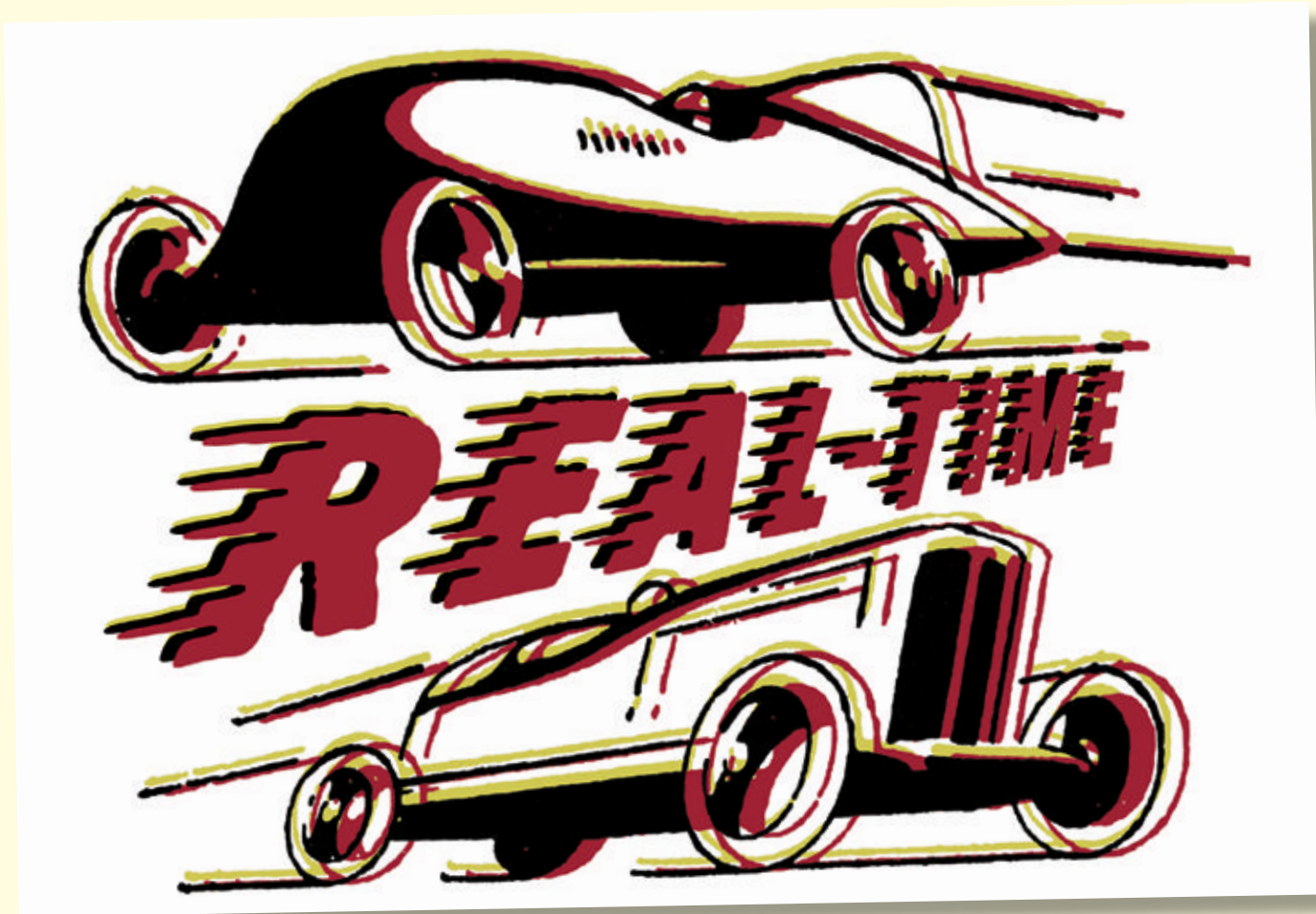


DAVID MEERMAN SCOTT

Bestselling Author of *The New Rules of Marketing & PR* and the new hit books *Marketing Lessons from the Grateful Dead* and *Real-Time Marketing & PR*



How Marketing & PR at Speed Drives Measurable Success



Portions of this e-book appear in *Real-Time Marketing & PR: How to Instantly Engage Your Market, Connect with Customers, and Create Products that Grow Your Business Now* by David Meerman Scott. Used with permission. John Wiley & Sons, Inc., 2011. ISBN-13: 978-0470645956. U.S. \$24.95

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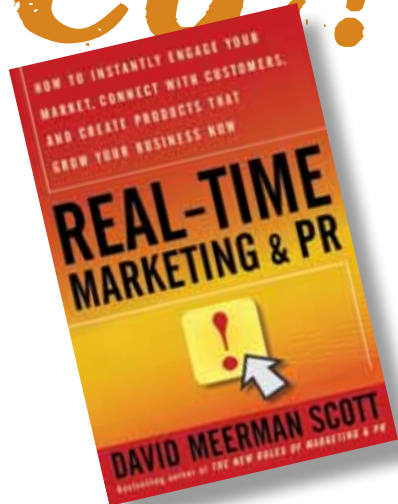
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Gone are the days when you could plan out your marketing and public relations programs well in advance and release them on your timetable. **It's a real-time world now, and if you're not engaged, then you're on your way to marketplace irrelevance.**

David Meerman Scott's book *The New Rules of Marketing & PR* opened people's eyes to the new realities of marketing and public relations on the Web. Six months on the *BusinessWeek* bestseller list and published in more than twenty languages from Bulgarian to Vietnamese, *New Rules* is now a modern business classic.

In this eye-opening follow-up, *Real-Time Marketing & PR*, David reveals the proven, practical steps to take your business into the real-time era. Scale and media buying power are no longer a decisive advantage. What counts today is speed and agility.

“With his acute ear for the cash register and his journalist's sense of urgency, no one understands the value of time better than David Meerman Scott. He teaches marketers and C-level execs how to use time and urgency to gain huge competitive advantage. Read ‘Real-Time Marketing and PR’. Make money while your competitors sleep.”

– **Brian Fetherstonhaugh**, *Chairman & CEO, OgilvyOne Worldwide*

“If you are not hooked (hook, line and sinker) within 10 minutes of starting David Meerman Scott's wonderful new book; well, I fear for you. Beautifully written, cases that reach out from the page and grab you and shake you—and practical advice that anyone, anywhere can use in a flash to make hay. I simply loved this book, and doubled my knowledge along the way.”

– **Tom Peters**, author of *The Little Big Things*

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Wake Up, It's Revolution Time!



In a world where speed and agility are now essential to success, most organizations still operate slowly and deliberately, cementing each step months in advance, responding to new developments with careful but time-consuming processes.

The Internet has fundamentally changed the pace of business, compressing time and rewarding speed.

Your accustomed methods and processes may be already fatally out of sync with the world around you. The narrative of your business now unfolds, minute-by-minute, in real time. And it's no longer guided by the mass media your ad budget can buy.

The ROI of real-time engagement

This ebook is about real-time business. And it is about success. In these pages, you will read about how people in the 100 largest companies in America engage in real-time (or not).

I name names.

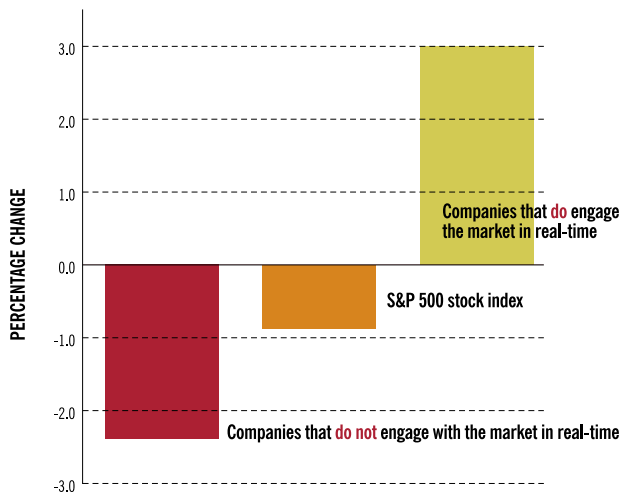
You will discover the identities of the 28 companies that engage in real-time. And those that do not. *(Feel free to jump to the appendix.)*

Real-time companies are more successful.

A comparison of 2010 stock prices reveals that on average the publicly traded *Fortune 100* companies that engage in real-time communications beat the S&P 500 stock index while the others, on average, underperformed the index. During the period I measured – closing price on December 31, 2009 through closing price on September 3, 2010 (when my book *Real-Time Marketing & PR* went to print) – the stock prices of 67% of companies that operate in real-time were up while only 42% of those that do not were up 2010 year-to-date.

Fortune 100 Public Companies

Average Stock Price Change: December 31, 2009–September 3, 2010



READ ON FOR THE DETAILS OF MY RESEARCH AND WHY IT IS IMPORTANT.



Real-Time Marketing & PR

Real-time means news breaks over minutes, not days. It means ideas percolate, then suddenly and unpredictably go viral to a global audience. It's when companies develop (or refine) products or services instantly, based on feedback from customers or events in the marketplace. And it's when businesses see an opportunity and are the first to act on it.

My first job was on a Wall Street trading desk in the 1980s. I witnessed real-time technology transforming financial trading into a game where instant information informs split-second decisions worth millions of dollars.

Traders desperately search their real-time news feeds and analysis tools for an angle, any angle. What's the President up to today? Any news from the Federal Reserve chairman? Any economic data due to be released this afternoon? Any large companies announcing quarterly earnings today? As they pore through data and news, the traders are poised, ready to commit huge sums of money when the moment is right.

**It has taken a quarter century.
But in marketing and public relations the impact of the real-time revolution
is finally beginning to be felt in all industries.**

Is there anything more impersonal or unfriendly than, "Please choose from the following eight options," followed by 10 minutes of hold music? Sadly, an automated telephone attendant, plus maybe an email form on the Web site, is all that connects most companies to their customers.

In fact, today any company can do better—and grow the business (and stock price) by doing it.

We can react instantly to what's happening in the news, just like a bond trader. We can engage members of the media on their timetable, precisely when they are writing a story. But we've got to develop a business culture that encourages speed over sloth. The MBA-style approach of working off spreadsheets that predict what to do months into the future are no help when news is breaking in your industry today.

As financial market players know, advantage comes from reacting to news first. The same thing is true for all companies. When you start the conversation, you are recognized as someone who is plugged into the marketplace of ideas. If you talk about an idea early, you naturally get more exposure because the threads of conversation stem from what you have said. If you're in late you get lost in the cacophony.

With a new product, if you get first to market in a hot category, your initial momentum may give you an advantage for many years. If you're an early adopter on a social media platform, you build a larger following than those who join later. If you're first to engage the market, people notice and your offering gains valuable attention. If you react early and connect with customers as their concerns arise, they see you as thoughtful and caring.

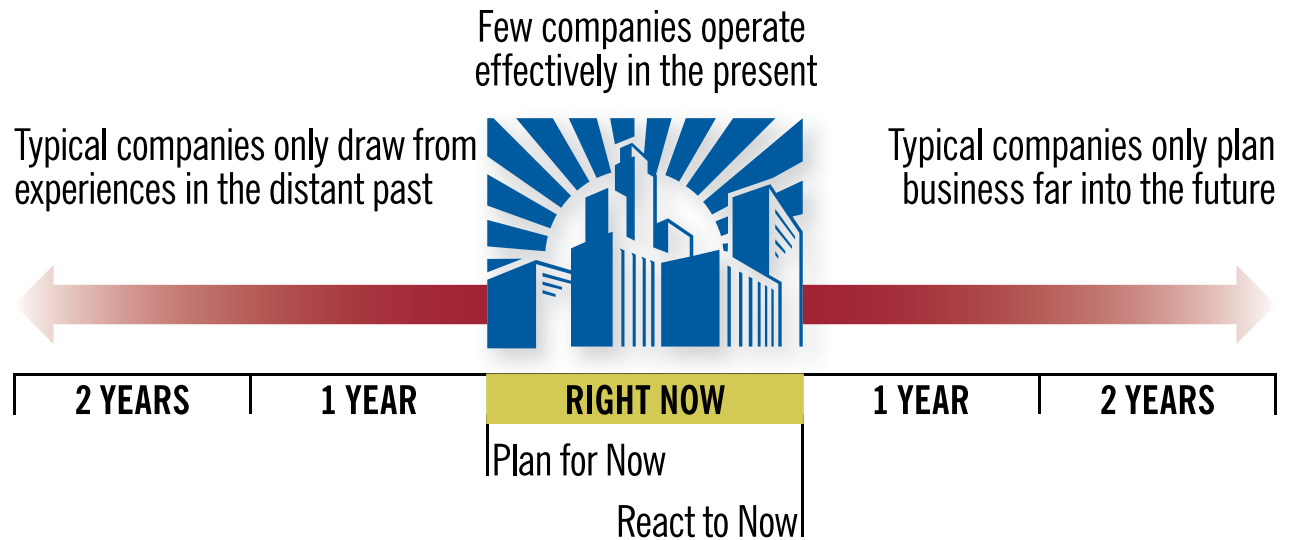
FIRST

Too Big to Succeed?

In the emerging real-time business environment, where public discourse is no longer dictated by the mass media, size is no longer a decisive advantage. Speed and agility win.

Are some companies too big to fail? That’s been a hot question in recent years. But when talking about the revolution in real time, we need to turn this question around: Are some companies too big to succeed? With epochal changes underway, are the largest enterprises, like dinosaurs, too unwieldy to evolve? It’s a scary question that needs to be asked.

Few companies operate effectively in the present



In a large beast is it possible for new information to travel fast enough from tail to skull and back again? Will the response be inevitably robotic? Is there any evidence that the majors are indeed evolving? After these questions sparked heated discussion among my friends I thought I’d better do some quick diagnostics. But how could I do that?



After mulling this over, it occurred to me that the top 100 U.S. companies was as good a focus group as any. So I used the *Fortune 500*, the annual list from *Fortune* magazine that ranks by gross revenue America's top 500 public corporations.

I sent an inquiry via e-mail to the media-relations department of each of the top 100 companies on the list. I asked each company to tell me how it had adapted to the new realities of the real-time Web. Here's what I asked:

Hello,

I would be grateful if you would please forward this inquiry on to the most appropriate person for response.

I am researching a story that will appear first on my blog. I am likely to also publish what I learn in an article under my byline in the Huffington Post and in a book I am currently writing due out in November 2010.

I am reaching out to other companies as well.

QUESTION: In the last year or two, has the structure of your corporate communications team and/or communications processes changed to embrace the real-time digital era? If so, how?

A sentence to a paragraph is fine as a response.

Many thanks,

David

I included my e-mail signature with a link to my site, blog, and Twitter ID in case people wanted to find out more about me right away.

I heard back from just 28 of the *Fortune* 100 companies.

In itself, that top-line result is not encouraging evidence that the lights are on in corporate America. Even more discouraging was the tone-deaf response from many who did reply. On the other hand, it was very encouraging to find that a few companies are already very much on the ball. That leads me to hope the others will be able to catch up once they focus on the right questions.

Here are some highlights from what I learned. I'll start with a story from an aerospace company, to whose products I entrust my life several times a month. Believe me: I was relieved to find these guys are awake in the cockpit.

28/100

Boeing's Radar Belatedly Spots Harry's Plane

Harry Winsor, an eight-year-old from Boulder, Colorado, loves airplanes so much that he's drawn hundreds of them. So he sent one of his favorites, rendered in crayon, to Boeing. Imagine his disappointment when Boeing responded with a cold form letter stating that they do not accept unsolicited ideas.

That prompted Harry's father John to write a blog post titled, "Is Your Customer Service Ready for the New World of Openness?" He attached Harry's drawing and Boeing's form letter, and invited his readers to comment. To get the word out, he tweeted a link to the post.

If this story was about most other large organizations, it would end there. You would have a disappointed kid, a father ready to strangle the corporate drone who sent the letter, and a bunch of people who read about it online shaking their heads at the mega-corporate folly.

But when Todd Blecher, communications director at Boeing, saw the tweet he responded immediately to Harry's dad and his followers (using the Twitter ID @BoeingCorporate). *The letter Mr. Winsor posted is, as he said, a required response. For kids, we can do better. We'll work on it,* Blecher tweeted.

Work on it Blecher did. He called Harry and spoke to him about the drawing. And he insisted on the need for a better way for Boeing to handle letters from children. After Blecher's quick response, there was an immediate and positive reaction from people who had followed the saga online.

"We're focused on engaging in the digital space and trying to put a human face on the company," Blecher told me. Boeing employs a team of communicators who monitor the real-time Web and are empowered to respond quickly. "We've had a mind-set shift. Leadership has understood that we need to go all-in and be responsive."

Boeing, as I discovered, is one of few *Fortune* 100 companies proactively adapting to the real-time challenge. Let's look at some of the other responses (and nonresponses) to my inquiry.



Build a Team

“Our structures and processes around public relations, marketing, and customer service evolved as a result of the real-time digital era,” Joe Strupek told me. Strupek is the assistant vice president for public affairs at State Farm Insurance. “We built a cross-departmental team to develop and implement a strategy, aligned dedicated resources to monitoring and joining in conversations, and all our communications—internal and external—take real-time digital into consideration. But more importantly, it changed our way of thinking. Real-time digital created a heightened sense of awareness around the influence consumers have and helped us focus on the benefits of communicating directly with the public, to share ideas so we can better meet their needs.”

Coca-Cola sees the global communications landscape changing dramatically. “There has been a convergence and blurring of lines between traditional ‘communications’ and ‘marketing,’” says Petro Kacur, senior manager, marketing communications at the Coca-Cola Company. “This has changed our view of the communications function and how we engage with our consumers. We are moving from a monologue to a dialogue. In recognition of these growing trends and their impact on our company’s reputation, in March 2009 we formed an office of digital communications and social media. [This office] will help us become even more comfortable and effective in these new spaces.”

At Chevron, as at other *Fortune* 100 companies including Intel and Ford Motor, an individual has been charged with leadership in this new area. Justin Higgs, media advisor for policy, government, and public affairs at Chevron Corporation has been in his role for two years.



Monitor What's Being Said

Companies that are adapting to the real-time Web actively monitor what's being said about them using social Web analytics. Verizon Communication's approach is typical: "Over the last two years, we have dramatically stepped up our involvement in social and online media, recognizing that the media landscape has shifted exponentially," Peter Thonis, chief communications officer at Verizon Communications told me. "We've reorganized to monitor this online world and to be able to respond quickly, as well as to engage proactively when we want to tell our story or announce new products. Today, we have multiple communications professionals who work the digital media full-time, and every member of our team is involved at some level."

Wells Fargo was the first major bank to have a blog and dedicated social media team, starting in 2006. "We want to be where our customers are," says Ed Terpening, VP and manager of social media at Wells Fargo. "A good example of this is our Twitter handle, @Ask_WellsFargo. We are able to find opportunities to offer help to customers that need it and thank customers for their business by listening to the Twittersphere for mentions of Wells Fargo. Tools like Twitter provide us real-time insight into consumer sentiment and news related to our businesses."



Develop Guidelines and Train Staff

IBM has been a leader in setting guidelines that encourage employees to communicate in real time. But several of the Fortune 100 companies I spoke with have developed similar guidelines and training programs for staff. Prudential Finance is a good example.

“We created, and management adopted, a social media policy for employees that was designed around our existing communications policies, recognizing that while the technology may be changing, the company already had sufficient policy governing how employees can communicate externally and internally,” Bob DeFillippo, Prudential’s chief communications officer, told me.

At Ford Motor, Scott Monty, head of global digital communications, has instituted training for the communications staff to give everyone an understanding of how the real-time Web fits into their job function. This knowledge helps employees start to build real time into their strategic planning as well as their day-to-day interactions.

Intel has created a Social Media Center of Excellence, guidelines, and what they call the “Digital IQ” social-media training with a complete curriculum. “The training brings people up to speed quickly,” said Ken E. Kaplan, new media and broadcast manager at Intel. “Anybody can take it, but sales and marketing people are required to take the training... The Digital IQ curriculum for educating employees around the world also includes an internal community to share news, best practices, and key learning.”

DIGITAL IQ



Engage with the Market

I was encouraged to learn that several *Fortune* 100 companies are engaging the market via the real-time Web—as we saw with Boeing. UPS is equally on the ball. “Like a lot of companies, we’ve seen great opportunities to connect with our audiences and share information,” Debbie Curtis-Magley from UPS public relations told me. “The ability to respond quickly to news occurrences and incorrect information helps us make sure that the media, employees, customers, and the public have access to facts.”

In January 2010, UPS and several other brands caught wind of a fast-spreading rumor in social media channels. “It was claimed that UPS was offering free shipping to Haiti for packages under 50 pounds,” Curtis-Magley says. “We responded immediately through Twitter and Facebook to correct the rumor and direct people to our company blog, *upside*. The blog story profiled UPS contributions to aid agencies, informed viewers that shipping services were on hold to Haiti, and provided a list of disaster-relief agencies where the public could direct its support. In less than 24 hours, our outreach efforts generated almost 10,000 views of the blog story. During that period, we tracked 38 blogs and discussion forums that corrected the rumor. Statements from our blog were quoted in online news coverage at CNN, *Foreign Policy*, and NPR. Aid agencies also helped get the word out, with the Salvation Army publishing a correction to the UPS rumor at its blog.”

As you can see from these responses, for many of the *Fortune* 100, the answer to my original question—*In the last year or two, has the structure of your corporate communications team and/or communications processes changed to embrace the real-time digital era?*—is a definitive “yes.”

Thank You for Your Inquiry

Boeing, Chevron, Coca-Cola, Ford, Intel, Prudential Financial, State Farm Insurance, UPS, Verizon Communications, Wells Fargo, and others who answered my questions, deserve to be recognized as leaders. So let me say this to any senior managers from those companies who might read this: “Your real-time communications team is doing a great job, please give them a pat on the back from me.”

I was amazed when some of these companies responded to me in real time to ask follow-up questions, suggest that we go into depth on the phone, or simply to decline participation. These responses are also useful in the analysis of my little experiment.

Corinne Kovalsky from Raytheon was the fastest responder of all, reaching me just 10 minutes after I e-mailed her company. She told me that she was about to board an airplane and asked about my deadline. Now that’s fast! Warren Lee of Marathon Oil responded within two hours to say that the company was in the middle of issuing quarterly earnings that day and he needed more time to get back to me. Wow, that’s amazing. A top communications officer of a *Fortune* 100 company takes the time to respond to my inquiry right away, even on the busiest communication day of the quarter.

Several people responded quickly just to say that they wouldn’t be able to comment on my inquiry. In fact, the second-fastest response in the *Fortune* 100 came in from Microsoft (15 minutes), and they declined to comment. I also received responses from Travelers Cos. and Kraft Foods declining to participate. Even though they declined to participate, I appreciated that their media representatives were courteous enough to get back to me quickly. That, too, gets points.

I wanted to be scientific about this, and make sure that I could measure the response rates I got from the *Fortune* 100. But before I was even able to pose a question, I had to find someone to ask. And this proved to be much more difficult than expected.

Thank You

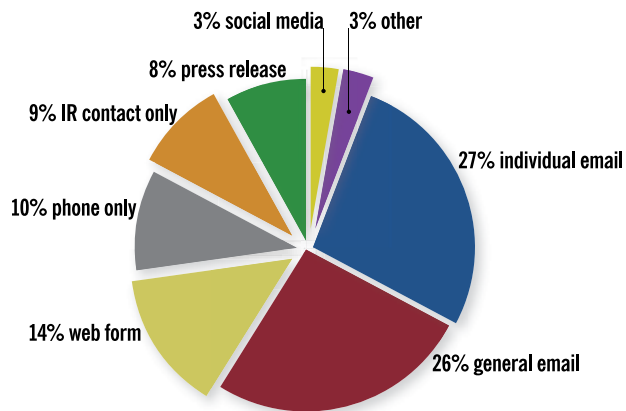
Contact Us (Or Not)

In my work as a contributing editor for *EContent* magazine, in the articles I write for the *Huffington Post*, and in the course of research for my blog and books and ebooks like this one, I frequently contact corporate media relations people. I prefer e-mail to the phone. Although some journalists still use the phone to make initial contact, in my experience, way more than 90 percent of first requests come via e-mail, so that's how I approached this research.

The first thing I needed was an e-mail address for each of the 100 companies. I gathered these the week before so that I could send all the e-mail in one go to be as fair as possible about response times.

Here's the process I went through. I first Googled the exact company name as it appears on the 2010 *Fortune* 500 list. I then went to the media-relations section of each company's Web site and looked for an e-mail address. I preferred general addresses (e.g., `media@company.com`). It turned out that only 26 companies offered a general media-relations e-mail address. My second choice was a Web form, and 14 companies had that option. If I couldn't find either of those, I looked for an individual person to e-mail—although as a journalist I don't like doing this, because you never know if that person is traveling or on vacation. If that was the only option, I selected the most senior person or, if the people were organized by department, the one who was most appropriate.

Media Contact Method
Fortune 100 Companies



I was happy to find that three companies—AT&T, Hewlett-Packard, and Raytheon—listed e-mail addresses for social-media representatives (and those people got back to me fast). All told, the process above yielded 70 contacts and was quite easy. At most companies, I had an e-mail address or form URL in less than one minute.

Then things got much more difficult. On many corporate sites, e-mail addresses for the media-relations team proved impossible to find. So I had to get creative, scanning press releases for e-mail contacts. I found routes into eight companies this way. At nine other companies where no media-relations contact was available I found investor relations contacts, so I used those instead. Although IR is another department, I assumed that they were in constant contact with the PR team and would just forward my inquiry.

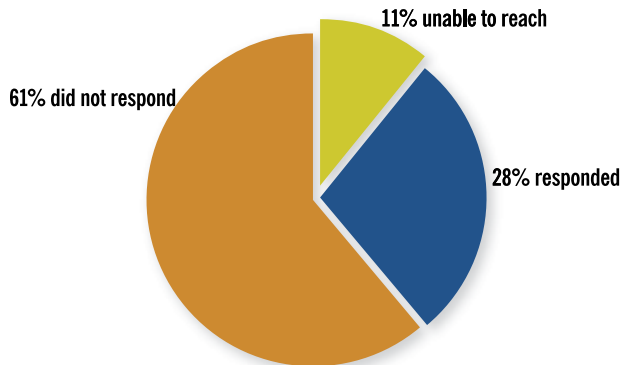
Ten companies offered only telephone contacts. Sure, I could have phoned them. But I decided upfront that I wanted to make all initial contacts online. And, hey, I'm writing about Web communications here!

In trying to find contact details I had a few annoying experiences. Pfizer offered a form, which is fine, but limited the inquiry to 500 characters, many fewer than I needed for my request. That seems a ridiculous limitation! Hey Pfizer, will you overdose if you ingest more than 500 characters?

The American International Group's form did not work at all when I tried it—broken—hello AIG! And the Walgreens form required prior registration and approval. This procedure is fine, in my opinion, but the extra time that takes may deter some interested parties.

Annoying!

Number of Responses Fortune 100 Companies



Making Contact

I sent the inquiries between 1:01 P.M. and 1:44 P.M. Eastern Daylight Time on Tuesday, May 4, 2010 (normal business hours on both east and west coasts of the United States).

So much for the encouraging news; let's move on to Jurassic Park and see which giants show no sign of evolutionary progress.

I received responses from 28 companies, and there were 11 companies that I was unable to contact (those that only provided telephone contacts and AIG with its broken form). That leaves 61 companies that did not answer my inquiry in any way. (See the appendix for a list of the entire 100 companies).

Some companies sent me a canned form in response:

Massachusetts Mutual Life Insurance: Thank you. We have received your e-mail and will contact you with a response. *(I got no response.)*

Amazon.com: Thank you for your submission. Your request has been sent. You will receive a response shortly. *(I got no response.)*

Walgreens: Thank you for sending your information request. A site administrator will respond to your request soon. *(Again, no response. And by the way, what's a "site administrator?")*

These three responses—from Massachusetts Mutual Life Insurance, Amazon.com, and Walgreens—were the worst experience for me a journalist. I can understand the 61 companies that chose not to respond at all, but to send an automated e-mail promising a response and then not to deliver is just lame. I wonder if these companies' communications mottos are: "Overpromise and underdeliver?"

Three responses—from DuPont, Sysco, and FedEx—were so moronic I had to laugh:

DuPont: DuPont Policy requires that all survey requests be submitted in writing or faxed to the following: DuPont Company, Survey Response, [address]. When your survey arrives, it will be screened and routed to the most appropriate resource within DuPont for review and response; however, DuPont does not commit to respond.

(First of all, what survey? However, I did do what they asked, sending my request in writing. I have not received a response. But to be fair, DuPont said that the company does not commit to respond.)

Sysco: Your comment has been submitted to our Website Feedback department. Thank you for your interest.

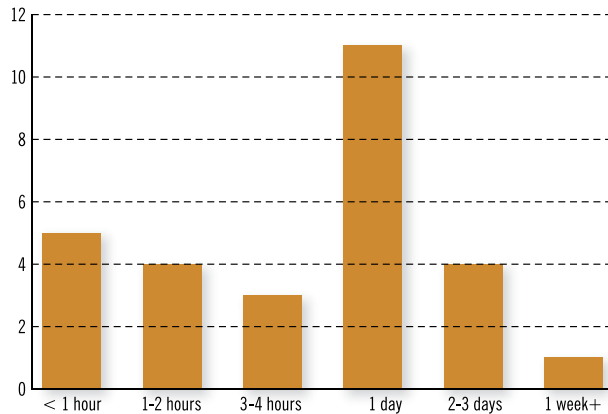
(Huh? “Website Feedback department?” I didn’t get a response.)

FedEx: Although FedEx pioneered overnight package delivery, I guess they don’t care about real-time delivery online. Nor do they read their e-mail carefully; 20 days after I sent my request, I received this:

Thank you for your inquiry. I regret we are unable to address your concerns via this avenue. We regret that FedEx does not have the resources to respond to student questions individually. However, there is a wealth of information on the FedEx website.

*(Hey FedEx: **Student questions?** Did you even bother to read my e-mail or check my credentials? Be sure to tell your CEO, “UPS runs rings around us in real time.”)*

Response Speed Fortune 100 Companies



How Fast Does the *Fortune* 100 Respond?

Question my methodology all you like. Okay, so I'm not Thomas Friedman of the *New York Times*. And I'm not a statistician. But I write for a bunch of publications with many readers. And I'm the author of a global best seller in a category that should cause PR people to sit up. I write about marketing and PR, for Pete's sake!

So if I can't find a way to contact your company's media-relations team, and I can't get an intelligent response from them—or any response at all—I don't think it's a stretch to say something is badly out of whack in your real-time communications infrastructure.

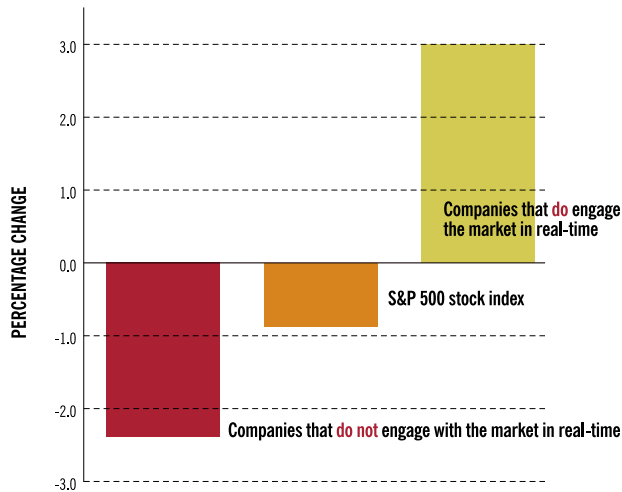
Why is it that only a quarter of the *Fortune* 100 companies respond in real time to media inquiries? The fastest were the five companies that responded in less than one hour. Twelve of the companies responded the same day I sent the inquiry, and another 11 responded the next day.

This research confirms what I've suspected all along. Even the biggest companies can respond in real time if they put their minds to it. I've seen the leaders. I can name names. They have developed the real-time mind-set that I'm trying to tell you about here.

Unfortunately, this research also confirms my fear. Three-quarters of the *Fortune* 100 either couldn't be contacted or failed to reply. (See the appendix for how each company fared.) They are asleep at the wheel—and that's not good enough in today's always-on world.

Fortune 100 Public Companies

Average Stock Price Change: December 31, 2009-September 3, 2010



The companies that have developed a real-time mind-set are leaders in more ways than one.

My analysis provides us with evidence that there is a positive ROI (return on investment) for investing in real-time marketing and public relations.

A comparison of 2010 stock prices reveals that on average the publicly traded *Fortune* 100 companies that responded to my inquiry (those engaged in real-time communications) beat the S&P 500 stock index while the others on average underperformed the index.

During the period – closing price on December 31, 2009 through closing price on September 3, 2010 (when my book *Real-Time Marketing & PR* book went to print) – the S&P 500 stock index was down slightly.

I find it fascinating that those companies that engage in real time, on average, outperformed the market as a whole and dramatically beat those *Fortune* 100 companies that do not engage.

THIS IS THE ROI OF REAL-TIME ENGAGEMENT.

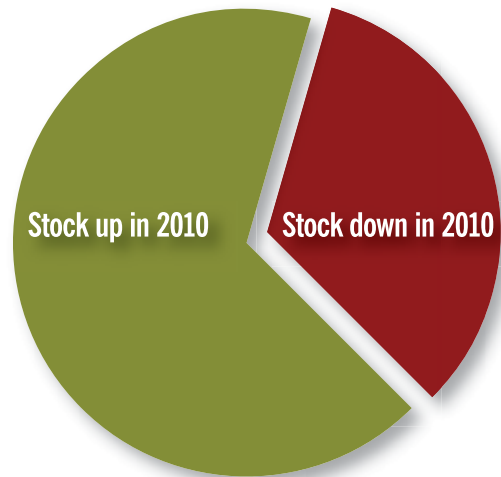
Generating a Positive Return

Further analysis of 2010 stock prices shows that the majority of the publicly traded *Fortune* 100 companies that responded to my inquiry (those engaged in real-time communications) were up on the year (while the overall market was down during the period).

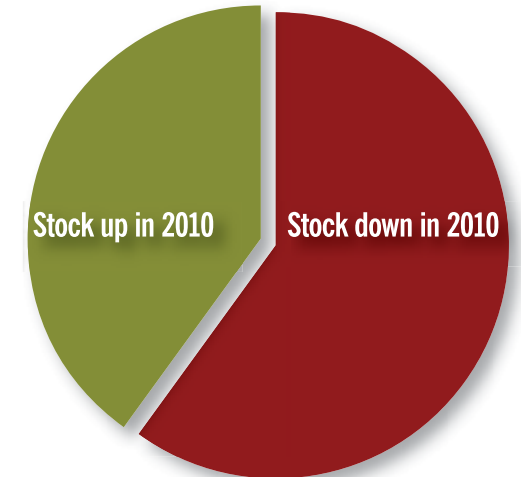
At the same time, during the eight-month period I measured, less than half of those companies that do not engage in real-time were up during the period.

While my data only covered part of 2010, it seems clear from this data that companies engaged in real time communications are more likely to generate a positive return.

If you own shares in one of the companies that do not engage, you might want to write the CEO and ask why. (Then again, you may not get a reply.)



Stock price change of companies that do engage the market in real-time



Stock price change of companies that do not engage the market in real-time

Appendix

2010 *Fortune* 100 Real-Time speed analysis (In alphabetical order)

company	Fortune rank	response time
Abbott Laboratories	75	Did not respond
Aetna	63	Did not respond
Allstate	68	Did not respond
Amazon.com	100	Did not respond
American Express	88	Did not respond
American International Group	16	Unable to contact
AmerisourceBergen	24	Did not respond
Apple	56	Did not respond
Archer Daniels Midland	27	1 day
AT&T	7	less than 1 hour
Bank of America Corp.	5	Did not respond
Berkshire Hathaway	11	Did not respond
Best Buy	45	Did not respond
Boeing	28	3 hours
Cardinal Health	17	Did not respond
Caterpillar	66	1 day
Chevron	3	2 days
CHS	91	Did not respond
Cisco Systems	58	Did not respond
Citigroup	12	Unable to contact
Coca-Cola	72	1 day
Comcast	59	Did not respond
ConocoPhillips	6	Did not respond
Costco Wholesale	25	Did not respond
CVS Caremark	18	Did not respond
Dell	38	Unable to contact
Delta Air Lines	84	Did not respond
Dow Chemical	46	Did not respond
DuPont	86	Did not respond
Enterprise GP Holdings	92	Unable to contact
Express Scripts	96	Did not respond
Exxon Mobil	2	Unable to contact
Fannie Mae	81	Did not respond
FedEx	60	Did not respond

company	Fortune rank	response time
Ford Motor	8	2 days
Freddie Mac	54	Did not respond
General Dynamics	69	Did not respond
General Electric	4	3 hours
General Motors	15	Unable to contact
Goldman Sachs Group	39	Unable to contact
Hartford Financial Services	97	Did not respond
HCA	77	Unable to contact
Hess	79	Did not respond
Hewlett-Packard	10	1-2 hours
Home Depot	29	1 day
Honeywell International	74	Did not respond
Humana	73	Did not respond
Ingram Micro	80	Did not respond
Intel	62	1 day
International Assets Holding	49	Did not respond
International Business Machines	20	Did not respond
J.P. Morgan Chase & Co.	9	Did not respond
Johnson & Johnson	33	Did not respond
Johnson Controls	83	Did not respond
Kraft Foods	53	2 weeks
Kroger	23	Unable to contact
Liberty Mutual Insurance Group	71	Did not respond
Lockheed Martin	44	1 day
Lowe's	42	Unable to contact
Marathon Oil	41	1-2 hours
Massachusetts Mutual Life Insurance	93	Did not respond
McKesson	14	Did not respond
Medco Health Solutions	35	Did not respond
Merck	85	Did not respond
MetLife	51	1 day
Microsoft	36	less than 1 hour
Morgan Stanley	70	Did not respond
New York Life Insurance	64	Did not respond

company	Fortune rank	response time
News Corp.	76	Did not respond
Northrop Grumman	61	2 days
PepsiCo	50	Did not respond
Pfizer	40	Did not respond
Philip Morris International	94	3 days
Procter & Gamble	22	Did not respond
Prudential Financial	65	less than 1 hour
Publix Super Markets	99	1-2 hours
Raytheon	95	less than 1 hour
Rite Aid	89	Did not respond
Safeway	52	Did not respond
Sears Holdings	48	Did not respond
Sprint Nextel	67	1 day
State Farm Insurance Cos.	34	1-2 hours
Sunoco	78	Unable to contact
Supervalu	47	Did not respond
Sysco	55	Did not respond
Target	30	Did not respond
TIAA-CREF	90	Did not respond
Time Warner	82	Did not respond
Travelers Cos.	98	1 day
Tyson Foods	87	Did not respond
United Parcel Service	43	4 hours
United Technologies	37	Did not respond
UnitedHealth Group	21	Did not respond
Valero Energy	26	Did not respond
Verizon Communications	13	less than 1 hour
Wal-Mart Stores	1	Did not respond
Walgreens	32	Did not respond
Walt Disney	57	Did not respond
WellPoint	31	1 day
Wells Fargo	19	1 day



About the Author

David Meerman Scott's book *The New Rules of Marketing & PR* opened people's eyes to the new realities of marketing and public relations on the Web. Six months on the BusinessWeek bestseller list and published in more than 25 languages from Bulgarian to Vietnamese, *New Rules* is now a modern business classic.

David's popular blog and hundreds of speaking engagements around the world give him a singular perspective on how businesses are implementing new strategies to reach buyers.

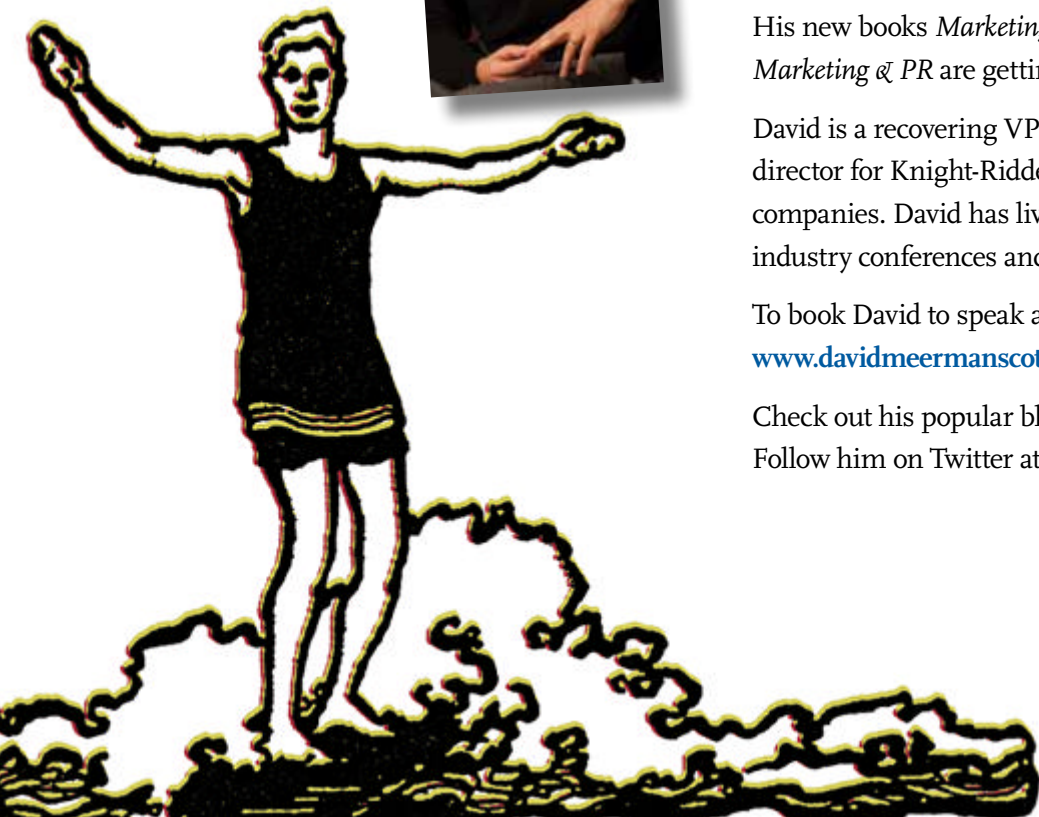
His new books *Marketing Lessons from the Grateful Dead* (written with Brian Halligan) and *Real-Time Marketing & PR* are getting buzz around the globe.

David is a recovering VP of marketing for two publicly traded companies and was also Asia marketing director for Knight-Ridder, at the time one of the world's largest newspaper and electronic information companies. David has lived and worked in New York, Tokyo, Boston, and Hong Kong and has presented at industry conferences and events in over twenty countries.

To book David to speak at your next event or to run a seminar for your company, please contact him at www.davidmeermanscott.com

Check out his popular blog at www.WebInkNow.com

Follow him on Twitter at <http://twitter.com/dmScott>





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