

## **Meaning Coin: The Foundational Algorithm of the New Economy and the Law of Wealth Emergence**

A Practical Guide for Enterprise Value Dimensional Ascension Based on the "Complementarity via Surplus Action" Methodology

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### **Abstract**

As the traditional growth paradigm wanes, enterprises are universally trapped in a predicament of intensifying internal competition (involution), high costs, and thin value recognition. This white paper systematically proposes, for the first time, the "**Meaning Coin**" theory, revealing a fundamental transformation underway: the core capital driving business development is shifting from traditional financial currency to a "**Meaning Coin**" based on social consensus.

We propose that: **Meaning = Social Consensus = Credit Asset = Resource Gravitation = Decision Algorithm**. In this new equation, meaning is no longer a soft cultural accessory but a crucial factor of production that can be accumulated, circulated, and redeemed. By reducing systemic trust costs, accelerating resource matching, and constructing ecosystem gravitation, it becomes the "**meta-driver**" reshaping business logic.

Using four landmark events—"Hechuan's New Year Pig Slaughter," "Li Yapeng's Yanran Fund," "Yongzhou Grassroots Football Team's Comeback," and "Jiangsu Thirteen Municipalities' Industrial Synergy"—as in-depth case studies, this white paper decodes the complete chain of "**Meaning Coin**" from issuance and circulation to large-scale redemption. More importantly, it integrates this with the original "**Complementarity via Surplus Action**" strategic consulting methodology, providing enterprises with a complete operational system encompassing diagnosis, encapsulation, and transition:

How to audit the internal "**Meaning Surplus**" of an enterprise, transforming silent knowledge, data, and trust into core assets.

How to scan for value discontinuities within the industrial ecosystem to identify high-potential strategic complementarity opportunities.

How to design "**Meaning Encapsulation**" interfaces to transform core capabilities into tradable "**Meaning Coin.**"

How to build a value absorption system to convert the influx of social resources into sustainable business success when a consensus tipping point is triggered.

This white paper aims to provide entrepreneurs, investors, and managers with a navigation chart toward a new commercial civilization. It proves that the future winners are not resource consumers but meaning creators and ecosystem architects. The ultimate form of wealth is the concentrated emergence of meaning consensus.

## **Chapter 1: Paradigm Shift – When Meaning Becomes the "Base Currency" of the New Economy**

We stand on a fault line in the history of commercial civilization. The engines that drove global growth for the past fifty years—globalization, digitalization, financialization—are now sputtering and hesitant. Enterprises are collectively gripped by an anxiety of "**growth impotence**": competition for traditional market share has devolved into costly involution; technological dividends are rapidly democratized; capital, while more abundant, has become more

discerning; and consumer attention is as elusive as shifting sand. Yet, amidst this seemingly red ocean of stagnation, a series of perplexing yet exhilarating **"unexpected"** events have flashed across the night sky like lightning, revealing another, hidden growth pathway.

Between late 2025 and early 2026, in Hechuan, Chongqing, a plea for help slaughtering a New Year pig, initiated because **"no one dared to hold the pig's tail,"** evolved into a spectacle attracting tens of thousands of participants, supported by cultural and tourism departments, and spreading across the internet. That same year, Li Yapeng, who had persisted with the Yanran Angel Fund for nineteen years, found his personal predicament of a landlord raising rent unexpectedly triggering the public to **"vote with their consumption,"** propelling his live-streaming sales data to the top of the charts. In Yongzhou, Hunan, the struggle story of a **"beggar"** amateur football team training on a patched pitch not only moved the entire internet but also attracted vocal support from afar by Jiangsu's **"Thirteen Municipalities,"** ultimately leading to a road being renamed **"Jiangsu Avenue"** and the landing of a 22.9 billion yuan industrial investment from Jiangsu businesses.

These events seem unrelated: one in folklore, one in charity, one in sports. Yet their eruption trajectories are strikingly similar: each began with a

non-commercial, even somewhat **"awkward"** genuine initial intention; each experienced dramatic diffusion from individual practice to social resonance; and ultimately, each reaped a surging influx of attention and resources far exceeding initial expectations—we term this phenomenon **"Wealth Emergence."** This is not the result of traditional marketing campaigns nor the product of capital-fueled maturation. So, what is the underlying fuel driving this new growth logic?

This white paper proposes a core thesis: the **"base currency"** driving future commercial value creation and distribution is undergoing a fundamental transformation. It is no longer the US Dollar, gold, or Bitcoin, but **"Meaning."** Here, **"meaning"** is not an abstract philosophical concept but a new form of social capital that can be defined, accumulated, circulated, and redeemed. It follows rigorous economic logic: **Meaning = Social Consensus = Credit Asset = Resource Gravitation = Decision Algorithm.** This equation constitutes the meta-rule for understanding the wealth game of the new era.

## **I. The Predicament and the Signal: Old Maps Cannot Reach the New Continent**

The growth faced by enterprises today is, in essence, a systemic mismatch between the linear thinking of the industrial age and the networked thinking of the digital age. Traditional strategic frameworks, whether the Five Forces model

centered on competition or brand theories centered on positioning, are based on the underlying assumption of a relatively static market with clear boundaries, stable value chains, and relative information asymmetry. Within these frameworks, the path to enterprise success is "**optimization**" and "**capture**": optimizing internal efficiency, capturing market share, and controlling key resources.

However, in today's world of ubiquitous connectivity, industrial convergence, and information transparency, these assumptions are collapsing. The democratization of technology drastically shortens the window for performance advantages; the rise of platforms restructures the relationship between channels and consumers; and the proliferation of social media subjects any false narrative to the risk of instantaneous collapse. Enterprises find that the technological, brand, and channel barriers they invested heavily to build are being eroded at an even faster pace. Merely having a better product, lower cost, or louder voice no longer guarantees victory. Growth has fallen into a prisoner's dilemma of "**arms race**," with profits dissipating in competition.

The four "**unexpected**" events at the beginning of this chapter are powerful signals for breaking through this predicament. They reveal a counterintuitive truth: in an age of scattered attention, extreme attention spontaneously coalesces; in an environment of scarce trust, supreme trust automatically

monetizes. What converged in Hechuan's pig slaughter was collective nostalgia and identity with local culture; what was redeemed in the Li Yapeng incident was the charitable credit accumulated steadfastly over nineteen years; what attracted Yongzhou's football team was respect and resonance with a pure spirit of struggle; and Jiangsu's investment was an industry-level endorsement of this spiritual value. What flowed in these events was not traditional monetary capital, but social consensus capital crystallized from **"Meaning."** This capital is becoming the **"meta-driver"** that reconfigures all traditional factors of production (labor, capital, technology, data).

## **II. Definition and Core Attributes of "Meaning Coin"**

We define this new form of capital, transformed from **"Meaning"** and storable and circulatable within social networks, as **"Meaning Coin."** It is a unit of consensus measuring the **"non-material public value"** created by an entity (individual, enterprise, brand, city). Its operation is independent of, yet profoundly influences, the traditional financial monetary system.

**"Meaning Coin"** possesses the following core attributes:

**Decentralized Issuance Mechanism, Minting Based on "Surplus Action."** It is not issued by a central bank or any single institution. Its **"minting right"** stems from the entity's continuous, genuine, and

visible **"actions,"** particularly the **"surplus capacity"** that can sediment unique knowledge, data, skill, or trust. Each successful surgery by Li Yapeng, each training session by the Yongzhou players after patching their field, is effectively minting a **"Meaning Coin."** Its **"denomination"** depends on the purity, persistence, and social scarcity of the action.

**Stored in Social Consensus and Emotional Accounts.** **"Meaning Coin"** is not stored in bank vaults but in the public's collective memory, emotional identification, and social media narratives. It is a **"socio-psychological asset."** Hechuan's folkloric meaning is stored in the nostalgic shares of millions of netizens; Yongzhou's struggle meaning is stored in the national narrative of **"grassroots comeback."**

**Circulation Relies on Network Effects, Exchange Rate Determined by the Zeitgeist.** Its circulation speed and scope depend on the intensity of resonance it triggers—the network effect. Its **"exchange rate"** (ability to convert traditional resources) is not fixed but fluctuates with the spiritual needs of the era. In times of general anxiety and craving for certainty, the exchange rate for **"sincerity"** and **"perseverance"** type Meaning Coins soars; in times craving breakthroughs and weary of formulaic

approaches, "**innovation**" and "**rebellion**" type Meaning Coins are more sought after.

**Redemption is Diversified and Emergent.** The redemption of "**Meaning Coin**" (its conversion into traditional wealth) is often non-linear and unpredictable. It may be subject to a "**run**" at a certain consensus tipping point, and its forms far exceed expectations—it could be consumer support, industrial investment, policy inclination, talent influx, or incalculable brand privilege. This is a typical "**emergence**" phenomenon: when system complexity reaches a certain level, new qualities appear in the whole that were not present in the individual parts.

### **III. From Theory to Reality: Parsing the Operational Equation of "Meaning Coin"**

The equation **Meaning = Social Consensus = Credit Asset = Resource Gravitation = Decision Algorithm** describes the complete chain reaction of "**Meaning Coin**" from generation to effect. Let's deconstruct it using the Yongzhou football team case:

**Step 1: Meaning → Social Consensus.** The team's insistence on professional training amidst extreme material scarcity (unique "**action**" and "**surplus**") encodes its behavior itself with the pure meaning of "**not for fame or fortune,**

**but for love."** This visual narrative (the patched pitch) spread via social media, piercing the emotional defenses of different social circles, rapidly crystallizing into a powerful social consensus: **"This is a team of strugglers worthy of respect."**

**Step 2: Social Consensus → Credit Asset.** The widespread consensus bestowed upon the Yongzhou team an extremely high **"social credit score."** This credit is an intangible asset: the public believes their story is true, their spirit noble. This is more persuasive than any financial audit report.

**Step 3: Credit Asset → Resource Gravitation.** The high credit score formed a powerful gravitational field for resources. Attention (traffic), media coverage (reputation), and public goodwill (public opinion) naturally converged. More importantly, it attracted cross-provincial capital—Jiangsu's Thirteen Municipalities—seeking targets for **"positive energy investment."** What the latter saw was not merely the football or sports industry, but the massive credit asset and its symbolic value attached to the team.

**Step 4: Resource Gravitation → Decision Algorithm.** Ultimately, this entire chain internalizes into a **"new algorithm"** for Jiangsu's decision-makers: when facing numerous potential investment regions, choosing the one with the strongest **"meaning credit"** (Yongzhou) entails lower decision risk (the story is true), higher social return (winning reputation), and greater long-term

potential (the spirit can empower industry). Thus, the 22.9 billion yuan investment becomes the natural output of this algorithm's computation.

Here, a pure "**meaning**" starting point completed a thrilling, layer-by-layer amplified value transition, ultimately triggering an "**emergent**" influx of traditional industrial capital. This is the magic of the "**Meaning Coin**" system.

#### **IV. The Inevitability of the New Era: Why Now?**

The rise of the "**Meaning Coin**" system is the inevitable result of the convergence of three waves: technological, economic, and socio-psychological.

**Technological Foundation: Transparency of Connection and Permanence of Memory.** The internet and social media make every action recordable, scrutinizable, and disseminable. False personas are difficult to maintain long-term, while long-termist genuine practices can be fully "**evidenced,**" providing the technological possibility for minting and credit assessment of "**Meaning Coin.**"

**Economic Foundation: Material Abundance and Growth Anxiety.** With basic needs widely met, consumption and investment increasingly shift from "**functional satisfaction**" to "**meaning acquisition.**" People are willing to pay a premium for environmental protection, public welfare, cultural identity,

and spiritual resonance. Simultaneously, traditional growth models have hit a ceiling, and the system urgently needs to find new sources of value, making "**meaning**" a key to unlocking new demand and supply sides.

**Socio-Psychological Foundation: Scarcity of Trust and Craving for Consensus.** Amidst today's information explosion and opinion fragmentation, society has fallen into a state of "**consensus hunger.**" Those "**meaning archetypes**" (such as the struggler, the perseverer, the innovator) capable of transcending circles and 凝聚 the broadest emotional identification have become scarce public goods. The social system spontaneously rewards and amplifies these nodes to rebuild community cohesion and a sense of hope.

In summary, we are not predicting a distant future but describing a reality that is fully unfolding. The battlefield of commerce is shifting from the contest for market share to the contest for meaning consensus; the core assets of enterprises are shifting from tangible numbers on financial statements to intangible credit in the social mind. This is a profound paradigm shift from "**resource economics**" to "**meaning economics.**"

Understanding and mastering the operating rules of "**Meaning Coin**" means mastering the code to trigger "**Wealth Emergence**" in the new economic era. The operating system and core methodology for this set of rules is precisely

the "**Complementarity via Surplus Action**" strategic consulting system. In the following chapters, we will delve into deconstructing this system, mapping out a complete action plan for enterprises to discover their own "**Meaning Surplus**," achieve precise "**Ecological Complementarity**," and ultimately realize value transition.

## **Chapter 2: The Theoretical Foundation – The Operating Equation and Transmission Chain of Meaning Coin**

If the first chapter revealed a silent "**paradigm shift**" occurring in the business world, then this chapter will present the complete operating manual for this new paradigm. We will not remain at the level of describing phenomena but will delve into the internal workings of the "**Meaning Coin**" system, dissecting its core equation: **Meaning = Social Consensus = Credit Asset = Resource Gravitation = Decision Algorithm**. This seemingly simple equation is, in fact, a complete navigation chart for the new economy, revealing the entire transmission mechanism of value from intangible spirit to tangible wealth.

More importantly, we will seamlessly embed the practical entry point of the "**Complementarity via Surplus Action**" methodology into this theoretical framework. This methodology is no longer an abstract set of principles but a systematic engineering process with clear steps and actionable tools. It will guide you on: how to discover your own unique "**Meaning Surplus**"; how to

encapsulate it into tradable **"Meaning Coin"**; how to execute value **"complementarity"** in the appropriate ecological niche; and ultimately, how to absorb that seemingly unexpected yet inevitable **"Wealth Emergence."**

## **I. The Starting Point of the Equation: How Meaning is Born – The Value Encoding of "Surplus Action"**

Every currency requires an **"issuance"** process. Traditional currency is issued by central banks, based on national credit and financial policy. The issuance mechanism of **"Meaning Coin"** is completely decentralized, originating from the specific practices of each individual or organization. We call this issuance process **"Value Encoding."**

### **"Surplus Action" is the value encoder of "Meaning**

**Coin."** Here, **"Surplus"** refers to the unique capabilities, knowledge, data, or relational networks that an entity has accumulated over the long term but has not sufficiently monetized. It is dormant strategic assets. **"Action"** is the concrete practice of deploying this **"Surplus"** in the real world. The combination of the two—expressing unique internal capabilities through sustained external action—constitutes a unique **"Meaning Archetype."**

Let's deconstruct this process through case studies:

**Li Yapeng's "Surplus Action" Encoding:** What is his "**Surplus**"? Not funding, but deep cognition and execution capabilities for the systematic, professional, and transparent operation of charitable projects. What is his "**Action**"? It is the steadfast, eighteen-year-long practice of screening cases, organizing surgeries, and publishing reports. This "**Surplus Action**" combination encodes the "**Meaning Archetype**" of "**the reliable, professional philanthropist.**" Each successful surgery adds credit weight to this "**Meaning Coin.**"

**The Yongzhou Football Team's "Surplus Action" Encoding:** What is their "**Surplus**"? It is the professional football skills and tenacious will maintained under conditions of extreme material scarcity. What is their "**Action**"? It is persisting with training and matches according to professional standards on a patched pitch. This starkly contrasting practice encodes the "**Meaning Archetype**" of "**the pure, idealistic struggler.**" Every training session on the dilapidated field issues a "**Struggle Coin.**"

**The quality of encoding determines the "purity" of the "Meaning Coin."** High-quality encoding possesses three characteristics: **Authenticity** (pure motives, able to withstand scrutiny), **Consistency** (long-term perseverance, predictable behavior),

and **Uniqueness** (difficult to imitate and replace). Once encoding is complete, "**meaning**" is no longer a vague concept but a potential asset with initial value, awaiting "**consensus pricing**" by the market.

## **II. From Private Meaning to Public Price: The Formation Mechanism of Social Consensus**

Privately encoded "**meaning**" must undergo a critical juncture to become a tradable "**currency**" – **social consensus pricing**. This is akin to the "**exchange rate formation**" process for traditional currency. How does society price a "**meaning**"?

Consensus formation follows a three-level diffusion model: "**Emotion – Cognition – Identification.**"

**Level 1: Emotional Touch (Cross-Circle Diffusion).** A story with sufficient contrast or sense of authenticity (e.g., the local cultural appeal of the pig slaughter, the visual impact of the patched pitch) first stimulates individuals' primal emotions (nostalgia, admiration, sympathy). In the age of social media, this emotion drives spontaneous sharing, completing the initial cross-circle diffusion. This is the convergence of "**attention.**"

**Level 2: Cognitive Interpretation (Value Discovery).** Once the story garners widespread attention, society's "**interpretation system**" kicks in. Media, KOLs, and industry experts intervene to interpret it and assign deeper value. "**Pig**

**Slaughter**" transforms from curious news into **"the living transmission of folk-cultural heritage"**; **"Yongzhou Football"** evolves from a sports story into **"the era's symbol of the struggle spirit."** This process completes the public definition and value tagging of the **"meaning."**

**Level 3: Identity Formation (Consensus Solidification).** Ultimately, the public is not merely observing a story. Through reposting, commenting, secondary creation, or direct participation (e.g., signing up to hold the pig's tail, cheering for the Yongzhou team), they project their own emotions and values onto it, completing the **"we are of the same kind"** identity formation. At this point, a strong social consensus around this **"meaning"** is formed. It acquires a clear socio-psychological **"price tag."**

This consensus pricing process endows **"meaning"** with a socially recognized exchange value. It is no longer the issuer's soliloquy but becomes a **"deposit"** in the social emotional account.

### **III. The Crystallization of Consensus: Transforming Psychological Identification into Credit Assets**

**"Meaning"** that has formed broad consensus naturally crystallizes into a new type of credit asset. This is the most critical link in the entire transmission chain and the core that gives **"Meaning Coin"** its hard currency attributes.

The essence of credit assets is a predictable, low-risk foundation for social cooperation. In traditional business, credit comes from collateral, financial statements, or brand history. In the new economy, credit based on "**meaning consensus**" is more penetrating:

**Credit Expectation for Li Yapeng:** The public expects that he "**will definitely use the money for the children.**" This expectation is so solid that when his personal venture faced difficulties, the public was willing to use purchasing behavior to "**redeem**" this credit, ensuring he could continue to play the role of the "**reliable philanthropist.**" This is essentially a moral credit advance.

**Credit Expectation for the Yongzhou Team:** Investors expect that this team and the spirit it represents "**will definitely get the job done well and won't give up halfway.**" This credit based on the struggle narrative lowers Jiangsu investors' psychological assessment of project execution risk. This is essentially a spiritual credit endorsement.

The reason "**meaning consensus**" can transform into powerful credit assets is that it solves the most expensive transaction cost in the digital age – **trust cost**. In an environment flooded with information and where truth is hard to discern, building trust requires enormous marketing investment and a long time.

A "**meaning archetype**" deeply recognized by social consensus naturally possesses a high degree of trustworthiness. Cooperating with it means you don't need to build trust from scratch; you can directly enjoy the efficiency dividend brought by "**credit discounting.**"

At this point, "**Meaning Coin**" completes the qualitative change from "**psychological value**" to "**social capital,**" becoming a hard asset that can be directly invoked and pledged in economic activities.

#### **IV. The Gravitation of Assets: How Credit Attracts the Systemic Convergence of Resources**

When an entity has accumulated sufficient "**meaning credit assets,**" it ceases to be a passive seeker of resources and becomes a powerful gravitational field for resources. The magnitude of gravitation follows an analogy to Newton's law of universal gravitation:  $F = G * (M1 * M2) / R^2$ .

In the context of the new economy:

**F (Gravitation):** The scale and speed of resource convergence.

**G (Era Constant):** The degree of a specific era's craving for a certain type of "**meaning.**" In an era of meaning scarcity and craving for sincerity, the G-value for "**authentic struggle**" is extremely high.

**M1 (Credit Quality):** The quality and thickness of the "**meaning credit assets**" accumulated by the entity.

**M2 (Resource Quality):** The inherent strength and complementarity of potential resource providers (capital, talent, partners).

**R (Cognitive Distance):** The degree to which resource providers understand and identify with the entity's "**meaning.**" The closer the distance, the stronger the gravitation.

The interaction between Jiangsu's "**Thirteen Municipalities**" and Yongzhou is a perfect embodiment of this gravitation model:

**High M1 (Yongzhou's Credit Quality):** The Yongzhou team's "**pure struggler**" credit assets, solidified by 全网 consensus, are of extremely high quality.

**High M2 (Jiangsu's Resource Quality):** Jiangsu possesses strong industrial capital, management experience, and market networks.

**R approaching zero (Cognitive Distance):** Through vocal support from afar, Jiangsu actively expressed deep understanding and high identification with the Yongzhou spirit, greatly reducing psychological distance.

**Large G (Era Constant):** Current society has a strong collective craving for the spirit of "**staying true to the original aspiration and striving through practical action.**"

Thus, a powerful gravitational interaction, far exceeding conventional economic logic, occurred. The 22.9 billion yuan investment intent is not the result of "**investment attraction**" but of "**attraction.**" Resources no longer come through persuasion but are adsorbed. This explains why the pig slaughter activity in Hechuan could attract tens of thousands of spontaneous participants—they were emotional resources adsorbed by the meaning credit of "**cultural belonging.**"

## **V. System Upgrade: From Case-Specific Gravitation to a Universal Algorithm**

When the transmission chain of "**Meaning** → **Consensus** → **Credit** → **Gravitation**" is repeatedly verified and succeeds, it begins to transform from the experience of accidental, individual cases into a social system, and

specifically, a new decision-making algorithm adopted by astute decision-makers.

This algorithm can be simplified into a decision function: **Decision Utility = f( Degree of Meaning Consensus, Credit Quality, Degree of Resource Synergy )**.

The specific application of the algorithm differs for different roles:

**For Consumers: "Purchase Decision = Product Function × Meaning Identification."** When functional differences are minor, the brand carrying higher meaning identification wins the choice. People buying Li Yapeng's live-streamed goods are partly purchasing the meaning experience of **"supporting good deeds."**

**For Investors: "Investment Decision = Financial Model × Meaning Empowerment Coefficient."** In Jiangsu's investment decision, the **"Meaning Empowerment Coefficient"** (i.e., the brand goodwill, government relations, public favor generated by investing in the Yongzhou story) likely made the final decision utility far exceed calculations based on pure financial models.

**For Talent: "Career Choice = Compensation Package × Sense of Meaning Realization."** Top talent increasingly prefers to join organizations with clear, lofty meaning, as it implies higher-level spiritual returns and self-actualization.

**For Partners: "Cooperation Decision = Business Benefit × Credit Safety Margin."** Cooperating with an entity of high meaning credit implies lower default risk and higher collaboration smoothness, constituting a significant **"credit safety margin."**

When this algorithm is adopted by a sufficient number of key nodes, it transforms from a theoretical model into the **"social operating system"** that actually drives resource flow. In this system, **"Complementarity via Surplus Action"** becomes the core application strategy: Enterprises need to constantly review their own **"Surplus"** (M1), proactively scan the ecosystem for value depressions formed by **"meaning vacuums"** or **"credit deficiencies"** (areas with high G-values), and then, through precise practice (Action), fill this vacancy (Complementarity), thereby inserting themselves into the key nodes for the reconfiguration of resource gravitation.

## **VI. The Closed Loop and Reinforcing Circuit of the Transmission Chain**

The transmission of Meaning Coin is not a unidirectional, linear process but a **"flywheel"** that can form a reinforcing circuit:

**Flywheel Activation:** Unique **"Surplus Action"** encodes high-purity **"meaning,"** attracting initial social consensus.

**First Reinforcement:** Social consensus sediments into credit assets, lowering trust costs.

**Second Reinforcement:** Credit assets generate resource gravitation, attracting an influx of capital, talent, and partners.

**Third Reinforcement:** The infusion of new resources enables the entity to undertake larger-scale, higher-level **"Action"** (e.g., Li Yapeng saving more people, Yongzhou building better facilities), thereby precipitating a thicker **"Surplus."**

**Flywheel Acceleration:** A thicker Surplus and larger Action encode more powerful **"Meaning,"** attracting broader social consensus... and so the cycle continues, continuously amplifying.

Once this flywheel starts spinning, it creates a powerful moat effect. Even if later entrants mimic the same behavior, they find it difficult to replicate the initial "**consensus**" and "**credit**" forged by time and authenticity. This explains why the first "**pig slaughter help request**" ignited the entire internet, while subsequent imitators failed to reproduce the glory—the originator defined the meaning, occupying the commanding height of consensus.

Thus, we have completed the full deconstruction of the operating equation for "**Meaning Coin.**" From internal value encoding, to social consensus pricing, to the crystallization of credit into assets, which then generates resource gravitation, ultimately internalizing into a decision algorithm and forming a self-reinforcing flywheel. This theoretical framework not only explains the underlying logic of the four "**unexpected**" events but also provides a clear action map for all individuals and organizations hoping to achieve breakthroughs in the new era.

In the upcoming Chapter 3, we will make this map concrete and tool-oriented. We will elaborate in detail on how to use the "**Complementarity via Surplus Action**" methodology to conduct corporate "**Meaning Audits,**" map "**Ecological Niche Maps,**" design "**Value Encapsulation**" interfaces, and ultimately build a system to absorb "**Wealth Emergence.**" The theory is ready; practice is imminent.

### **Chapter 3: Corporate Implementation – The Four-Step Operational Method of Complementarity via Surplus Action**

In the previous two chapters, we constructed the theoretical edifice of "**Meaning Coin**" and revealed the underlying logic of the new economy's operation. However, for enterprises on the front lines of market competition, the value of theory lies in guiding practice. This chapter will transform the macro theoretical framework into an executable, verifiable, and replicable corporate operational system – "**The Four-Step Operational Method of Complementarity via Surplus Action.**"

This methodology is not a patch for traditional strategy but a systematic reconstruction based on the new paradigm. It requires enterprises to complete a triple identity transformation: from "**resource plunderers**" to "**ecosystem co-builders**"; from "**value capturers**" to "**meaning creators**"; and from "**linear growers**" to "**emergence absorbers.**" The entire process is divided into four progressive stages: **Meaning Audit, Ecological Niche Diagnosis, Value Encapsulation, and Emergence Absorption.** Each stage is equipped with specific tools, methods, and outputs to ensure the strategy can be grounded and executed.

Let us follow this operational method and embark on the enterprise's journey of transition from "**Struggling in the Red Ocean**" to "**Emerging in the Blue Ocean.**"

### **Step 1: Meaning Audit – Discovering the "Silent Gold Mountain" Within the Enterprise**

The vast majority of enterprises focus their gaze on external market opportunities while overlooking the immense value assets accumulated internally. The purpose of the Meaning Audit is to systematically excavate the enterprise's "**capacity surplus**" (Surplus) that is not sufficiently recognized, utilized, or monetized. This "**Surplus**" is the raw ore from which the enterprise mints its "**Meaning Coin.**"

#### **The Four Core Dimensions of the Audit:**

**Data & Knowledge Surplus Audit:** What unique data does the enterprise generate daily? What industry patterns do these data reveal? What non-standardized expert experience, technical know-how, or solution templates exist within the enterprise? For example, a chain restaurant enterprise possessing tens of millions of customer order records holds not just operational data, but a unique knowledge asset of "**the evolution of Chinese taste preferences.**"

**Technology & Process Surplus Audit:** Which internally developed technologies or tools serve only internal needs but have industry-wide applicability? Which efficient internal management or collaboration processes can be packaged into methodologies? For instance, ByteDance's Feishu office suite originated as an "**overspill**" of its internal high-efficiency collaboration capability.

**Network & Relationship Surplus Audit:** What key position does the enterprise hold within the industry chain? What depth of trust relationships has it established with upstream and downstream partners? What unique communities or user connections does it possess? For example, Xiaomi's early operational capability and emotional connection with its "**Mi Fan**" community were a core surplus beyond its hardware.

**Culture & Brand Surplus Audit:** What genuine emotional resonance does the enterprise's mission, vision, and values evoke among employees and customers? Beyond product functionality, what spirit or attitude does the brand represent in public perception? For example, Huawei's "**hard struggle**" corporate culture became a highly inspiring social and spiritual symbol during a specific period.

**Audit Tools & Methods:**

**Cross-Departmental Workshops:** Gather core employees from different departments (R&D, production, sales, customer service) for structured brainstorming on "**what do we have that others don't?**".

**In-Depth Value Chain Interviews:** Interview key customers, suppliers, and even competitors to discover, from an external perspective, "**which aspect of yours is most impressive / most relied upon?**".

**Data Asset Inventory Sheet:** Create an enterprise data asset catalog, assessing their uniqueness, scale, and value potential.

### **Key Output: "Enterprise Meaning Asset Map"**

This is a dynamic document. Instead of listing fixed assets like factories and equipment, it clearly marks the enterprise's most promising "**meaning veins.**" The map should explicitly list 1-3 core "**surplus points**" with the highest uniqueness, encapsulatability, and social value potential. For each point, assess its "**meaning purity,**" "**accumulation depth,**" and "**encapsulation difficulty.**"

### **Step 2: Ecological Niche Diagnosis – Scanning for "Value Depressions" in the Industry Network**

After finding its "**Surplus**" (gold mine), the enterprise cannot just talk to itself. It must place this surplus within the larger industrial ecosystem to find

the "**complementarity point**" where its value can be maximized. The goal of Ecological Niche Diagnosis is to discover "**value flow blockages**" or "**emotional meaning vacuums**" formed due to rule gaps, inefficient connections, or cognitive biases.

### **Three Key Diagnostic Perspectives:**

**Rule Layer Diagnosis (Highest Dimension):** Scan for areas within industrial collaboration that lack fair, open, and efficient standards, protocols, or certification systems. For example, in the early days of Industrial IoT, diverse equipment data formats and chaotic communication protocols represented a massive rule-layer gap. The enterprise that could first define or dominate data interface standards in a niche segment would occupy a commanding position in the ecosystem.

**Connection Layer Diagnosis (Core Dimension):** Analyze the pain points between upstream and downstream players, and across industries, such as information asymmetry, high trust costs, and cumbersome collaboration processes. For instance, between the Yongzhou football team's story and Jiangsu's industrial capital, there originally existed a connection gap: "**high-quality spiritual narratives lacking industrial monetization channels.**"

**Cognitive Layer Diagnosis (Foundational Dimension):** Discern the unmet emotional needs, spiritual anxieties, or meaning yearnings among consumers, practitioners, or the general public in related fields. For example, amid food safety anxieties triggered by "**pre-made dishes**," concepts like "**transparent kitchens**" and "**traditional craftsmanship**" became highly valuable cognitive complementarity points.

#### **Diagnostic Tools & Methods:**

**Industrial Ecosystem Mapping:** Diagram the network including all participants (competitors, complements, platforms, users, regulators) and their interaction relationships, identifying key hubs and weak links.

**Pain Point Crowdsourcing & Sentiment Analysis:** Through public channels, community collection, and data analysis, identify common complaints and expectations in the target domain.

**Cross-Industry Analogy:** Study successful models from other industries that solved similar ecological niche problems, seeking cross-boundary inspiration.

**Key Output: "Strategic Complementarity Opportunity List"**

Integrating with the **"Enterprise Meaning Asset Map,"** filter 3-5 high-potential complementarity opportunities from the rule, connection, and cognitive layers. The description of each opportunity should clearly include: gap description, affected group size, core capabilities required for complementarity, potential value space (economic & meaning value), and a matching score with the enterprise's own **"Surplus."** Finally, select the 1-2 opportunities with the highest match and largest value space as strategic focus points.

### **Step 3: Value Encapsulation – Designing the Minting and Circulation Interfaces for "Meaning Coin"**

After finding the **"Surplus"** (gold mine) and the **"Complementarity Point"** (market), the enterprise needs to package its raw capabilities into **"products"** or **"services"** that ecosystem partners can easily recognize, understand, and use. This is the minting process for **"Meaning Coin,"** and its key lies in designing open, user-friendly **"circulation interfaces."**

#### **The Three-Layer Strategy Model for Encapsulation (Shallow to Deep):**

##### **Level 1: Tool/Component Layer Encapsulation (Lowering the Usage Threshold)**

**Method:** Decouple core capabilities into standalone toolkits, SDKs (Software Development Kits), APIs (Application Programming Interfaces), or foundational modules.

**Goal:** Enable developers and partners to trial and integrate your capabilities at very low cost.

**Example:** Google encapsulated its AI capabilities into open-source frameworks like TensorFlow and various cloud APIs.

## **Level 2: Solution/Service Layer Encapsulation (Providing Direct Value)**

**Method:** Package capabilities into complete, deliverable solutions or subscription services tailored to specific scenarios or problems.

**Goal:** Provide out-of-the-box value for users lacking integration/development capabilities.

**Example:** An industrial sensor company encapsulated its algorithms into a "**Predictive Equipment Maintenance Cloud Service**," with customers paying per connected device.

## **Level 3: Platform/Ecosystem Layer Encapsulation (Defining Collaboration Rules)**

**Method:** Build an open platform, establish clear participation rules, contribution standards, benefit distribution mechanisms, and governance frameworks to attract diverse entities for co-creation.

**Goal:** Transition from a service provider to an ecosystem operator and rule-setter.

**Example:** Apple's App Store defined the complete rules for mobile app development, distribution, and monetization.

### **Core Principles of Encapsulation:**

**Simplicity:** Interface design must be concise and clear to reduce learning and usage costs.

**Stability:** Promised interface standards and service quality must be stable long-term to build trust.

**Openness:** While protecting core secrets, be as open as possible to stimulate external innovation.

**Measurability:** The value exchange process should be clearly measurable (e.g., API call counts, service duration) to facilitate fair transaction models.

**Key Outputs: "Meaning Product Encapsulation Blueprint" & "Ecosystem Interface Design Specification"**

The former details the packaged product form, value proposition, target users, and technical architecture. The latter explicitly defines open interface standards, data protocols, collaboration processes, and intellectual property arrangements. This is the key design document for the enterprise's transition from **"Capability Owner"** to **"Value Enabler."**

#### **Step 4: Emergence Absorption – Building the Operational System from "Consensus Peak" to "Sustainable Prosperity"**

When an enterprise successfully triggers social consensus and attracts a resource **"emergence"** through precise complementarity and excellent encapsulation, the greatest challenge is often not how to obtain it, but how to absorb it. Many enterprises flash brightly and fade quickly precisely because they lack an operational system to convert transient surges into long-term assets. Emergence Absorption aims to build this **"conversion and sedimentation"** system.

#### **The Four Pillars of the Absorption System:**

**Consensus Management: Maintaining the Purity and Consistency of "Meaning"**

**Challenge:** After going viral, various interpretations may distort the original intent; commercial temptations may dilute purity.

**Countermeasures:** Appoint a "**Chief Meaning Officer**" or similar role to consistently and clearly communicate the core meaning externally. Establish an internal "**meaning review**" mechanism for major decisions to ensure they don't deviate from the original intent. Proactively communicate with core communities to jointly defend the consensus core.

### **Ecosystem Governance: Designing Fair and Dynamic Collaboration Rules**

**Challenge:** The influx of numerous partners may bring chaos, free-riding, or conflicts of interest.

**Countermeasures:** Swiftly transform informal interest into rule-based participation. Establish contribution assessment systems, tiered partner rights, and clear dispute resolution mechanisms. Learn from the governance wisdom of open-source communities to achieve "**co-governance and sharing.**"

### **Value Capture: Designing a Sustainable "Meaning Coin" Redemption Model**

**Challenge:** How to convert social attention and trust into healthy business revenue without "**consuming meaning.**"

**Countermeasures:** Design diversified revenue streams. Beyond traditional product sales, explore "**meaning**"-based fee-for-value-added services (e.g.,

**certification, training), platform transaction commissions, intra-ecosystem data services, and IP licensing.** The key principle is: fees must match the incremental value created, and the process must be transparent.

### **Flywheel Reinforcement: Feeding Influx Resources Back into the "Surplus Action Cycle"**

**Challenge:** How to avoid living off past gains and make success sustainable.

**Countermeasures:** Establish a mandatory resource reinvestment mechanism.

For example, allocate a portion of emergence proceeds to: A) Deepening R&D of the core **"Surplus"**; B) Exploring new **"Ecological Niches"**; C) Empowering ecosystem partners' capabilities. This propels the **"Surplus Action Cycle"** into a larger-scale, higher-level reinforcing loop.

### **Key Outputs: "Emergence Operations Playbook" & "Flywheel Health Dashboard"**

The **"Playbook"** provides action plans and procedures guiding the enterprise before and after a **"viral point."** The **"Dashboard"** is a monitoring system where key metrics include not only financial data but also: consensus heat index, ecosystem partner activity, interface call growth rate, meaning relevance

score, etc. It is used to assess the health of the **"Meaning Coin"** system in real-time and guide dynamic adjustments.

### **Conclusion: Launch Your First "Surplus Action Cycle"**

**"The Four-Step Operational Method of Complementarity via Surplus Action"** is not a shock-therapy revolution requiring the overturning of all existing business. Quite the contrary, we recommend enterprises adopt a strategy of **"small steps, fast runs, iterative validation"** to launch a Minimum Viable **"Surplus Action Cycle"** (MVP).

### **Suggested 90-Day Launch Plan:**

**Days 1-30:** Select a non-core but representative business unit or product line. Complete a lightweight **"Meaning Audit"** and **"Ecological Niche Diagnosis"** to define a specific, small-scale complementarity pilot.

**Days 31-60:** Perform minimal encapsulation—perhaps an improved customer service process, a set of open-source tool scripts, or a content column. Launch it to a small market or partner group for testing.

**Days 61-90:** Closely monitor feedback, collect data, and validate whether the **"Meaning → Consensus"** transmission occurs. Regardless of the outcome, conduct a deep review, sedimenting lessons learned as organizational capability.

The purpose of this initial cycle is not to gain immense wealth immediately, but to validate the logic, build confidence, train the team, and discover genuine insights. Once the first cycle is validated as effective, the accumulated **"Surplus"** (experience, data, initial credit) becomes the capital to launch the next, larger cycle.

Competition in the Age of Meaning is, in essence, a competition of **"Meaning Creation and Operational Capability."** **"Complementarity via Surplus Action"** provides an operating system to systematize and engineer this capability. It demands from enterprises profound self-awareness, keen ecological insight, masterful product encapsulation skills, and long-term strategic patience. For those pioneers courageous enough to dig inward and connect outward, wealth emergence will no longer be an accident but an inevitable result following the new laws of physics.

In the forthcoming final chapter, we will envision the future landscape towards which individuals, enterprises, and civilization will head when the **"Meaning Coin"** system becomes mainstream, and issue our call to action.

#### **Chapter 4: The Future Landscape and a Call to Action – Towards a New Meaning-Centric Commercial Civilization**

Through the exploration of the previous three chapters, we have together completed a full journey from phenomenon insight, to theoretical construction,

and on to practical operation. We have seen how **"Meaning"** evolved from an elusive spiritual pursuit into a tradable, accumulable, redeemable **"Base Currency"**; we have understood how **"Complementarity via Surplus Action"** functions as an operating system guiding enterprises to achieve value leaps. Now, let us cast our gaze to the more distant horizon and envision the entirely new landscape that will emerge for individuals, enterprises, cities, and even the entire commercial civilization when the **"Meaning Coin"** system becomes mainstream.

This is not a fantasy of a distant future but a logical extrapolation based on existing trends. The four **"unexpected"** events have already shown us the sprouts of new rules, and with the practices of more and more pioneers, these sprouts will converge into rivers that reshape the terrain. This chapter will depict four key dimensions of this future landscape and provide clear action coordinates and starting paths for every reader.

## **I. The Future Landscape: A Four-Dimensional New World Under a Meaning-Centric System**

### **Dimension One: The Individual Level – The Awakening from "Human Resource" to "Meaning Node"**

Under a meaning-centric system, the value of an individual will be redefined.

Traditional professional labels (e.g., programmer, sales director) will become secondary, while an individual's "**Meaning Identity**" will come to the fore.

**Everyone's "Surplus Action Dossier" Becomes Core Assets:** Your value will no longer be determined solely by your employer but by a publicly accessible "**Surplus Action Dossier.**" This dynamic file records your long-term consistent practices (Action), your sedimented unique capabilities and knowledge (Surplus), your ecosystem contributions, and social consensus evaluations. It is like your digital credit passport, lifelong.

**"Vocation" Replaces "Occupation":** People will no longer merely seek a job but will pursue a "**Vocation**" that maximizes the application of their own "**Surplus**" to fill a certain gap in the world. The schism between work and life will gradually disappear because genuine practice itself is the source of meaning and value.

**The Individual is the Brand, the Story is the Leverage:** Like the Yongzhou players, an individual's authentic struggle story will become the most powerful leverage. People will consciously manage their own "**Meaning Narratives,**" accumulating "**Meaning Coin**" through sustained, authentic, visible practice, thereby attracting collaborators, resources, and opportunities.

**Shift in the Focus of Lifelong Learning:** Learning will no longer be just about acquiring new skills to adapt to work but also about continuously deepening and expanding one's own "**Surplus,**" discovering new "**Ecological**

**Niche**" possibilities. The core of education will be "**knowing oneself, connecting to the world.**"

### **Dimension Two: The Enterprise Level – The Evolution from "Commercial Empire" to "Ecological Commons"**

The form and competitive logic of enterprises will undergo fundamental change; "**Empire Thinking**" will be replaced by "**Commons Thinking.**"

**"Meaning Balance Sheet" Becomes the New Core of Valuation:** Capital market valuation models will be restructured. An enterprise's market value will depend not only on financial data but more so on the depth of its "**Meaning Assets,**" including: the number of industry standards it leads or contributes to, the activity level of its open platforms, the diversity of its ecosystem partners, and its record in solving major societal problems.

**Competitive Focus Shifts from "Market Share" to "Meaning Consensus Share":** Enterprises will compete not for a share of users' wallets but for their "**Meaning Identity Share.**" Whoever represents a deeper, more universal meaning (e.g., sustainability, technology for good, cultural heritage) will gain the broadest following and the most stable trust.

**Highly Blurred, Liquid Organizational Boundaries:** Corporate walls will fall. Core teams will be minimal, focused on maintaining the "**Meaning Core**" and core algorithms; a vast amount of work will be completed by free individuals

and micro-organizations within the ecosystem on a project basis. Enterprises will resemble more of a **"Meaning Attractor"** and a convener of **"Temporary Project Alliances."**

**"Value Spillover" Becomes Conscious Design:** Excellent enterprises will proactively design **"spillover"** interfaces for their capabilities, empowering the entire ecosystem like infrastructure. Their business model shifts from **"earning profit by selling products"** to **"operating an ecosystem, sharing revenue from value growth."**

**Dimension Three: City/Regional Level – Dimensional Ascension from "Industrial Cluster" to "Meaning Community"**

Competition between cities will evolve from competing on GDP and preferential policies to competing on **"Meaning Cohesion"** and **"Ecological Creativity."**

**Cities Become "Meaning Curators" and "Connectors":** Like Hechuan Tourism's keen intervention in the pig slaughter event, a key function of future city governments will be to discover, nurture, and curate local **"Meaning Archetypes"** (unique culture, craftsmanship, spirit) and design mechanisms to connect them with global resource networks.

## **Cross-Regional Collaboration Based on "Meaning Identity" Becomes**

**Normative:** The Jiangsu-Yongzhou story will cease to be an exception. Cities will form "**Meaning Alliances**" based on shared values or complementary "**Meaning Endowments**" (e.g., "**Spirit of Innovation**" and "**Spirit of Craftsmanship**"), engaging in deep industrial, cultural, and talent collaboration.

**Physical Space is Re-empowered as "Meaning Experience Field":** Industrial parks and commercial districts will transform into open "**Meaning Laboratories**" and "**Co-Creation Spaces**," attracting global creators, entrepreneurs, and investors to conduct experiments and collaborations in "**Meaning Production.**"

**The Core of City Branding is "Meaning Promise":** What cities project externally will no longer be simply "**fertile ground for investment**" but a clear "**Meaning Promise**" – "**Here, a certain valuable idea (e.g., extreme innovation, happy living, cultural renaissance) can be realized in the best possible way.**"

**Dimension Four: Civilization Level – Paradigm Shift from "Growth-ism" to "Emergence-ism"**

Macroscopically, the entire economic and social system will exhibit a brand-new mode of operation.

**New Indicators of Economic Growth:** Alongside GDP, new indicators like **"Gross Social Meaning," "Ecological Connection Density,"** and **"Innovation Emergence Index"** will emerge to measure an economy's health and vitality.

**The "Emergence Effect" in Wealth Distribution:** Wealth will increasingly **"emerge"** around nodes that create genuine public value, forming a more legitimate distribution mechanism based on contribution and consensus. **"Meaning-Based Wealth Creation"** may become a new narrative alleviating anxieties about wealth disparity.

**"Meaning Fluctuations" in Economic Cycles:** The economy will exhibit cyclical fluctuations related to **"Meaning Confidence."** When society falls into **"meaning nihilism"** or a **"trust crisis,"** economic vitality will wane; when powerful new **"Meaning Archetypes"** gain widespread acceptance, it will stimulate new waves of investment and consumption.

**Rebuilding the Ethical Foundation of Commercial Civilization:** The stable operation of the **"Meaning Coin"** system relies on a new set of business ethics: sincerity over shrewdness, empowerment over control, symbiosis over winning alone. Commerce will once again deeply integrate with virtue.

## II. Action Guide: The New Civilization's Entry Ticket for Different Actors

Facing this unfolding landscape, observation means obsolescence; only action shapes the future. Below are specific action guides for different actors.

### Action Guide for Individuals: Start Your "Surplus Action Flywheel"

**Initiate a "Self-Meaning Audit" (30 days):** Take a weekend, completely disengage from the work environment, and answer honestly: Setting aside all social labels and utilitarian considerations, what activity immerses you and makes you feel energized? That is the seed of your "**Surplus.**" Write it down.

**Design a "Minimum Viable Meaning Practice" (60 days):** Design an extremely simple, sustainable practice around this seed. For example, if you love organizing information, start a weekly updated industry newsletter column; if you're good at listening, offer regular service for a public welfare hotline. The key is to start and record it publicly.

**Find Your "First Ecological Niche" (90 days):** Take your practice results and seek out a community or small organization that needs them. Don't go to apply for a job, but to "**provide value.**" Complete one act of "**complementarity**" in this small ecosystem and observe the feedback.

**Establish a "Meaning Asset Account" (Long-term):** Systematically showcase your practice process, outcomes, and others' evaluations on your personal homepage or professional community. Treat it as your most important asset account and manage it diligently.

### **Action Guide for Entrepreneurs & Founders: Reconstruct Your Business Operating System**

**Hold a "Complementarity via Surplus Action" Strategic Retreat:** Gather the core team. Take three days away from daily operations. Strictly follow the four-step method from Chapter 3 to complete a company-level **"Meaning Audit"** and **"Ecological Niche Scan,"** producing the first version of the **"Enterprise Meaning Asset Map"** and **"Strategic Complementarity Opportunity List."**

**Establish a "Meaning Innovation Zone":** Allocate an independent budget and a small cross-departmental team, granting them high autonomy to conduct a 90-day rapid encapsulation and pilot for one opportunity point from the list. This zone operates independently of the existing KPI system.

**Upgrade Company Narratives and Investor Communications:** Consciously incorporate content about the company's **"meaning pursuit,"** ecosystem contributions, and rule-setting into financial reports, roadshows, and brand

communications. Begin guiding internal and external stakeholders to understand the company's value through this new dimension.

**Design a "Meaning Contribution Incentive System":** Reform the internal incentive system to reward teams and individuals who make contributions to the external ecosystem (e.g., open-source code, setting standards, empowering partners). Institutionalize "**altruistic**" behavior.

### **Action Guide for City Managers & Regional Planners: From Manager to Curator**

**Launch a "City Meaning Census":** Systematically catalog the region's unique cultural genes, industrial know-how, spiritual traits, and touching stories through big data analysis, community solicitation, and expert visits, creating a "**City Meaning Resource Atlas.**"

**Create a "City Meaning Laboratory":** Select a historical district or emerging industrial park, positioning it as a "**Meaning Innovation Experimental Field.**" Introduce special policies to attract local "**Meaning Creators**" and host global "**Meaning Challenges.**"

**Initiate or Join a "Meaning Cities Alliance":** Proactively engage with other cities that share complementary values or industrial endowments, establishing deep collaboration based on concrete "**Meaning Projects**" (e.g., joint cultural heritage protection, co-building open-source industrial platforms).

**Reform Policy Assessment and Support Systems:** Increase the evaluation weight for a project's **"Meaning Value"** and **"Ecological Empowerment Potential"** within investment attraction and industrial support policies, guiding resources toward projects that genuinely enhance local meaning density.

### **III. Risks and Challenges: Hidden Shoals on the Path of the New Paradigm**

While embracing the new future, we must soberly recognize the potential risks and challenges:

**"Meaning Inflation" and Narrative Bubbles:** As **"Meaning"** becomes a prominent discipline, there may be an influx of exaggerated, fake **"meaning packaging,"** leading to another depletion of public trust and the formation of **"meaning bubbles."** The countermeasure is adhering to the principle of authenticity and establishing more sophisticated **"meaning verification"** mechanisms.

**Algorithmic Monopoly and Meaning Narrowing:** If the formation of **"Meaning Consensus"** becomes overly dependent on a few algorithmic platforms, it could suppress the diversity of meaning, creating a new **"meaning monopoly."** We must advocate for an open, pluralistic meaning ecology and develop decentralized consensus technologies.

**Erosion by Short-Term Utilitarianism:** The "**Meaning Coin**" system requires a long-term approach, but the lure of short-term commercial gain is ever-present. Maintaining strategic resolve amidst the temptation of "**quick money**" is a test for all practitioners. Evaluation and incentive systems based on long-term value are needed.

**The Digital Divide and Meaning Inequality:** Groups adept at using digital tools and narratives may more easily accumulate "**Meaning Coin**," exacerbating new inequalities. Society needs to create fairer channels for "**meaning expression**" and "**value discovery**," preventing the emergence of a new "**underclass**" in the Age of Meaning.

#### **IV. Conclusion: Become the Dawn Itself**

Hechuan's pig slaughter, Li Yapeng's Yanran Fund, Yongzhou's football team, Jiangsu's industrial response—these "**unexpected**" events of 2025, like the first light of dawn, pierced the deep night of the old commercial world. They tell us that a new commercial civilization, more human, vibrant, and resilient, is not a theorist's fantasy but a reality in the making.

The greatest charm of this new civilization, built on the foundation of "**Meaning Coin**" and operating via "**Complementarity via Surplus Action**," lies in its return of commerce from cold calculation to warm humanity. It shows us that the greatest business opportunities stem from the deepest care for humanity; the most solid moats are built upon the purest intentions; the most abundant wealth emerges from the most sincere creation of value.

Now, whether you are a young person feeling lost about the future, an entrepreneur battling fiercely in the red ocean, or a builder contemplating a city's future, you have two choices:

You can remain on the old map, running an increasingly difficult race on an ever-more-crowded track.

Or, you can choose to pick up this new navigation instrument and start your own "**Surplus Action Cycle**."

This does not require you to abandon everything you have immediately. It only requires you, starting today, amidst your busyness, to ask yourself two simple yet profound questions:

**First Question (Inward):** What, truly, is the irreplaceable "**Surplus**" of me (us)?

**Second Question (Outward):** In which corner of this world is this "**Surplus**" eagerly awaited to fill a gap?

Find the answers to these two questions and put them into action, and you have already secured your passage ticket to the new world.

Dusk has drawn the curtain on the old paradigm; dawn is raising the curtain on the new world. But this dawn does not spread evenly across the land; it belongs only to those awakened ones who first open their eyes, adjust their vision, and bravely take the first step.

You, can be a part of this dawn.

Even, become the dawn itself.

### **Meaning Coin White Paper · Conclusion**

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