

# BRAND

razorfish™

VOLUME ONE

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- Is convergence really happening?
- What does TV mean when any digital content can make it to the biggest screen in the house?
- Will Wi-Max and municipal Wi-Fi make the Internet as ubiquitous as air?
- What does it mean for marketers and publishers that more than half of the content teens consume is created by someone they know?
- What “out of browser” experiences will the Internet enable as more and more devices can connect to the web?
- How do today’s bleeding-edgers hint at tomorrow’s mainstream future?
- What happens when Wi-Fi hits the automobile?
- What user interfaces, programming innovations, and advertising tactics will emerge as convergence continues to take hold?
- What opportunities does “multicasting” (i.e., using computer, TV and/or other media simultaneously) present to users? Marketers?
- Do browser-based trends like search, community, collaborative filtering, and aggregation provide hints about how people might entertain themselves in the living room of the future?
- What will happen when TV is delivered over the Internet?
- What is the future of radio? Is it satellite, streaming, HD, or all of the above?

# MEMEDIA

## our evolving digital diet

Welcome to the Razorfish Living Lab, where the future happens a little bit ahead of time.

**A lot of agencies boast that they have all the answers.** It might be crazy, but we’re proud to have a ton of questions. That’s why we created the Living Lab, a living, breathing environment designed to ask – and hopefully, answer – the kinds of questions about living in the future that keep us (and our clients) up at night.

Part research laboratory, part living room, part gadgeteers’ nirvana, the Living Lab is a flexible space in our Times Square office designed to showcase a Featured Topic we believe is critical to our work and our clients’ businesses. We select a Featured Topic every six months, and this time around, we’re focusing on Me Media – the changing role of media in everyday life.

**We are exploring three major trends within the evolving media landscape:**

1. **Convergence** – the confluence of technologies like TV and the Internet
2. **Social Media** – the evolution of social services such as MySpace, Flickr, Reddit, and Flip
3. **Mobility** – the increasing preference for portable gadgets and technologies, from cell phones to satellite radio

These days people wrestle with – and are delighted by – so many new phenomena as they attempt to navigate the shifting media landscape. Simply enjoying, purchasing, reading, watching, and sharing magazines, newspapers, TV news, and entertainment is not, well, simple any more. The options have proliferated and atomized. Add to that every wacky, poignant, personal, and practical item the Internet offers, and you have quite a massive cultural change happening. Users’ needs vary dramatically, whether they’re experiencing media at home, in the car, at a store, on the subway or the street, in front of the computer or the television. What’s it like for the tech-savvy dad in the family room surfing the Web to catch up on the war in Iraq? What creative projects is his teenage daughter dreaming up on her laptop in her bedroom? Is Mom getting good financial advice as she listens to podcasts from CNNMoney.com in the home office? Media is everywhere. It fills an increasing number of smaller gaps in our days. And in order to help our clients stay on the leading edge, we know we must get an inside view into those lives. [Enter the Living Lab.](#)

## WE LIKE TO WATCH

The Living Lab isn’t just a fancy, life-sized diorama. It’s designed to simulate situations in which our clients’ customers interact with an array of proposed inventions, concepts, and solutions – in a setting that feels (almost) like home. Truly new ideas are shocking. Scary, even. So when we invent them, we try to make sure their users are sitting down. On a sofa. In the living room. Or the bedroom, or the office – places where they would actually be using the actual Big Idea we’ve invented if it actually got launched. It’s a way of lessening the Shock of the New. It’s also a semi-controlled environment where we can see whether our ideas spark delight, confusion, or annoyance. We observe. We ask questions. Then we go back to our desks and tune it until it’s perfect.

## CLOSE THE GAP, OPEN OUR MINDS

In our effort to “Invent the Digital Future,” we go beyond focus groups and field research and elevate our investigations to immersion in our customers’ daily rhythms and routines. We’re constantly wowed at how innovation so often hides in plain sight – you just have to look really, really hard. We’re doing more than just watching people play with hot new gadgets, websites, ad campaigns, or computer applications; our challenge is to derive the most meaningful and useful insight about our evolving culture and the public’s insatiable appetite for change. Sometimes we get more inspiration to innovate from what people are doing outside the browser than from what they’re doing within it. So we go deep and broad to understand digital consumers. After all, we’re living in a new era where digital behavior is no longer separate from “analog” behavior – it’s all just human behavior.

Of course, we also aim to please our clients and create solutions that drive their businesses. It just so happens our techniques allow us to focus on making lives easier, better, and – why not? – more fun.

## A LOT OF METHOD, MAYBE A LITTLE MADNESS

Every six months, we propose a Featured Topic for the Living Lab that’s pertinent to our clients’ businesses – arenas like Music, Work, or Automobiles. Then we select thought leaders from our worldwide agency to act as curators. These curators, who are experts in the selected field, establish a hypothesis or theme that helps to advance our clients’ brands and our agency’s thinking.

The fun begins when we build an environment in the Living Lab for testing our hypothesis: actual living spaces where users can try out the websites, campaigns, and technologies we plan to create. We document the whole process, from shop-alongs with consumers for all the amenities and room furnishings to, most importantly, studying actual human interaction with our inventions.

As we welcome users to experience the Living Lab, we adapt and adjust, tweak and touch-up a variety of factors – both technological and design-oriented – to fit user needs. We also compare our field research to the data we collect from the controlled space of the Living Lab. Especially helpful, our Living Lab allows us to quickly and easily make refinements, alterations, and better observe our ideas at work. The payoff: connecting real people – who have real needs – with our prototypes of new experiences.

## OUR EYES HAVE GREAT INSIGHT

The Living Lab is just one tool in our toolbox for qualitative consumer insight. We love field research, too. In fact, every day we send researchers into the homes, workplaces, automobiles, and all the various settings of our clients’ customers. And then there is consumer awareness by the numbers – our quantitative lens on how real people behave online. Have you met our Consumer Insight Group? A lot of experts think Razorfish has a stronger quantitative insight capability than any agency in the world. We say: thanks; we like to cover all our bases.

## THE FUTURE OF THE DIGITAL FUTURE

The coming year will see us exploring more Featured Topics like “Re-inventing Music” and “Mom 2.0.” Naturally, we’re also keeping our eye on that elusive segment, males from 18 to 24 years old. The common theme of all our topics: what’s next in the digital future? Watch as real people live out the next digital experience in our Living Lab.