

Index

A

Accessibility: of employees, 49; of management, 48, 49, 269
Accountability: at Exxon, 83; increased by CEO blog, 158; need for online, 203, 218–219; with new media, 27; and revealing financial information, 259, 265
Acres, Noah, 94–96
Actions: aligned with values, 39–42; necessity of, 29
Adams, Scott, 278n5
Advertising: as experience, 182–183; on Internet, 233; sponsored pages as, 198; using social networks, 187–188; videos for, 42–43
Aetna, 114
Allen, George, 91
Altria, 41
Amatangelo, Amy, 177–178
America Online (AOL), 224–226
Anderson, Chris, 2, 131, 166, 259
Anonymity, online, 217–219
Apple: iPhone pricing, 30–32; iPod Nano, 182; revelation of internal e-mail at, 223, 225
The Art of War (Sun Tzu), 58
Astroturfing, 4, 33–34
Authenticity, feel of, 1
Avatars, 194
Axe, 43–44

B

Balter, Dave, 112–113, 251, 256
Barbee, Carol, 177
Barcamp, 208, 210
Barger, Christopher, 15, 97–100, 168

Baron, Andrew, 261
Baron, Gerald, 85–86, 91, 92
Barret, Victoria Murphy, 218
Basturea, Constantine, 137
BBDO Worldwide, 187–188
Bebo, 189
BeenVerified.com, 202–203
Ben & Jerry's, 26, 158–159
Berlind, David, 130–131
Beth Israel Deaconess Hospital, CEO blog at, 140, 141, 142, 143–144, 157–158, 244–245
Bigelow, Cindi, 229–231, 263
BigHa, laser pointer crisis, 94–96
Blair, Jayson, 130
Blogger's Code of Ethics, 218–219
Blogrolls, 194
Blogs: for complying with Reg FD, 76–79; and crises, 92–93; by customers, 32–33; examples of, 19–21; fake, 11–12, 19, 33–34; fundamentals of, 19; getting over fear of, 232; guidelines/policies on, 218–219, 243, 257, 268–269, 281n2; influence on mainstream journalism, 125; for investor relations, 73–76; issues, 151–160; for media transparency, 129, 130–131; moderating comments on, 232, 244–245; policy, 155–156, 160; by senior leadership, 148–149; Target's dismissal of, 35–36; video, 175–177. *See also* CEO blogs; Employee blogs; Social media
BlogTalkRadio, 3, 177, 178
Boeing, 137, 148–149, 272–274, 279n1
Bohan, Sean, 59
Breakdown crises, 87, 100–103

“Breakfast with Jeff Pulver and Friends,”
211–214
British Petroleum (BP), 116–118
Brodeur & Partners, 125
Brogan, Chris, 200–201
Buckman, Bob, 238–239
Burlingham, Bo, 109
Burton, Jeremy, 199–200
Bush, George W., 19, 278n1
Business environment: future changes
in, 272–274; social media in, 17–22;
transparency as reality in, 23, 25–28;
trust in, 16–17
Butler Sheet Metal, 144
Butman, John, 112–113
Buzz, 17, 75, 169, 171
BzzAgent, 112–113

C

Carfi, Christopher, 65
CBS, 177–179
CEO blogs, 137–148; alternatives to,
148; considerations before start-
ing, 144–146; contribution to group
blogs as, 146–148; to dialogue with
employees, 114–118, 278n5; first, 77;
objection to, 80; openness in,
140–141; prevalence of, 137; and
relationship with mainstream media,
129, 143, 266; and role of CEO,
137–138; topics discussed in,
142–144; written by someone else,
145, 278n5. *See also names of CEOs*
Change: in business, 272–274; in com-
munication, 274; embracing transpar-
ency in initiatives for, 264–265
Charitable giving, corporate, 105–106
Churbuck, David, 149
Cisco Systems, 134, 160, 268–269
CNet, 130
Coca-Cola Company, 44–45, 134,
175–177
Colvin, Kevin, 25
Comments: moderating, 228, 232,
244–245; on Web sites of news
outlets, 131–132
Communication: assessing, with
employees and customers, 252–254;
authentic, in relationship-oriented
marketing, 60–65; external vs. inter-
nal, 161–162; future changes in, 274;
objectivity of, 260–262; public nature
of online, 27. *See also* Crisis commu-
nication; Dialogue
Companies: assessing, before embracing
transparency, 41–42, 46, 47, 49,
251–255; charitable giving by,
105–106; as learning companies,
37; risks of opacity by, 83–84,
271–272; transparent, characteristics
of, 39–51
Competition, 51, 237, 245–246
Compton, John, 148
Confidential information, 243–244, 245,
258–259
Congresspedia, 179, 279n2
Contrarian trolls, 218
Control. *See* Loss of control
Conversation. *See* Dialogue
Corporate social responsibility (CSR):
and employment practices, 105–107;
ethical behavior as, 39–42; self-
imposed, 26. *See also* Issues blogs;
Sarbanes-Oxley Act (SOX)
Cost, of participating in social media,
232–233, 249
Courage, needed for leadership, 49–51,
238
Cox, Christopher, 77–78
Crises, 85–104; defined, 85; embracing
transparency with, 262–264; and
emotion, 89–90; and public’s attitude
toward risk, 88–89; and social media,
91, 92–93; symbols of, 90–91;
transparency required with, 104;
types of, 87
Crisis communication: and blogosphere,
92–93; case studies of, 94–103; in
global instant news world, 86; objec-
tives of, 88
Culture. *See* Organizational culture
Customer service, 12–13, 169–171,
225–226
Customers: assessing communication
with, 254; blogs written by, 32–33;
building relationship with, 60–65,
69; chasm between employees and,
16; declining trust of, 16–17; ethical
companies attracting, 40–41; social
media for dialogue with, 65–69,
227–228; and traditional sales
process, 59
Czwartacki, John “CZ,” 156

D

- Daily, Shaun, 176–177
 Dalporto, Gabriel, 75
 Dash, Anil, 219
 Defren, Todd, 125–126, 128–129
 Dell, Michael, 73
 Dell, Inc.: customer-focused blog of, 75–76; introduction of blogs by, 12–13; investor relations blog of, 73–74, 76, 79, 241; negative experience with customer rep of, 225–226
 Dialogue: as characteristic of social media, 65–67, 227–228; with customers about crisis, 67–69, 101–103; dealing with activism in, 97–100; video as medium for, 174–175
 Disclosure: SEC regulation on fair, 76–79, 243; transparency vs., 14–15
 Donahoe, John, 116
 Donnelly, Mike, 175–176
 Dove, Campaign for Real Beauty, 42–44
 Dow Corning, breast implant crisis, 90
 Dutta, Rajiv, 116

E

- eBay, 116
 Eckert, Bob, 102
 Eckstein, Robert, 243
 Edelman, Richard, 34, 145
 Edelman Agency, 33–34
 Edelman and Intelliseek, 165–167
 Edelman Trust Barometer, 48, 72, 163, 235
 EDS, 165
 Elbertse, Mark, 144
 Electronic Arts, 163
 Elliott, Stuart, 187
 Embracing transparency, 251–269; accessibility to management and, 269; assessing readiness for, 41–42, 46, 47, 49, 251–255; with change initiatives, 264–265; with crises, 262–264; establishing voice when, 260–262; on financial matters, 265–266; gradual approach to, 2–3; with media, 266–267; organizational culture and, 255–260; policies for social media interaction and, 268–269
 Employee blogs: benefits of, 164, 166–167; companies with, 20–21, 49, 161, 164–166; as influence on

- investors, 79, 161; for internal communication, 120–122; legal issues with, 239–240, 242–243, 243–244
 Employee-employer relationship. *See* Internal transparency
 Employees: accessibility of, 49; assessing communication with, 252–254; and CEO blogs, 115–118, 158, 278n5; chasm between customers and, 16; customer service provided by, 12–13, 169–171, 225–226; engaged, 106, 111, 113; internal message boards for, 238–239; open approach to relations with, 110–112; participating in social media, 162–164, 170; participating in social networks, 167–168, 171, 199–200, 201; podcasts by, 123–124, 183–185; private vs. professional lives of, 25–26; sharing information with, 47, 107–110, 113–114; treatment of, and corporate social responsibility, 105–107; trusting, 46–47. *See also* Employee blogs
 Engadget, 223, 225
 Enron: closed-book mentality at, 17, 39, 47; crisis at, 87, 89, 90; legacy of scandal at, 14, 26, 163
 Ernst, Mark, 138–139
 Ernst & Young, 198–199
 Esteem, 29–30, 32
 Evangelical trolls, 218
 Executives. *See* CEO blogs; Leadership Expeditors International, 72–73
 Exxon Valdez crisis, 89–90
 ExxonMobil, 83, 269

F

- Face-to-face interaction, 207–217; breakfast initiative for, 211–214; business relationships as needing, 207, 220; “name tag guy” on, 214–215; transparency in, 207, 210; in conferences, 208–211; video-based community for, 216–217
 Facebook: employee participation in, 97, 162, 164, 199–200; guidelines for employees using, 268; independence of, 21; joining, 205; networking breakfast organized on, 212; private lives visible on, 25, 26; recruiting using, 198–199; as social network venue, 187, 188, 195; urban legend about, 247

Fair disclosure regulation (Reg FD), 76–79, 243
 Falconer, Scott, 224
 FastCompany.com, 110–112
 Faulkner, George, 183
 Ferrari, Vincent, 224–225
 Fields, Jonathan, 32–33
 Financial transparency, 13, 265–266
 Fleishman Hillard agency, 105, 116
 Font, Elli, 187–188
 Foo Camp, 208
 Food and Drug Administration (FDA), 242
 Ford Motor Company, 134
 Foremski, Tom, 126, 133
 Forrester Research, 169, 243
 Forums, 189, 238–239
 Fourrage, Ludovic, 123
 Freese, Walt, 159

G

Gatorade, 134
 General Electric (GE), 82, 181–182, 187–188
 General Motors Europe, 135
 General Motors (GM): blog of, 20, 137, 145, 146; GMnext campaign, 167–168; and Rainforest Action Network activists, 97–100
 Ginsberg, Scott, 214–215
Glengarry Glen Ross (Mamet), 57–58
 Godin, Seth, 57
 Golding, Andy, 132
 Golvin, Charles, 31
 Google: employee blogs encouraged by, 49; information about companies on, 30, 66, 67, 69, 232, 267; personal information on, 130; policy blog of, 160; and transparency in politics, 180
 Google News, 132
 Governance transparency, 14
 Guidelines: on blogging, 218–219, 243, 257, 268–269, 281n2; for conduct in virtual worlds, 202, 257; for conduct on social networks, 201–202, 257
 Guinn, Ron, 108

H

Hailes, Julia, 155
 Hallmark card stores, 167

Hamilton, Heather, 243
 Hannegan, Christopher, 167
 Happe, Rachel, 196, 197
 Hasty, Leander, 163
 Havens, John, 3, 177
 Healey, Caryn, 170–171
 Health Insurance Portability and Accountability Act (HIPAA), 14, 240–241
 Hoffman, Erin, 163
 Holtz, Shel, 170
 Honeywell, 49
 Howard, Phil, 45
 Hu, Judy L., 187
 Hyatt, Michael: on blog and mainstream media, 129, 143, 266; blogs of, 139–140; on comments to his blog, 144; on courage required for leadership, 49–50, 238; on employee blogs, 164, 239–240; on financial transparency, 265–266; on limits of transparency, 141, 245; on risk vs. benefits of transparency, 238, topics discussed in blog by, 142–143; on value of CEO blog, 144, 149
 Hyperlinks, 127

I

Iams, 49
 IBM: employee blogs at, 49, 161, 165, 242–243; media library at, 183; podcasts of, 81, 183; *Virtual World Guidelines*, 202, 257
 Implementing transparency. *See* Embracing transparency
 Imus, Don, 229–231, 263
 In-person interaction. *See* Face-to-face interaction
 Information: confidential, 243–244, 245, 258–259; financial, 265–266; on Google about companies, 30, 66, 67, 69, 232, 267; not disclosed with transparency, 14–15, 24; sharing, with employees, 47, 107–110, 113–114
 Intel, 115–116, 134
 Internal transparency, 105–124; blog about inner workings of company for, 112–113; blogs on initiatives/issues for, 119–120; and business literacy of employees, 113–114; and compensation practices, 106–107; employee

- blogs for, 120–122; executive blogs for, 114–118, 278n5; of financial information, 107–110; with internal message boards, 238–239; organizational culture characterized by, 110–112, 122–124; project blogs for, 118–119
- Internet: ad sales for, 233; democratization of communication with, 17, 21; instant news communication with, 86; transparency with, 2
- Investors: culture of empathy for, 72–73; Dell blog for, 73–74, 76, 79, 241; employee blogs as influence on, 79, 161; social media as tool for, 73–76, 79–83; transparency expected by, 83–84
- Israel, Shel, 131, 191–193
- Issues blogs, 151–160; advantages of, 151–152, 159–160; case studies of, 152–159; examples of, 160
- J**
- Jarvis, Jeff, 12, 13, 225–226
- Jericho* (TV drama), 177–179
- JetBlue Airways, 29, 32–33, 67–69, 100–103, 226. *See also* Neeleman, David
- Job, Steve, 30–32
- Johnson, Lynn d, 110–112, 257
- Johnston, Morgan, 32–33, 67–68
- Jones, Dominic: on blogs and investors, 79, 161; on companies dealing with mistakes, 84; on complying with Reg FD, 78–79; on increasing transparency to investors, 83; on meeting investors' expectations, 74; on providing access to management, 80–81; on using social media for investor relations, 72–73, 76
- Jussel, Amy, 35
- K**
- Karpf, Josh, 181–182
- Keller, Scot, 99, 168
- Kelly, Gary, 146–148
- Ketchum Communications, 242
- King, Rodney, 90
- Kintz, Eric, 149
- Kirkpatrick, David, 213
- Knell, Matthew, 67–68
- Koten, John, 110–111
- Kraft, 41, 44–45
- Kryptonite bike lock crisis, 92–93
- L**
- Lacey, Alan, 115
- LaMonica, Paul R., 178
- Langert, Bob, 151, 152–155
- Lasica, J. D., 256–257, 258
- Lauer, Matt, 224
- Lavenda, David, 247
- Leadership: accessibility of, 48, 49, 269; blogs by senior, 148–149; courage needed for, 49–51, 238; early use of Internet by, for conversations, 138–139; role of, in organizational culture, 39–40, 50. *See also* CEO blogs
- Learning companies, 37
- Legal issues, 238–245. *See also* Sarbanes-Oxley Act (SOX)
- Leibling, A. J., 17
- Lemon, Joshua, 66
- Lenovo, 137, 149
- Levy, Alan, 178
- Levy, Josh, 202–203
- Levy, Paul: on complying with HIPAA, 240, 241; on inappropriate comments, 244–245; on mainstream news coverage and blog, 143; support for blog by, 140, 141, 158; topics discussed in blog by, 140, 141, 142, 143–144, 157–158
- Li, Charlene, 240
- “Liberal enterprise,” 123
- Lifestyle transparency, 258–259
- Link journalism, 127
- LinkedIn, 197–198, 203
- Links, 127, 194
- Listening: blogs as vehicle for, 146, 151, 152; to customers, 32–33, 235; to employees, 115; in sales process, 60, 61, 65, 70
- Los Angeles Police Department, Rodney King crisis, 90
- Loss of control, 223–236; CEO blog to alleviate, 229–231; examples of, 223, 224–225; getting over fear of, 232, 234–235; minimizing problems from, 225–228; participation as protection from, 235–236; as reality, 223–224, 235–236

Luther, Valorie, 230
Lutz, Bob, 20, 145, 146, 149, 242

M

Macaw, 121
Macmillan Publishing, 137
Malone, Bob, 116–118
Mamet, David, 57
Management, open-book approach to, 107–109. *See also* Leadership
Mansueto Ventures, 110–112
Marketing trolls, 218
Markoff, John, 21
Marriott, Bill, 145–146, 148
Marriott International, 137, 144
Martin, Justin, 126
Mayfield, Ross, 208
McClain, Jason, 64
McDonald's: CEO blog, 116, 137; Hummer in Happy Meals promotion, 154–155, 228; issues blog, 151, 152–155
McKinsey & Company, 169
Media, mainstream: decline in reliance on, 21, 235–236; influence of social media on, 125–128; objectivity of, 260–261; social networks vs., 190, 192–193; transparency with, 128–133, 266–267. *See also* Multimedia; Social media
Media subscriptions, 194–195
Meier, Megan, 218
Mencken, H. L., 26
Meredith, Dan, 132
Message boards, 18
Meteor crises, 87, 94–96
Microblogging, 21, 200
Microsoft: employee blogs at, 20–21, 49, 161, 166, 243; podcasts by employees of, 123–124, 184–185; revelation of internal message boards at, 239; SharePoint software, 248
Miner, Jennifer, 101
Moderation function, 244–245
Monsanto, 83
Moor, Anthony, 260–261
Morel, Phil, 184
Multimedia, 173–186; advantages of, 185; internal use of, 183–185; power of, 173; for transparency in politics, 179–181, 279n2. *See also* Podcasts; Video

Murdoch, Rupert, 44
MySpace: advertising campaign employing, 187–188; guidelines for employees using, 268; joining, 205; as social network venue, 187, 188, 195

N

Naked Conversations (Israel), 131, 191
The Naked Corporation (Tapscott and Ticoll), 14
Navigation, 30, 32
NBC, 137
NEAT Receipts, 125–126
Neeleman, David, 29, 67, 68, 101–103, 255
“The New PR,” 137, 257, 281n2
Newspapers, 127–128
Nike, 80, 182–183
Nokia, 26
Northwestern Mutual Financial Corporation, 248
Novell, 134

O

Obama, Barack, 173–174
Objections to transparency, 237–249; competitive issues, 237, 245–246; cost issues, 237, 249; legal and regulatory issues, 237, 238–245; technical issues, 237, 246–248; vs. benefits of transparency, 238
Objectivity: as characteristic of transparency, 28, 31; of communications, 260–262
Ogilvy, David, 59
Online publishing, evolution of, 17–21
Opacity: with crises, 104; risks of, 83–84, 271–272; as shield for bad behavior, 17, 72
OPEN (objectivity, purpose, esteem, and navigation), 28–32
Open-source software, 249
OpenCongress.org, 179
Operational transparency, 256–257
O'Reilly, Tim, 218–219
O'Reilly Media, 208
Organizational culture: adjusting, before embracing transparency, 255–260; changing, 37–39, 50; with empathy for investors, 72–73; with internal transparency, 110–112, 122–124; leadership's role in, 39–40, 50

Otellini, Paul, 115–116
Owyang, Jeremiah, 243

P

Paltalk, 216–217
Park ‘N’ Fly, 170–171
Parker, Mark, 80
PayPal, 116
Permission marketing, 57
Pharmaceutical industry, fear of transparency in, 242
Philip Morris, 41
Pitney Bower, 137
Pleo, 128–129
Podcamp, 200, 208, 210, 258
Podcasts: as alternative to CEO blogs, 148; “GE on Demand” series, 181–182; of IBM, 81, 183–184; as investor relations tool, 81–82; by Microsoft employees, 123–124, 184–185
Policy blogs, 155–156, 160
Politics, promoting transparency in, 179–181
Port, Michael, 57, 63
Predator crises, 87, 96–100
Press releases, social media, 133–135, 267
Procter & Gamble, 246
Profiles, on social networks, 193–195
Project blogs, 118–119
Prosceno, Mike, 160, 191–192
Public Company Accounting Reform and Investor Protection Act. *See* Sarbanes-Oxley Act (SOX)
Public relations: as retooling technique for, 4, 33–34; relying on mainstream media for, 21, 235–236; role of, with transparency, 50–51
Pulver, Jeff, 211–214, 220
Punchcasting, 26
Purpose, 29, 31

R

Ragan, Mark, 211
Rainforest Action Network (RAN), 97–100
Rather, Dan, 19, 95, 278n1
Rawls, Lawrence, 89
Regulation Fair Disclosure (Reg FD), 76–79, 243
Regulatory issues, 238–245. *See also* Sarbanes-Oxley Act (SOX)

Risk: of infection, 246–247; necessity of taking, 49–51; of opacity by companies, 83–84, 271–272; public’s attitude toward, 88–89; of software conflict, 248; vs. benefits of social media participation, 232–233, 240
Roberts, Michael, 116
Rogers, Stephanie, 231–232
Rothberg, Steven, 199
Rueff, Rusty, 163

S

Sales process: as building relationship with customers, 60–65, 69; and dialogue with customers, 65–69; tips on transparency in, 69–70; traditional opaque, 55–59
SAP, global survey on social media, 191–193
Sarbanes-Oxley Act (SOX), 26, 71–72, 271–272
Schmidt, Eric, 130
Schwartz, Jonathan: comments on blog of, 81; on complying with Reg FD, 77, 78; on customers, 23, 55; on employees and confidential information, 243–244, 245; on employees as audience for CEO blog, 141; on investors’ love of transparency, 79; on limits of transparency, 14–15; on mainstream media, 21, 50–51; on monetizing transparency, 71; on motivating employees, 110; on motivation for change, 50; on organizational culture, 38, 50
Scoble, Robert, 62, 131, 260–261
Sears, 11
Second Life virtual world, 21, 175–177, 202, 257
Security issues, 246–248
Seidman, Dov, 245–246
Self-branding, 195–196
Senay, David, 116
Serena Software, 199–200
Sernovitz, Andy, 227
Service, in transparent sales process, 63–64
Sidarath, S. R., 91
Siemens, 83
Siemens USA, 121–122
Sierra, Kathy, 218, 219

- Sifry, Micah L., 179–181
 Skiff, Eric, 207, 210
 Skype, 194, 280n4
 Smernoff, Joel, 216–217
 Social Customer Manifesto, 65
 Social media: activism in dialogue on, 97–100; cost of participating in, 232–233, 249; and crises, 67–69, 91, 92–93, 101–103; dialogue as characteristic of, 27–28, 65–67; employees' participation in, 162–164; evolution of, 17–21; fear of power of, 226–227; global survey on, 191–193; influence on mainstream media, 125–128; as investor relations tool, 73–76, 79–83; policies on employee use of, 268–269; public nature of, 27; for satisfying Reg FD, 76–79. *See also* Blogs; Social networks
 Social Media Manifesto, 66
 Social media newsroom, 135
 Social media releases, 133–135, 267
 Social networks: advantages of, 203–204; business uses of, 197–201; context for, 190–193; creating business relationships on, 193–197; employee participation in, 167–168, 170, 171, 199–200, 201; evolution of, 189; guidelines for conduct on, 201–202; how to begin using, 190, 204–205; mainstream media vs., 190, 192–193; private vs. professional lives on, 25–26; transparency on, 188–189; types of, 21; verifying identity on, 202–203. *See also* Facebook; LinkedIn; MySpace
 Software, 248, 249
 Solis, Brian, 66, 132–133
 Sony, 11–12
 Southwest Airlines: CEO blogging at, 146–148; employee blog at, 20, 165–166, 232–233; fears revealed by crisis at, 88–89
 Sporkin, Stanley, 117
 Springfield Remanufacturing, 107–109
 Stack, Jack, 108, 109, 113, 114
 Starbucks, 26, 45
 Startup Camp, 208
 Steinberg, Joel, 177
 Story, Louise, 182
 Straus, Michael, 45
 Sun Microsystems: employee blogs at, 49, 79, 161, 243. *See also* Schwartz, Jonathan
 Sun Tzu, 58
 Sunlight Foundation, 179, 279n2
 Sunshine Act, 26
- ## T
- Tactical transparency.
See Transparency
 Tapscott, Dan, 14, 273
 Target, 35–36
 Tassler, Nina, 177
 Taylor, Dave, 93, 137–138, 144
 Technical support, 169–171
 Technology, 237, 246–248
 Technorati, 61, 134, 135, 169, 232
 Tester, Jon, 180
 Thomas Nelson publishing: employee blogs at, 49, 139, 161, 243; HIPAA compliance by, 241. *See also* Hyatt, Michael
 Thomaon, Jim, 241, 243
 Ticoll, David, 14, 273
 Tinsch, Randy, 148–149, 273
 Tucci, Donna, 93
 Transactional transparency, 257–258
 Transparency: benefits of, 238; characteristics of, 28–30; corporate, 27; defined, 14–15, 22–23, 64; done right, 30–33; done wrong, 33–36; financial, 13; future of, 271–275; governance, 14; lifestyle, 258–259; operational, 256–257; personal life as model for, 27–28; power of, 2–3; as reality in business environment, 1, 23, 25–28; situations requiring, 28; tactical, defined, 22–23; transactional, 257–258. *See also* Embracing transparency; Internal transparency; Objections to transparency
 Trapani, Gina, 125–126
 Trolls, online, 218
 Trust: in current business environment, 16–17; and Edelman Trust Barometer, 48, 72, 163, 235; and employees, 46–47, 111, 116; in mainstream media, 15; social networks as filter for, 196–197

Twitter: as aid during California wildfires, 191; employees using, 162; negative comments via, 219; overview of, 200–201; security of, 247; and social network profiles, 194, 195; transparency with, 92, 258

Tylenol crisis, 85

Tyson, Lynn, 73–74, 75–76, 79, 241

U

UGOBE, 128–129

Ulrich, Skeet, 177

Unconferences, 200, 208–211

Unilever, 43–44

US Airways, 66

U.S. Securities and Exchange Commission, Regulation Fair Disclosure rules, 76–79, 243

U.S. Transportation Security Administration (TSA), 20, 166

V

Values, actions aligned with, 39–42

Vanasco, Jonathan, 195–196, 204, 218

Verizon, 155–156

Video: examples of companies using, 42–43; face-to-face interaction enabled by, 216–217; hosting conversation on, 174–175; as investor relations tool, 80–81

Virtual worlds, 21, 175–177, 202, 257

Viruses, 246–247

W

Wachovia, 248

Wagoner, Rick, 145, 146

Wal-Mart, 19, 33–34

Walker, Paul, 225–226

Walt Disney Company, 249

Web sites: blocking employee access to, 46; and crises, 86, 93, 101; ease of creating, 18; of news outlets, comments allowed on, 131–132; organizational culture reflected in, 61

Webcast, 82

Whitman, Meg, 116

Wigand, Jeffrey, 87

Wikis: for developing blogging policies, 243; on ethics for online conduct, 219; GMnext, 168; “The New PR,” 137, 257, 281n2; for organizing unconferences, 208, 209

Williams, Tia Carr, 2

Wing, Mike, 165, 242

Wired magazine, 131

Y

Young, Paull, 4, 27, 34

Young people: recruiting, 198–199; social media use by, 192–193

Z

Zecco Holdings, 75

ZenithOptimedia, 233

Zipatoni, 11–12

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>