

LEVICK

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WHY TRANSCANADA
IS LOSING
THE PIPELINE DEBATE



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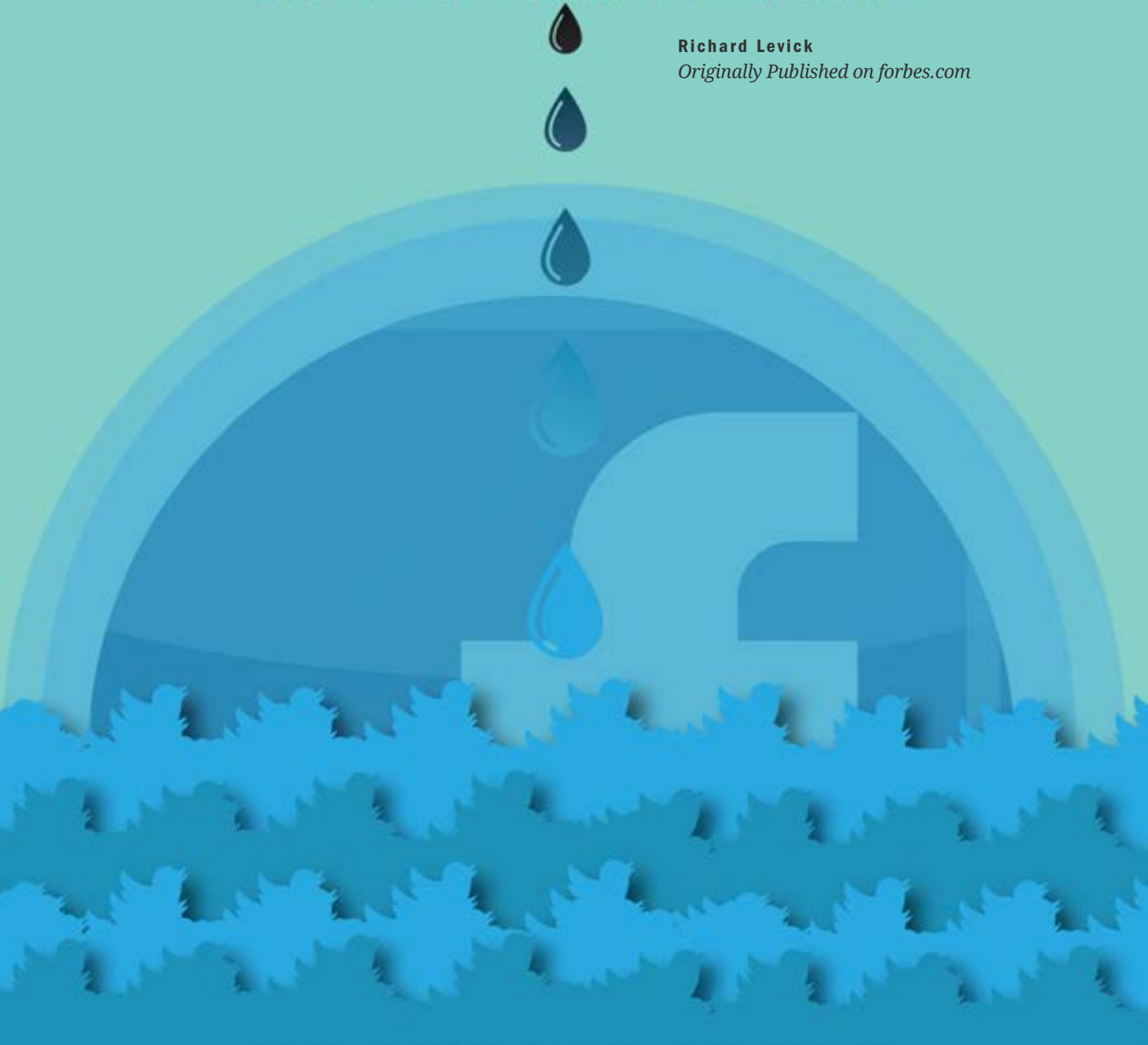
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WHY TRANSCANADA IS LOSING THE PIPELINE DEBATE

Richard Levick

Originally Published on forbes.com



Two hundred years ago, Thomas Jefferson argued that America's marketplace of ideas could tolerate "error of opinion," so long as "reason is left free to combat it." Here in 2013, in the era of social media, America's energy industry – and TransCanada in particular – is learning that the age-old battle between opinion and reason is no longer a fair fight.

By any measure, the Obama Administration should have approved the Keystone Pipeline by now. From jobs to energy independence to lower consumer prices, there are multiple compelling narratives in its favor. There are even numerous findings that the pipeline will not adversely impact the natural environment or substantially affect the rate of Canadian oil sands development. This summer's rail disaster in Quebec has even helped cement perceptions that pipelines are the safer, more environmentally-friendly option for transporting oil and gas.

All of these factors have generated 77 percent public support for the project. So, why is the pipeline still awaiting approval?

Because the 23 percent of Americans who either oppose or have no opinion about the pipeline have redefined what it is to be a vocal minority. As the below info-graphics demonstrate, activists' use of social media dominates the debate. Shares, tweets, and viral commentary have overtaken polls as the first place policy makers turn when seeking to take the pulse of their constituencies. Activists understand that in the land where no

politician wants to be first, but all clamor to be second, controlling the epicenter of public opinion has never been more important.

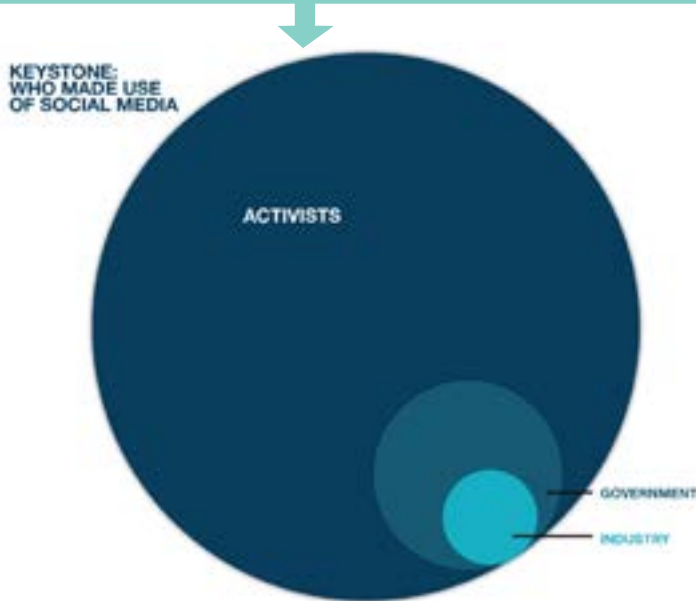
As such, they have transformed social media engagement into a force multiplier that swells their ranks; amplifies their messages; mobilizes support on local and national levels; and provides policy makers with a false sense of where public sentiment really lies.

And activists' successful domination of online sentiment isn't just relegated to Keystone. Research conducted by my firm and others shows that activists are winning on hydraulic fracturing (fracking), arctic drilling in the ANWR, offshore drilling, coal, and even energy production tax credits. Congratulations to the activists, but where are the interested companies in this hyper-Democratic age?

Industry's absence is evidenced by the fact that none of the above issues enjoy Keystone-levels of public support. Despite the same powerful points about jobs, independence, prices, and safety, 65 percent of Americans still favor tighter regulations on hydraulic fracturing; less than half of Americans favor drilling in ANWR; and 74 percent of Americans favor ending energy production tax credits.

These infographics illustrate why that's the case – and provide insight into what energy companies need to do to once again level the playing field.

INFOGRAPHIC: WHO MADE USE OF SOCIAL MEDIA



The visual above was compiled with the assistance of MediaBadger Public Affairs Ltd., who in December of 2011 dissected all of the social media activity surrounding the Keystone Pipeline to identify who assumed control of the conversation at the outset. It's not altogether surprising that activists' social media activity outweighs that of industry – as this is the case in nearly every high-profile crisis and public affairs engagement we have studied. What is surprising is the wide margin by which activists' are leveraging the power of social media. What is even more surprising is that legislators and regulators are lapping industry as well. The energy industry is putting all of its eggs in the traditional lobbying basket (The American Petroleum Institute has spent \$22 million on lobbying efforts

alone). While such strategies have served effectively in the past, they do nothing to neutralize grassroots opposition at the very moment that social media have empowered it to sway policy decisions like never before.

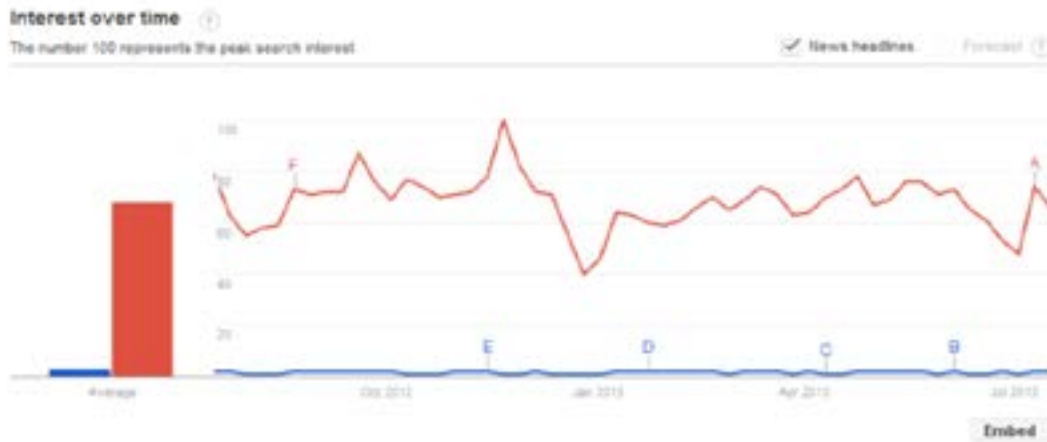
INFOGRAPHIC: THE VALUE OF THE APPROACH



The above visual demonstrates the value of the activist approach. Activist social media activity has bred engagement and mobilization amongst their supporters, who are now echoing activist messages across their own social media properties and networks. As a result, opposition to the Keystone Pipeline has gone viral in the 18 months since the MediaBadger study. Meanwhile, the energy industry's meager investments in social media have

produced precisely what one would expect – engagement levels that pale in comparison when measured against their adversaries’.

2013; the release of the State Department’s Draft Supplemental Environmental Impact Statement in April 2013, and the Quebec rail disaster this summer).



The final infographic demonstrates social media’s utility not only as an engagement and mobilization engine; but as a means of controlling the portals by which the public accesses information. The red line represents Internet searches for the term “Greenpeace.” The blue line represents Internet searches for the term “American Petroleum Institute” or “API” – which is one of the leading public voices in support of the Keystone Pipeline. At first glance, the graph shows precisely what you would expect, as Greenpeace is a household name and the American Petroleum Institute is not. But notice the spikes in Greenpeace searches that correspond with the points marked A-F.

Those points represent landmark moments at which the pipeline was generating the most news (such as the release of Nebraska regulators’ finding that the new route would avoid ecologically sensitive areas in January

Because activists have invested so heavily in social media engagement, they are now go-to sources of information when news breaks. This enables activists to shape every development in the debate as it unfolds and puts industry at a distinct disadvantage in this era of instant and lasting impressions.

What’s happening to the Keystone Pipeline is just one example of the paradigm shift that the advent of social media has brought about. Gone are the days when television and newspaper advertising, campaign contributions, and heavy lobbying fees all but guaranteed a successful corporate outcome. In the age of the digital citizen, corporate communicators must approach their public affairs agendas in the same ways they promote and protect their brands. The marketplace of ideas has evolved. Those who participate in it must evolve as well. **L**

Employee's Mobile Devices Pose a Serious Risk

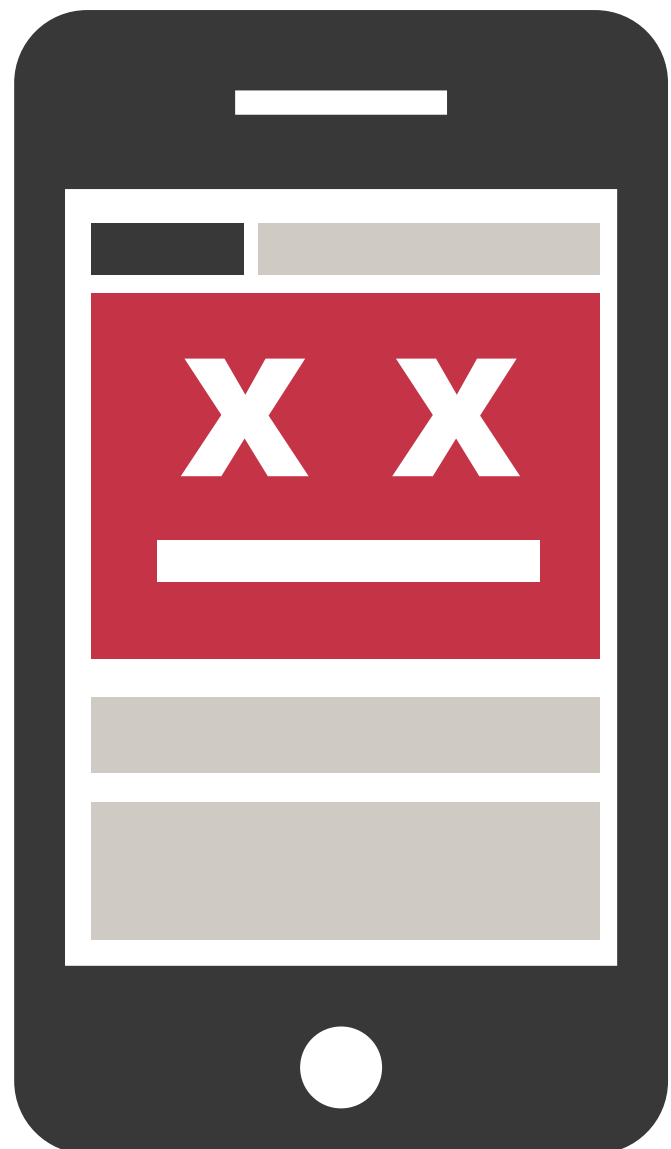
Jason Maloni

Originally Published on LEVICK Daily

The New York Times ran a story about a new cyber threat that every organization responsible for protecting sensitive information needs to take seriously. As more and more companies allow employees to B.Y.O.D. (Bring Your Own Device), they are creating vulnerabilities that could result in a major data security issue.

According to a 2012 Decisive Analytics survey of 400 corporate IT professionals, about 50 percent of companies that allow employees to connect personal devices to the corporate network have experienced some form of data security issue.

In some cases, it's employee negligence to blame. In others, it's the fact that networks designed for personal use don't feature the same firewalls and protections as those designed for business. Sometimes – as was the case when a volunteer at a Florida hospital used a smartphone to snap thousands of pictures of patient medical records, and



then sold them – it’s criminal malfeasance at the heart of the matter.

But whatever the cause, the legal and reputational impacts of a major data breach are simply too damaging for companies to consider taking part in the B.Y.O.D. trend without first assessing the risks and then taking steps to mitigate them. What sensitive data could leak if there’s an issue? Which devices can be allowed to connect to the network? What security measures must those devices employ? What policies are in place to ensure that employees access the network properly? What is the company doing to ensure that everyone knows the rules of the road?

These and other questions need to be carefully weighed before privately-owned iPhones, Androids, Blackberries, tablets, and laptops can be confidently allowed to pass the velvet rope, according to Kurt Stammberger, CISSP and VP of Market Development at Mocana – a company that focuses on security for apps and the Internet of Things.

“BYOD has the potential to unlock the extended enterprise, but businesses need to be sure to put in place systems that can simplify wide-scale deployments by securing enterprise mobile apps automatically and transparently,” he says. “Companies should investigate technologies like app-wrapping that can mitigate the complexities of mobile management, while freeing developers from risky security coding.”

That take is right on the money – because if companies aren’t doing everything they can to secure their networks, you can

bet that stakeholders are going to want to know why when a front-page breach wreaks havoc on a company’s security brand. **L**

HOW INSPIRED A NEW GENERATION OF DIY MAKERS

Simon Owens

Originally Published on The Daily Dot

Watching Lucas Weakley on YouTube, you wouldn't guess he's a high school student. With his hair combed to the side and his deep voice, he speaks with a confidence and guile that would suggest years of experience working in broadcast journalism. The ease with which he can transition from discussing radio frequencies to actually installing electronic hardware onto a RC model plane will convince you that, no matter how much of a novice you are, you can do all this too. And that's the point.

"I have been designing, building, flying, and crashing electric RC models for the past four years now," he declares in the first video of a new show, *Maker Hangar*, launched in July.

Weakley is just one of thousands of DIY enthusiasts who have flocked to YouTube, uploading how-to videos for inexpensive, easy-to-construct gadgets and crafts. Some of these videos have generated millions of views and, in the process, created maker

celebrities who are recognized at DIY and hacker conferences the world over.

Like most of his contemporary craftsman, Weakley determined there would be a market for a video series explaining how to build RC planes by simply observing that no such information existed when he first took up the hobby.

"That deterred a lot of people who just wanted to have everything done for them so they could learn it really quickly and build it out," Weakley, a 17-year-old from Central Florida, told me. "And that was the whole goal of *Maker Hangar*, to put everything in one place so everyone could learn it. It would supply them with a plane that's easy enough to build and anyone can do it in like a day."

Each episode of *Maker Hangar*, a 15-part series he shoots for *Make* magazine, runs between five and 30 minutes, and many have amassed upward of 20,000 views. In his introductory episode he lists out all the materials an aspiring RC hobbyist needs to order, and in each subsequent video

he walks viewers through, in meticulous detail, everything from the intricacies of how the motors work (spoiler: magnets) to how to actually assemble the plane. The series has spawned a community on Google+ with nearly a thousand members, and many of them have uploaded photos of their own finished planes or use it as a forum to ask questions and request feedback.

Though the concept of DIY is nothing new, the practice has evolved into a democratized, hacker-minded movement on YouTube that can be traced back, in part, to the initial publication of *Make*. Created in 2005 by Dale Dougherty, a cofounder of O'Reilly Media, the publication is published quarterly with the tagline “technology on your time.”

“[Dougherty] saw this community popping up online that just wanted to share and make stuff,” said Jason Babler, *Make*'s creative director. “And he saw more and more people wanting to own what they buy and change them and take them apart.”

Within a year of that initial issue, *Make* launched the Maker Faire, a massive conference that's been held in cities across the U.S. Built on a kind of science fair model, the Maker Faire attracts thousands of gadget and craft geeks who want to showcase their creations and skills, and it provides a fun, less-corporatized alternative to stodgy tech conferences like Consumer Electronics Show. In 2012, the New York and Bay Area conferences attracted more than 165,000 people.

If *Make* was the catalyst for this new community, Maker Faire allowed it to organize and become self-aware, and YouTube provided the perfect platform to enhance the learning process and discussion.

“The barrier to participation has been significantly lowered,” said Mike Warren, the editor and community manager at *Instructables*, another DIY publication. “Anyone can have a YouTube channel or social media account and share. This presence allows information to travel much faster and more freely than before, bridging the gap between a static audience member and an active participant.”

In many ways, Weakley's entry into the DIY community mirrors many others who have joined the movement. He started off as a young kid building things with Legos and eventually, partly with the help and encouragement from his father, a woodworker, grew into building RC planes and other tech gadgets. In the eighth grade, Weakley attended his first Maker Faire. He'd gone to a Catholic school for both elementary and middle school; the conference afforded him his first opportunity to be surrounded by other makers. He applied and got into the Engineering and Manufacturing Institute of Technology, a magnet high school in Central Florida, and joined the school's robotics team.

He stumbled onto *Make* through its podcast and then, when he found out there was a magazine attached, subscribed to it. He created a YouTube account merely as a way to follow his favorite video series, but it was only a matter of time before he

considered uploading his own tutorials to the platform.

“I said to myself, ‘I build a bunch of cool stuff and I think other people might like it,’” he recalled. “And so why not start making videos?”

Those early videos, he readily admits, were not very good. “I was excited when I got my first view,” he recalled. “When I got 10 I was ecstatic.”

More important than view counts, he knew, was his YouTube subscribership—the key repeat visitors. By the end of 2009, his first year of posting, he had barely cracked 50. When he was about to hit 100 subscribers, one of his videos was featured on a channel called Flite Test, “a show for the people that build and fly planes and helicopters as a hobby,” and he jumped by 300 subscribers in a single day. With the wind at his back, Weakley’s following steadily grew, as did his confidence.

His videos continued to improve as he made more of them. One posted in 2012 features tighter editing and musical integration, and a thinner Weakley, his hair shorn in a buzz cut, speaks with more speed and familiarity with his audience. “Did you like that new intro?” he asks his viewers. “Yeah, I’ve been working really hard on that.”

Weakley’s decision to contribute videos to Make, he told me, had nothing to do with recognition or even money. It was out of a sense of loyalty to the magazine, which had done so much to inspire him and fill his free time and weekends with things

to build. “I really wanted to give back to them because they had really helped me develop my own skills,” he said. “They taught me so many things I wouldn’t know how to do without them.”

Jason Babler signed on as Make’s creative director in 2011, and under him the magazine’s YouTube channel has transformed from a regular live show that often struggled to find traction to one populated with real-life, everyday makers who have helped grow it to nearly half a million subscribers. In the past year, Make has gone from making all its videos in-house to farming most of them out to freelance makers like Weakley who practice a variety of different disciplines.

“We think that if you’re working on something really interesting, then the world needs to see it,” he told me. “That’s how I pick videographers. First of all they have to be capable of being able to record a video, but they mainly have to have something that an audience would be generally interested in.

“To show people how you make something, that’s just the greatest gift. It’s free to readers, to viewers. It’s a free source of inspiration.”

The DIY community has close ties to the open-source movement, one that promotes sharing and collaboration over proprietary intellectual property and patents. And though it welcomes makers of all ages, it puts effort into recruiting members who are in high school and even younger, many of whom, inspired by what they’ve been able to accomplish with simple home

materials, will go on to become engineers and scientists.

Babler has noticed that the YouTube community, in particular, skews younger, and many of the comments there are more juvenile and less sophisticated than the level of discussion that's posted directly to the Make website. (It's not uncommon for a YouTube video to contain the type of comments hated by community moderators the world over: "First!" "Second!" "Third!")

"What I love about the YouTube audience is I know kids are watching this," Babler said. "So if I'm getting juvenile comments, I'm actually happy those kids are out there doing that because they're actually tuned in to watch something. That means there must be an interest there."

DIY videos have also provided a way for parents, many of whom struggle to connect with their kids, a way to bond with them. "We see the light bulbs go off and they realize through making they'll be able to connect with their families or with their peers," Babler said. "It gives them confidence and helps them realize they're not alone."

Weakley graduates high school in the spring and plans to double major in mechanical and aerospace engineering. Looking back at his videos, you see a precocious teenager with the intelligence and technical aptitude that every parent wishes for his or her child. You see the kind of student who executives at places like Facebook and Google and NASA say we need more of, the future engineers they're desperate to recruit and without whom

our nation's technological hegemony is threatened.

And when you consider the millions of views amassing on hundreds of DIY YouTube channels across dozens of disciplines, you realize the potential they have for inspiring future scientists and makers to provide the kind of life skills that will transform a hobby into a career. For a young child who maybe likes to play with Legos or build crafts, who goes to a school without a robust science program and isn't challenged by his classes, stumbling upon your first DIY video can make a difference.

For the next generation of DIY makers, YouTube helps instill a simple message, a lesson that will allow kids to persevere and seek out other like-minded individuals: "You are not alone." ■

EMOTION AND WEB WILL WIN THE GMO DEBATE

Gene Grabowski

Originally Published on LevickDaily



On November 5th, voters in Washington State will decide the fate of yet another ballot initiative aimed at forcing food manufacturers to label products that contain biotech ingredients.

Undeterred by the defeat of comparable legislation in California last year (Proposition 37), and emboldened by recent legislative victories in Connecticut and Maine, activists and the organic foods industry

demonstrated last summer, momentum is building for labeling despite a mountain of scientific and anecdotal evidence to the contrary.

Forget that more than 70 percent of the products on grocery shelves already contain GMOs. Forget that biotechnology protects crops against disease, insects, and drought. Forget that hundreds of validated scientific studies since the 1970s have concluded that GMOs pose no danger and



are continuing their fight against scientific advancements that are making the world's food supply safer and more abundant than ever before. To date, 26 states have considered similar laws. On all but two occasions, voters and lawmakers have rightly concluded that GMO labeling is really nothing more than a solution in search of a problem.

But as those outliers in New England

have no impact on nutritional value. And forget that the countries dealing with the highest rates of starvation are those without access to foods enhanced via biotechnology.

Companies that avoid biotech ingredients are free to market and label their products as such, and consumers are free to make purchasing decisions based on that information. That's how a sensible food safety

system is supposed to operate when there is no threat to public health.

Nevertheless, recent data shows that 93 percent of Americans now favor federal labeling regulations and 57 percent say they would be less likely to buy products labeled as genetically modified.

Why? Because activists understand that logic and science are no match for fear where risk communications are concerned

– and they use it masterfully in nearly all of their communications.

At the same time, it's the activists who control of the online narrative at a time when 59 percent

of Americans say they follow nutritional advice they glean from the Internet.

Combined, the top 10 GMO opposition groups (such as Green America and Food Democracy Now) boast more than one million Twitter followers, 2 million Facebook likes, and 77,000 YouTube subscribers. Those figures don't bode well for the two leading voices in support of GMOs, The Grocery Manufacturers' Association and Council for Biotechnology Information, who together maintain just more than 6,000 Twitter followers, 3,000 Facebook likes, and 110 YouTube subscribers.

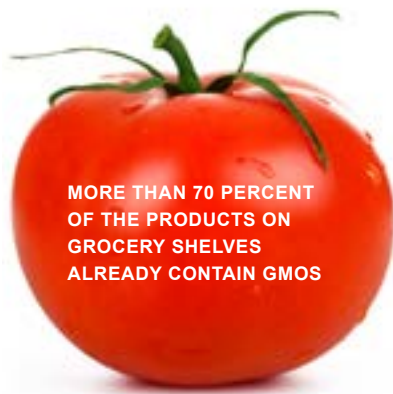
It's the same story on the optimization

front, as a Google search for the term "GMOs" returns a litany of critical commentary and not one site controlled by a company making food with GMO ingredients.

Such an uneven online playing field meant that GMO manufacturers had to outspend activists four-to-one on TV advertising to defeat California's Prop 37 last year (\$46 million to \$9 million). In the end, all that investment bought was a slim victory (51 percent to 48 percent) that was not repeated in Connecticut or Maine and may not come to pass in Washington either, despite similar expenditures.

To stem the rising tide of GMO opposition, companies must retake the digital high-ground via content, SEO, and social media engagement strategies that will put their benefit messages about abundance, safety and economic security front and center on the most influential channels.

Absent such steps, Connecticut and Maine will no longer be outliers; they'll be bellwethers of the new regulatory reality. ■



VETERANS AND THE GREAT INFORMATION SHORTFALL

If the recent government shutdown has taught us anything, it's that pressing issues aren't going to be solved with money any time soon. Any attempt to expand the budget – no matter how effective or how great the moral obligation – is going to be met with firm opposition.

Yet there are many issues that seem – at first glance – unsolvable without more money. At the top of the list is the veterans' crisis. As two wars wind down and the Armed Services make the conscious decision to shrink the size of the force, we are going to see hundreds of thousands of new veterans join the hundreds of thousands already in the civilian population. They face an acute employment problem and that, coupled with medical problems, puts their futures in doubt.

That's the bad news. Here's the good news: When it comes to veterans' unemployment, we don't face a "veterans" crisis. We face a communications crisis – and we can solve it by getting more veterans access to the right information. That solution is one our country can afford.

How do you solve a communications crisis? To start, let's look at the fundamental problems facing veterans, at least from an employment standpoint. Again at first glance, it would appear veterans are in real trouble. Recent veterans face an unemployment rate well above the national average. But there are only a few elements really driving the problem:

1

Employers do not understand what veterans bring to the table. Best case scenario, they think hiring a veteran is an act of charity. Worst case scenario, they are afraid to hire someone they fear could be dangerous or grappling with Post Traumatic Stress Disorder (PTSD).

2

Veterans do not know how to communicate their skill set to prospective employers. They are far too likely to say they were a Private-Second Class. They are less likely to say they were in charge of a military reconstruction project in Fallujah, where they managed a \$20 million budget in combat conditions. Guess which one is more interesting to employers.

3

Veterans do not know where the jobs are, either geographically or by industry. A veteran with experience in computer programming should not be looking for a construction job in Ohio when there are tens of thousands of cyber-security positions available at companies in Texas. Yet that is par for the course.

4

For veterans looking to earn their college degrees, they do not know what they should look for in a college. To be fair, they are hardly alone – millions of non-veteran students go to school with little regard to graduation rates, employment prospects, or time to completion. Still, these problems are particularly acute among the veteran population.

PROXY CONTESTS ON THE RISE

Activists Emboldened by Success

John Lovallo

Originally Published on LevickDaily

According to data released by The Conference Board, activist shareholders are driving a significant uptick in proxy contests. During the first half of 2013, Russell 3000 companies saw more than a 45 percent spike over the same period last year. There were also numerous proxy fights launched against managements of S&P 500 companies, which are traditionally far less vulnerable to such attacks – the continuation of a trend that saw the average market capitalization of activist targets up from \$3.9 billion in 2011 to \$8.2 billion in 2012. And at the same time the frequency of proxy contests is increasing, those launching them are becoming more aggressive – and more successful. Of the 35 proxy fights that were launched against Russell 3000 companies, approximately 25 percent sought not only a board seat, but “a broader range of strategic, organizational, and governance changes.” Even more troubling for boards and C-Suites, activist success rates against both Russell 3000 and S&P 500 companies reached a five-

year high in 2013 – reversing a trend that had seen success rates on a steady decline since 2008.

These statistics validate the anecdotal evidence that has been building for some time – and it’s becoming clear that no corporation is safe from increasingly well-resourced and influential activists. In just the last several months, we’ve seen activist funds (with more than \$100 billion under management worldwide) sway institutional investors with greater effect than ever before. We’ve seen giants such as Apple and Dell pressured by the likes of David Einhorn and Carl Ichan. Now, the numbers leave no doubt that a new era of shareholder activism is upon us – one in which activism itself is becoming an increasingly attractive investment strategy for those powerful enough to employ it. For boards of directors, the takeaways are two-fold. First, they must prepare for an activist challenge as if it is an eventuality; not an outlier. They have to be armed with messages that communicate value and vision to shareholders, analysts, and increasingly oppositional advisory firms

such as Glass Lewis and ISS. And they must also be ready to communicate long-term value strategies that assist in defining the new breed of aggressive activist

establish avenues for direct-to-shareholder communications now – before a proxy contest arises – to ensure that they have a credible relationship with this captive

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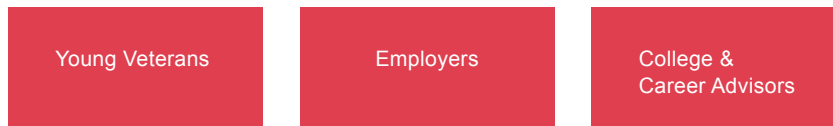
...They must also be ready to communicate long-term value strategies that assist in defining activist challengers as raiders seeking nothing more than the quick payday

challengers as raiders seeking nothing more than the quick payday. Second, and perhaps even more important, boards need to understand that the most effective shareholder communications are those that assist in preventing a proxy contest in the first place. They need to redefine communications strategies that are all too often focused solely on the annual meeting or major events and use peacetime to directly build stronger shareholder relationships on an ongoing basis. In addition, they must leverage everyday developments to aggressively communicate those same value and vision messages that are so crucial when a contest arises. They need to make the most of new opportunities – such as the SEC’s recent approval of social media as channels for the distribution of material information – to provide a steady stream of supportive information and keep their messages front and center at all times. And they need to

audience when it is needed most (another strategy in which social media engagement proves particularly valuable). In an era of aggressive activism, the boards best positioned to fend off an activist attack are those that condition the marketplace before one materializes. When directors use peacetime to establish and communicate their own overarching narrative on an ongoing basis (rather than just once a year), they find that even the biggest fish have a harder time swimming upstream against the already dominant perception. ■

There are other issues that communications cannot address – most notably, credentialing requirements which force veterans to take long, expensive courses in subjects that already know – but the problems above are the most acute. And to solve them, the answer lies in getting the right messengers to deliver the right messages to the right audiences using the right techniques.

For the most part, we know the audiences:



And we also know the right messages:

For employers, we need to impart that hiring a veteran is not charity, but rather an investment in someone with extensive teamwork experience, who has undertaken practical projects, under conditions that make the stress in any civilian office look tame. Further, we need to let employers know that hiring a veteran does not mean hiring someone with severe emotional distress – contrary to the picture painted by so many well-intentioned journalists and advocates, the vast majority of veterans do not have PTSD.

For veterans, we need to deliver three core messages:

- 1**
When enrolling in college, ask the important questions. There are thousands of colleges out there, you can find one that answers the most important questions correctly.
- 2**
When applying for job, think about how your experience is relevant to the employer. What does the employer care about? Speak to that on your resume and during your interview.
- 3**
When looking for jobs, take an honest look at what you're good at. Identify where in the country those jobs exist, and be willing to move.

Money isn't the only thing that talks. The sooner those of us seeking to help our veterans better acclimate to civilian life, they better.

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.

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 World’s business leaders.

Mashable

mashable.com

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

COMMUNICATING TRUST