LEVICK
Monthly
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THE NEW BALANCE

The Impact of The SEC's Social Media Pronouncement

+ HOW TO PROTECT YOUR BRAND FROM TWITTER HACKING

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The Impact Of The SEC's Social Media Pronouncement

Richard Levick

Originally Published on Forbes.com

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There has been a great deal of talk, in and out of the media, since the Securities and Exchange Commission (SEC) issued its April Report on why it would not bring a case against Netflix and/or its CEO Reed Hastings. Hastings had posted material nonpublic information on his personal Facebook page without prior announcement that it would be a vehicle for communicating such information. Last December, Elon Musk, chairman and CEO of Tesla Motors, likewise used his personal Twitter account to report that his company had positive cash flow.

A great deal of talk, perhaps – but there's hardly been the overnight revolution in corporate practice that might have been rashly expected on the heels of the SEC's press release, which announced that, subject to certain conditions, the social media are allowable outlets for the disclosure of material information in compliance with Regulation FD. That regulation exists to ensure that all shareholders get the same information at the same time via non-exclusionary distribution.

To understand those "conditions," we need to revisit the SEC's 2008 Guidance, which addressed the use of corporate websites for the same disclosure purposes. Condition One: the outlet must be a "recognized channel of distribution." Condition Two: investors must have advance notice of which media will be used.

The April Report confirms that what the government said about websites five years ago also applies to the social media today. Yet we're unaware of any public company that has exclusively used its website for material disclosures since 2008. The same caution now prevails: to disclose exclusively in any single digital medium is just too risky. To be FD-compliant, redundancy is the best practice. If we disclose on Facebook, we

should also disclose via traditional press releases or Form 8-K.

Of course, "risk" comes in many packages, as this particular story pointedly underscores. There was the risk that Tesla ran when in March it created a stir about how Musk would further disclose significant news via Twitter. The disclosure itself (a new financing plan) was greeted with yawns and a 7.3% drop in share value. The medium itself apparently created hyped-up expectations.

Then there's the collective risk we all run from the misuse of new media. Soon after the SEC's go-ahead, the Twitter hoax occurred, claiming a White House explosion that injured President Obama. The Dow dropped temporarily by 150 points erasing $136 billion in market value. It was a sobering reminder of the potential damage that can be done if we aren't careful about how we allow what we allow.

As the SEC advised in April, "the analysis of whether Regulation FD was violated is always a facts-and-circumstances analysis based on the specific context presented." In other words, "go ahead and disclose via Facebook. We'll let you know later if you broke the law."

That's not as Orwellian as it sounds.

It simply calls on public companies to think before they act. The SEC is trying to maximize options for public companies but, because the technology is changing so fast, some indeterminacy is unavoidable. As one blogger wrote, “I know that many of you are looking for more specifics from the SEC, a bright line test. I don’t think it is coming, and that might be a good thing.” After all, any such bright line test would soon be obsolete anyway.

At the end of the day, the companies that stand to gain the most from using social media are technology pioneers like Netflix with brand-driven motives to show they’re using the most innovative disclosure media (and have channels that will reach enough people to meet the Reg FD threshold).

> “At the end of the day, that is why the SEC’s cautious April Report is a careful balancing act…”

For smaller tech companies, the need to use social media to impress investors may be even greater. Soon after the SEC’s April Report, for example, Zynga announced in its quarterly report that investors were encouraged to visit its corporate blog as well as Facebook and Twitter pages for regular updates.

Diverse other companies are now “experimenting.” AutoNation listed five different places where investors could go for information, including the Facebook and Twitter accounts of its chief executive. Companies such as Johnson Controls actually started posting information on Twitter several weeks before the SEC’s April Report but here too that company emphasizes it’s in “experimental mode.”

Of course one doesn’t “experiment” with FD compliance, so such companies are presumably using the full monte of disclosure techniques. You can still kill two birds with the proverbial same stone: impress investors with your shrewd use of Facebook and use traditional disclosure to assure the government you’re fully compliant.

Even the most innovative companies consider discretion the better part of valor. In April, for example, Zillow Inc. became the first public company to solicit questions on its quarterly earnings call via Twitter and Facebook. Yet that same month, Chief Executive Spencer Rascoff told the Wall Street Journal that most of the company’s investors still use traditional channels and that Zillow would not exclusively use social media to disclose material information.

Discretion also remains the byword for the world’s largest companies that have reason to believe they can reach a critical mass of investors via the social media. In its April earnings report, General Electric advised that its Twitter and Facebook accounts “contain a significant amount of information…including financial and other information for investors.” Yet, while GE has at least 10 different Facebook pages and 10 different Twitter feeds, a company spokesperson said the company would continue to rely on news releases to communicate material information.

The required outreach to a “critical mass” of investors imposes a significant burden on companies to know more about those investors: their demographics, their preferred means of receiving information, etc. It also requires monitoring your own channels regularly. You’ve got 10 Facebook pages, but what is their collective readership today?

“For public companies, it’s fundamentally a communications issue as well as a legal and compliance issue,” says Paul Ferrillo, counsel at Weil, Gotshal & Manges LLP who specializes in complex securities and business litigation. “In turn, that requires companies to know as much as they possibly can about themselves, how many shareholders they have, who those shareholders are, and where they turn for material financial information relating to the company.”

The SEC seems to have understood the diversity of interests here: brick-and-mortar companies as well as high-tech pioneers, investors who live in the digital media and investors who may not even own a computer. “From a guidance perspective, the Commission needs to be as fair as possible to companies seeking to use social media to transmit material information to the markets and investors, as well as responsive to the millions of investors who prefer accessing material information on Facebook or Twitter,” adds Ferrillo.

At the end of the day, that is why the SEC’s cautious April Report is a careful balancing act performed in the cause of full disclosure. Technology always evolves faster than the law and must patiently wait for it to catch up.

Follow Richard Levick on Twitter and circle him on Google+, where he comments daily on financial crises and corporate brands.

Richard Levick, Esq., Chairman and CEO of LEVICK, represents countries and companies in the highest-stakes global communications matters — from the Wall Street crisis and the Gulf oil spill to Guantanamo Bay and the Catholic Church. Mr. Levick was honored for the past four years on NACD Directorship’s list of “The 100 Most Influential People in the Boardroom,” and has been named to multiple professional Halls of Fame for lifetime achievement. He is the co-author of three books, including The Communicators: Leadership in the Age of Crisis, and is a regular commentator on television, in print, and on the most widely read business blogs.

EVERYTHING YOU KNOW ABOUT CHARITY IS WRONG

Richard S. Levick

Originally Published on Forbes.com

Dan Pallotta calls it "the most oppressed community I've ever known or seen" and he's not talking about refugee camps a war-torn continent or two away. He's talking about the men and women who manage and staff America's charitable organizations, populating major sectors of the nonprofit community. Pallotta, the author of Charity Case, is a ranking member of that community, an entrepreneur and activist who created such banner events as the Breast Cancer 3-Day Walks, the AIDS Rides bicycle journeys, and the Out of the Darkness suicide prevention night walks.

The struggle to liberate this "oppressed" community merits careful attention. It's a saga that speaks volumes about our collective attitude toward charitable endeavor, a mindset that has resulted in the waste of untold opportunity. But it also speaks volumes about the opportunity that still exists to unleash the full energy of this sector and the incalculable human benefit that will accrue as a result.

The oppression we speak of is driven by a belief system that dictates one rule of law for the for-profit sector and another for nonprofits. Based on this belief system, we heap praise on businesses that reap lavish profits as reward for derring-do even as we deny charitable organizations access to fundamental best business practices. Whole charitable organizations must take what are tantamount to vows of poverty as moral license to end poverty elsewhere. By any law of enterprise we know, that's virtually impossible.

The fatal word is "overhead." Charitable organizations aren't supposed to have any lest it somehow compromise the integrity of their mission. So if I spend $10 million on research to manufacture a best-selling purple lipstick, I earn the admiration of a society that simultaneously castigates a nonprofit if it spends half that amount in order to raise twice that amount in a cause to save human lives.

As often happens among the oppressed, the charitable organizations have bought in on their own oppression. "The most fire-breathing radicals in any other cause you can imagine, from gay rights to the environment, suddenly start quaking if confronted by the Better Business Bureau," quips Pallotta. They simply feel guilty for earning a decent living in an altruistic endeavor.

The oppression plays out at many levels, none more important than with regard to compensation. In one survey, MBAs ten years out of business school reportedly earned a $400,000 median salary while the CEOs of $5 million-plus charities averaged $232,000. For stop-hunger charities, that average plummets to $84,000. But let's assume a good number of passionately caring and talented executives willing to assume these top executive slots, with all the attendant pressures, for such remarkably low pay.

Three questions get begged: First, how long before they feel they've done their part and move on? Second, even if they want to stay, how long can they do so without irreparably curtailing their own career trajectories?

Third, where will lasting leadership come from, the leadership needed to raise a lot of money and distribute it efficiently?

Certainly not from advertising and marketing. Extensive online promotional campaigns or expensive television ads are often suspect. The implicit refrain: How dare you give away my donations to some graphic designer or TV station? My money is to feed the poor, period. Faced with that attitude, those who would lead opt instead to stay home and make donations.

It's a total no-growth strategy confirmed by the fact that charitable giving hasn't risen much above 2% of GDP since the 1970s. Yet even as charities are denied the same options as for-profits, in some ways they're expected to out-perform businesses, at least in the short term. A private company can fail for years to return a strong profit to shareholders who still wait patiently because they love the grand plan and the projected returns a decade hence. But charities are not allowed to build for the future; they cannot amply invest in an organizational infrastructure that will, with patience, finally serve exponentially greater numbers of the needy than if they continue to hobble on with low-paid executives and limited marketing.

Many of those who give to charity want the instant gratification of helping someone somewhere somehow. The operative word is "instant." Risk taking? Risk management? Forget about it. "If you do a little $1 million fundraiser and the results disappoint expectations, expect someone to call your character into question," warns Pallotta. Yet the right to fail has always been confidently allowed entrepreneurs. The more they fail, in fact, the more we admire their final triumphs.

If the fatal word is "overhead," the fatal question is: "how much of my donation goes to overhead rather than the recipient?" Here the major institutional foundations are part of the problem. To respectfully cite just one example, the Bill & Melinda Gates Foundation disclaims any commitment to matching indirect cost rates and acknowledges that some grantees must therefore engage in costsharing between projects, and "tap into unrestricted funds, or conduct other fundraising to cover operations." Gates caps overhead subsidies at 15% for some applicants and 10% for others.

Thus do the most respected players in the charity game reinforce the idea that overhead is negative and intrusive, not really part of the business of charity because charity never was or will be a business. Yet if charities must cost-share or tap alternative reserves, doesn't that denude charitable giving with one hand even as it bestows institutional largesse with the other?

Here's a better idea. Why not reverse current practice altogether and set up grant programs just for overhead? Don't make "direct" and "indirect" costs compete with each other. Invest in a charity's infrastructure as you would invest in any promising for-profit business plan. Reward the charities that have the strongest growth strategies, not just the worthiest social causes.

It would seem the longest-term sort of philanthropy, empowering a whole generation of charitable organizations and leveraging their giving power on an ongoing basis. Far from a necessary evil, defraying "overhead" thus becomes the most valuable support that can be provided to a charitable program. The great business titans who set up the world's major charitable foundations know better than anyone the value of R&D, of infrastructure, of overhead. They must surely understand the value of a radically different strategic model with respect to charities.

The good news is that people seem to be getting the idea. A TED Talks video of a presentation by Dan Pallotta attracted over 1.18 million viewers. But momentum needs to be built via organized national advocacy to expand on the work being done by Independent Sector, a network of some 600 nonprofits and giving programs. To that end, Pallotta, for one, is optimistically seeking seed money for a "Charity Defense Council" now on the launching pad.

There's a grassroots movement just waiting for the right spark, for sufficiently prolonged public advocacy and communications to reverse commonplace notions of what really serves the ultimate aims of charitable giving. It's not that hard a sell. Most people can understand that charities should have the same chance to succeed as for-profits peddling their socially indifferent wares.

Presumably, Mr. and Mrs. Gates can likewise understand how much more will be achieved once we stop treating charities like charity cases.

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THAT'S WHAT FRIENDS ARE FOR

How Kraft Can Neutralize a Crusading Food Blogger

Gene Grabowski
Originally Published on LEVICK Daily

Food blogger Vani Hari has Kraft Macaroni & Cheese in her sights.

Earlier this month, she delivered a 270,000-signature petition to Kraft's corporate headquarters asking the global food company to remove the dyes yellow 5 and yellow 6 from its marquee children's food brand. While the U.S. Food and Drug Administration (FDA) has deemed the dyes safe, British regulators have found a possible link to ADHD. Ms. Hari (known around the Web as "Food Babe") sees more than a link – and she is using every digital tool at her disposal to spread the word to concerned parents.

To bring further attention to her crusade, Ms. Hari recently stood outside a Chicago supermarket handing out samples of the U.K. version of Kraft Mac & Cheese, which does not contain the dyes in question. Local media ran with the stunt. Facing a petition, concerned parents, and increasing media attention, Kraft issued a response right out of the crisis playbook.

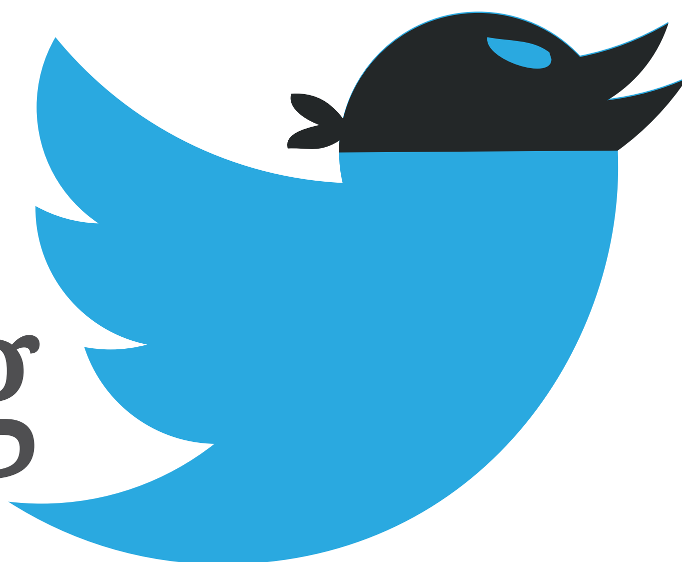
"You've been clear — you love the great taste of your beloved Original Kraft Mac & Cheese just the way it is," read an open "Letter to Fans" posted on Kraft's website. "And for those of you looking for Mac & Cheese with natural colors or no colors at all, we've got those options too." Kraft does a terrific job pointing out that it has 14 versions of Mac & Cheese without the dyes. The company also has a solid explanation for why it keeps the yellow dye in certain brands. Finally, it makes clear that consumers have choices which are clearly labeled on each box. After reading the statement, it's easy to conclude that Kraft is in the right.

But where Kraft's message provides a template for other companies under similar pressure; the tactics by which it was disseminated leave something to be desired. As of this writing, there is no mention of the statement on any of Kraft's social media properties. The company's Facebook page has more than one million likes. Its Twitter feed has more than 48,000 followers. Its YouTube videos have been watched 21 million times. The statement above is smartly crafted to keep the brand's supporters on board, while ignoring the critics who won't be swayed no matter what the company says. So why wouldn't Kraft do all it can to ensure that the message reaches those it is intended for?

Building legions of friends, followers, and subscribers is about more than showing off brand strength; it is about amassing a community of supporters that can come to the company's aid and protect its reputation when they are needed most. Under a high-profile attack, the multitudes of Kraft supporters in the social media space are essentially on the bench. If Kraft gets them into the game, Ms. Hari may find that her 270,000 signatures don't look anywhere near as impressive as they once did.

Gene Grabowski is an Executive Vice President at LEVICK and a contributing author to LEVICK Daily.

HOW TO PROTECT YOUR BRAND FROM Twitter Hacking



Peter LaMotte

Originally Published on LEVICK Daily

While Twitter hacking is an acceptable risk for most brands, it is also one that needs to be mitigated with strategies that enhance security and increase preparedness.

After the Burger King and Jeep Twitter accounts were hacked earlier this year, we heard a lot of talk about big brands abandoning the platform. You can put that notion to rest right now. With more than 200 million active users and a dizzying array of brand building tools, Twitter is an essential element of smart communications strategy. It personalizes customer services, bypasses the traditional media filter and wields significant influence on the conversations that matter to brands.

Twitter's vast popularity makes it a huge target for hackers. But the potential for mischief is a risk well worth taking. The relative ease with which Burger King and Jeep handled their hacks is another reason brands won't flee. Both companies quickly contacted Twitter, suspended their accounts and pulled down the hackers' false messages.

When they were up and running again both companies cleared up any lingering confusion with simple statements explaining the hacking and correcting the misinformation. Before long, both Burger King and Jeep reclaimed their brand identities.

Jeep's tweet to Burger King inviting it to "grab a burger and swap stories" put an end to the episode with the good humor that defines smart social media strategy.

Burger King's tweet welcoming the additional 34,000 followers it garnered as a direct result of the hacking was similarly well played. In the end, both companies ended up with a stronger foothold in the social media space than they occupied before.

While Twitter hacking is an acceptable risk for most brands, it is also one that needs to be mitigated with strategies that enhance security and increase preparedness. With potential upticks in both the frequency and severity of future hacks on

SOCIAL SECURITY

On the security front, four best practices have emerged as key tactics for reducing the points of vulnerability that hackers exploit. Each represents an increasing level of protection and all deserve the consideration of any brand seeking to neutralize the threat.

1 DIVERSE PASSWORDS

Too many organizations use the same passwords to access and manage all of their social media properties. Instead, organizations should diversify their passwords by creating uniformed segments within the password specific to the company, the user and the platform.

2 STRATEGIC ACCESS

Limit access to social media passwords to only those in the organization who need them to do their jobs. The fewer people that are aware of the password, the fewer opportunities there are for it to fall into malicious hands.

3 FACTOR AUTHENTIFICATION

For the more cautious brands factor authentication represents the most intense level of password security available. When seeking access to social media properties account managers enter login information and then are sent a random password to an email address or mobile device. They then enter that password for total access.

4 TESTING

If fear morphs into outright paranoia, organizations can hire outside experts to test their security much like they would probe IT infrastructure for vulnerabilities. These experts essentially act as would-be hackers seeking to exploit the any holes in the organization's system.

FIRST RESPONDERS

Even state-of-the-art security measures aren't enough to provide total protection. As such, Twitter hacking needs be addressed in every organizational social media crisis plan. The plan should emphasize the following strategic imperatives:

1

CONTACT TWITTER TO TAKE THE PAGE DOWN

The moment a hack is detected, suspend the account until passwords can be reset and security can be reestablished.

2

ENSURE NO OTHER SOCIAL MEDIA PROPERTIES HAVE BEEN COMPROMISED.

As alluded to above, a hack one social media property increases the probability that another will be compromised. In the hours following a hack, monitoring efforts need to be intensified to ensure that organization understands the full scope of the problem.

3

CHANGE ALL PASSWORDS

Don't assume the YouTube channel or Facebook profile is safe because the hack was limited to Twitter. Change the passwords on every social property.

4

ADDRESS AND THE HACKING AND CORRECT MISINFORMATION.

As soon as possible, the organization should articulate the fact that it suffered a social media hack and correct any misinformation that has permeated the social media space.

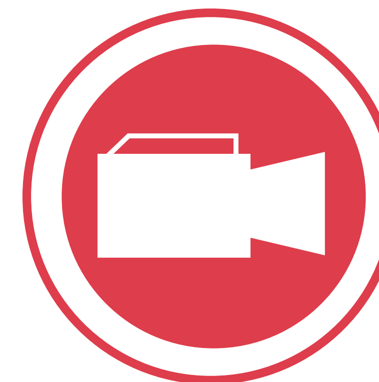
5

DON'T LET THE HACKING BE THE STORY

As soon as possible, the organization should articulate the fact that it suffered a social media hack and correct any misinformation that has permeated the social media space.

Ted Hester on CONGRESSIONAL INVESTIGATIONS

click on the image above to view the video.



In this LEVICK Daily video interview, we discuss legislative inquiries with Ted Hester, a partner at King & Spalding who leads the firm's Congressional Investigations Practice. At a time when Committee Members and staff are seeking more and more information from the entities they target, companies need to understand that everything is now discoverable – including emails and social media posts that employees may think will never see the light of day.

The GNC “Jack3d” Lawsuit: Retailer Liability Hangs in the Balance

Gene Grabowski
Originally Published on LEVICK Daily

The New York Times recently published a sprawling, six-page feature story that signals a new era in retailer liability.

The piece details the death of Army Private Michael Lee Sparling, who collapsed and suffered cardiac arrest just 10 minutes into a routine training run. According to a lawsuit filed by Private Sparling’s parents, he died because he took a recommended dose of the workout supplement Jack3d (pronounced “Jacked”) prior to exercise.

Jack3d is designed to provide its users with an energy boost while they work out – and does so partly via a stimulant known as dimethylamylamine (DMAA), which some health experts and regulators say affects the body in ways similar to amphetamines. The allegedly fatal dose was purchased from a General Nutrition Center (GNC) store located on Private Sparling’s base at Fort Bliss, Texas. As such, the leading supplement retailer now finds itself a co-defendant in the Sparling Family’s wrongful-death suit against Jack3d manufacturer USPlabs. That’s despite the fact that federal regulations place responsibility for product safety on manufacturers, not retailers who rely on manufacturers’ good faith and guarantees.

Of course, if the Sparling Family and growing chorus of industry critics have their way, that may not remain the case for much longer – at least where nutritional supplements are concerned.

In many ways, GNC makes for the perfect test case for such an expansion of product liability regulation. First, it is the face of a supplement industry long the target of activists who argue that its products contain ingredients that must be more tightly regulated than those found in traditional foods and beverages. Second, it could be said that GNC actually is the industry. It hauled in more than $2.4 billion in revenues last year and dominates the market with more than 8,100 retail locations around the world.

Third, and perhaps most important, GNC’s status as an industry leader means it is held to a higher product safety standard. In this context, it is a victim of its own brand success. Fairly or unfairly, consumers view GNC as a stamp of approval. With so many questions swirling around supplement safety – and so many different products available online or from other relatively anonymous sources – consumers believe the retailer is a trustworthy judge of product safety. Simply put, they think that if it’s on GNC’s shelves, it must be OK.

That implicit understanding between GNC and its consumers is a pillar of the company’s brand. As such, it needs to do more than issue a statement about the lack of scientific evidence that DMAA is dangerous. That, coupled with current limits on retailer liability, likely won’t be enough to win in court, let alone in the Court of Public Opinion.

GNC needs to aggressively communicate – in the both traditional and social media – the fact that all of its products are subject to strict reviews; that a physician board helps guide the development of new products; that it works with independent testers to certify that its products contain no ingredients banned by the World Anti-Doping Agency; and that it will continue to find ways to even further ensure that every product it sells is safe.

These messages need to serve as the centerpiece of a concerted litigation communications effort aimed containing the damage to its brand, consumer trust, and regulator relationships. Instead, they are buried on GNC’s website – far deeper than conspicuous offers listing Jack3d as a “hot buy.”

The company’s adversaries are leveraging this moment of increased attention to strengthen their case for imposing tougher rules on supplement retailers. As The New York Times piece amply demonstrates, they won’t have much difficulty finding sympathetic partners in high-profile media.

Right now, GNC’s “no comment” strategy is ceding control of the conversation – and if it continues to do so, a major courtroom defeat might be in the offing. That won’t only signal a new era in retailer liability; it could usher in an entirely new, and far more onerous, regulatory crackdown.

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Financial Regulators Compete, JPMorgan Loses

Kathleen Wailes & John Lovallo

Originally Published on LEVICK Daily

The Federal Bureau of Investigation (FBI); the Federal Deposit Insurance Corporation (FDIC); the Commodity Futures Trading Commission (CFTC); the Securities and Exchange Commission (SEC); and the Office of the Comptroller of the Currency (OCC). Right now, no less than five federal agencies are investigating or considering enforcement actions against JPMorgan Chase for alleged improprieties ranging from flawed home loan reviews to prior knowledge of the Bernie Madoff Ponzi scheme. Before all is said and done, even more could enter the fray – including the newly formed Consumer Financial Protection Bureau (CFPB).

We've heard of piling on, but this is ridiculous.

In the wake of the 2008 financial crisis, the passage of Dodd-Frank, and the continued reputational issues impacting the financial services industry, it behooves banks, mortgage lenders, and other financial institutions to examine the factors driving such intense levels of scrutiny. It wasn't long ago that JPMorgan Chase was a D.C. darling. Under the leadership of Chairman and CEO Jamie Dimon, the firm was seen as a prime example of "the way forward" in the post-crisis era. Its cooperative stance and willingness to reform helped strengthen regulator relationships. As a result, many in Washington D.C. saw the bank as a partner, rather than a target, in their efforts to clean up Wall Street.

So how did the relationship sour so quickly?

There are, of course, the alleged misdeeds themselves, none of which can be ignored by financial regulators that continue to come under fire for not doing enough to protect consumers. There is also the reportedly defiant tone that some bank executives have taken with their inquisitors, which is understandable to some in the industry; but only emphasizes the target on JPMorgan's back.

There's little doubt that these are the core issues at the heart of the matter. But as we dig deeper, we see another dynamic at play that might be just as impactful. It's an unintended and somewhat unforeseen consequence of Dodd-Frank, or any significant restructuring of a regulatory regime in which there are multiple players with often overlapping jurisdictions and responsibilities.

Right now, federal regulators feel as if they have an elephant in their sights – and each one wants their own piece of the prize. Such inter-agency competition is nothing new. Turf wars come with the territory in Washington D.C. But in these early days of the Dodd-Frank era, the competitive instincts among financial regulators have intensified. This is the best chance they will have to stake their claims as leading authorities in the new regime – and bagging big game like JPMorgan Chase will go a long way in solidifying their desired positions moving forward.

That's bad news for JPMorgan Chase, as each new development in multiple investigations presents new enforcement liabilities and does more damage to its brand, reputation, and bottom line. For others in the financial services arena who could find themselves in the midst of a similar regulatory onslaught, the lesson is clear: When one regulator comes knocking, expect more to follow.

Kathleen Wailes is a Senior Vice President at LEVICK, Chair of the firm's Financial Communications Practice, and a contributing author to LEVICK Daily.

John Lovallo is a Senior Vice President at LEVICK, Chair of the firm's Corporate and Reputation Practice, and a contributing author to LEVICK Daily.

BLOGS *worth following*

THOUGHT **LEADERS**

Amber Naslund
brasstackthinking.com

Amber Naslund is a coauthor of The Now Revolution. The book discusses the impact of the social web and how businesses need to "adapt to the new era of instantaneous business."

Brian Halligan
hubspot.com/company/management/brian-halligan

HubSpot CEO and Founder.

Chris Brogan
chrisbrogan.com

Chris Brogan is an American author, journalist, marketing consultant, and frequent speaker about social media marketing.

David Meerman Scott
davidmeermanscott.com

David Meerman Scott is an American online marketing strategist, and author of several books on marketing, most notably The New Rules of Marketing and PR with over 250,000 copies in print in more than 25 languages.

Guy Kawasaki
guykawasaki.com

Guy Kawasaki is a Silicon Valley venture capitalist, bestselling author, and Apple Fellow. He was one of the Apple employees originally responsible for marketing the Macintosh in 1984.

Jay Baer
jaybaer.com

Jay Baer is coauthor of, "The Now Revolution: 7 Shifts to Make Your Business Faster, Smarter and More Social."

Rachel Botsman
rachelbotsman.com

Rachel Botsman is a social innovator who writes, consults and speaks on the power of collaboration and sharing through network technologies.

Seth Godin
sethgodin.typepad.com

Seth Godin is an American entrepreneur, author and public speaker. Godin popularized the topic of permission marketing.

INDUSTRY **BLOGS**

Holmes Report
holmesreport.com

A source of news, knowledge, and career information for public relations professionals.

NACD Blog
blog.nacdonline.org

The National Association of Corporate Directors (NACD) blog provides insight on corporate governanceand leading board practices.

PR Week
prweekus.com

PRWeek is a vital part of the PR and communications industries in the US, providing timely news, reviews, profiles, techniques, and ground-breaking research.

PR Daily News
prdaily.com

PR Daily provides public relations professionals, social media specialists and marketing communicators with a daily news feed.

BUSINESS **RELATED**

FastCompany
fastcompany.com

Fast Company is the world's leading progressive business media brand, with a unique editorial focus on business, design, and technology.

Forbes
forbes.com

Forbes is a leading source for reliable business news and financial information for the Worlds vvbusiness leaders.

Mashable
mashable.com

Social Media news blog covering cool new websites and social networks.

EVENTS

Government Enforcement and Corporate Complaince

Training for Day-to-Day Success and Game Planning for Crisis Response

JUNE
27-28

WASHINGTON, D.C.

The Westin Washington D.C. City Center

PANELISTS:

Richard Ben-Veniste
Mayer Brown LLP

Sonia G. Cudd
Green Mountain Coffee Roasters Inc.

Rusty Hardin
Rusty Hardin & Associates

Abbe D. Lowell
Chadbourne & Parke LLP

Sean McKessy
U.S. Securities and Exchange Commission

David T. Shapiro
Davita Healthcare Partners Inc.

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Crisis Management

A Comprehensive Study of Claims and Coverage

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