	<b>110</b>
7	Amazon	134	9
<b>8</b>	<b>Fox</b>	<b>118</b>	<b>303</b>
9	Ask	113	(0)
10	Adobe	95	5
11	Apple	95	38
12	Lycos	91	(3)
13	CNET	84	(10)
<b>14</b>	<b>YouTube</b>	<b>81</b>	<b>2,662</b>
15	Viacom	66	—

Source: comScore Media Metrix Glo



# Top Conversational Media Sites 2007: New comScore Data



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## Blog Metrix Report

**Geography :** Worldwide  
**Location :** All Locations  
**Time Period :** July 2007  
**Target :** Total Audience  
**Date :** 8/23/2007

	Level	Entity	Total Unique Visitors (000)	Average Daily Visitors (000)
	Category	Conversational Media	542,854	194,834
	Subcategory	Social Networking	497,588	162,988
	Subcategory	Blogs	403,435	78,671
1	Media Title	Blogger	142,624	13,855
2	Channel	Windows Live Spaces	109,567	11,353
3	Media Title	MYSFACE.COM	107,114	27,838
4	Channel	Yahoo! Geocities	88,212	6,324
5	Property	WordPress	61,153	3,853
6	Property	FACEBOOK.COM	60,491	16,023
7	Property	Six Apart Sites	45,127	3,453
8	Alt Rollup	Federated Media Network	41,615	2,770
9	Channel	Lycos Tripod	38,812	1,761
10	Media Title	FLICKR.COM	35,736	2,049



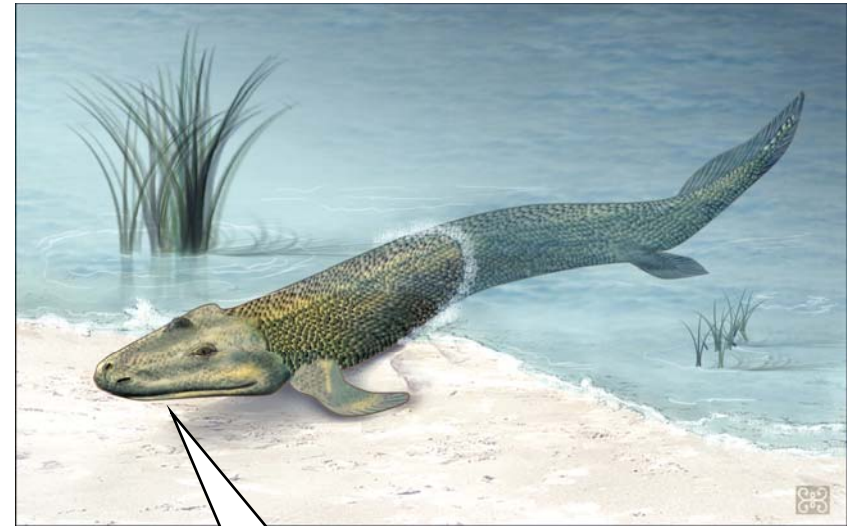
## So How Does Conversational Media Make Money?

- Search....
- Social Networks
  - Facebook
  - Myspace
  - et al...

## The Rise of Conversational Marketing



- If we believe that Conversational Media is real...
- ...and represents a new form of exchange among its participants...
- ...then it only follows that *marketing* in Conversational Media means working in a different ecology...
- ...one we're just adapting to.
- We're in the "Fish with Feet" phase...



***First step,  
walking. Next step,  
Facebook...***

# How Business Evolves: The Consumer in Control



- It's an old saw, but ever more true...
- The consumer is now in control...
- So how might this apply?
- *Piece o Cake* - turn your business over to your customers....
- ....and let them interact, build and talk about your brand.
- Some examples from FM's work with brands...



# Case study: Cisco



## David Pescovitz on the human network:

The human network is a legacy system-antiquated, idiosyncratic, and irreplaceable. [How do others define it?](#)

welcome to  
the human network  
brought to you by cisco

- Cisco wanted to drive discussion of the idea “The Human Network”
- Worked with FM authors
- End result: Wikipedia entry; a search brand beacon

## WELCOME TO HUMAN NETWORK.

WE'RE CURRENTLY EDITING OVER 5 ARTICLES, AND **YOU CAN HELP**

[PAGES](#) | [POPULAR PAGES](#) | [CATEGORIES](#) | [WIKI TUTORIAL](#) (CENTRAL

ial structure composed of individuals, business partners, friends and family, using devices such as PCs, cell phones, PDAs and digital

## This is the definition of the human network

### Vote for the best definition

- Mike Davidson - Newsvine.com
- Merlin Mann - 43Folders.com
- Matt Haughey - MetaFilter.com
- Glenn Fleishman - wifinetnews.com
- Phillip Torrone - Makezine.com
- Sal Calgelo - xyzcomputing.com
- David Pescovitz - BoingBoing.net
- John Battelle - battellemedia.com
- Wikia Definition - humannetwork.wikia.com
- Om Malik - gigaom.com
- Mike Arrington - techcrunch.com

submit →

"The human network is generally regarded as a social structure composed of..."  
Wikia Definition  
humannetwork.wikia.com  
[read it →](#)

"The human network is the only way we have to have the flow..."  
Mike Davidson  
Newsvine.com  
[read it →](#)

"Deep down, the internet is about people. Sure it's an interconnected set of computers..."  
Matt Haughey  
MetaFilter.com  
[read it →](#)

"The human network is the only way people can communicate for their technological purposes..."  
Glenn Fleishman  
wifinetnews.com  
[read it →](#)

"The human network is the community brought together by any exchange of ideas..."  
Sal Calgelo  
xyzcomputing.com  
[read it →](#)

"The human network is a legacy system-antiquated, idiosyncratic, and irreplaceable..."  
David Pescovitz  
BoingBoing.net  
[read it →](#)

"The internet is about the people."

"The human network has evolved..."

welcome to  
the human network.



# Case study: Dice



**WNN** Wi-Fi Net News DAILY REPORTING ON WIRELESS DATA NETWORKING

**Dice™** *Look to the tech leader first™*

**HUMILIATE ANNOYING CO-WORKERS HERE**

Shrink their heads Pummel them with pizza Vaporize them

Be Joe IT **Start**

WNN Wi-Fi Net News WNNEurope Voice over WLAN Cell Data News MIMO+N News

EMAIL DELIVERY Receive news from this site daily or as it happens.

APRIL 19, 2006

**Muni WI-Fi Outside the U.S.**

BY GLENN FLEISHMAN

- Innovative invitation to “rant” inside the banner
- Average Interaction Time:  
7 minutes and 41 seconds
- Those who interacted 3+times:  
18 minutes and 4 seconds



**Does Your Tech Job Suck?**

*Vent your frustrations here!*

funds for more hardware or personnel?

GVP: I'm the network admin and I guess that suddenly includes tech support for the retired HR woman.

fr: Can you say micromanagement?

wow, this is crazy!

[Rules](#) [Submit](#)

Stop ranting.  
Find a new job at dice.com

**SEARCH**

**Dice™**  
*Look to the tech leader first.™*



# Case study: Symantec

AUTHOR DRIVEN  
**FEDERATED MEDIA**  
PUBLISHING

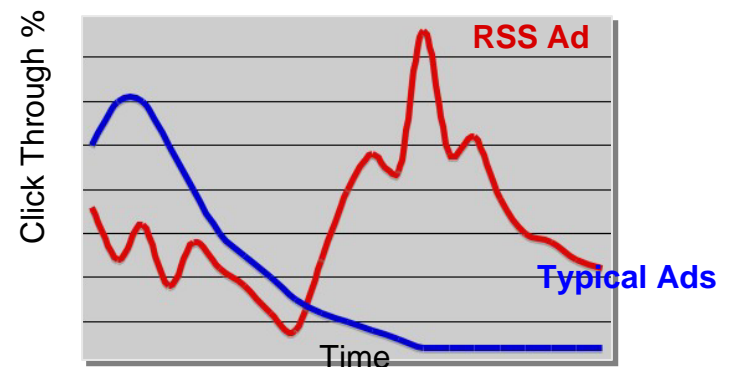
The screenshot shows the Techdirt website interface. At the top, there are navigation tabs for 'TECHDIRT.COM', 'TECHDIRT WIRELESS', and 'CORPORATE INTELLIGENCE'. The main content area features a headline: 'China Plays Innocent: It's Never Censored The Internet And Arrested Journos Have 'Legal Problems''. Below the headline is a snippet of the article text. To the right of the article is a 'Sponsors' section featuring a Symantec advertisement. The ad is titled 'Security Response Weblog' and includes the text: 'Trojan Gets Real November 17, 2006 @ 03:25 AM The next time you open and view a video file of the RealMedia variety (for example, an .rm or .rmvb) > READ MORE'. A callout box highlights this advertisement.

RSS (Really Simple Syndication) is a technology that allows headlines and content to automatically be pushed off of one site and onto another.

FM created and ran Symantec ads featuring RSS feeds from their website (updated daily). Upon click on the headline, users were directed to the article on Symantec's site. (see Case Study on slide 3)

A 2007 Webby Honoree for "Best Interactive Advertising", B2B

Unlike most ads, the Symantec creative did not experience 'fatigue'. In fact, **Symantec saw a 300% spike in response several weeks into the campaign due to the fresh, daily copy!**



# Case study: Ask.com/Ninja

AUTHOR DRIVEN  
**FEDERATED MEDIA**  
PUBLISHING

## The Ad Spot:

After each of the 9 Ask.com-sponsored episodes, the Ninja invites viewers to visit Ask.com and enter in the word "Ninjuice".

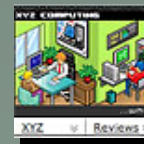
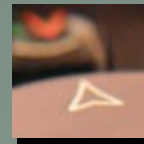
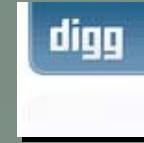
The screenshot shows a video player interface for an Ask.com episode. On the left, a red sidebar contains the text "SEARCH BETTER ON ASK.COM" and "CLICK HERE TO SEE ALL THE DIFFERENCES >>". Below this is a search bar with the text "Search better now." and a "Search" button. The main video area shows a person in a black balaclava with a "Ninjuice" logo and the Ask.com logo overlaid. Below the video is a progress bar and the text "Available Formats • quicktime | flash". To the right of the video, there are several sections: "NINJA NEWS" with a list of items like "New T-Shirts, Sale at NinjaMartStore.com", "SUPPORT ASK A NINJA" with items like "Ninja Mart Store", and "NINJA IN THEATERS" with a search bar for U.S. screenings. At the bottom left, there is a "Recent Episodes" section.

QuickTime™ and a decompressor are needed to see this picture.

# In Closing



- Search is a new interface to computing, but it's more than that: it's the beginning of a new customer-driven culture
- This heralds the rise of conversational media
- Conversational media means businesses must adapt from traditional approaches to markets...
- Creating a platform for users to interact with its brand and services...
- And learning to join the conversation on its customers' terms.



# What Drives the Web 2.0 World: Search, Media, and Conversations

John Battelle  
UCB, Marti Hearst, Presiding

