Chapter 3: The Discovery of Behavioral Surplus
(Age of Surveillance Capitalism by Shoshana Zuboff)

- When searching Google, what “collateral data” is being generated? [p. 67]
- What are some of the beneficial uses of “collateral behavioral data”? [p. 67]
- How do you interpret “Search needed people to learn from, and people needed Search to learn from.” [p. 68]

![Behavioral Value Reinvestment Cycle](image)

- Explain in your own words how this cycle works.
• How did Google’s initial approach to “search and advertising” compare to that of other search engines at the time? [p. 71]
• How do you understand “impatient money” and the culture reigning in Silicon Valley? [p. 72-73]
• In what way does “Carol Brady’s maiden name” query example show the predictive power of data? [p. 75]
• What was Google advantage in the advertising model? [p. 76]
• How does the author describe “the holy grail of advertising”? [p. 77]
• What is contained in the “user profile information” and how is this information compiled? Does UPI suffer if a user does not voluntarily share information? [p. 78-79]
• How would you interpret this quote: “This new market form declares that serving the genuine needs of people is less lucrative than selling predictions of their behavior.”? [p. 93]
• Who are Google’s real customers? [p. 93]
• What is the role of surveillance in the marketplace in which Google operates? [p. 93]

General Questions

• What surprised you the most while reading this chapter?
• If you were to share with others one insight from the reading, what would it be?
• Do you think the author was generally fair to Google?
• What role play the metaphors the author uses such as “one-way mirror”, “ubermensch”, “Dr. Jekyll and Mr. Hyde”? How would you characterize the literary style of this book?
• Do you agree with the declaration: “We are the means to others’ ends.”?
• Has your opinion of Google changed? In what ways?
The Discovery of Behavioral Surplus

Surveillance capitalism begins with the discovery of behavioral surplus. More behavioral data are rendered than required for service improvements. This surplus feeds machine intelligence - the new means of production - that fabricates predictions of user behavior. These products are sold to business customers in new behavioral futures markets. The Behavioral Value Reinvestment Cycle is subordinated to this new logic.

Shoshana Zuboff, *The Age of Surveillance Capitalism*