

**THE
A-Z OF
FANDOM**

MATT HART

**HARNESS THE POWER OF FANS
TO MAKE WORLD-CHANGING BRANDS.**



The A-Z of FANDOM

Harnessing the power of fans
to make world-changing brands.

MAT HAY

G R A T I T U D E

Heartfelt thanks to everyone who
helped me learn and grow Fandom.

Here's to creating fans
of a better future for all.

F O R W A R D

Future fans will first be fans of a better future,
then those honestly helping to deliver it.

The A-Z of FANDOM distils 20+ years of pioneering fan
and brand innovation with global leaders; from American
Idol, BBC, and Cisco to Spotify, Unicef and Warner Music.

It's for business and brand owners seeking advantage through
harnessing the power of fans; combining purpose, creativity and
sustainability* to change your world and ours.

It will challenge conventional thinking, stimulate the creative spirits,
and inspire brilliant and new transformative ideas and strategies.

But first, you must speak the language of FANDOM.
And this is the A-Z.

Aroha,

Matt Hart

*sustainability in its broadest possible definition e.g. a project with MTV
identified the most sustainable thing they could do for young people
was help 'sustain' their lives by getting knives off the streets



no more customers,
or consumers -
think audiences,
have fans

A U D I E N C E

When any idea is available to everyone with a smartphone, your customer could literally be anyone, your consumer literally anywhere.

So, your customer is not only the person arriving at your store or website. And profiling them as a unit of consumption removes their true humanity.

The key is to reframe Customers and Consumers as AUDIENCES.

Imagine people standing at your first ever gig curious to know about you and your brand. Or they're in a packed out stadium buzzing with excitement to see you again. Those in the first rows live and breathe your fandom - the ones down the very back not so much (but they are there).

Now, what ideas have you to excite, entertain and engage this audience? What's the journey you're taking them on? To where? And why?

All the world's a stage.

Put your brand on it.

B

demographics are dead,
long live behaviour



In today's world, the old descriptors of age, gender, location, income, status et al no longer describe your potential ~~customer~~ fan.

Made-up personas are out of date.

And psychographics that correlate thinking with action...
see recent political polling and actual outcomes?!

Fandom unapologetically begins and ends with behaviour.

What people actually do is the best modern descriptor of their propensity to engage with your brand, your purpose and your ideas.

Twenty years at the coal face of global fan innovation has proven a behavioural spectrum of engagement. These behaviours are the same no matter the business, brand or category of interest:

- Fanatics – the super fans who inwardly identify with their passions
- Enthusiasts - the early adopters motivated to discover and share
- Casuals – the 'socialises' who engage through shared experiences
- Indifferent - the mass market who go along when everyone else is

SUPERFAN

Fanatics

The super fans

“The starter fans who live their fandom.”

Enthusiasts

The early adopters

“The fan builders motivated to discover and share.”

NON FAN

Casuals

The 'socialisers'

"Fans because it's social and shared, the thing comes second."

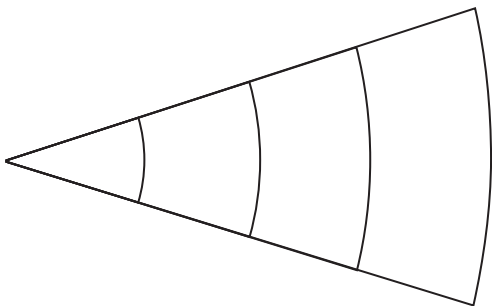
Indifferents

The don't cares and never really will

"Unless of course everyone else is, then they'll fall in."



mapping fan behaviour
with the total audience volume
produces a cone, every time



ConeTM is the shape of FANDOM.

ConeTM was first born at BBC Radio 1 in 2002. Back before the FAANG's, Radio 1 had been the global influencer for youth music. But they'd started declining. They had the requisite demographic listener research, but it didn't answer why they were haemorrhaging fans, or how to turn decline into growth.

I was invited to partner with Radio 1 to innovate new-fan solutions. The heart of the answers turned out to be a better way to understand audiences. This better way provided new depths of insight and knowledge to target different audience behaviours. We innovated new creative ideas designed to spread through fans-get-fans behavioural strategies.

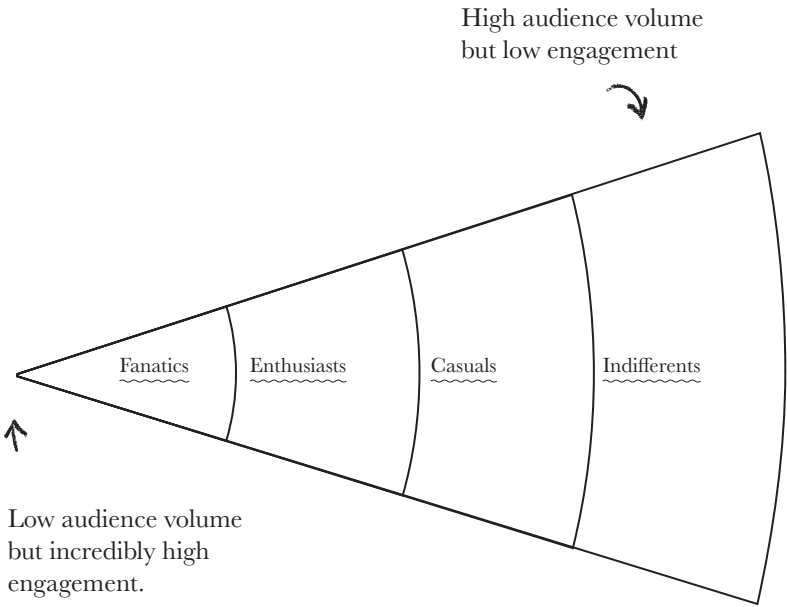
The results were outstanding; 5 million new Radio 1 fans added over four of the most rewarding, creative years.

We called the 'better way' ConeTM - because understanding the Radio 1 audience through a lens that mapped a spectrum of fan behaviour with total audience volume produced a... cone.

I've since delivered Fandom for diverse clients around the world – politics, sport, film, TV, fashion, nutrition, ageing, technology, giving, finance, sustainability, etc – and ConeTM has worked every time.

ConeTM is the platform for FANDOM.

Fan behaviours



Fanatics

Fanatics are starters. They won't build you a fanbase, but they will start you one. They're deeply plugged into their scene (be it music, film, sport, sustainability, etc) seeing themselves as one small step away from the industry.

To love you and your thing is to be with you for life – unless you either take them for granted, or in their minds you 'sell out'.

Remember

For them it's not about showy fandom – for fanatics, it's what's on the inside that counts.

Casuals

The socialisers who engage but do so through shared experiences.

Welcome friends (those of you casually interested), a great time is going to be had by all. That's right, for our Casuals it's the social experience that leads, then your thing.

Working out the role you play within this social context is critical if you want to connect.

Remember

Our casual friends are here to enjoy with others. They will receive and engage, just don't expect anything more of them.

Enthusiasts

The early adopters who connect with the new and are motivated to share it.

Enthusiasts are the fan builders. They're the ones for whom the feeling of discovery and first to share is the currency they thrive on.

They will enthuse you and your thing to their social peer groups, meaning they're the spreaders of ideas – as long as they feel they found you first.

Remember

If you want them to keep spreading the love you've got to keep giving them things they can discover and share, first.

Indifferents

The mass market who go along but mostly because everyone else is.

No-one likes being the odd one out, so if it seems 'everyone' is into you and your thing, then the indifferent might fall in.

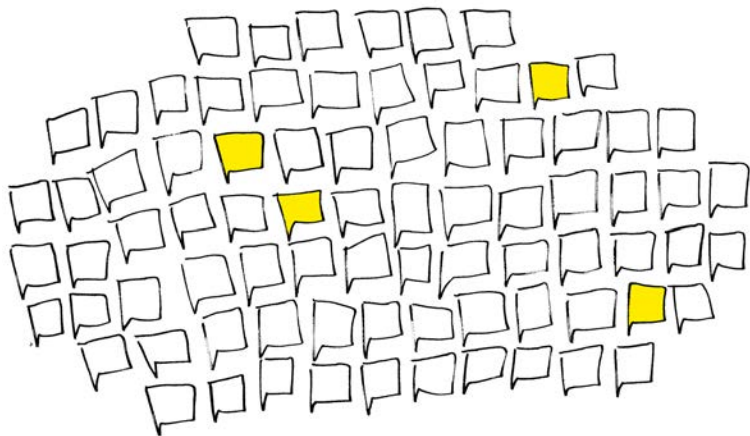
Just don't expect any thoughtful opinions, feedback, or action.

Remember

This lot have no particular interest, so if you're thing fits right in without any fuss, then great. And if not - well that's great too because they hardly noticed.



data data everywhere
and not an insight to be seen



D A T A

Never before have organisations had such vast volumes of data available to them. Yet still shops are closing, high streets dying, and major corporations surprised at being disrupted by the new, emergent startups.

Perhaps the long-heralded promise of big data was only ever that – big!

Data is just information.

The real challenge is organising the information such that it becomes knowledge that is useful and applicable - a kind of creative and potentially endlessly expansive energy for better.

Fandom starts with viewing your data through fan behaviours. It will instantly transform your information by surfacing insights you've not seen before.

Cone™ is your new pair of audience glasses.

Sony Music Cone™

This was the first Music Fandom Map in the UK (Spotify had just started and Apple Music didn't exist). It shows how Cone™ surfaces the macro behaviours across the population and the micro fandom groups within each behaviour (shown small for private knowledge reasons).



25%
of the total market

Enthusiasts

Keenness for music is a key part of life for Enthusiasts, but such interest is rarely obsessive (as it can be with Fanatics) Enthusiasts are keen to discover new music, but rarely venture too far off the beaten path to find it. They often look to Fanatics for recommendations.

Enthusiasts usually have a diverse range of interests and like to be plugged into several passion-fields at once, rather than wholly committed to just music. They have a strong desire to feel part of a scene and to experience the sense of membership and privilege that comes with this. They love to feel connected to something credible and authentic.

FANATICS

12%
of the total market

Fanatics

Everything in the Fanatic's life seems to be tied up with a deep seated passion for music. Fanatics tend to be the heaviest consumers of music and spend more time and money feeding their habit than any other group.

Fanatics are the arbiters of taste for music trends - being an expert about music is a big part of 'who I am' for a Fanatic. They are normally the first group to pick up on a new artist, so your campaign will often start by targeting a segment in the Fanatic group.

ENTHUSIASTS

2%
of the total market

USIASTS

CASUALS

INDIFFERENTS

35%
of the total market

Indifferents

The Indifferents are the biggest group of music consumers. In general, the older you are the more likely you'll be a member of the Indifferent group.

Music doesn't play a significant role in the lives of Indifferents - they tend not to be up-to-date on the latest artists, preferring to listen to the music that they grew up with. Artists that get on their radar have a chance to "hit big" due to the large proportion of the market that Indifferents represent. The X-Factor phenomenon illustrates what can be achieved by connecting with this group.

What small amount of music information they want/need they get from general mainstream sources.

18%
of the total market

Casuals

The Casuals represent an important market for music related products. Although they don't spend as much on music as Fanatics and Enthusiasts, the large number of music Casuals makes them a valuable market.

Music plays an important functional role in the Casual's life - it's a lubricant for living but never the main event. They use music as a soundtrack or background to driving, working out, studying or socialising etc.

Casuals only tend to discover new music when the spotlight of mass media picks it out for them. It's important for them to be into what their mates are into and not to stand out as different because of the music they are into.

SONY MUSIC'S CONSUMER SEGMENTS IN THE UK





today's enterprise advantage
isn't ideas, it's the empathy to
understand others



EMPATHY

Empathy is a lost art.

Far too long has business coldly outsourced the need for audience knowledge. It doesn't matter how good your research agency is - when they report their findings in that clinical powerpoint, the critical insight is second or even third hand... you weren't there, you didn't hear it, you didn't see it, you didn't feel it, you couldn't intuit anything about how those people are actually living.

When I do Fandom with a client, the first part of the project is to Cone™ the audience. The next absolutely crucial part is a 'meet and greet' with audiences at home, work or other, to bring that map to life.

For every new client, doing 'meet and greets' is the very first time they have spent time with real people who may or may not have used their stuff! Before setting out, we have to re-educate and remind the whole team how to be - and stay - empathetic; what it takes to have a creative conversation, how to flow into co-creation, and when to know things are true or not.

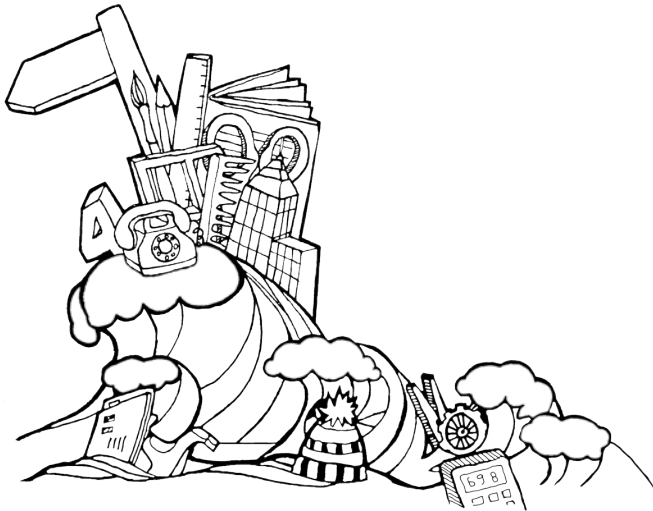
Without empathy, there is no insight.

Without insight, there are no heartfelt ideas.

Without heartfelt ideas, there are no fans.

F

fandom is understanding fan
behaviour to grow the biggest
possible audience



Fandom is innovation in two parts; first is the art of understanding the behaviour of fans, then it's applying the resulting insight to create and connect your best ideas with the widest possible audiences.

Part 1 Map your Fandom

- Fanatics - your super fans who inwardly identify with your purpose, vision, mission, etc
- Enthusiasts - your early adopters and (potential) influencers motivated to discover your new and enthuse it to others
- Casuals - the socialisers open and willing to be enthused as part and parcel of friendship circles
- Indifferents - those who don't remotely care about you, but will go along if and when everyone else does*

Part 2 Apply the Understanding

- Inspire the right ideas for the right audiences
- Identify exactly whom to co-create, test and develop with
- Craft and keep adjusting new strategies to start, build and grow audiences
- Continue to iterate and innovate to move ideas through your Cone™
- And/or express versions of the same idea to connect with different behaviours

*see M for moments

Fandom for ACDC

This is an oldie but a goodie. We worked their 15th Studio Album 'Black Ice' in the UK back in the turbulent times of 2008.

It went like this:

The Challenge

AC/DC fans buy ACDC.

But, the last album sunk because hardly anyone knew it was out!

Cone™ Insight

These AC/DC rock fans are working hard. Life is stressful. There's a global financial crash happening. And there's little to no 'music' in their daily lives.

The Idea

Give these working guys a 'release the rock and roll within' moment at work, through delivering...

'The world's first music video embedded in an excel spreadsheet' Which can be downloaded and forwarded over email at work.

Excel files pass through IT firewalls when attached to an email!

Results

The excel download was a viral smash hit.

Debuted at No 1 chart position (a first since Back in Black) selling "110,000 copies out of the box, a dramatic 777% increase on the initial 14,000 units of its 2000 predecessor Stiff Upper Lip" ref Billboard.biz Oct 30, 2008

Won the Guardian Media Award – all for an in-house idea costing less than \$10k to deliver.

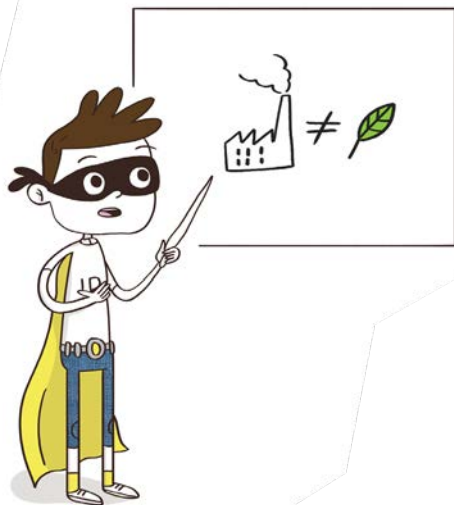
***** ROCK N ROLL TRAIN ***** THE WORLD'S FIRST MUSIC VIDEO IN AN EXCEL SPREADSHEET! ***** AC/DC smashes through your firewall with real rock 'n' roll! Download the spreadsheet to watch the Rock N Roll Train video in all it's Low Definition™ glory!  ACDC.xls Don't have Excel? - watch the video in action on YouTube You can also watch the normal video at www.acdcrocks.com or join the AC/DC mailing list Got a Facebook account? Install the AC/DC sponsored "Send Horns" app!				 BLACK ICE "MOVE OVER KIDS, THE BOYS ARE BACK IN TOWN." 8/10 METAL HAMMER  AC DC - Rock N Roll Train AC DC - Sides on Fire AC DC - Big Jack AC DC - Back in Black Buy it from amazon.co.uk Buy it from PLAY.COM  get & share *
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"The world's first music video
 embedded in an excel spreadsheet"



G

growing future fans is you
playing your part in making
a better future for all



Get this clear right now - if you're not thinking and planning about your business and brand role in the broader context of Global Problem Solving then you're already late to the only game in town.

Imagine a Healthy Planet Cone™ - then paint in the fanatics starting to make real impact, from the global spread of Greta Thunberg's Climate School Strikers, to people and businesses like Yvon Chouinard and Patagonia, the rise of B Corp, Sovereign Funds getting out of fossil fuels, the new Extinction Rebellion, etc. This includes massive lifestyle changes – see the astonishingly fast rise and spread of vegetarian, vegan, plant-based foods and clothing, et al.

Yes, the activism is still in hardcore fan land – but look closely and it is starting to cross the chasm into Enthusiast supermarket aisles.

Meaning the term 'growth' is in progress of being redefined.

Yes we want to grow our audiences - but they're going to have to be different, better 'value instead of volume' ideas that embrace the overall wellbeing of people and planet - so ideas like circular, triple bottom line, Sustainable Development Goals, reusing, re-purposing, net zero emissions, brands as change activists, etc etc etc.

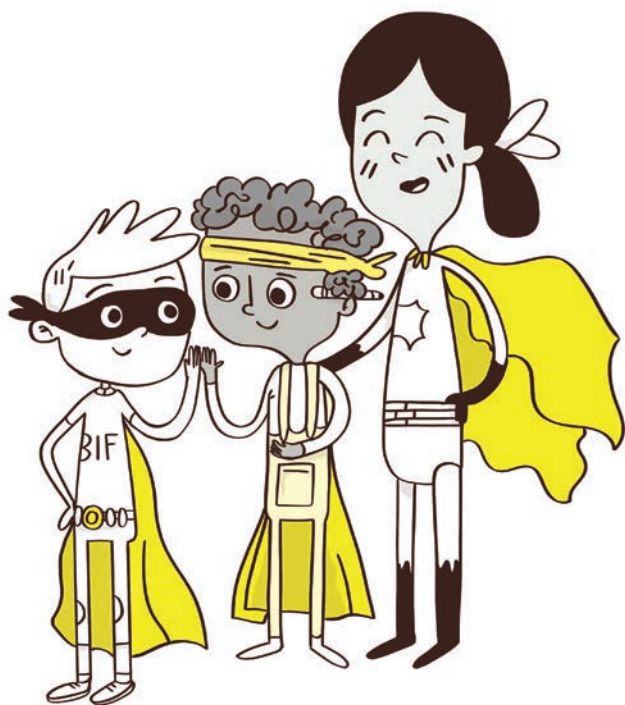
Get on it. That's your future fandom.

The World's 'to-do' list

If you're struggling to find purpose, look no further than the Sustainable Development Goals – they're literally the agreed global to-do list. Align yourself around one or more of these goals and work your fandom in concert with the solving of it.

Fans will love you for it. You'll love yourself for doing it.
And you'll get the rewards that come from it.





H

how does Fandom begin?
it all starts with
your best hypothesis



HYPOTHESIS

People who've developed their enterprise expertise outside entertainment love the idea of having fans, but often struggle to immediately see it coming to life in their world.

Here's what's true about fandom:

Fans live their passions – not products.

Fans love stories – not ads.

Fans engage other fans – not 'influence'.

Hypothesising how fandom can work for you is to first start thinking what is it about you they might become fans of...



The Smell of Confidence

Can a biscuit have more ‘purpose’? Oh yes, there’s a ton of creative effort and talent trying to figure that out. Or, what about a stick of deodorant?

I admire Paul Polmans Unilever example of sustainability leadership in global corporate land. I’ve been a small part of that, exploring not just Unilever corporate purpose but also purpose as it relates within their home and personal care brands – specifically deodorant.

Deodorant positions itself around ‘self-confidence’. Deodorant promises you self confidence by preventing the signs of not having self-confidence i.e. sweaty pits.

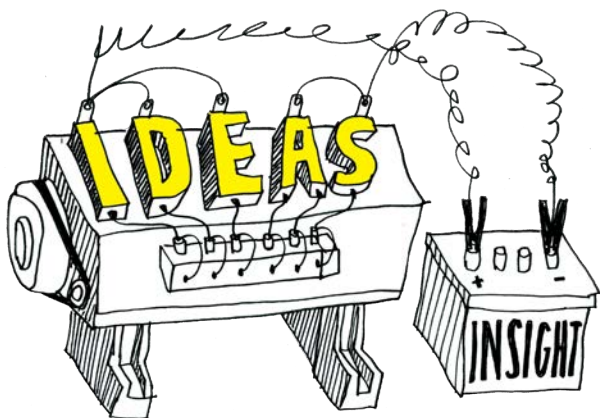
The real purpose is not ‘in the deodorant’. It’s not the ‘thing’.

To hypothesise for a moment, the purpose is somewhere in the skills, mindset and behaviours of building or having self-confidence. This could be innovated and delivered with zero mention of ‘all over body spray’; online courses, mentoring, how to present, mental health support, etc. Then, within that purposeful context, the deodorant brand has a role to play.

Has to be done right though – otherwise you might get hammered for it. Dove ‘real beauty’ anyone?!



Fandom provides the insight to
get to the heart of people and put
people at the heart of ideas



Successful innovations I've worked happened not just because of the idea, but as much for the insight that made it true; the truths that surfaced from connections with real people.

Fandom doesn't use the language of what people might need, or want – it's what's true that provides launchpads for creative opportunities.

And what's true is that Fandom is a spectrum of behaviours that apply no matter what the view is.

Once you know these behaviours – and determine them against your thing, and go empathise with those audiences in a direct-with-fan meet and greets – you'll have all the insight *you need*.

When you open your heart with others, you can't but help feel exactly what kinds of ideas will deliver for them and their 'heartfelt' desires.



improv jazz is a kind of magic...
it doesn't happen by design



Using words like customer and consumer immediately removes you and your thing from the spirit of people-to-people connection. It resolves all to the moment of a transaction – and says I'm only interested in you when you're going to buy something off me.

To my thinking that's the kind of enterprise that lacks soul, purpose and any kind of meaning that is fast becoming the determinant of ~~consumer~~ fan choice.

Innovating for fans is a bit like being part of a jazz improv session... you don't yet know who these people are, or what role your idea might honestly play in their life. But you can find out. You can connect with them, meet and greet with them. You can go with the flow and feel your way forward – until there comes a moment where your ambition for the project connects with their hearts, their hopes and their dreams so you learn from them how you can fulfil them.

And in that fan improv, which no way could you have pre-designed... people-and-ideas-magic happens.



Fandom is your journey from data
and information into knowledge
you can use



How much knowledge have you really got about your customers and consumers?

No doubt you have reams of data and tons of information – but knowledge?

- Do you know your audience's hopes and dreams?
- Have you seen how they're living?
- Have you been to their homes?
- Have you travelled with them to work, to the shops, heard them at the family dinner table?
- Have you seen them well up sharing their losses, their pain?
- Do you know their faith and their beliefs?
- Do you know their loves?

If you've not done this and more, then all you have is data and information. Which means none of your branded ideas has real heart.

Which means you might sell some customers, but you won't have fans.

I've become something of an 'elder' expert over the last decade, working Fandom for multiple programs including healthy ageing nutrition and recently ageing technology.

I hypothesized that clearly ageing has radically changed in the 21st century – the shift from retirement as a 'retirement from life' towards today's 60+ fanatic audience living as if 'the best is yet to come' with all the attendant behaviour changes. Cone™ for Modern Ageing has proved all of that is true, and then some.

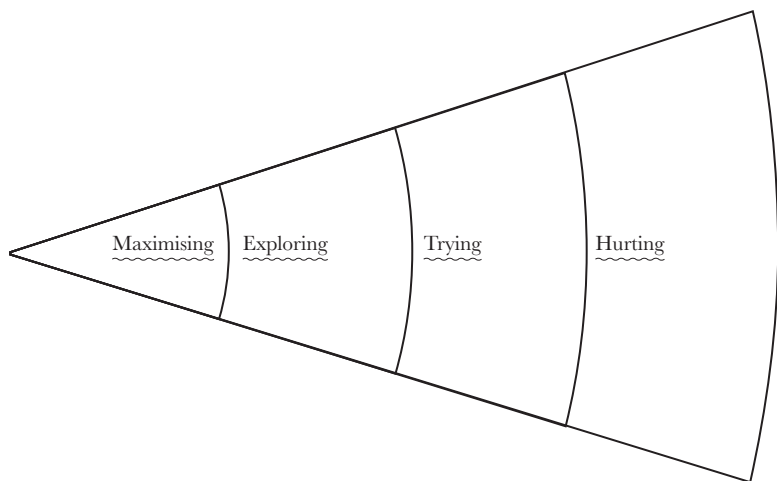
By 2020 there will be more 65+ people in the world than those under 5 years of age. Mobilising the energy, wisdom and experience of this audience is to tap into a vast, underused resource of modern agers resolute to help and serve humanity.

For those enterprises that do, the rewards will be elder fans with two critical factors for global success; time and money.



'Sign of the Times' campaign challenged people to redesign the elderly road crossing sign (Original (left), then entries by Andrew Altman & Alan Dye)

KNOWLEDGE



Fanatics – Maximising

Thriving into their late years by doing everything to the max – no sacrifice is too great; diet, exercise, mind/body/spirit, individual purpose, etc.

Enthusiasts – Exploring

They're actively curious and are doing lots of the new – but without sacrificing life's true joys. They'll have their cake and eat it, and thrive on sharing it too.

Casuals – Trying

They know they should – some of their friends are but it's hard, they just wish someone would make it easier.

Indifferents – Hurting

Being old hurts – emotionally, physically and spiritually... because the belief is that the best days are behind them.



Fandom is the lens to determine
what role do you play in people's lives,
or what role you could play?

Fandom answers the most meaningful role you can play in your audience's lives. It'll take some working out – but you'll know when you've got it.

How so? Try these two examples:

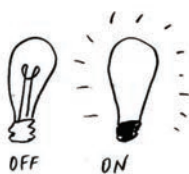
Say I'm a bank. And I want Fandom for my brand. I'll probably start and say my lens is finance. But then I ask the question to test if I've got the right lens; 'what's the true role of finance in people's lives?' If I start hypothesising that, it takes me to *what does good finance deliver for people?* Then I keep crafting – *what's the determinant for finance playing the best role in peoples lives?* Where you might eventually end up (here's one I've prepared earlier) is a Financial Literacy Cone™; *the role money plays is determined by people's level of financial literacy* (now there's a compelling space for a bank's purpose – raising the financial literacy of everyone).

Here's another. Let's say I'm a start-up fashion brand. I know I'm for young people. My brand and product range traded in the past on worker utility. I think my space is somewhere in joining fashion and work. Is my Fandom around fashion? Do I trade on the legacy? No to both. Let's start with the question; *what role can fashion play in young people's lives?* Good. But doesn't quite do it. Utility fashion suggests work. What if the better question is *what role can utility fashion play in modern youth working lives?* The answer broadens, because suddenly fashion is the vehicle to connect with radical changes in youth work culture, the emergence of multi-hyphenate careers, the modern hustle... the answer is a Youth Work Cone™ in which this utility fashion brand can play a meaningful role; *defining something of 'a new working class' that this brand can be the empowering 'uniform' for.*

Take a bow James Scroggs at M.C.Overalls... you have fans, and you will be innovating many more no matter the success of your start-up or not.



playing the most meaningful
role in people's lives is to know
the moments when you can



Spotify wanted to better understand their audiences as part of their growth plan in the build-up to a stock market listing. They employed Mark Uttley to be their new Head of Global Insight. I first met Mark when he was Head of Insight at Sony Music. Under the inspiring leadership of then Chairman and CEO Ged Doherty (transparency – Ged and I were venture partners post-Sony) we lead the work to put Fandom into 32 Sony territories around the world. Mark was, amongst others, critical to making the Sony Music Cone™ the success it was.

Mark sponsored Fandom into Spotify, mapping not just music fans but a Spotify Cone™ engineered to show a digital entertainment lifestyle. Key to making it work was the surfacing of music lifestyle moments – those specific times in different audiences lives where Spotify could connect in meaningful ways – then apply the insight for brand, product and feature innovations to ensure they did.

Without giving away the gold of Spotify lifestyle moments (Daniel Elk talks about moments as Spotify ‘bets’ – their multiple pushes into winning innovation) you can easily imagine some of them; commuting, families, etc. Mark and I continued to collaborate and apply the Spotify Cone™ in two other key areas where Apple had the advantage; Hip-Hop and Latin.

The results speak for themselves; when we started Spotify had 40 million users; when Mark eventually left Spotify had 150 million global fans.

Fandom ‘moments’ innovation works. Use Cone™ to know yours.

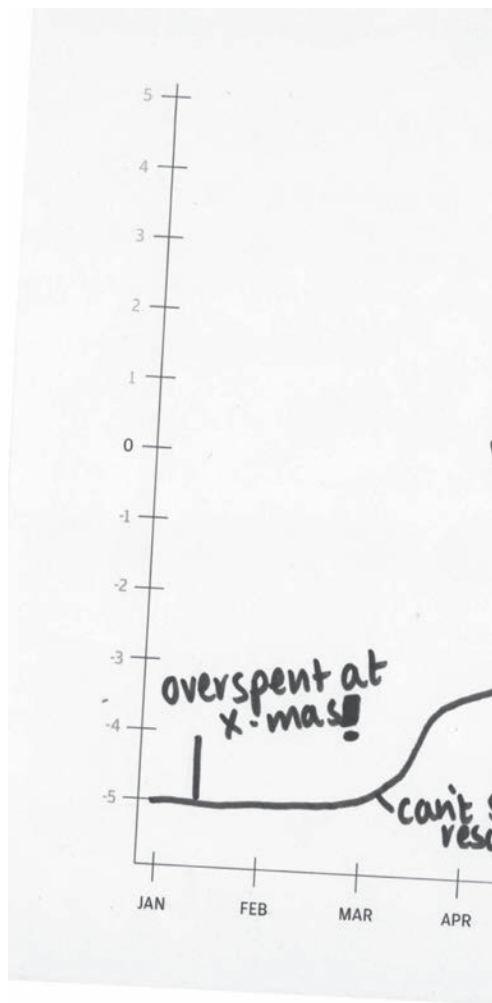


Hypothesise the mood-beats of your audiences lives; when are they high, low and in between. Plot them over a day, a week, a month, a year. Then paint on the moments that relate - or could relate - to you.

Doing this as an intuitive creative exercise can surface team insights previously buried – or not said before.

Doing this after some ‘meet and greets’ enriches it still further.

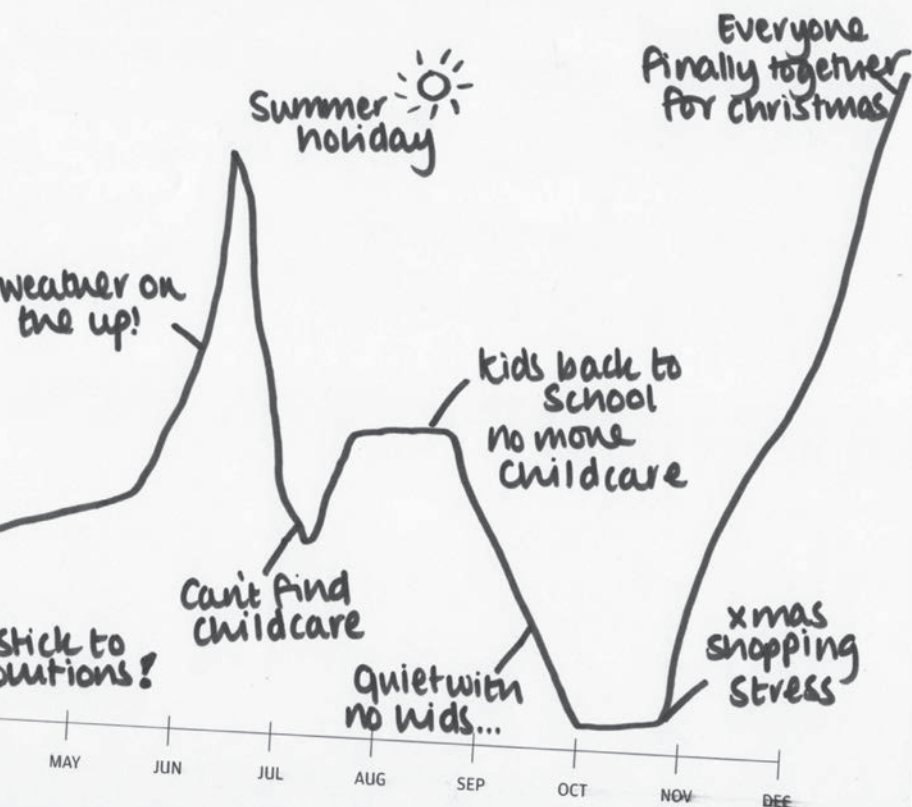
Then, washing your moments over with real data will quantify your intuition – and help nail down your key moments to build your Fandom around.



*Mood map showing summary of co-creation chats with a busy mum

M O M E N T S

MOOD MAP



N

if 40% of the UK workforce has a passionate 'side hustle' alongside a weekly wage, do you think they want to be 'customers' of anything? No way, they're looking for next-gen fandom

Business is always looking to the next generations. Future value is ensuring their brands are setting up to engage and build the next loyal **customer** fan base.

With that in mind, get with the most important trend of our times and check the chatter coming out of Next-Gen Think Tanks, Deloitte Trends Reports, WEF, et al:

*60% of Gen Z want to have an impact on the world with their jobs
(compared with 39% of Millennials)*

*50% of Millennials think that business, more than any other sector of society,
can achieve the greatest impact on solving society's biggest challenges*

Environmental awareness isn't an advantage – it's expected

etc. etc. etc.

Realise that what this is is a revolution in the way we do business. This can be summarised in the following statement:

*The defining behaviour of the next-generations is going to be fandom –
both the brands they want to work for and be fans of.*

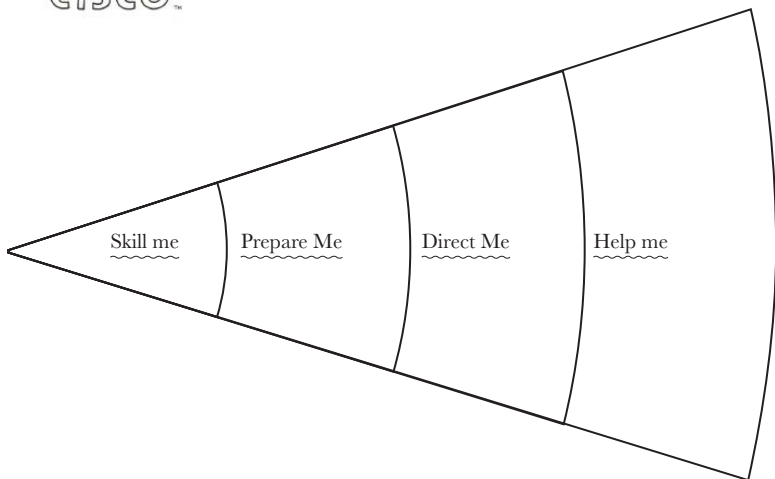
Cisco Next-Gen Education

I recently worked a Cisco Fandom project to look at how we could better understand the role of IT/ITC education in young people's work and life aspirations.

Turns out the smallest of audiences know exactly what they want to learn to get where they want to go. The rest – circa 85% - range from being curious, or wanting direction, or needing a lot more information about the fast-changing nature of work in the context of rising automation, artificial intelligence and robotics.

Cisco's inspiring vision was to build new programs that brought together cross-discipline learning under the next-gen concept of 'global problem solver'; learning and doing that combines creativity, innovation, data and technology to solve problems.

Not just because Cisco is a world leader in tech. But through their CSR insights, they know that the solving of global problems is what future jobs will be, and those that can will thrive.



Fanatics – Skill me

"I know exactly what I need
to get to where I'm going"

Enthusiasts – Prepare me

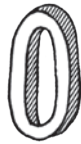
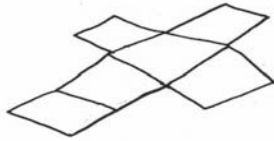
The early adopters
"I'm up for the hustle – I'm excited
to be prepared come what may."

Casuals – Direct me

"I'm unsure about where to head."

Indifferents – Help me

"I have no idea - help?"



fandom will be as important
inside your organisation as it
is out in fan land



Talk to any seasoned HR practitioner and they will tell you the biggest business cost right now is finding and keeping talent. We're at record low near-full employment. But, those statistics hide the reality that a lot of new work is low paid, unprotected hustling.

For example, I'm a co-founder of a visual learning platform (vidleos.com). Our product market fit is food and beverage, hospitality, fast food restaurants, etc. You would not believe the fight that goes on to attract, recruit and retain young workers. Including the costs of 150%+ churn that would make any CFO weep.

Our solution resolves to 'internal fandom'. We talk about setting the culture and people practices to engage employees like fans to build an internal fanbase; building community to attract and retain like minds and hearts, using video to catch and share the great stories that are happening, facilitating bottom-up engagement around thoughts and ideas for improvement, and top-down inspiration that puts the leaders literally in people's hands, on the bus and tube on the way home, etc.

Fandom works inside an organisation the same as outside. Especially when it comes to culture, transformation and always-on purpose, values, mission and vision.

Cone™ your internal audience. Find your core fans within.
Co-create with them exactly as we do out in fan land.
Ideate, test and develop cultural ideas that build and grow fans for the kind of organisation you've envisioned.

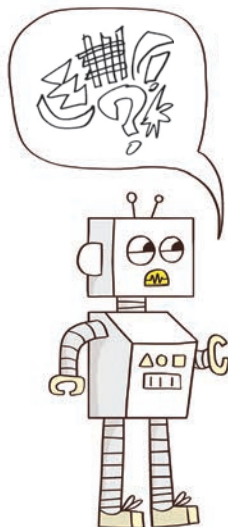
Don't have staff.

Or employees.

Have fans.

P

answers from what has
happened won't predict what
is going to happen



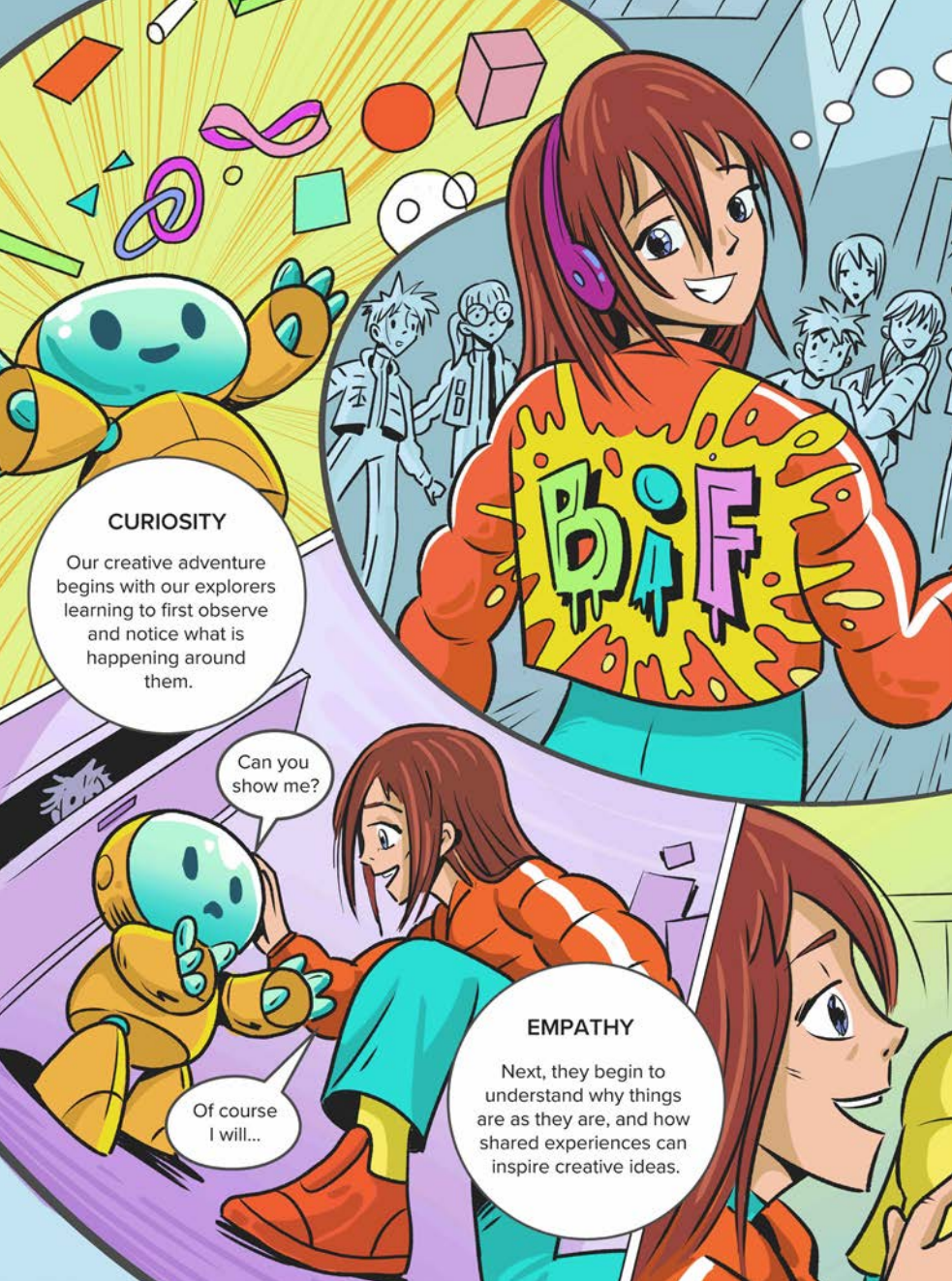
I'm not a researcher. Cone™ isn't research. I'm unapologetic about this. Most research is used to explain what's already happened. And why. Which is brilliant if that's your question.

I'm an innovator. And innovation is about what's next that's different and better. Ergo, Fandom looks forward; what is going to happen, and predicting with high degrees of confidence what will happen.

This is where Fandom comes into its own... if you have access to the data, Cone™ will show emergent sub-cultures in fanatic land, and which of those are in the process of crossing the chasm on their way to becoming mass market accepted.

To that end, Fandom is not just a lens on culture - it's a way of transforming the culture, and you being part of that transformation.

*Illustration next page Madix & the BifBots - edutaining future creativity



CURIOSITY

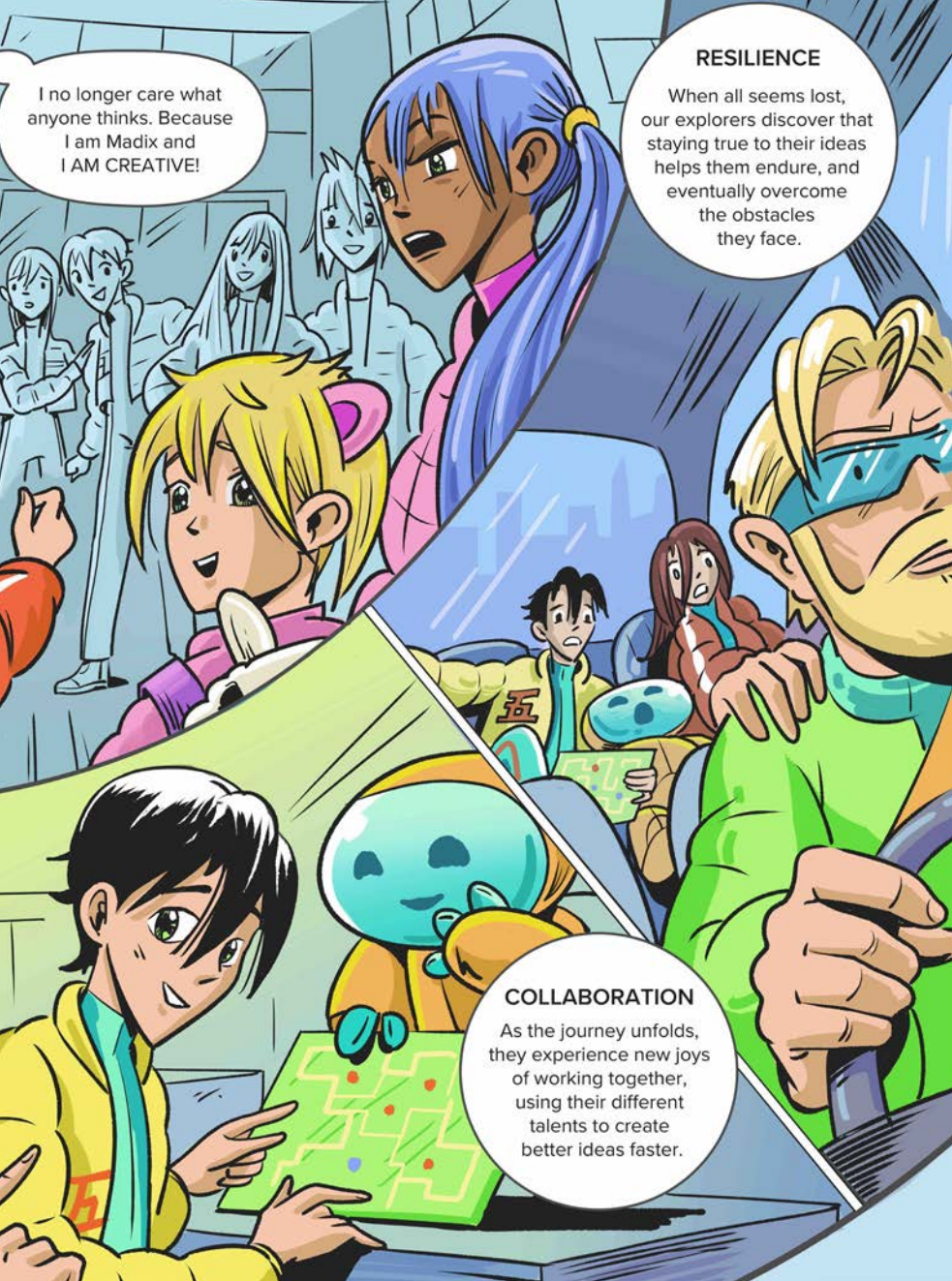
Our creative adventure begins with our explorers learning to first observe and notice what is happening around them.

Can you show me?

Of course I will...

EMPATHY

Next, they begin to understand why things are as they are, and how shared experiences can inspire creative ideas.



I no longer care what anyone thinks. Because I am Madix and I AM CREATIVE!

RESILIENCE

When all seems lost, our explorers discover that staying true to their ideas helps them endure, and eventually overcome the obstacles they face.

COLLABORATION

As the journey unfolds, they experience new joys of working together, using their different talents to create better ideas faster.



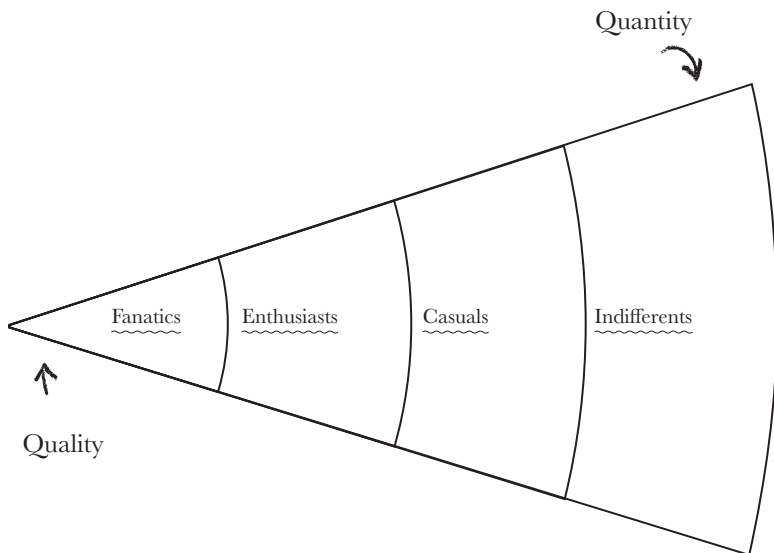
Fandom delivers
both fan quality
and fan quantity

Q U A L I T Y & Q U A N T I T Y

Some fans will live and breathe your fandom. They're the quality fans – there won't be a ton of them, but wow, what they don't have in numbers they make up for in passion.

Most fans won't be that into you. Sure, they'll hear about you from friends, and see you around, but your story and purpose won't really connect – they will be more into the actual thing you're giving them. What they don't have in passion, they'll make up for in quantity.

Fandom gives you both – helping you deeply understand these differences, apply the insight to create the best possible targeted ideas, then engage and connect depending on the quality or quantity of the relationship.



Coffee Cone™

Let's 'imagine' you're an iconic American drinks brand making a caffeinated soft drink that's sold the world over – and you're looking to get into consumer coffee...

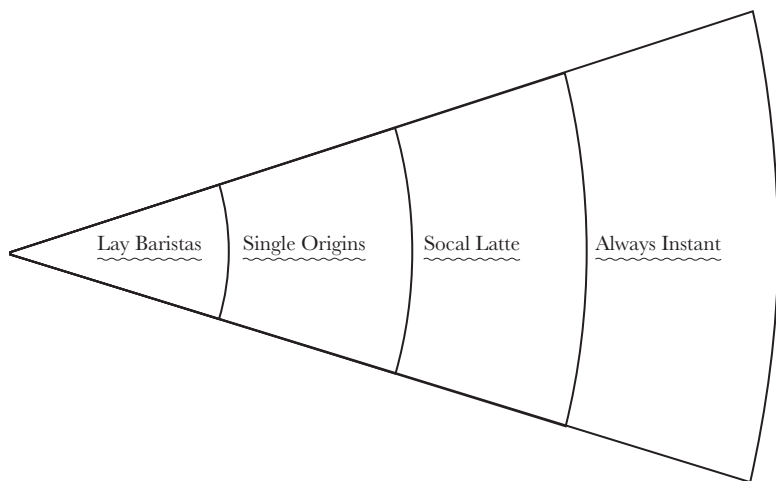
How might Fandom help you understand the coffee-loving audience? Especially when the fan noise is all around 'flat white' but the volume market is 'instant'!

Well, here's what Fandom for coffee audiences looks like...

Also, a Fandom quiz relating to how ideas moving through culture; Flat White, the antipodean cafe in Soho London, opened in 2008 and introduced the 'flat white' to the UK. The question is this; how long did it take the 'flat white' to move from it's UK start with Fanatic superfans, through coffee culture, out to the mass market Indifferents – as represented by McDonald's launching the 'flat white' in all their UK fast-food restaurants?

Answer on page 90.

Q U A L I T Y & Q U A N T I T Y



Fanatics – Lay Baristas

True coffee snobs – think ‘wine aficionado’ but for coffee. They see themselves as a ‘lay-barista’, and so attend the festivals and competitions to have one foot ‘in the industry’. The latte is a coffee corruption.

Casuals – Social Latte

Coffee is a milky treat with a dash of coffee – definitely not too strong. For them, it’s social liquid in their local Starbucks, or to go in their grande keep cup.

Enthusiasts – Single Origins

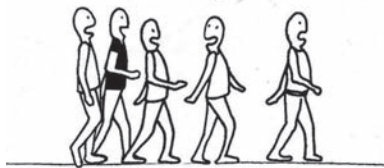
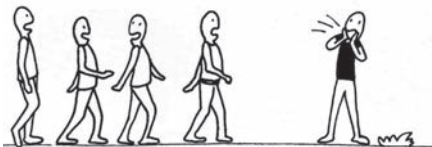
Passionate about coffee, ‘aware’ of trends etc, including the hot new cafe/barista or latest innovation to try. They’ll talk about origins and blends over their morning mocha to show and share their passion.

Indifferents – Always Instant

Instant coffee in the morning, then tea. They’ve heard of the ‘flat white’ but why spend when instant is instant. Big love for George Clooney and Nespresso.

R

it's not the role of consumers
in your ideas, it's the role of
your ideas in their lives



The single biggest obstacle to Fandom working is not the data, it's not the methods or barriers to innovation, it's not the existing agencies who sometimes don't like Cone™ nudging into their communication world.

No, the biggest barrier is clients who have long sat in glass towers only ever looking out from inside partitioned walls. Through no fault bar the pervading organisation culture that encourages them working that way, they've become accustomed to only ever thinking about the role of customers in their ideas.

But aren't they being 'customer-centric'?

In my experience, customer-centricity has given rise to a mindset that misaligns how much clients think about their ideas with how little audiences do!

When I roll up talking about Fandom and the role of our ideas in their lives, they initially think 'yup we got that covered.'

Wrong.

It's not them coming into your world.

It is literally you out in their world.

For those that can get there – it's a shock. Because suddenly they see that 'customers' are actually living their lives mostly devoid of ever thinking about 'your ideas'.

Meaning, the current role of your idea in their life is marginal at best. And the hard work ahead is about innovating new meaning and the hoped-for fandom.

Including making those partitioned walls way more porous.



the two fan-making strategies;

1. start, build and grow'

or

2. remake your market
with the fan builders



Fandom for New Ideas ‘start, build and grow’:

Identify your Fanatics including where they are, then find ways to co-create with them; invite them to an experience, let them close, let them feel the truth of your story and the reasons you’re setting out your stall. Give some of your ideas away. Make like a band and do your early gigs. This starts fan building.

If you get it right, these early ‘starter’ fans will become your base. Importantly, stay mindful that not having a fan ‘base’ is troublesome. Say you could fast-connect with Casuals and beyond – be aware that without a solid ‘base’ to fall back on you will be in danger of being a one-hit-wonder (growing too fast can also be problematic).

When you get enough Fanatic momentum, the time will come to ‘build and grow’. This means using insight to ‘jump the chasm’ into Enthusiast land; find them and give them reasons and ideas to enthuse you to others. Use that critical social chatter that will take your idea through the Cone™. Then your mantra becomes ‘build and grow, build and grow’ through small acts of iterative innovation.

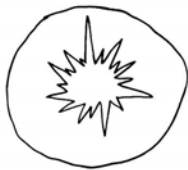
Fandom for Existing Ideas ‘nuancing across the behaviours’

This is harder because there’s a ton of legacy with ideas already in play. But in my experience there are ‘fans’ you’re missing by focusing on the wrong audiences; you’re either way too focused on getting Fanatics who should be with you anyway, or overspending on trying to get Indifferents who are literally don’t care.

Established brands and businesses moving to Fandom will require a transformation of the brand truth, vision, mission, purpose, etc. Cone™ will help surface what that new proposition can be, and how that truth can then translate and deliver across the Cone™ – re-engaging Fanatics to help rebuild your fan base, then co-creating with Enthusiasts and Casuals to market make with these audiences you’ve probably been neglecting.



no-one can be for everyone -
so choose to truly
target some someone



Truly understanding Fandom is to deeply think about which audiences are worth investing in, serving and maintaining a relationship with.

Recall Fanatics are those who inwardly identify with what you're about – your purpose is their purpose, your mission is their mission, etc.

For Fanatics, as long as you stay true and transparent to your renewed promise that resonates deeply with them, they'll stay being super fans of you.

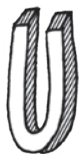
I like Fanatics. They're my kinds of people. And if that's all I ever had then brilliant. But for clients – and the demands of growth – the real target audience is always the mass market. Which begins with the Casuals. Use an oblique strategy to deliver because going direct for Causals is hard – they're casual! Meaning trying to connect directly with them is expensive. What you really need are Enthusiasts. These are the market making people who, if you can get them with you, will as we've said enthuse you to others. It's this 'enthusing' that is so key to helping connect your ideas as wide as possible.

So get to know who your Enthusiasts are – connect with them, co-create with them, then give them real ideas they can discover, engage and enthuse to others on your behalf. Then... give them more.

Your Enthusiasts are the tricky target audience you need to stay being with and for – because their curiosity could just as easily have them get with someone else.

That said, if you're Cone™ lens is right and working for you, and you're out there constantly connecting, you will see and intuit any new 'new' emerging.

And if you can see and intuit it, you can respond to it before anyone else.



understand yourself,
and you'll come to
understand others



To repeat, empathy is the real gold that delivers Fandom - because it surfaces the insight to predict which ideas will connect with the widest possible fans.

The implicit challenge of Fandom then is how to develop new depths of empathy.

The answer I was given over 30 years ago was ‘come to know yourself, then you’ll know others’. That was said to me by an old guy named Ray, who came to be my mentor for the next 25 years. He shared with me a deep interest in why people did what they did. More specifically, he helped me answer why I was doing what I was doing, how I could stop the worst of it to start doing new things.

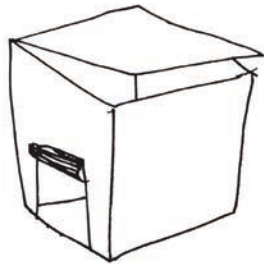
Ray called it ‘understanding company’ – being open-hearted with others in a spirit of understanding. Then maybe, just maybe, they’ll be open-hearted with you.

Learn to be ‘understanding company’ by spending quality time hanging out with fans, doing what they’re doing, being how they’re being.

People are dying for this kind of understanding.



Fandom value
is where
everyone profits



A common Fandom question is ‘where’s the value?’
Are some fans worth more than others?

The short answer is yes, of course.

The longer answer is that the value curve isn’t what you probably imagine it is, because:

- Fanatics love it all and will buy it all
- Enthusiasts love the new and will shout about it as social currency – but without actually purchasing
- Casuals will trade on that social currency – which helps as they’re the entry to the mass market.
- Indifferents infrequently shop – but when they do you’ve cut through to big volume

Thus the Fandom value curve is profitable for everyone:

- Fans get what they're looking for at the level they want to engage
- You and your brand profit via an inverse bell curve across the Cone™
- our world profits because fan and brand together make new positive dents

Value Heat Map

In general, the value heat map of your fans will play out like this.

As you can see, starting with your super fans is both how you start your fan base and realise hot value.

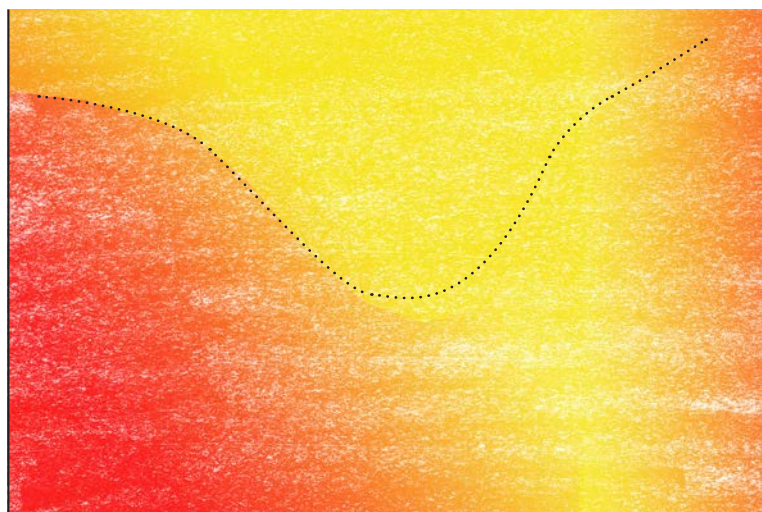
Going for the Indifferent mass market is filled with luke warm returns with regards ROI.

For fandom relationships and shared value exchanges... start for and stay with your fanatics.

(The heat map shown here is a UK music heatmap – note how Fanatics drive almost all the value, with the odd breakout Indifferent hit. These principles ‘roughly’ translate for all Fandom – especially if you’re going sans data DIY).

Age

15



55+

Fanatics

Enthusiasts

Casuals

Indifferents



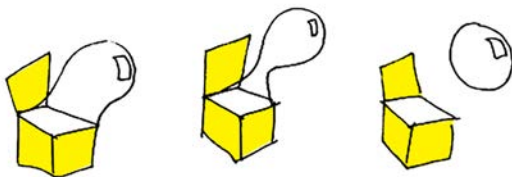
High spend



Low spend



"Fandom is win/win through
fans co-creating exactly how your
brand can be world-changing...
for you and them"



Now you see Fandom is a total platform for win/win across brand and fans. How so?

The old ideas of winning brands were the business and brand guardians hunkering down to determine exactly what the brand was about, then direct that proposition at the audience and expect customers to believe, engage and consume. Winning was dictated.

Today's fandom is different. It's like artists hitting new heights of performance because they feel the fans engaging and so respond to the feedback – so that artist and fans become a kind of unified field that transforms and inspires both.

It can be the same for brands who win through modern co-creation along these lines:

- Hypothesise your Cone™ lens and map your audiences
- Co-create with identified fans and bring the data map to life
- Fans help show and surface what your thing is actually about
- Capture these human stories and analyse for insight
- Apply renewed brand truths to play the best role in fans lives
- Craft ideas and creative strategies to engage that truth
- Build and grow external fans to win for them, and you

And in parallel;

- Identify your internal fans
- Collaborate to innovate internal brand culture
- Design outside experiences for others to get to the heart of audiences
- Help people put audiences at the heart of ideas and the business
- Continue innovating for win/win fandom both inside and out

Sustainability Cone™

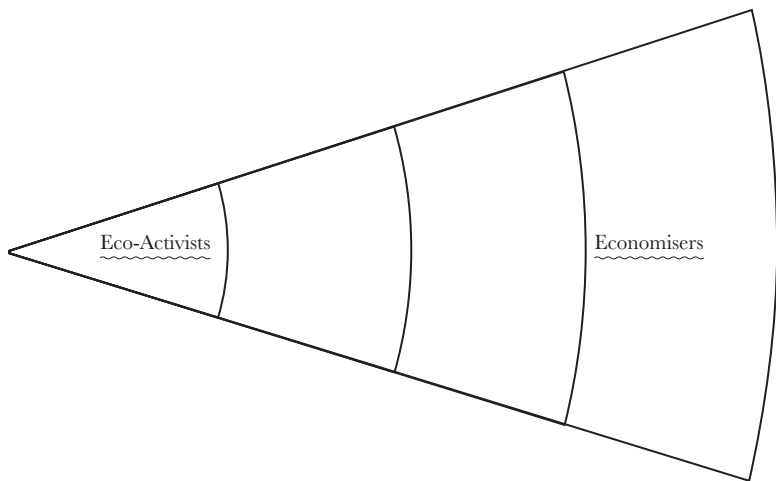
The ink is still wet on client sustainability projects so can't share openly. What I can do is confirm everyone's frustrations that only talking to the converted 'greenies' is not shifting the dial on all things sustainability engagement.

Fanatics in the Sustainability Cone™ are the eco-activists as you would expect; knowledgeable, selective and highly motivated to do the right things.

The only 'green' that connects with the Indifferent masses is money – for the wide its all about the economy and personal economics.

For Sustainability innovations to actually work – and make the changes we need – the story to tell and sell to the mass market has to be about people's pocket books; sustaining a better kind of prosperity where people and planet profit.

Can you map the middle?



Fanatics – Eco-activists

The hard-core greenies, signed up members of organisations like Extinction Rebellion, donating time, money and effort to environmental activism, and are active in living eco-conscious lives both in the home and at the workplace.

Indifferents – Economisers

Personal economics comes first – either by necessity (financial insecurity) or because of outright selfishness and dare we say greed. Sustaining immediate needs trumps any thought or action on behalf of the natural world.



Fandom X-Factor



X - F A C T O R

Did Reality TV prepare the way President Trump?

We did a Reality TV Cone™ for American Idol in 2012/13. Even though Simon Cowell had left the show to set up X-Factor, thoughts and ideas about him surfaced in co-creation with Idol Mums.

To a mum, they LOVED Simon.

And the reason they loved him was two-fold:

Firstly they loved that he told the truth, he didn't hold back even if it was harsh secondly, they loved him because they truly believed his feedback was well meant.

Meaning as much as they were fans of Idol, they also watched X-Factor because they were huge Simon Cowell fans – it was him who had the X-Factor!

We didn't hear much about Trump, but the idea of fans for harsh truth-telling that's perceived to be 'well meant' was emergent and liked in US culture then.

One other quick story about the success of Idol/X-Factor.

One of the Idol Mums said this;

It's us mums who rock the cradle of America's Next Idol

I thought that was brilliant. It turned out that those shows were the only prime-time opportunity for the family to sit and enjoy TV together. For mums, it wasn't so much watching the show. It was using the example of kids living out their dreams on TV to have a direct conversation with their own kids about what they would put it all on the line for. The show was the only thing in family life that facilitated a moment* like that. And thus the family became fans (40 million of them at one point!!).

And that insight is still true today.

*See M for Moment



apply Cone[™] across a year-long
creative calendar - it's the secret
to real Fandom



We did it at Radio 1 – it worked beyond expectations.

We did it at Sony Music – it transformed Artist planning around the world. Same at Alfred Dunhill, Random House, Warrner, Spotify, amongst others.

There's a rhythm to people's lives; the seasons, school, holidays, festivities, celebrations, etc. For the most part, these things tend to repeat year on year (albeit different for different audience groups).

So do this; once you've identified Cone™, and crafted the lifestyle moments that can help connect you with fans, plot them directly onto next year's annual calendar i.e. when do think your 'peak lifestyle moments' connect with audience lifestyles happening each month? Make the connections. And put them all on.

Then identify for each of your target audiences which of those moments across the months are the ones you're going to go after (you can't go after them all, so choose using some kind of strategic criteria).

Choose your strategy for each moment at each month for exactly how you'll engage i.e. is about starting, building, growing or rebuilding to grow, etc.

Now, those internal fans...

Divide out the 'months' to them as project leaders and get them to recruit their own project teams. Their 'moment' might not be for 6 months away, but at least they know what they're responsible for and can plan and budget etc.

If you get anywhere near all of that,
your Fandom next year will be off the charts!

This Is Where Fandom Began

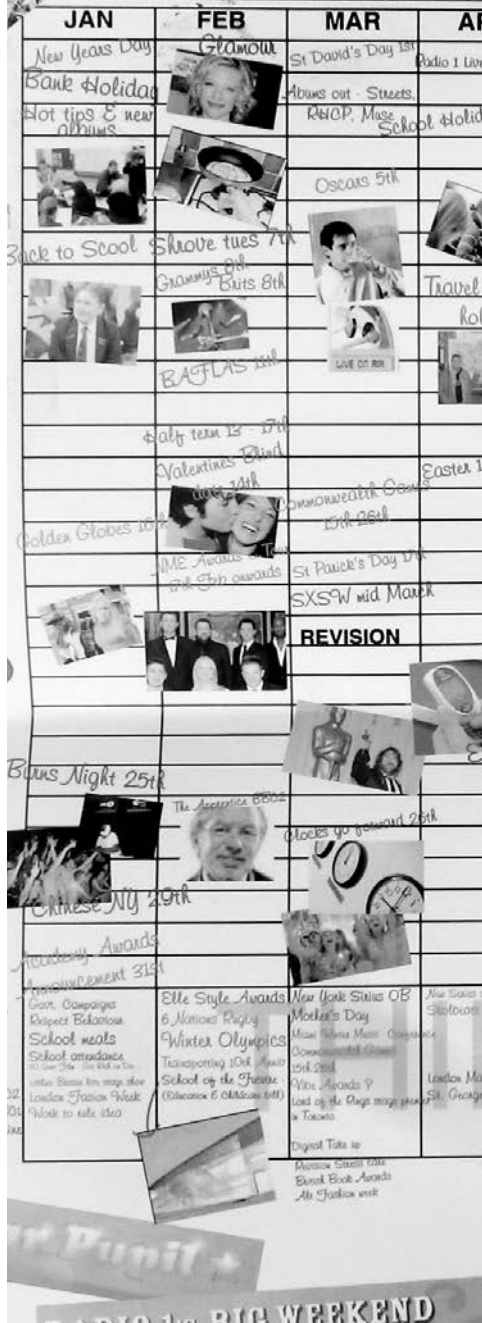
This is an actual grab of a BBC Radio 1 Creative Calendar project to gather together all possible fan moments over the coming year and place them on an yearly planner.

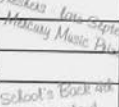
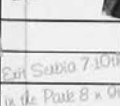
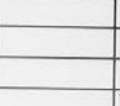
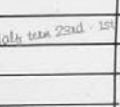
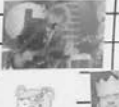
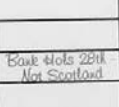
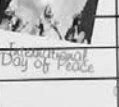
The exercise following this was to strategically prioritise monthly ‘moments’ that could best connect with target fans, the idea or ‘opportunity’ that could connect that moment with the fan – and repeat for all audiences.

Seems simple and obvious now – but prior to this kind of work there was no Cone™, no behavioural understanding and therefore no active fan building strategies.

Doing this corralled creative talents within R1 and pointed them all in the same direction.

And so resulted 5million+ new fans.



PR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV
in London	Bank Holiday 1st	Festivals	R1's 6 weeks of Summer	Reading/Leeds Ibiza	Thriller late September Malaysian Music Film	R1 big Gigs Big Times	R1 Hotel
ays 3rd	Half Term 2nd 4th						
	Sunkpot Weekender 2nd						
ub booz		World Cup Wembley 26th 30th	Ex Sabio 7:10pm in the Park 8 x 9th	Bank Hols 7th Only Scotland			Big Music/Annoys
oliday						World World Day 19th	
	Ed Run trial West Wembley 13th	LIVE MUSIC					
4th - 16th				EXAM RESULTS			
	Cones 17th - 20th						
	Da Vinci Code film opens 19th	Father's day 28th					
			Summer Hols 21st				Rear Battery 12th
							
							
	Bank Holiday 29th Half Term 30th			Bank Hols 28th Not Scotland	Bank Holiday Day of Peace		
							
	R1's Big Weekend Race and Festival Mother's Day Football Story Contest Revision October 14 USA Peace's near World Music Give it a Name (Spec) Colourquest (Spec)	Download Songs Festivals Take a Walk Madness Glasgow Festival of the Arts	World Cup continues Races of the Caribbean provide Trenton Canal Big Gay Out Abolish Gambling Design Escape to the Park Swaggle - London Tower & Gilties @ K&N	Nottingham Carnival Roadsterz - Anarchy Exam results (was News) Edinburgh Festival Edinburgh Book/Film Festival Panic Attack Japan On - 10th Series More News etc	Central Gaming Agency Panic Attack - Return GO Max on the go Panic Attack Edinburgh - 10th Series Panic Attack Japan On - 10th Series More News etc	Tide Download 12 Gigs Gaming Agency Panic Attack - Return GO Max on the go Panic Attack Edinburgh - 10th Series Panic Attack Japan On - 10th Series More News etc	Big Festival Gaming Day Bowie in High St. Andrew's Day Children's Day

**RADIO 1's
BIG WEEKEND**

T IN THE PARK



could
H



Fandom captures the
zeitgeist to put your ideas
at the heart of culture



Now that you're Fandom literate, I can tell you what really attracted me to Fan Innovation – it's because this kind of creative work is actually about cultural innovation; working with the zeitgeist now and what's emerging.

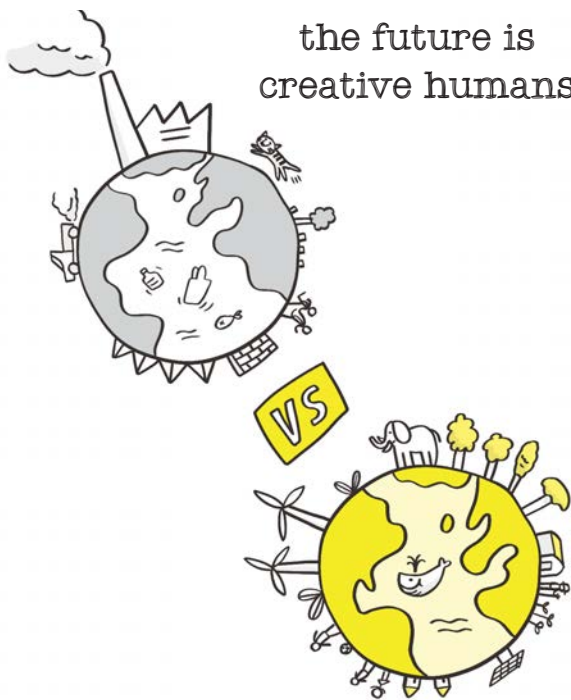
Fandom came from my interest in how the entertainment arts soundtrack, visualise and inform culture – the stuff that surrounds us. Working with Radio 1, then Sony, then Warner, then entertainment in LA, then Spotify etc... it was more than just fans, it was innovating the visual soundtrack to the zeitgeist, or setting up to soundtrack the emerging zeitgeist we could see coming.

The rise of Brand Purpose opens the same opportunities for purpose-led organisations to play a bigger, more responsible role in the culture. Winning brands know this, and so we've seen Nike dive in with The Girl Effect, Patagonia and 1% for the planet, and recently Oatly Milk and their 'post-cow generation' capturing the new cultural shift to plant-based living (and it's importance against greenhouse gas emissions etc).

There's way further to go. Brands of the future will not just be agents of change, they'll activate for it. Whether that stays as 'social good', or responsible corporate citizenship with new social license to operate, or fully embracing activating fans of new global solutions... it all remains to play out.

But somewhere in that mix is the new zeitgeist. And those brands who get their first will capture the fandom waiting to engage.

the future is
creative humans



L A S T W O R D S

I've previously stayed low to avoid radar. But now? I'm overcoming my native kiwi reticence to front my activism in the urgent need for people and planet problem-solving.

The part I can play is to democratise my innovative learnings that have unleashed creativity capacities in world-leading businesses – including the Fandom Cone™ that has literally added hundreds of millions of new fans for world leading brands.

Why? I want to help inspire and accelerate brands – and the people who drive them – become the change they can be, to play a bigger role in co-creating with fans the new solutions our world so desperately needs.

That, and I'm doing Fandom for creative-problem-solving education and entertainment to help our global youth become the next generation of creative problem solvers they'll need to be.

Can we help each other?

Let's chat.

web

matt-hart.com

insta

[@mattkiwihart](https://www.instagram.com/mattkiwihart)

twitter

[@kiwihart](https://twitter.com/kiwihart)

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uk.linkedin.com/in/matthart1

*American
Idol™*



Alfred Dunhill
American Idol
Axe
BBC
BBC Radio 1
BestBuy
British Gas
Cancer Research UK
CocaCola
Cisco
Dept.of Education
Dove
E.ON
Fonterra
Great Call
Lively
Lynx
Lux
Magnum
McDonalds
MTV
O2
Orange
Random House
Rexona
Sony Pictures
Sony Music
Spotify
Synlait
Telefonica
Unilever
Warner Music

BIF KiDS – for ideas girls and boys

Our kids are little people with big ideas,
they're going to need them in the future.

Madix & the Bifbots

Edutaining teens into their creativity, to become
the next generation of creative problem solvers.

Parenting Creative Problem Solvers

Knowingly and confidently parenting
our little people into their big ideas.

Ideas School

Teaching our school teachers to confidently
teach creative problem solving

Robots Can't Dream

Robots can't dream.
But you can.

A Program for People

Learn to turn on creativity,
unleash your creative human within.

Find them at matt-hart.com



First published in softback print in Great Britain
by MHIP Limited in 2019

ISBN 978-1-64633-315-8

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MHIP Ltd, 5 Royal Road, Stanley,
Co Durham, DH9 8AL. England.

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Printed by booksfactory.co.uk

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Coffee Cone™ Quiz Answer

The Flat White launched in McDonald's in 2018...
a decade after the first flat white was sold in Soho, London.

Forget customers, think fans...

A-Z of FANDOM distils 20+ years of pioneering fan and brand innovation with global leaders; from American Idol, BBC and Cisco to Spotify, Unicef and Warner Music.

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Andrew Harvey, British Author, Religious Scholar, Spiritual Teacher, Founder of Sacred Activism & Co-Founder of The Field.

ISBN 978-164633315-8

