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Michael Tchong

Ubertrends

How Trends And Innovation
 Are Transforming Our Future

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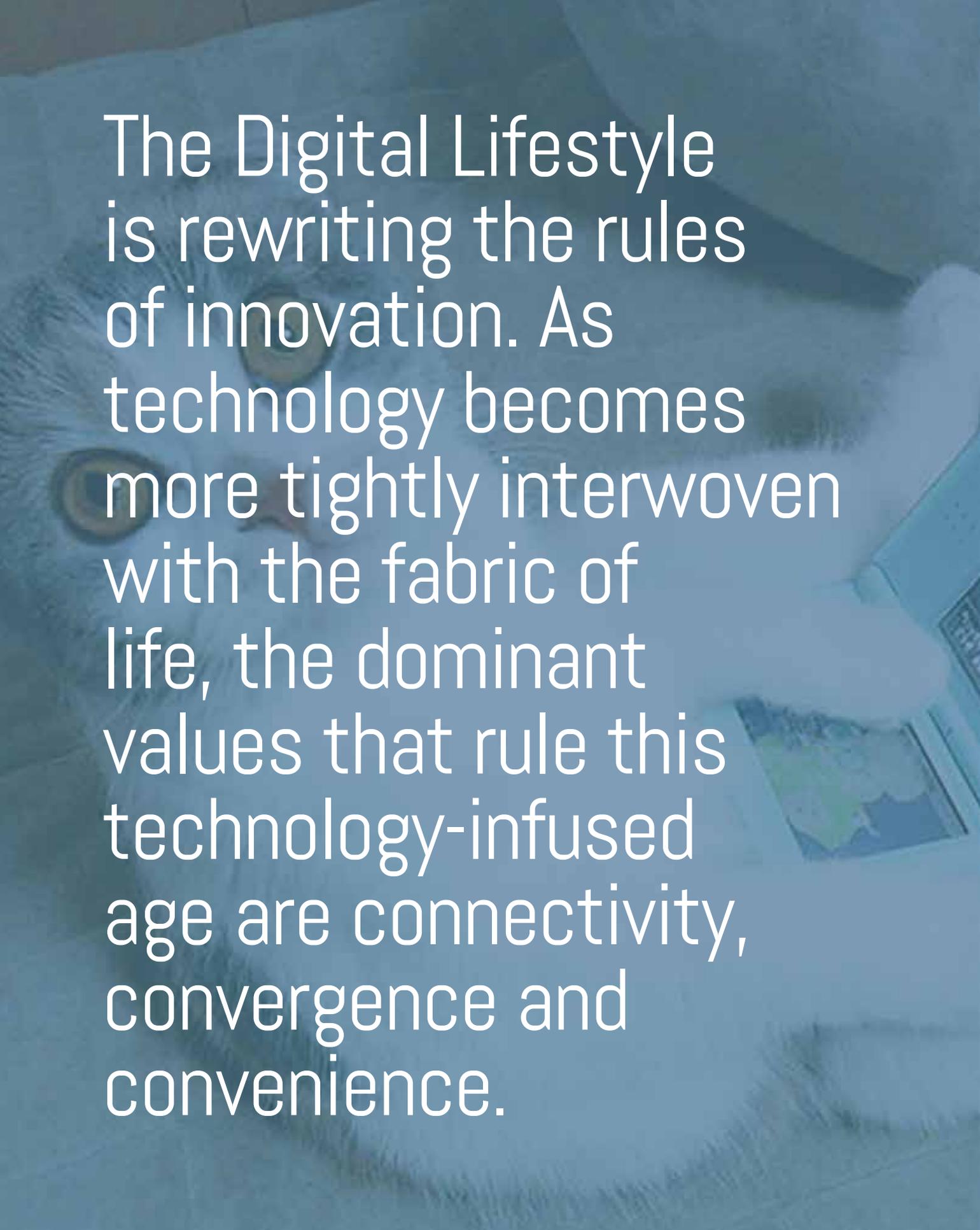
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The Digital Lifestyle is rewriting the rules of innovation. As technology becomes more tightly interwoven with the fabric of life, the dominant values that rule this technology-infused age are connectivity, convergence and convenience.

1

Digital Lifestyle

Marriage of Man and Machine

This massive wave has left a society so beholden to digital gadgetry that it's spending less on food, healthcare and travel to support its dependency. The marriage of man and machine has ushered in a whole new way of living, including innovative new ways of communicating, shopping and being infotained. A new social dialog has mainstreamed a Japanese expression, emoji, tiny pictograms that have become the new hieroglyphics. Yet disruptive Digital Lifestyle upheavals still loom on the horizon: artificial intelligence and robotics. Both will continue the convergence of computers with humankind leading to a profound societal revolution, one that will change the timbre of humanity forever.

More Important Than Life

Digital Lifestyle

“[The iPod] didn’t just change how we all listen to music, it changed the entire music industry.”

Steven Jobs
Co-Founder, Apple Inc.

It was an astounding news story. A 16-year-old teen from Tampa, Fla. had dropped her iPod into the path of an oncoming truck. Thinking about it for a split second, she decided to save her iPod. Luckily, she only broke a leg.¹ It was a shocking example of how the Digital Lifestyle has affected human behavior. Imagine her thought stream: “My iPod or my life...iPod or life...iPod it is!”

It certainly wasn’t the only strange behavior brought on by our love of technology. Three years earlier, the parents of 14-year-old Shannon Derrick sued her friend Stephanie Eick after she failed to return her new iPod nano. The families eventually settled but the Derrick’s lawsuit and that teenage rescue dive demonstrate just how much value society now places on its digital gadgetry.²

1,000 Songs in Your Pocket

If ever there was a groundbreaking moment in the history of the Digital Lifestyle it was the 2001 introduction of Apple’s legendary music player, the iPod. At the event, Apple CEO Steve Jobs waxed poetically, “music is a part of everyone’s life.”³ Jobs had concluded earlier that after personal computing, music would be the next

1. Chris Matyszczyk, “Teen saves iPod, gets hit by truck,” *CNET*, 29-May-09.
2. Jacqui Cheng, “Lost iPod nano lawsuit gets settled,” *Ars Technica*, 13-Nov-06.
3. The Apple History Channel, “Apple Music Event 2001-The First Ever iPod Introduction,” *YouTube*, 23-Oct-01.



iPod

1000 Songs in your pocket

Apple Ad for the Original iPod

Introduced in 2001, advertising for the Apple iPod music player stressed storage capacity and physical size with its “1,000 Songs in your pocket” pitch. Its white earphones became a globally recognized symbol of the Digital Lifestyle.

IMAGE COURTESY: APPLE INC.

frontier of the Digital Lifestyle.

His main selling point: “your entire music library fits in your pocket.” It was a message that Apple would drive home with a global advertising campaign featuring this compelling headline, “1,000 Songs in your pocket.” The message was not lost on music lovers. At the 2007 iPhone introduction, Jobs proudly announced that the “[iPod] didn’t just change how we all listen to music, it changed the entire music industry.”⁴

Little did Jobs realize that a scant eight years after the iPod’s launch, a Tampa teenager would risk her life to save one.

Tech Addiction

Today, the Digital Lifestyle Ubertrend has taken an even more dramatic turn. In 2014, CNBC reported this startling finding: nearly half of Americans, 49%, had reduced spending on travel, food and healthcare in order to afford their technology.⁵

4. Jonathan Turetta, “Steve Jobs iPhone 2007 Presentation,” *YouTube*, 09-Jan-07.
5. Steve Liesman, “A frugal trade? Americans spend less on food, more on technology,” *CNBC*, 07-Oct-14.

Age Management

Fountain of Youth

The scene is set in San Francisco's Museum of Modern Art, near Moscone Center. On stage are a group of *Wired* panelists discussing the future of life extension — the art of living longer. At one point an audience member asks the inevitable question, "Will we ever be able to live forever?" The answer startles everyone in attendance, "We will be able to turn off the genetic clock by 2080."

“We will be able to turn off the genetic clock by 2080.”

Wired Magazine Panel
San Francisco MoMA, 2000

That is music to the ears of Extropians, a group whose boundless belief and faith in science and technology fuels an expectation that life will carry on much longer than most could imagine. As Extropy Institute Founder Max More puts it, "This is the fourth revolution in our history — the ultrahuman revolution."¹ One way to prolong life is to replicate oneself, in other words, make a "backup copy" of yourself.² That requires recording all your thoughts, feelings and memories, an arduous task to say the least.

A number of entrepreneurs are trying to discover ways to facilitate such downloads. One is Russian internet millionaire Dmitry Itskov, who confidently promises, "Within the next 30 years, I am going to make sure that we can all live forever."³ Itskov believes immortality can be achieved by enabling the upload of an individual's mind to a computer, thereby freeing humans from the body's biological constraints. "The ultimate goal of my plan is to transfer someone's personality into a completely new body," Itskov tells the BBC.

1. Brian Alexander, "Don't Die, Stay Pretty," *Wired*, 01-Jan-00.
2. Ed Regis, "Meet the Extropians," *Wired*, 01-Oct-94.
3. Tristan Quinn, "The immortalist: Uploading the mind to a computer," *BBC News*, 14-Mar-16.

Liquid Nitrogen Storage Tanks Used for Cryopreservation

Michigan-based Cryonics Institute cryopreserves its clients in liquid nitrogen at -196° Celsius, essentially halting physical decay. The hope is that someday future science will be able to revive and restore life.



IMAGE COURTESY: CRYONICS INSTITUTE

CRISPR

If there is a life science that is generating excitement, and controversy, it's a technique that goes by its scientific name, CRISPR-Cas9, an abbreviation of Clustered Regularly Interspaced Short Palindromic Repeats.¹ CRISPR lets scientists directly edit genetic code. In April 2016, Chinese scientists used CRISPR to edit the genes of human embryos and make them resistant to HIV, the AIDS virus.² Although those embryos were quickly destroyed, another Chinese scientist, He Jiankui, announced in November 2018 that he had genetically edited twin girl babies, providing them with the ability to resist future HIV infections.³ The announcement caused an uproar in the scientific community. The big question: Who will prevent the 10-15 million doctors practicing worldwide from editing genes using CRISPR?

1. "CRISPR," *Wikipedia*, 24-Dec-18.
2. Angela Chen, "Science panel okays one day editing human embryos," *The Verge*, 14-Feb-17.
3. Marilyn Marchione, "Chinese researcher claims first gene-edited babies," *AP*, 26-Nov-18.

Another technique that may harness potential eternity is to freeze either body or brain so that a future society may one day be able to revive or clone your defrosted remains. One organization that offers this service is the Alcor Life Extension Foundation, which operates a cryonics facility in Scottsdale, Ariz.⁴

Alcor charges \$200,000 for a whole-body cryopreservation. Want to save some money? Just freeze your head, a "neuropreservation" costs \$80,000. These are actually quite reasonable sums, given what's involved. Just think of how quickly food can spoil in your refrigerator. To qualify for an Alcor cryo- or neuropreservation, one has to become a member at an annual fee of \$525 and maintain an insurance policy with Alcor as the beneficiary.

The mainstream scientific community regards cryonics with much skepticism. No one can guarantee that future science will ever be possible to revive a cryopreserved human being, but given the rapid advances in genetic engineering, CRISPR genome-editing and other related life sciences, anything is possible (sidebar).

That explains why cryonics followers firmly believe that clinical death is merely a prognosis rather than a diagnosis of the true end of one's life. Such views are speculative, to say the least. Still, four cryopreservation facilities exist worldwide as of 2018; three in the U.S. and one in Russia. As of 2014, about 250 people have been cryogenically preserved in the U.S., with approximately 1,500 more signed up for a liquid nitrogen bath.⁵

While cryonics requires a suspension of disbelief, one message from that *Wired* panel that resonates loudly and is, at least partly, verifiable, is the ability to slow down aging, and perhaps one day, even halt it. It's an elusive goal that fuels a rapidly evolving industry, anti-aging.

Here is a roadmap to the Fountain of Youth.

4. "Alcor Life Extension Foundation," *Alcor.org*, ret. 24-Dec-18.
5. "Cryonics," *Wikipedia*, ret. 04-Jan-19.

The Experience Economy

Generation X-tasy

They stand in long lines eager to gain entry into one of the city's celebrated nightclubs. Once they slip by the over-sized, 350-pound bouncers, they line up again at the bar, where they wait three-deep for a chance to scream their orders to bartenders making hundreds of \$18 cocktails hourly. Welcome to Tao Las Vegas. Welcome to Generation X-tasy.

While the origin of the Generation X-tasy Ubertrend can be traced as far back as the Bible, a modern-day milestone was Nevada's 1931 legalization of gambling. Today, Las Vegas is the global hub of the experience generation. Generation X-tasy substantially changed the fortunes of Las Vegas, twice. First came gambling, once considered a vice. Then came dining, shopping and clubbing. In 1990, 61% of Las Vegas revenues were generated by its casinos. Now, more than 64% of Las Vegas' total revenue mix is derived from non-gaming activities.¹

Tao Asian Bistro, the restaurant that funnels dinner guests into the Venetian Hotel's Tao nightclub generates some \$65 million in revenues each year.² That makes Tao the highest grossing, independent restaurant in America. Materially exceeding Bob Chinn's Crab House in Wheeling, Ill., which was the top-grossing restaurant in 2011 in a list that excludes venues like Tao, which convert into nightclubs, according to CHD Expert, a Chicago food industry research company.³

1. Sam Ro, "Las Vegas Hasn't Been About Gambling Since 1999," *Business Insider*, 08-Mar-13.
2. Chris Schonberger, "The Top-Grossing Independent Restaurants in America," *First We Feast*, 17-Oct-14.
3. Dorothy Pomerantz, "How Bob Chinn's Crab House Became The Highest-Grossing Restaurant In The U.S.," *Forbes*, 18-Jul-12.



MGM's CityCenter: Las Vegas' Extravagant New Strip Nexus

Built at a staggering cost of \$8.7 billion and almost resulting in a (then-named) MGM-Mirage bankruptcy, CityCenter exudes *nouveau riche* Las Vegas, featuring such tony properties as ARIA, Cosmopolitan, Vdara and Waldorf Astoria, in addition to an appropriately opulent mall, The Shops at Crystals.

IMAGE COURTESY: MGM RESORTS INTERNATIONAL.

But those figures pale in comparison to the money involved in Las Vegas' largest clubs. The XS Nightclub, which Steve Wynn opened at his Encore hotel property in 2008, secured its top spot on the annual Nightclub & Bar Top 100 list for the third consecutive year after generating about \$105 million in 2014, the last year the organization released data.⁴ Securing its status as the "entertainment capital of the world," Las Vegas is now home to seven of the 10 top grossing nightclubs. Hakkasan at the MGM Grand is ranked second with an estimated take of \$103 million. Marquee at the Cosmopolitan is third at \$85 million (see table, next page). Together, the top 10 generate some \$500 million in annual revenues.

The dollars lavished on these megaclubs is nothing short of astonishing. After its initial success with XS, Wynn Resorts spent \$68 million on Surrender, which turns into the Encore Beach Club during the day. Together with Intrigue, formerly known as Tryst, Wynn Resorts now operates three of the top 20 Nightclub & Bar venues.

Trying to catch up to Wynn, Hakkasan Group lavished \$200 million in partnership with MGM Grand on its namesake restaurant and nightclub.⁵

4. "Nightclub & Bar Releases 2014 Top 100 List," *Nightclub & Bar*, 05-Feb-15.
5. Robin Leach, "Hakkasan, the new king of clubs' at nearly \$200 million, opens at MGM Grand" *Las Vegas Sun*, 18-Apr-13.

Instant Gratification

Time Compression

“Land’s revolution would reverberate throughout the world. His invention was the first in a series of products that exposed consumers to the seductive qualities of instant gratification”

Michael Tchong
Ubertrends

A severe snowstorm was raging in New York City on Friday, February 21, 1947. Despite the inclement weather, some 650 members of the Optical Society of America had gathered at Hotel Pennsylvania on Seventh Avenue for a highly anticipated demonstration by inventor Edwin Land. ¹ The audience gasped as Land took a self-portrait with his Polaroid Land camera and then produced an 8-by-10-inch photograph some 60 seconds later.

It didn't take long for this group of optical aficionados to realize that what they were witnessing nothing short of history in the making. In those days, developing photographs required mixing a batch of messy chemicals. But the Polaroid Land Camera, which went on sale in Boston on November 26, 1948, for \$89.95, used a unique film that sandwiched chemicals between exposed negatives and receiving positives, and that, when peeled apart, showed images almost instantly. ²

Little did Land know that his invention would help usher in a whole new era, one in which instant gratification would rule the day. And it was all due to the impatience of little Jennifer, Land's three-year-old daughter, who had complained that it took too long to develop photographic film. Land's revolution would reverberate throughout the world. His invention

1. Sam Biddle, "The First Time the Public Ever Saw a Polaroid," *Gizmodo*, 05-Oct-12.
2. "Polaroid History," *PLR Ecommerce*, ret. 23-Jun-17.



IMAGE COURTESY: RAYTHEON COMPANY.

First Commercial Microwave Oven: Raytheon Radarange

This early model of the Raytheon Radarange microwave oven belongs to one of two fundamental technologies, dating to 1946 and designed for the masses, that introduced the world to the concept of "instant gratification."

was the first in a series of products that exposed consumers to the seductive qualities of immediate satisfaction. The art of photography has changed markedly since then. People rarely get to see prints at all. In 2005, the Photo Marketing Association estimated that 35% of digital photos were printed. ³ A reasonable estimate today would be less than 2%. And film processing is a thing of the past, just 25 years after Apple introduced the world's first, easy-to-use digital camera, the QuickTake 100. ⁴

LCD screens are now the display device of choice. People huddle around the phone and digital camera screens as if peering into a digital fireplace, with faces lit up while looking through this window of wonder.

Instant gratification now rules the world of imaging, which is evident from this notable trend: In 2000, Kodak proudly announced that consumers across the globe had taken 80 billion photos, setting a new record. ⁵ That pales in comparison to the 1.3 trillion digital images taken in 2017.

The internet and particularly social media have played a significant role in spreading the gospel of instant gratification. By simplifying picture sharing, Facebook reported that some 350 million photos were uploaded daily back in 2013 when it had "only" 1.1 billion members. ⁶ Between Facebook's current membership of 2.3 billion and Instagram's 1 billion, the daily upload figure is more than likely approaching 1 billion photos a day. ⁷ That estimate is also based on the latest Instagram image upload figure of 80 million each day in 2016 when it had 400 million users. ⁸

Sharing by e-mail, which a majority of digital photo fans do routinely, is another by-product of the Time Compression age and a far faster and more convenient way than making a trip to the local drugstore to develop prints. Sharing a photo album is an age-old habit that seems almost anachronistic in this day and age of fleeting imagery.

Land wasn't the only one working to compress time. Not far away, in Waltham, Massachusetts, self-taught engineer Percy Spencer observed something peculiar. While testing a new vacuum tube called a magnetron, the fruit of wartime radar research at defense contractor Raytheon, Spencer noticed that a peanut cluster candy bar had melted in his pocket. ⁹

Intrigued by this phenomenon, Spencer placed some popcorn near the tube and watched in amazement as kernels began popping all over his lab counter. Raytheon engineers quickly refined Spencer's discovery and, in late 1946, filed for a patent covering the use of microwaves to cook food.

Tappan Stove Co. took on the challenge of mainstreaming Raytheon's technology for general use by introducing the first home microwave oven, priced at \$1,295, on October 25, 1955. ¹⁰ In 1965, Raytheon acquired Amana Refrigeration, and two years later, the company introduced the first countertop microwave, a 100-volt model that cost less than \$500 and was smaller, safer and more reliable than previous models. By 1975 microwave oven sales exceeded those of gas ranges for the first time. Like

3. Damon Darlin, "Why Do-It-Yourself Photo Printing Doesn't Add Up," *The New York Times*, 08-Oct-05.
4. Stewart Wolpin, "20 Years Ago, Apple and Kodak Launched the Digital Camera Revolution," *Mashable*, 21-Jun-14.
5. Stephen Heyman, "Photos, Photos Everywhere," *The New York Times*, 29-Jul-15.
6. Cooper Smith, "Facebook Users Are Uploading 350 Million New Photos Each Day," *Business Insider*, 18-Sep-13.
7. "Facebook Stats," *Facebook Newsroom*, ret. 05-Jan-19.
8. Christopher Ratcliff, "23 up-to-date stats and facts about Instagram you need to know," *Search Engine Watch*, 20-Apr-16.
9. Matt Blitz, "The Amazing True Story of How the Microwave Was Invented by Accident," *Popular Mechanics*, 23-Feb-16.
10. Suzanne Deffree, "1st domestic microwave is sold, October 25, 1955," *EDN*, 25-Oct-16.

Untethered And Free

Unwired

It's the year 1955. Inside a nondescript building on Chicago's West Side, Robert Adler is hard at work on Zenith Radio's latest product, a cordless remote control. His challenge: Get four aluminum rods to emit a distinct sound.

Midwest Innovator: Genie

Alliance, Ohio, less than 400 miles east of Chicago, was home to another Unwired innovator, Alliance Manufacturing Company. In May 1954, the company introduced Genie, the world's first mass-produced, radio-controlled residential garage door opener.¹ That was two years before Zenith launched its third TV remote control. Genie helped propel the Unwired Ubertrend by providing drivers with a remote control for their garage.

1. "The Genie History," *The Genie Company*, ret. 14-Dec-18.

There was a lot of urgency. A few months earlier, Zenith President and Founder Eugene "The Commander" McDonald had requested an immediate redesign of the Zenith Flash-Matic, the first wireless TV remote control.¹ The Flash-Matic, which resembled a ray gun, had just launched that year. Unfortunately, Flash-Matic used light signals to control a television's four photocells and would not work in bright sunlight.²

The Flash-Matic, designed by Zenith engineer Eugene Polley, had solved a major challenge with the first TV remote ever, the Zenith Lazy Bones, launched in 1950, which was *tethered* to the television with a long wire. McDonald knew that wires were a major stumbling block, literally and figuratively, for television owners. When Polley showed up at his house in Spring 1955 with the first prototype of the Flash-Matic TV, he was sold.

Now it was up to Adler to undo the Flash-Matic fiasco. He was tasked with coming up with a new wireless protocol that did not need batteries. Using batteries was out of the question because viewers might think something was wrong with the TV when the batteries were depleted. So, Adler's Space Command, named after Zenith's founder, was entirely mechanical.

Pushing a button caused a tiny hammer inside the control to hit an aluminum rod that produced an ultrasonic sound. The TV used a six-vacuum-tube circuitry to decode the clicks to turn the TV receiver on or

1. Jon Gertner, "A Clicker Is Born," *The New York Times*, 30-Dec-07.
2. "Channel Surfing Redux," *IEEE Consumer Electronics Magazine*, Oct-12.



IMAGE COURTESY: ZENITH ELECTRONICS LLC

Zenith Space Command TV

When Zenith's Space Command TV went into production in 1956, Robert Adler could never have predicted that his ultrasonic creation would one day lead to a plethora of wireless gadgetry. The Zenith Space Command ad featured no less than Jack Benny saying, "Look out, Gracie! With Zenith Space Command TV I can change programs from across the room..."

off, change the channel up or down, or turn the sound on or off. Now you know why remotes are sometimes called a "clicker."

The Zenith Space Command TV, which boasted "Zenith's revolutionary new 'Sunshine' Picture Tube" and four "High Fidelity Speakers," went on sale in Fall 1956. Showing that some things have not changed in the 63 years since, Zenith's ad featured this line, "Shut off the sound of long, annoying commercials while the picture remains on the screen." 🙄

Today, Zenith's ultrasonic technology has been replaced by infrared or radio-frequency-controlled remotes that boast color touchscreens, internet connectivity, system automation and built-in TV guides. The humble clicker is now the access point of the digital entertainment hub.

Polley and Adler were not the first inventors to dream up a remote. Much earlier, in 1898 to be exact, Nikola Tesla showed off a remote device that wirelessly controlled a four-foot (122 cm) boat at the Electrical Exhibition held in New York's Madison Square Garden.³ And on December 12, 1901, Guglielmo Marconi sent the first radio transmission across the Atlantic Ocean, jump-starting the wireless revolution.⁴

The wireless history predates the Digital Lifestyle substantially, which took off in the 1970s during the personal computer revolution. The keyword of the Unwired Ubertrend is control. Many digital devices these days can be controlled remotely. Many households have five, or more, remote controls cluttering up the living room. While the remote control has come to symbolize the Unwired Ubertrend, it's just one element of untethering. The bomb cyclone of Unwired is the smartphone and its controlling apps.

3. Steve Brachmann, "From Tesla to Zenith, the Birth of Television Remote Controls," *IPWatchdog*, 17-Dec-14.
4. "Marconi sends first Atlantic wireless transmission," *History*, ret. 14-Dec-18.

Casual Friday

Casual Living

In the 1940s, a prominent Hawaiian surfer, Duke Kahanamoku, approached the management of the Royal Hawaiian Hotel and proposed that staff begin wearing Hawaiian shirts every Friday.¹ The trend, initially called Aloha Shirt Friday, was renamed Aloha Friday in 1966.

On August 21, 1959, Hawaii became the 50th U.S. state, causing the number of visitors to jump from 296,000 per year to 1.7 million between 1960 and 1970.² The popularity of the Hawaiian islands among U.S. travelers was responsible for a mainland boom in Hawaiian cultural artifacts, from tiki lounges to surfing to Aloha, or Hawaiian, shirts.

What made Duke Kahanamoku so influential with Royal Hawaiian Hotel management was his prominent role in popularizing an ancient Hawaiian sport, surfing, beginning in Southern California in 1912.³ How could one individual be so instrumental in kickstarting both surfing and a casual office dress trend? Kahanamoku had help from the Hawaiian garment industry, which came up with the idea to rechristen the trend Aloha Friday in 1966.⁴

By 1985, Hawaii tourist arrivals approached 5 million, exposing many visitors to the islands' more casual lifestyle.⁵ In the 1970s, Aloha Friday slowly began spreading east to California, and by the 1990s it had made its



IMAGE COURTESY: DIAMOND HEAD LIGHTHOUSE/SHAKA TIME INC.

Typical Aloha (Hawaiian) Shirt: Diamond Head Lighthouse

A tropical patterned Aloha shirt (\$40) sold by Shaka Time, "Hawaii's trendiest fashion retailer," is representative of the eye of the storm that ignited the Casual Living Ubertrend.

1. Maleko McDonnell, "When did we first start celebrating Aloha Friday?," *KITV*, 27-May-16.
2. Landess Kearns, "5 Reasons America Became Obsessed With Hawaii In The 1960s," *HuffPost*, 06-Dec-17.
3. "Duke Kahanamoku," *Wikipedia*, ret. 23-Aug-18.
4. Krissy Clark, "Dress code: The history of 'business casual,'" *Marketplace*, 17-Aug-12.
5. "Tourism Looks to the Future," *Hawaii's Economy*, Jul-99.

Revenge of the Suit

In 2002, sales of men's tailored clothing, including suits and sportcoats, had fallen 1% to \$4.7 billion, after declining 0.8% in 2000, reported NPD. Suit makers received good tidings that year when Bear Stearns and Lehman Brothers reinstated a formal business dress code, designed to sharpen their image.¹ The joy didn't last long. In 2008, both investment banks collapsed in the wake of a self-inflicted credit crisis.² Many suits were filed in the aftermath, proving that sharp suits can't hold a candle to lawsuits.

1. Cheryl Lu-Lien Tan, "The Office Coverup," *The Wall Street Journal*, 05-Aug-06.
2. Lauren Ezell, "From Bear to Lehman: Documents Reveal an Alternate History," *Frontline*, 01-May-12.

way to New York, acquiring a new moniker along the way, Casual Friday.⁶

Casual Friday spurred a dominant office fashion, business casual, a 1980s apparel trend that sprang from Silicon Valley's freewheeling ways. Thanks to brands as such as Gap and Levi's Dockers, and backed by such Silicon Valley stalwarts as Apple, Intel and Sun Microsystems, business casual came to stand for khaki pants and button-down plaid shirts.

In 1994, Electronic Arts Co-Founder Bing Gordon told *FORTUNE*, "If you don't have anything to say, wear a suit."⁷ To this day, "suits" is a derogatory term used to describe staid, old-school executives living in the past. "t-shirts," on the other hand, denote cool cats, usually techie types.

As University of Nevada, Las Vegas Associate Professor of History Deirdre Clemente tells it, khaki pants and a button-down collar shirt became the baseline for dressing down because both garments were designed for practicality. British soldiers in mid-19th-century India wore khaki for its durability. The button-down shirt originated on England's polo fields where it prevented the collar from flapping up during a match.⁸

Women joined the trend by ditching their pseudo-men's suits, sweater sets, and most of their jewelry, makeup and shoulder pads, instead favoring simpler monochromatic outfits matched with more sensible shoes.

One of the earliest, non-Silicon Valley adopters of business casual was Pittsburgh-based Alcoa in 1991, *Wall Street Journal* fashion columnist Teri Agins writes in her book *The End of Fashion*. But Alcoa employees could only dress casually for two weeks after donating to the United Way. At the opposite end of the spectrum was J.P. Morgan Chase, which did not loosen its dress code until June 2016.⁹

By 1996, nearly 75% of American businesses had introduced a Casual Friday policy, up from 37% just four years earlier.¹⁰ In the early aughts, Rowenta reported that only 12% of U.S. companies would ever consider returning to a more formal dress code.

The business casual impact on traditional office apparel, including suits and ties, continues to this day. A Travelodge study of 2,000 workers found that only one in 10 U.K. employees still wears a suit to work.¹¹

NPD observed a brief uptick in tailored clothing sales in 2011, with men's suits and sports coats jumping 10.8%, ties and other neckwear rising 10.3%, and men's shirts gaining 2.3%.¹² Another short rebound took place in the first half of 2013 when sales of sports coats rose 14%, and suit separates jumped a remarkable 55%.¹³

But by 2017 sales of men's tailored clothing resumed its steady decline.¹⁴ That downtrend is the result of another substantial cultural change brought about by the Casual Living Ubertrend, the popularity of activewear.

6. "Casual Friday," *Wikipedia*, ret. 23-Aug-18.
7. Lauren Goldstein, "What We Wore Simply put, the history of office attire for men goes something like this: suits, suits, suits, suits, khakis," *FORTUNE*, 22-Nov-99.
8. Deirdre Clemente, "Why American Workers Now Dress So Casually," *The Atlantic*, 22-May-17.
9. Emily Glazer, "J.P. Morgan Says Employees Don't Always Have to Wear Suits," *The Wall Street Journal*, 03-Jun-16.
10. Linda Himelstein, "Levi's Vs. The Dress Code," *Bloomberg BusinessWeek*, 31-Mar-96.
11. "The death of the business suit?," *Business Traveler*, 11-Feb-18.
12. Andria Cheng, "Men's Apparel Turns Alpha," *The Wall Street Journal*, 17-Nov-11.
13. "NPD Reports Tailored Is Back And Driving The Growth In Apparel Sales," *The NPD Group*, 24-Sep-13.
14. Dorothy Crouch, "According to The NPD Group, Athleisure Is Here To Stay—For Now," *California ApparelNews*, 23-Aug-18.

The Beating Of Rodney King

Voyeurgasm

On Sunday, March 3, 1991 at 12:30 am, Rodney King was going 115 mph (185 kph) in the westbound lanes of Los Angeles' Foothill Expressway in his white Hyundai. After a brief car chase, King was ordered to lie on the ground.

As King laid on the ground, at least four Los Angeles Police Department officers began beating and kicking him. Unbeknownst to the police, one of the many witnesses watching from the balconies of Mountainback Apartments on Foothill Boulevard was George Holliday, who used his brand-new Sony Handycam video camera to record the incident.¹ In the 81 seconds of video footage captured by Holliday's camcorder, police are seen kicking and clubbing King 56 times.²

Holliday, the owner of an L.A. plumbing company, sent the video to local news station KTLA and it ended up being broadcast by CNN the next day.³ Holliday's video was a milestone, widely considered the first example of citizen journalism.⁴ It was also the first "viral video," although it would be another 14 years before YouTube would see the light of video.

It was the first time excessive police force and brutality received extensive media coverage. That was partly due to the graphic nature and brutality of the content but also because Holiday made his video available to the press. It was the departure point of the Voyeurgasm Ubertrend, which is ushering in a future where just about everything will be captured by smartphones, action-, dash- or security-cam video.

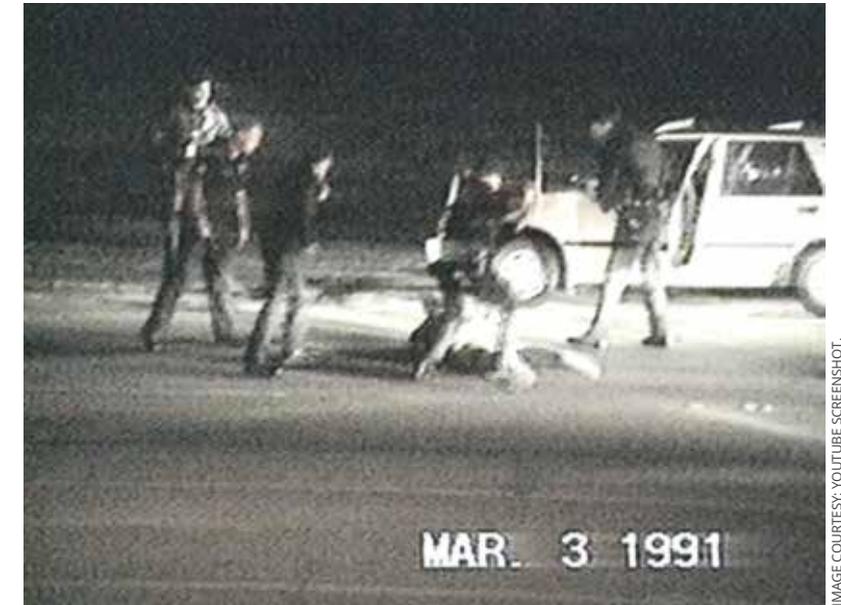
1. Hector Tobar and Richard Lee Covin, "Accounts of Rodney King's arrest describe repeated striking and kicking of the suspect," *Los Angeles Times*, 07-Mar-91.
2. Chelsea Matiash and Lily Rothman, "The Beating that Changed America: What Happened to Rodney King 25 Years Ago," *Time*, 03-Mar-16.
3. "Rodney King," *Wikipedia*, ret. 16-Dec-18.
4. Dimas Sanfiorenzo, "How the Rodney King Beating Became the First Viral Video + Changed America Forever," *Okayplayer*, 29-Aug-17.

“People, I just want to say, you know, can we all just get along?”

Rodney King
Commenting on the Los Angeles Riots
01-May-92

Rodney King Police Brutality Video

Rodney King's 1991 beating was a groundbreaking event. Not only did it capture police violence on video, but it helped propel a new Ubertrend, Voyeurgasm, which points to a highly transparent future where just about everything will be captured on video.



Police Officer Convictions

In an extremely rare outcome, former Texas police officer Roy Oliver was convicted of murder for the shooting of unarmed, 15-year-old Jordan Edwards in April 2017. According to The Associated Press, fewer than 90 officers have been charged with murder or manslaughter for police shootings since 2005.¹ Based on "The Counted," that number would be significantly higher (main story). Less than half were convicted or pleaded guilty to lesser charges. Even rarer is a guilty verdict: That has happened only five other times in the past 13 years in cases involving non-federal law enforcement officers — and four of those convictions were overturned, according to Bowling Green State University criminologist Phil Stinson.

1. "Experts: Unusual factors in ex-Texas cop's murder conviction," *The Associated Press*, 30-Aug-18.

When the four accused officers were tried a year later, a jury found them not guilty despite the videotaped evidence. A TIME/CNN survey conducted shortly after the verdict found that 57% of those polled felt the outcome was the result of racism. The acquittals ignited the 1992 Los Angeles riots, the worst U.S. rioting since the 1960s.

In six days of violence, including arson, assaults, looting and murder, beginning April 29, 63 people were killed, 2,383 injured, more than 12,000 arrested, and property damage topped \$1 billion. Local police, supported by Governor Pete Wilson's California National Guard, was unable to control the situation. On May 1, President George H. W. Bush deployed the 7th Infantry Division and the 1st Marine Division to restore peace and order.

Incredibly, the U.S. does not maintain a comprehensive public database of police shootings. A report by Anthony Bui and colleagues of the David Geffen School of Medicine at UCLA used "The Counted," a compilation of media reports of police killings by *The Guardian* to arrive at 1,146 police killings in 2015 and 1,092 in 2016.⁵ Not surprisingly, African-Americans are twice as likely to die at the hands of police compared to whites — a rate of 7.2 per million compared to 2.9 per million, respectively.

It's impossible to estimate how many police shootings have been captured on video in the past 28 years, but that figure has increased significantly since the arrival of the smartphone. Mother Jones compiled a graphic tally in 2015 of 13 police killings captured on video during the past year.⁶ Newsone published a list of 46 black men and boys, who all except one, Trayvon Martin, were killed by police from December 2011 to July 2018.⁷ Of that list, nine killings, or 20%, were captured on video: Eric Garner, Laquan McDonald, Tamir Rice, Charly Keunang, Walter Scott, Brendon Glenn, Alton Sterling, Philando Castile and Terence Crutcher.

5. Maggie Fox, "Police killings hit people of color hardest, study finds," *NBC News*, 07-May-18.
6. Jaeah Lee and AJ Vicens, "Here Are 13 Killings by Police Captured on Video in the Past Year," *Mother Jones*, 20-May-15.
7. "46 Black Men And Boys Killed By Police," *Newsone*, 14-Jul-18.

Seneca Falls

WAF

Situated in Upstate New York's idyllic Finger Lakes region, Seneca Falls is a prototypical American village. Director Frank Capra was so taken that he based his mythical Bedford Falls in the movie *It's a Wonderful Life* on Seneca Falls.¹ This little town would be in the spotlight much earlier for an entirely different reason.

In the 1840s, rustic Seneca Falls was home to about 4,300 inhabitants.² It was in this part of Western New York that on July 18, 1848, the first Women's Rights Convention was held, a momentous event that would later become to define the global suffrage movement.³

Why Seneca Falls? A community of abolitionists and their relatives, joined by Quaker women, had started businesses in Seneca Falls and nearby Waterloo in the 1830s and 40s. Among the reformers was 32-year-old Elizabeth Cady Stanton, who together with Lucretia Mott, her sister Martha Wright, Jane Hunt, and Mary Ann M'Clintock organized the convention.⁴

The group hammered out a formal list of grievances, which was called the "Declaration of Sentiments" and was based on the Declaration of Independence. It denounced inequities in property rights, education, employment, religion, marriage and family, and suffrage. The demand for voting rights was framed as follows, "He has never permitted her to exercise her inalienable right to the elective franchise."⁵ This was such

1. "It's a Wonderful Life," *Wikipedia*, ret. 18-Dec-18.
2. "Seneca Falls," *Wikipedia*, ret. 18-Dec-18.
3. "Suffragette," *Wikipedia*, ret. 18-Dec-18.
4. "Women's Rights Convention in Seneca Falls, NY," *University of Rochester Susan B. Anthony Center*, ret. 12-Sep-18.
5. Elizabeth Cady Stanton, "Declaration of Sentiments," *History Is A Weapon*, ret. 18-Dec-18.



IMAGE COURTESY: PUBLIC DOMAIN.

1910 U.K. Poster Showing the Force-feeding of a "Suffragette"

U.K. suffragettes were members of the WSPU — Women's Social and Political Union — formed on 10 October 1903. The organization fought for women's suffrage, or the right to vote in public elections, under the banner "Votes for Women" by participating in marches, heckling, civil disobedience and hunger strikes. The *Daily Mail* coined the term "suffragette" in 1906, which was immediately embraced by the WSPU.

Women's Suffragists Parade Down New York's Fifth Avenue in 1917

Started in 1910, the eight Annual Women's Suffrage Parade on Fifth Avenue, featured suffragists carrying placards with signatures of more than 1 million women. The parade was led by Carrie Chapman Catt, president of the National American Woman Suffrage Association, which was dissolved in 1920 after women received the right to vote.



IMAGE COURTESY: THE NEW YORK TIMES PHOTO ARCHIVES.

a controversial statement that Mott protested vigorously, but Stanton prevailed. On July 19, the declaration was presented before an audience of 300 at the convention featuring Stanton, Lucretia Mott and Frederick Douglass, an escaped slave, abolitionist and dyed-in-the-wool supporter of women's rights who, as *The New York Times* writes, "was on his way to becoming one of the most famous speakers of the century."⁶

Stanton opened the convention with these famously historic words, "We hold these truths to be self-evident: that all men and women are created equal." However, showing the value of a truly integrated society, were it not for Douglass' oratory, historian Lisa Tetrault writes in *The Myth of Seneca Falls*, the "controversial" resolution demanding women's voting rights might actually have failed.⁷

The suffrage movement suffered a set back in 1869 when two competing organizations were formed, one led by Susan Anthony and Elizabeth Cady Stanton and the other by Lucy Stone. Stone was a prominent U.S. orator, abolitionist and vocal advocate of women rights. In 1855, she became the first woman to keep her own name after marriage.⁸

After two decades of rivalry, the two organizations merged in 1890 as the National American Woman Suffrage Association (NAWSA) with Anthony as its leading force. By the turn of the century, the suffrage movement enlisted armies of women to march for equal rights (photo). This activist movement led to the 19th Amendment, ratified in 1920, which barred U.S. states from denying voting rights based on gender.

The suffrage movement was a critical element in the struggle for women's rights and signaled the start of the WAF Ubertrend — a slowly gathering force that would ripple through society for generations to come.

6. Brent Staples, "How the Suffrage Movement Betrayed Black Women," *The New York Times*, 28-Jul-18.
7. Lisa Tetrault, "The Myth of Seneca Falls: Memory and the Women's Suffrage Movement, 1848-1898," *The University of North Carolina Press*, 01-Feb-17.
8. Diana Boxer, "American Women, Changing Their Names," *NPR*, 13-Jun-06.



IMAGE COURTESY: UNITED STATES MINT.

Susan B. Anthony Silver Dollar

The United States Mint introduced the Susan B. Anthony silver dollar in 1979. It was the first time that a woman appeared on a circulating coin. The Anthony coin was minted from 1979 to 1981, and again in 1999.

An Upward Trajectory

Innovation

Innovation is at the top of everyone’s agenda these days. Yet despite its modern-age popularity, the term “innovate” dates back to 1548 when it first appeared in print.¹ It is derived from the Latin noun *innovatus*, meaning renewal or change, which is the past participle of *innovare* — “to renew, restore.”

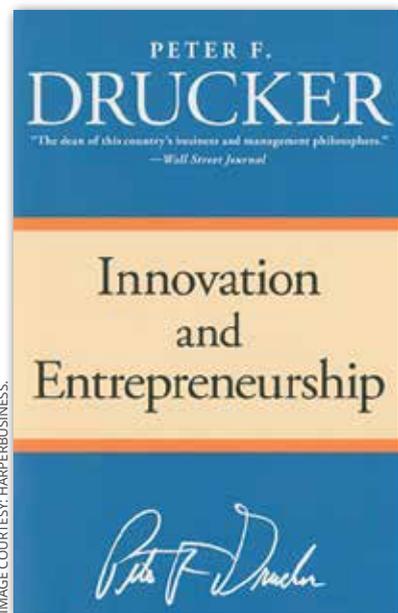
Merriam-Webster defines innovation as 1. a new idea, device, or method 2. the act or process of introducing new ideas, devices, or methods. The crucial part of Merriam-Webster’s definition is the word “new.”

History tells us that the concept of innovation is age-old. Stone-age inventions, such as the club, controlled fire, bow and arrow, plus the development of language transformed the evolution of early humans. The bronze age brought the wheel, the plow, soap and rope.

The industrial age ushered in the steam engine, light bulb and loom, all disruptive innovations in their time. Each of these inventions impacted society in material ways and changed the competitive landscape. In 1939, Austrian economist, Joseph Schumpeter offered a new twist on innovation.² Schumpeter defined invention as an expression of intellectual creativity that was undertaken without any consideration to its possible economic impact. Innovation, on the other hand, were inventions designed to bring positive changes to a business model or target market.

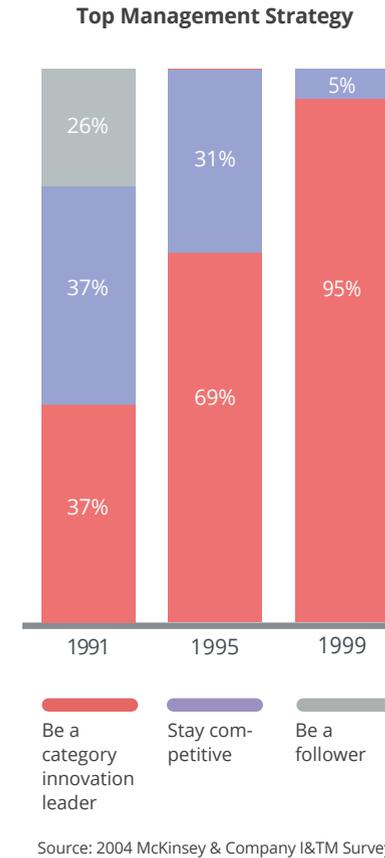
Until the early 1970s, written use of the word “invention” was more popular than “innovation.” Google Books Ngram Viewer, a database of text scans

1. “Innovate,” Merriam-Webster, ret. 19-Dec-18.
2. Emma Green, “Innovation: The History of a Buzzword,” *The Atlantic*, 20-Jun-13.



Innovation and Entrepreneurship Broke Ground on a New Era

Considered one of the most influential management thinkers ever, Peter Drucker’s 1985 *Innovation and Entrepreneurship* explored entrepreneurship and the constant search for innovative ideas.



of books written between 1800 and 2000, shows that use of the word innovation passed invention in 1973.³

The first book to register on everyone’s innovation Richter scale was *Innovation and Entrepreneurship*, written by Peter Drucker in 1985, which formalized the constant search for innovative product ideas and building a business around it. Another is Eric von Hippel’s 1988 *The Sources of Innovation*, which describes the process of end-user innovation — creating innovative solutions because existing products do not meet your needs. A timely example of end-user innovation is the GoPro camera, developed by Nick Woodman for his personal use (page 250).

The 1990s saw another sea-change shift in executive attitudes toward innovation. Increased global competition, read China, the internet, and the 95% failure rate of the more than 30,000 consumer product launched each year, helped change many minds about the importance of innovation.⁴

A McKinsey survey shows just how much the “C” suite pivoted on the challenge of becoming a “category innovation leader.” In 1993, 37% of executives surveyed reported wanting to become an innovation leader, while 26% were content to remain a “follower” (chart). By 1999 no one wanted to be a follower, and 95% wanted to lead the innovation pack.⁵

Transformative conversations about modern innovation arose from bestselling books published during that period, including the 1996 release of James Utterback’s *Mastering the Dynamics of Innovation* and Harvard professor Clayton Christensen’s 1997 *The Innovator’s Dilemma*, which helped popularize the concept of “disruptive innovation.”

Christensen’s book challenged companies to predict consumer needs and adopt new technologies and business models to address emerging market requirements. It was widely read and changed the way managers and industry leaders thought about innovation.

The last year McKinsey studied innovation intentions, 1999, was the zenith of dotcom mania, a period that saw dizzying valuations ascribed to technology innovators. The bubble may have burst, but as the table below convincingly illustrates, the impact of innovation is unassailable:

2006-2019 Comparison of Five Largest U.S. Companies by Market Cap				
2006 Rank	Company	2018 Rank	Company	Valuation
1.	ExxonMobil	1.	Amazon.com Inc.	\$803 billion
2.	General Electric Co.	2.	Microsoft Corp.	\$792 billion
3.	Microsoft Corp.	3.	Alphabet Inc.	\$736 billion
4.	Citigroup Inc.	4.	Apple Inc.	\$720 billion
5.	Bank of America Corp.	5.	Facebook Inc.	\$413 billion

Source: 02-Aug-16 *The Wall Street Journal*; 11-Jan-19 Yahoo Finance

If the value of innovation remained fuzzy in the 1990s, despite the launch of Amazon and Google during that era, a compelling lesson was yet to come.

3. “Invention vs. Innovation,” *Google Ngram Viewer*, ret. 19-Dec-18.
4. Lonny Kodina, “What percentage of new products fail and why?,” *Media Relations Agency*, 03-May-17.
5. Michael Tchong, “The Culture of Innovation,” *FAST Company*, 18-Oct-04.