

The Empowerment Age:

Why the Internet Matters

Situation Analysis by EchoDitto, Inc.

A 2004 Year-End Report

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Introduction: Online Population and Growth

As 2005 dawns everyone knows that the internet is reshaping life in the United States. It's becoming a major force for commerce, community, and information. But what does that really mean?

When people say America is "online," who are they talking about? What are these people doing? Why does it matter? How does the internet affect business as usual?

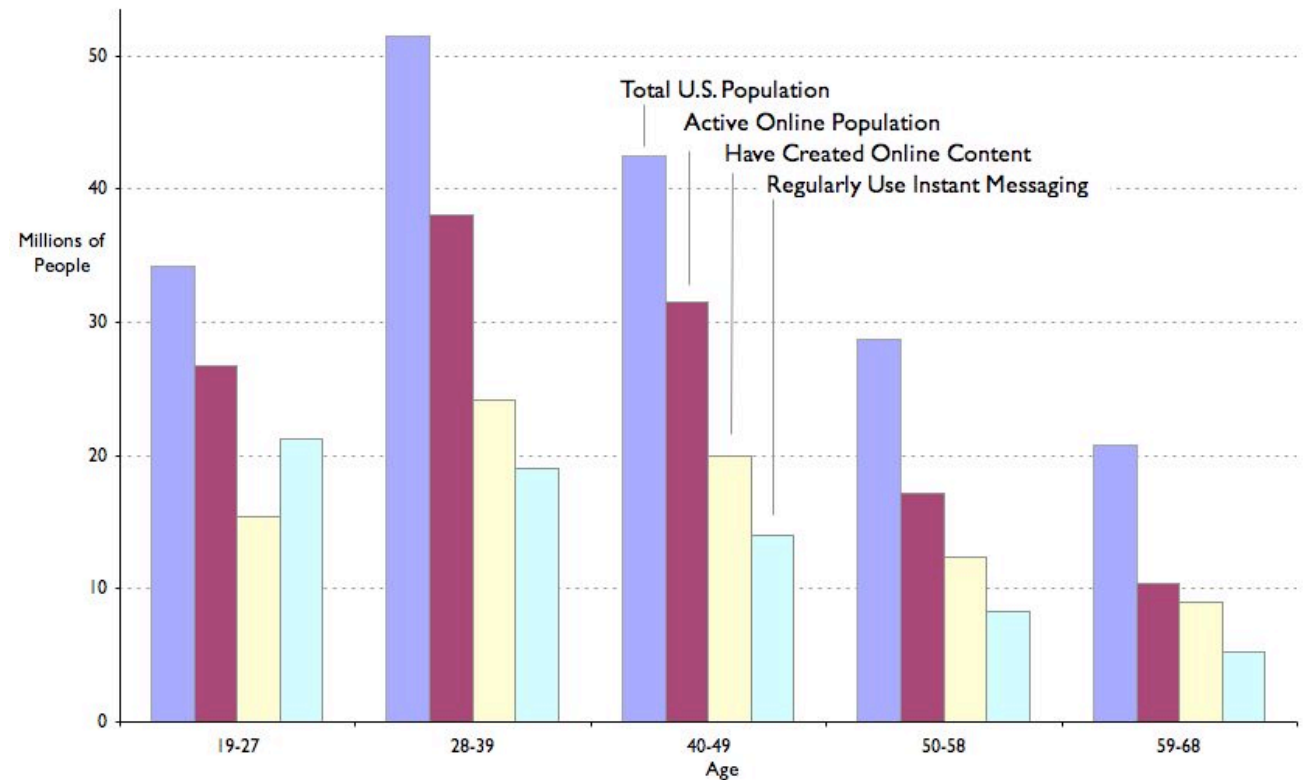
Here at the end of 2004, we've boiled the internet revolution down to **14 pages and four topics**: spending & giving money, building communities, sharing information, and amplifying individual voices.

In short, the internet is the **greatest tool of personal empowerment** ever created.

Read on, and see the future.

Internet Usage in the U.S.

Sources: Pew Internet and American Life Project, Perseus Development Corp, and the 2000 U.S. Census



Who's Online?

As of 2004, more than 128 million American adults were using the internet—which translates into over six out of ten Americans being active online.¹ Of those, half of all home internet users have broadband connections, a number that's risen by a third in less than a year.²

Internet usage transcends age: 80 percent of 18 to 29-year-olds are online, and so are 60 percent of 50 to 64-year-olds.

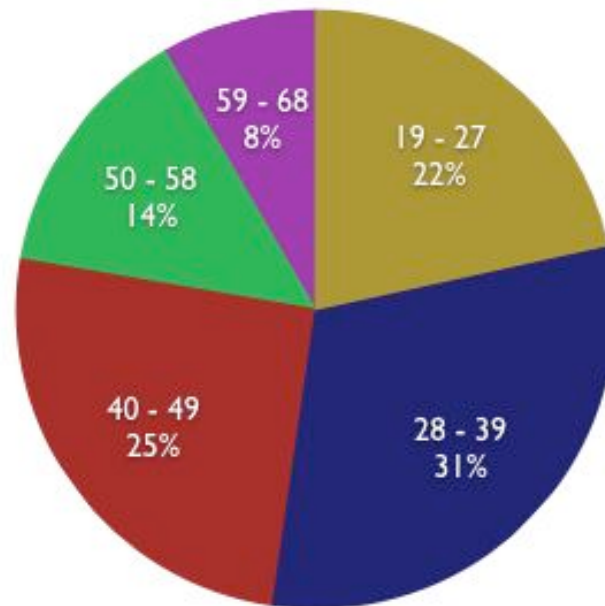
The internet is transforming American life: A September 2004 study found that 18- to 34-year-olds—the most valued demographic for advertisers—are far more apt to log on to the internet (46%) than watch TV (35%), read a book (7%), turn on a radio (3%), read a newspaper (also 3%) or flip through a magazine (less than 1%).

It's clear that the internet is fast becoming a universal tool that allows Americans to take more control of their lives. They're paying bills online, shopping online, booking vacations online, donating money online

reading and creating journals online, playing games online, and creating communities online. **Most of all, though, they're being empowered online.**

Who's Online, By Age

Source: Pew Internet and American Life Project



History

Before discussing any specific area of the internet, it's worth reflecting upon the sheer scale of this medium. The television, by contrast, was invented in the late 1920s. It took nearly thirty years, until 1956, for TV to reach a 75 percent penetration level in U.S. households—and it wasn't until the 1960 presidential race that people really understood the power of the television to change and influence opinion.

By contrast, the internet grew out of a Defense Department project called ARPANet and began to be adopted by scientists and educational institutions in the late 1980s. By 1994, the internet had "surged" to 7.8 million users.³ Today, worldwide, the internet is more than 100 times that size. Clickz.com, one of the leading sites for internet advertising, estimates that by 2005 over a billion people will be online. In the U.S., in just over a decade after its first commercial uses, internet penetration is nearing that magical 75 percent mark.

¹ Pew Internet and American Life, June 2004

² Nielson NetRatings, August 2004

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³ Matrix Information and Directory Services, 1994

The true power of the internet is just being realized, and the coming years will see the real internet revolution—one not made of stock market riches but of personal empowerment. Since there's no single entity that controls the internet, no one can exactly say how "big" it is. A few clues:

- Google.com, the world's premier search engine, lists over 8 BILLION web pages, and handles more than 200 million search queries every single day.
- eBay.com, the online auction site, has more than 45 million bidders in its auctions (roughly the number of Americans watching television in 1956).
- On Amazon.com's busiest day in 2004, 32 items were ordered *per second*.

Over 120 million Americans send email regularly, and 53 million people regularly use instant messaging at home or the office.

Altogether, Americans as a whole spend more time online than in any other medium—including television.⁴

Especially relevant for corporations looking for customers and advocacy groups looking for donors, there's an inverse relationship between income and time spent watching television versus time spent online. In other words, the more affluent a person is, the more time they spend online and the less time they spend watching TV.⁵

And this is not happening in the United States alone. **Internet connectivity is surging around the world.** According to an April 2004 study by IBM and the *Economist*, Europe is well positioned to move online quickly. In fact, the same study discovered that a higher percentage of people in Denmark use the internet than in the United States. Here are some other stats from around the world:

- Internet usage exceeds 60% in Australia and Japan.
- In the United Kingdom, 57% of residents regularly go online, and 72% of 9 to 19-year-olds use the internet at least once a week to send and receive email. 55%

of these young people send instant messages to one another.

- The Middle East has a thriving blog community, and even Eastern Europe has experienced a 20 percent growth in internet usage since 2003, up to 8.1 million users.

As broadband internet access becomes less expensive and more widely available, more and more people are accessing the internet at faster and faster rates. Worldwide, in the first three quarters of 2004, DSL use soared 40 percent—with much of that gain driven by China, Japan, and the U.S. By early 2005, over 100 million people will be using DSL to get online. Thailand and countries in Latin America experienced some of the fastest DSL growth rates in the world for 2004 in In the U.S., nearly 31 million Americans are using broadband connections at home.

Today we ask, "Who's online?" Tomorrow we'll be asking, "Who's not online?"

⁴ "Generational Media Study" by Frank Magid Associates for Online Publishers Association, Sept. 2004. N=1,235
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⁵ The Digital Future Project (formerly the UCLA Internet Report), September 2004

Spending And Contributing Money Online

Online shopping, fundraising, and advertising trends demonstrate that the internet is playing an increasingly important and personal role in Americans' lives.

Consumers have increasingly embraced the web for their retail shopping needs over the past 10 years. Travel websites like Expedia.com and Travelocity.com, as well as individual airline and hotel websites, allow people to take control of their own travel plans. Online stores like Amazon.com have driven down prices and, coupled with sites like eBay.com and Half.com, given a new life to used and small-market products. Online spending in 2003 was almost \$55 billion and is expected to top \$60 billion in 2004, according to reports from eMarketer.⁶ Altogether, **65% of U.S. internet users have purchased an item online.** It's no wonder, then, that online advertising was the fastest growing advertising segment in 2004, up 25.8 percent.⁷

Online Shopping:

During the 2004 holiday season, ComScore Networks estimates that consumers will spend more than \$15 billion buying gifts online. **That's an increase of 23 to 26 percent** from the comparable November-December period last year, says CBS Marketwatch.⁸

People around the world this year will buy and sell about \$52 billion worth of "stuff" on eBay.com—from electronics, houses, and cars to Pez Dispensers, baseball cards, and paintings. To put that number in perspective, the recent Sears–K-Mart merger, which will create the nation's third largest retailer, has projected annual sales of about \$55 billion. That means that **the nation's fourth-largest retailer is a giant internet flea market.** In Q3 '04, there were 348 million items listed for sale on eBay, and about 51.7 million active users. Overall, about a quarter of internet users have participated in an online auction at a site like eBay.com.

One of the most important trends is how people are researching products online before purchasing. Even for products that most people buy offline, like cars, consumers are increasingly likely to devote significant time to researching online. Recent reports show that 94% of U.S. consumers in the market for a new car or truck do research online, and devote an average of about **5 hours to the online research.** Pew's Internet & American Life Project shows that investigating a product before buying it is the fourth most popular web activity.

Online Banking:

Increasingly people are turning to the web to run the mundane details of their lives, such as paying bills and checking bank account balances. More than 22 million consumers use online banking monthly, and the average customer **pays more than 14 bills per quarter online.** Bank of America already has 10.9 million active online banking customers, and it now offers special accounts tailored to people who want to bank on the web instead of in person.

⁶ <http://www.ecommercetimes.com/story/38111.html>

⁷ TNS Media Intelligence/CMR

⁸"E-tailers await 'Black Monday,'" Bambi Francisco. Nov 26, 2004: *CBS MarketWatch.com*.

Online Fundraising:

Nowhere in politics has the internet had as much impact as in fundraising. Howard Dean's campaign set the pace during the primaries by raising more than \$20 million online, and he set the stage for John Kerry's internet fundraising during the general election. All told, Kerry raised approximately **\$82 million** online—far more than the \$50 million Al Gore raised from all individual contributors in 2000.⁹ Meanwhile, the Bush campaign, which used its website primarily to organize voters, raised about \$14 million online.

One of the greatest benefits to political campaigns is the ability to recruit out-of-state donations for candidates without much effort. Online donations to Barack Obama's campaign surged during his Democratic National Convention speech, and **money poured in online** to help Betty Castor's senate race in Florida after hurricanes put her fundraising behind schedule. Likewise, national internet

attention helped boost Ginny Schrader's insurgent congressional campaign in Pennsylvania, and helped the Democrats take a Kentucky U.S. House seat earlier in the year.

“The power of the Internet in this year's election can be summed up in the story of Sam Warren, an Alabama voter who had never made a political contribution before but found himself donating 21 times to Sen. John Kerry -- all without opening his checkbook.

‘I surprised even myself,’ he said. ‘It's so easy to do. All you do is click-click with a Visa card.’

The emergence of the Internet as a major fund-raising tool is arguably the single largest change to the campaign finance system to come from this year's presidential race, allowing thousands of contributors like Warren to react instantly to campaign events as they happen.”

— *The New York Times*, Nov. 6, 2004

Building from the success of Dean for America's “Dean Team Leaders,” websites like ACTBlue.com encouraged people to post lists of their “favorite” candidates and then drive friends to this slate where they could donate. ACTBlue put the power of

“bundling” within reach of any person with an internet connection, while taking advantage of peer-to-peer, trusted-source communication.

Here are some other interesting statistics that demonstrate the collective power of thousands of people making small contributions online:

- The Kerry campaign raised \$5 million online in the two days after Super Tuesday. The **one-day record of \$5.7 million** was set when Senator Kerry accepted the Democratic nomination for president. Similarly, when Senator John Edwards joined the ticket, the campaign announced the decision online and successfully challenged supporters to raise \$10 million in 10 days.
- Many blogs set up their own fundraising challenges. The popular blog DailyKos.com directed more than \$750,000 to the Democratic party and candidates from 6,500 contributors. Just a mention on the blog was worth thousands to many campaigns.

⁹ 2004 Election: Fund-Raising: Kerry Kept Money Coming with Internet as His ATM,” Glen Justice. *New York Times*, Nov 6, 2004, A12
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At the same time, the web's ability to **gather, access, and process unprecedented amounts of data** is providing ever-greater transparency for political organizations. Federal Election Commission filings are now online, allowing

anyone to investigate how campaigns are spending money or to see who's donating to whom. Websites like OpenSecrets.org have harvested this data, providing free databases that one can search to see any person's political donation history. Other

sites, like Fundrace.org, have gone a step further by allowing people to view graphical representations and maps of donation trends across the country.

Online Communities and Offline Action

One of the internet's greatest strengths is its ability to unite people with similar interests across vast distances. When you're online, it doesn't matter whether the person you're working or talking with is across the street or across the globe. *Even if you have a hobby that interests only 1 in a million people, there are nearly a thousand other people online interested in the same topic.* This connectivity is allowing communities to grow organically online and allowing people to find one another and get together both online and offline.

Meetup.com, for instance, became one of the hottest sites of the 2004 campaign season as it allowed people to gather locally to support a campaign. The once-a-month nationwide meetings provided a chance for people to gather locally and discuss

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whatever topic they desired, as well as take campaign-directed actions to support their candidate. Previous to the explosive growth of the Dean 2004 Meetups, the witches, with about 10,000 members, had the largest Meetup group. By the end of the campaign, former Vermont Gov. Howard Dean had **189,040 Meetup** supporters scattered across more than **1,100 locations** nationwide. Kerry totaled 131,953 participants, and 6,069 "met up" for Bush.

If politics isn't your thing, then there are people using the Meetup tools to organize meetings around just about anything else you're interested in—4,000 total topics ranging from knitting to Harry Potter to poker to Elvis to Chihuahuas. Worldwide, **1.5 million people** have signed up for a Meetup of one type or another.

Political groups are using online communities in many different ways. In the last 72 hours of the campaign, **7.2 million Bush-Cheney '04 volunteers e-mailed** friends, family and co-workers to urge them to vote, and on the other side of the spectrum, Americans Coming Together's (ACT) online tools helped coordinate 40,000 volunteers on the ground.

Online Dating and Social Networking

Perhaps some of the most successful online communities are the ones dedicated to online dating—which is fast becoming one of the leading places to meet other singles. In the last year, 37 percent of single internet users have browsed online

personals, and 23 percent have posted an online personal ad of their own.

This September, the U.S. had **844 dating sites**, up 11 percent from a year ago. The sites range from major players like Match.com and Yahoo! Personals to niche sites like SingleRepublican.com, whose front

page features the American flag, and LiberalHearts.com, which has a peace sign on the entry page, as well as sites for finding single Ivy Leaguers, those over age 60, Jews, Christians, and vegetarians. Total traffic to online dating sites in the U.S. is up by nearly 20 percent this year, and is now becoming a **half-billion – dollar – a – year industry**.

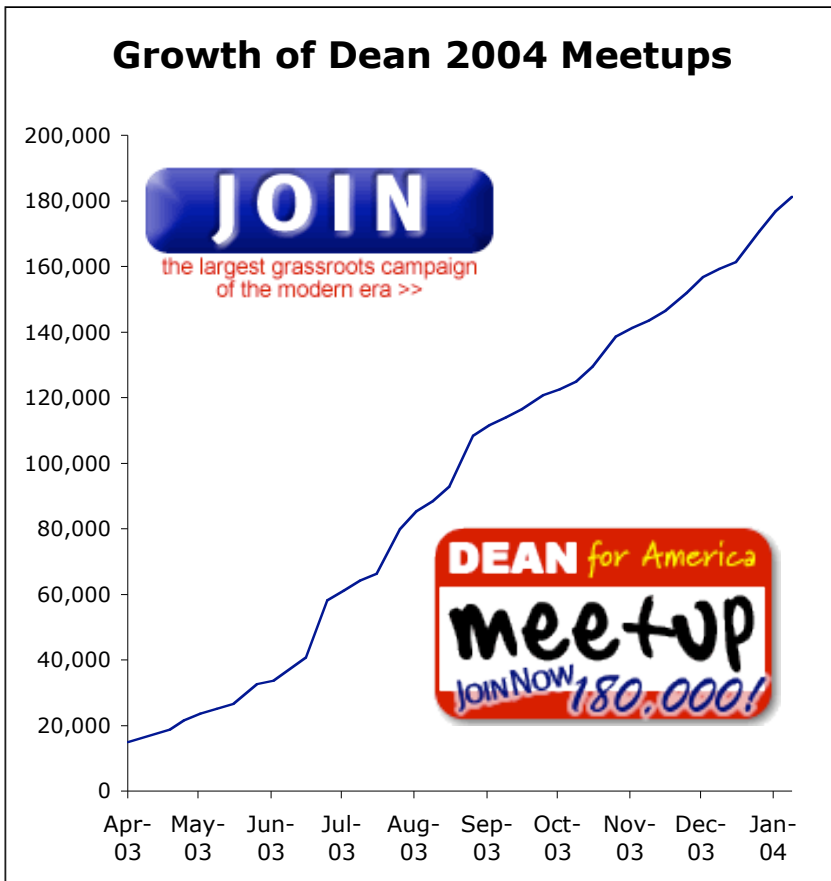
Beyond online dating, social-networking sites such as Orkut.com, Friendster.com, Finder.com, and TheFacebook.com are

experiencing huge growth rates. TheFacebook.com, aimed at college students, has seen over 200,000 registered users in only a few months, and has continued growing at a blistering pace. It allows you to track down people interested in your interests, “poke” people with whom you’d like to be friends, and generally expand a social circle in a way never before seen. The *New York Times* explained, “TheFacebook.com...is now the most popular way to either network or waste time for a million college students at around 300 colleges”¹⁰

As *BusinessWeek* reported in October, these social networks are just the beginning. The new fad in social networking? **Text-messaging**. At DodgeBall.com, cell-phone owners are notified when their friends come within their 10-block radius, and a new service from AT&T Wireless helps users find nearby restaurants.¹¹

¹⁰ “On Campus, Hanging Out by Logging On,” Peter Applebome, *The New York Times*, December 1, 2004

¹¹ http://www.businessweek.com/bwdaily/dnflash/oct2004/nf20041011_7269_PG2_db016.htm



Communities are also springing up in some unlikely places. The online bulletin board Craig's List (www.craigslist.com) is becoming the leading way for people in major cities to buy and sell furniture, find apartments or roommates, search for short-term jobs, and locate or post upcoming community events. Traffic on the site, which has 48 local versions in the U.S., **has grown 799%** in the last three years, according to Nielsen/Netratings, surging from 401,000 visitors a month in 2001 to **3.6 million visitors** in 2004. The site recently made headlines when a New York City woman used it to find a kidney donor for her brother.

The online communities currently out there are just the beginning. Some of the hottest communities right now are those where entire worlds are built online...

Online Gaming

Perhaps the most apparent impact of the internet on society is that **the age of the "broadcast" media of television, movies, and news is drawing to a close.** The age of interactivity is here.

People are doing fewer passive things like watching television and movies and, instead, are participating in interactive things like blog discussions, social networking, and—not least of all—gaming. (Note the trend

"We are finding that affinity is quickly replacing proximity as the key driver in forming communities."

— Bruce Paul, vice president of ACNielsen

even within the "broadcast" world: People are increasingly turning to TiVo to watch television and movies on THEIR terms, not the networks'. No ads. Watch, pause, rewind, and fast-forward when they want.)

Games are hot. In March 2004, when the newest game in the Grand Theft Auto series launched in the U.K., it broke the weekend's box office sales record. During one weekend in November 2004, for the first time in the U.S., Americans spent more on video games than on going to the movies. Think about that. **Video game sales can now surpass movie box office receipts.**

These aren't just your basic online fantasy football leagues, either (although 15 million Americans play those). Several massive multiplayer online games (MMOGs) now support hundreds of thousands of registered users at once, allowing complex virtual worlds to form with the exchange of goods and information between characters. For instance, Sony's subscription-based multi-player online game, "EverQuest," is a fantasy-based battle game that can last for years, and has an installed base of close to 5 million online players.¹² The U.S. Army's online game, "America's Army," (www.AmericasArmy.com) is growing by 100,000 users a month, and now boasts over **2.5 million active users.** The overall internet gaming market is expected to grow to over \$1 billion this year, and to \$2.2 billion in 2007.

As is true with almost every other aspect of the internet, online games are becoming a worldwide phenomenon: **78% of 9- to 15-year-olds in the United Kingdom play games online.**

¹² Reuters: <http://www.videogamesdvd.com/article12.html>
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Creating Content & Getting Information

Everyone's A Writer (or designer, or musician...)

You may have only heard the term, but blogs (short for “weblogs”) and wikis are the future of information and news. People are increasingly turning to the web not just to get information (as we’ll discuss in the next section) but to **create information, share ideas, and learn**. Already in 2003—before blogs really took off—one in five internet users reported posting photographs to the net, and 17 percent were posting original writing. Those numbers are growing every day.

Blogs

In the U.S. alone, there are over 5 million blogs today, according to Technorati.com, which tracks blogs. The “blogosphere” has doubled in size every five months in the last year-and-a-half, and every day sees 15,000 new blogs created.¹³ In addition to their growing popularity, blog users are one of the most attractive advertising targets out there: **they’re young and affluent**.

Young adults read blogs three times more frequently than older adults. Not only are young adults more likely to read blogs, but they are also **nine times as likely to have their own personal blog**. Young adults (18 to 24) make up 25 percent of all adult bloggers but only 9 percent of the online population. As they age, these young adults will bring their blogging habits with them into the mainstream.

Current events blogs, though, skew to an older and more affluent demographic. A Spring 2004 survey of more than 17,000 readers of current events blogs found, over 70 percent of respondents were male, 61 percent were over 30, and 75 percent earned over \$45,000 a year. They turned to the web for news they couldn’t get elsewhere, and so 54 percent of their total news consumption came online. Despite their distrust of TV or print news, they are well-informed news consumers: 21% subscribe to the *New Yorker* magazine, 15% to the *Economist*, and 14% to the *Atlantic Monthly*.

Politically, these blog readers were 40% Democratic, 22% Republican, and 20% Independent. In the last six months, half had contributed over \$50 to a cause or candidate (compared to a quarter of NewYorkTimes.com users in last 12 months).

Major News Stories Broken By the ‘Blogosphere’:

- Trent Lott’s racist remarks
- John Kerry’s vice presidential pick
- “Rathergate” and CBS’s *60 Minutes* memos
- Kryptonite Lock Vulnerabilities
- iPod Battery Malfunctions

Online Communities Break News

When bombs went off in Jakarta, Indonesia, in September, CNN.com readers weren’t the first to know. Instead, members of Flickr, an online photo service, were among the very earliest to see pictures of what had happened.

"There were photos on Flickr before even any news stories," said Caterina Fake, a Flickr co-founder. "Within the hour, three Flickr users who happened to be in Jakarta had uploaded photos."

— *Wired News, December 9, 2004*

¹³ Pew Internet & American Life

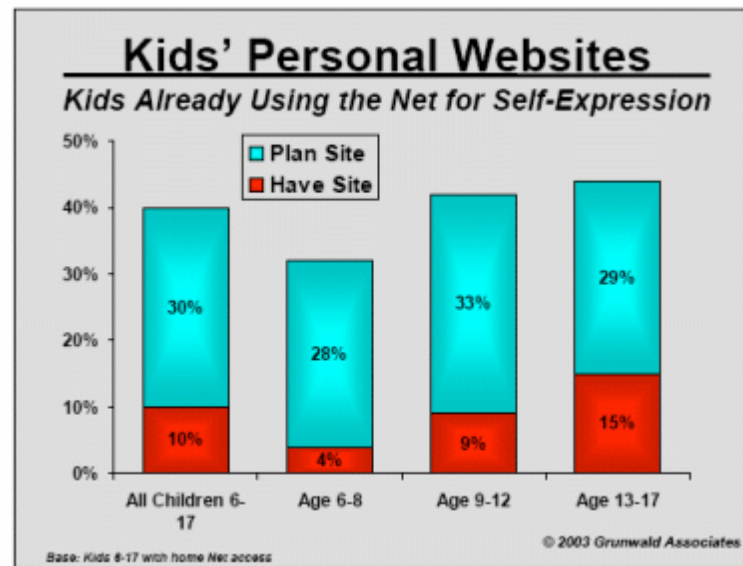
"Blogging is huge. It brings together the three biggest internet trends: **communicating, sharing and socializing.** It started with e-mail and instant messaging and music sharing, and it's getting bigger each day."
 – Microsoft C.E.O. Steve Ballmer

Even the very young are getting online. Grunwald Associates found **that 40% of U.S. kids age 6 to 17 already have their own website or have plans to create one** (see graph on this page). LiveJournal.com, a blogging site aimed primarily at younger users, had **2,363,058 active blogs** as of Nov. 30, 2004, of which more than two-thirds belonged to females.

This trend toward citizen journalism and commentary isn't just a U.S. phenomenon, either. Online use constitutes 20% of total media consumption in the U.K., says the European Interactive Advertising Association. Iran has developed a thriving Persian blog community, and even China has seen a significant rise in the number of blogs with a conservatively estimated 300,000 bloggers (Blogs are referred to

in Chinese as "bo ke," which is phonetically similar to the word "blog", but also has a literal meaning of rich or abundant traveler.).

In Korea, OhMyNews.com, which is citizen journalist-written and –edited, has come from nowhere to build a healthy reputation for accuracy and insightful reporting.



As *Newsweek* reported in June 2004, "OhMyNews has become one of the most influential news and information sites in Korea, with more than 750,000 unique users per day—this during a period when the leading newspapers' circulation dropped by a third. The site was widely credited with influencing South Korea's election of President Roh Moo-hyun; Roh granted his first post-election interview to OhMyNews.... [Founder] Oh explains, 'OhMyNews is a kind of public square in which the reform-minded generation meet and talk with each other and find confidence. **The message they find here: we are not alone. We can change this society.**'"¹⁴

A December 2004 *Asia Times* article reported that OhMyNews had broken even and is earning nearly half-a-million dollars each month in advertising, including a profit of \$27,000 a month with its full-time staff of 53 and 43,000 citizen journalists.¹⁵

¹⁴ <http://www.msnbc.msn.com/id/5240584/site/newsweek/>

¹⁵ <http://www.atimes.com/atimes/Korea/FK25Dg01.html>

Wikis

Wikis are the new way to store and build repositories of **collective knowledge** online among large communities. The name, “wiki,” comes from the Hawaiian word for “quick,” and they allow any user to edit any page—adding or deleting information as needed.

While wikis are among the newest technologies to hit the mainstream, they are quickly gaining broader acceptance and use. They are being used to annotate literature and poems, help troubleshoot technical problems, gather recipes and cooking tips, as well as to collect disparate knowledge and information on various corporations and entities. The Disinfopeia, for instance, collects

information on groups and people who are “power players” in government and politics.



"Anyone can post to a Wiki in real time. You can go to a Wiki and you can feel like your voice is just as loud and your opinion is worth as much as everyone else. It levels the playing field."

— *Java Developer John Bobowicz, as quoted by the Associated Press*

One think tank even posted the U.S. Army’s new Iraq-based Counter-Insurgency Manual in the hope that a larger collective effort could yield a better resource for our troops.

Perhaps the best example of a wiki is the Wikipedia (www.wikipedia.com), a free, online collaborative encyclopedia—which allows any entry to be edited by any person. Started a little over three years ago, it offers over **342,000 articles** in English and more than 700,000 in 109 other languages. In October alone, **over 1.5 million edits** were made to the information in Wikipedia, contributed by **11,002 active editors**.¹⁶ The English Wikipedia has now reached 118 million words in size, comfortably eclipsing the largest previously existing encyclopedias like Grolier’s, Encarta, or Encyclopedia

¹⁶

<http://en.wikipedia.org/wikistats/EN/TablesDatabaseEdits.htm>

Britannica, whose 2002 print edition had 85,000 entries.¹⁷ The Wikipedia also had 116,000 photographs and illustrations, 289,000 links to other websites and a staggering 6.7 million cross reference links between articles. The Wikipedia is now branching out, launching the Wiktionary (a collaborative dictionary) and Wikiquote (a repository of famous quotations and sayings).

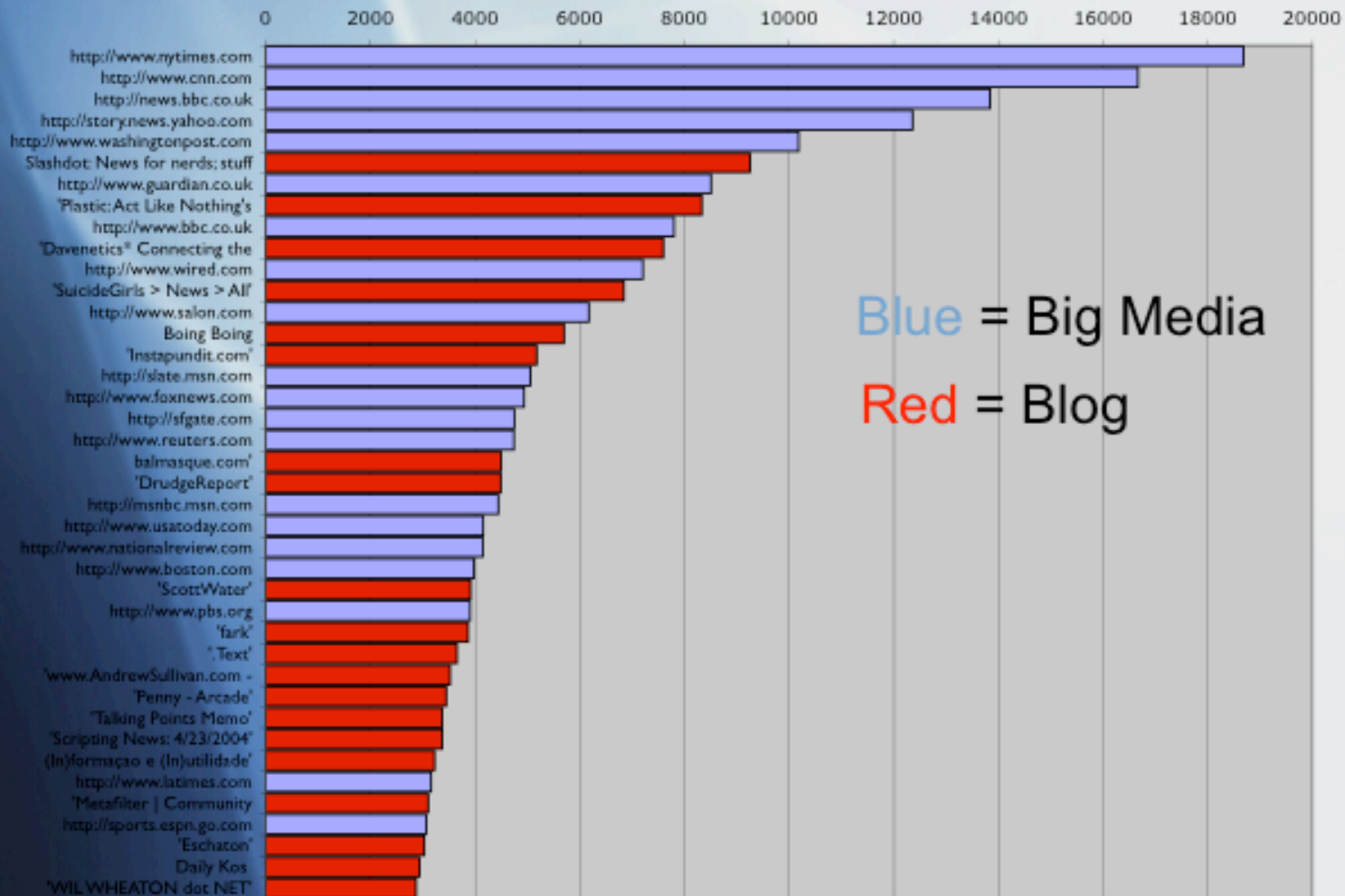
Thanks to wikis, history need no longer be written by the winners. All knowledge is collaborative. **Anyone can write it—or edit it.**

¹⁷ See

http://en.wikipedia.org/wiki/Wikipedia:Size_comparisons for more information.

Big Media vs. Blogs

Inbound sources



What Does This All Mean?

Online communities are no longer a luxury. **The age of one-way, mass communication is quickly ending.** Information consumers now expect and demand two-way communications online, whether they are customers or supporters. The internet empowers people to educate themselves and engage—not just online, but also offline.

Using collaborative community and organizing tools like wikis and blogs, the internet will further decentralize information. Organizations that embrace this notion will thrive. By contrast, companies, organizations, and campaigns that resist or ignore the new online empowerment paradigm will be at a severe competitive disadvantage going forward. **You have to reach out.**

Consider the internet communications and online strategy of every aspect of your organization. Online community engagement tools like blogs help build a

dialogue and keep organizations abreast of fast-moving events—as well as giving a voice to an organization so that it can speak directly to its audience free of traditional media and marketing filters. The internet empowers your average supporter or customer to engage in ways never before possible.

"[The internet] is arguably the most powerful tool for political engagement we've ever seen. It made it easier for the average citizen to participate in politics. Every moment they interact with the campaign can be a direct-response moment. They can watch a speech on TV, get motivated, and give money."

— *Simon Rosenberg, president of the New Democratic Network, as quoted in the New York Times*

With 50 million readers in only a few years, blogs and email communications may well be the future of advocacy and marketing. But innovation online never stops—the new “new thing” is always being created.

Today life online is increasingly focused on web radio (including Podcasting), wikis,

online games, RSS/XML syndication, and SMS text messaging. **The internet is evolving quickly,** and your web presence needs to evolve along with it.

Developing a strategy to successfully harness the power of the internet represents a deep cultural change for many corporations and organizations, because embracing the internet means offering a level of authenticity, openness, and transparency too often lacking in a world of tightly-packaged marketing slogans and advertising campaigns. That challenge, however, is precisely why people are turning to the internet for information: It's harder to be spun with a wealth of peer-reviewed information available at your fingertips.

The message is clear: **The future of marketing, persuasion, and branding is online.**

About EchoDitto

EchoDitto is an internet strategy firm that specializes in online community building. We offer everything from the nuts and bolts to shiny bells and whistles: strategy development to fundraising, content writing to webmastering, blogging to email campaigning, and "Podcasting" to advanced online petitions. We create comprehensive online community-building strategies and have the expertise to implement each facet.

We serve as a guide to this evolving medium for non-profits, corporations, political candidates, elected officials and political organizations. In doing so, we

provide a full complement of services for clients prepared to strategically engage in this increasingly important medium: organizing, communications and advocacy, and fundraising, as well as technical strategy and implementation.

You can read more about us, our clients, and the work we do at www.echoditto.com.

We also invite you to join our ongoing discussion on technology and politics on the EchoDitto blog, www.echoditto.com/blog.

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