

Social Media and Compliance

Doug Cornelius
Chief Compliance Officer
Beacon Capital Partners, LLC

Topics

- What is Social Media?
- Why Should You Care?
- Benefits To You
- Cautions for Your Company
- Inside the Enterprise

Thanks.
Intro if needed.

I have a bunch of slides, but they are mostly images.

Feel free to ask questions along the way.
I certainly have questions for you.

These are the topics I want to cover.
Are there any others you want to cover

I think these are some exciting tools for compliance professionals, but they also create some new risks.



Lets start off with what is Social media - You will also hear the term Web 2.0

The barriers for creating content on the internet have fallen.

You used to need some real technical knowledge, know html and spend a bunch of money to create your own webpage. You could only read a webpage.

That has changed. It easy to create a website.

Many sites allow you to add your content to their website.

Lets group them a little to have a better understanding.

Blogs

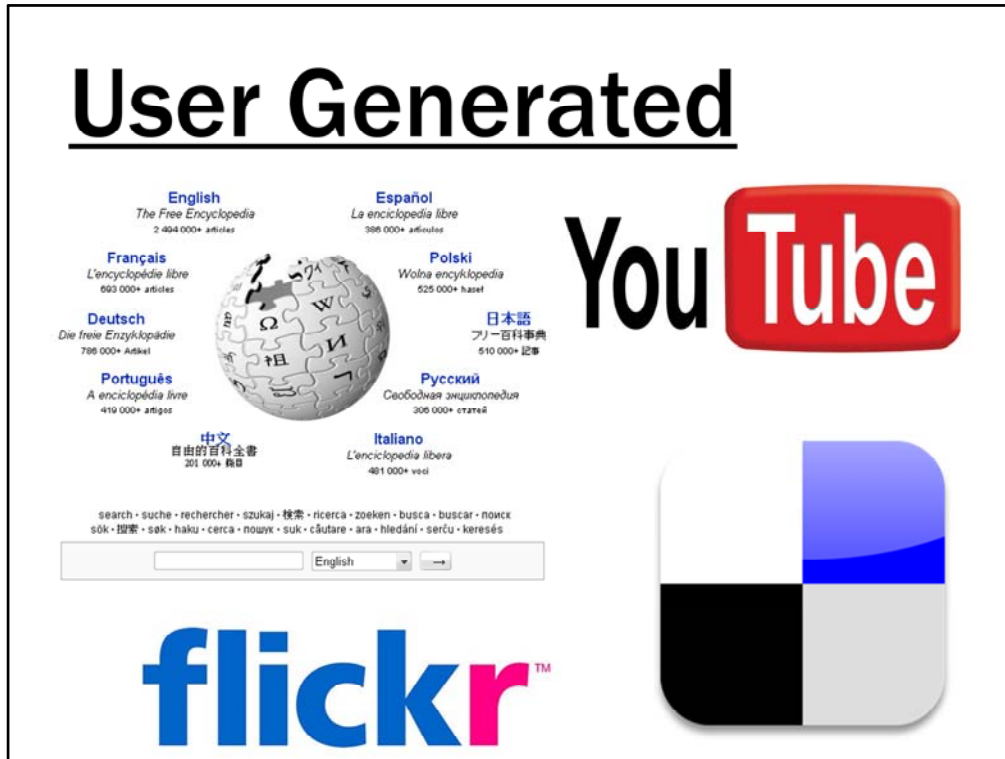


When you think of Web 2.0 and Social Media, blogs is one of the first things that comes to mind.

Blogger, Wordpress and TypePad are the three big commercial blog platforms.

In minutes, you can have a website up and begin creating content, with no web development knowledge.

Poll audience for users
[] anyone here have a blog?



These Websites create framework to host your content. They don't create anything on their own. They are just a collection with tools to help your organize your content and find other interesting content.

Poll audience for users

Anyone use these to find information?

Wikipedia has over 2.5 million articles. That several time larger than Encyclopedia Britannica

YouTube – Its audience during prime time is often larger than on some of the big four broadcasting networks.



These are the hot now. Media darlings. Astronomical growth.

Currently the three most relevant of these platforms are LinkedIn, Facebook and Twitter.

Focus is on connecting people



Mainstream media

Blogs, user generated content, and social networking are all being used and combined into traditional mainstream media website.

Even though I grouped them, the boundaries are very gray.

Social Media Themes

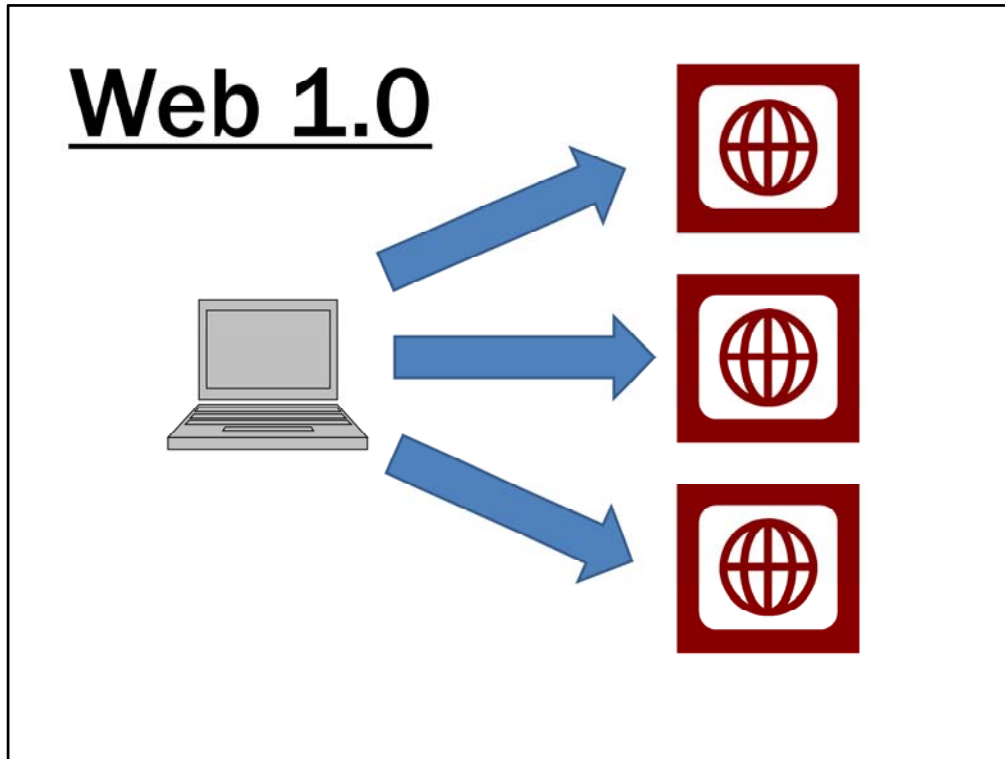
- Notifications
- Interactivity

There are some common themes that you can see in these tools.

What makes something go from web 1.0 to web 2.0

Two aspect:

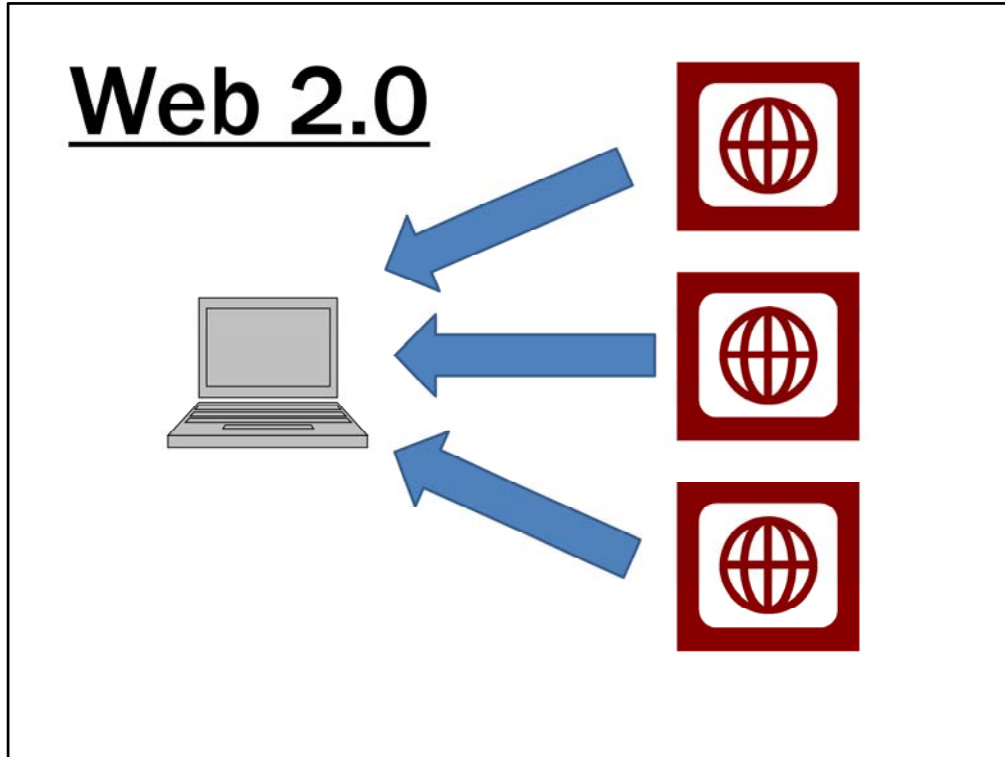
Notifications and Interactivity



Lets focus on the notifications

In the web 1.0 world, you had to go to websites and find the information you wanted.

Web surfing



In the Web 2.0 world, the information you want is sent to you. Websites will send a notification to you when there is new content. Some may even send you the new content.

That notification can be by email

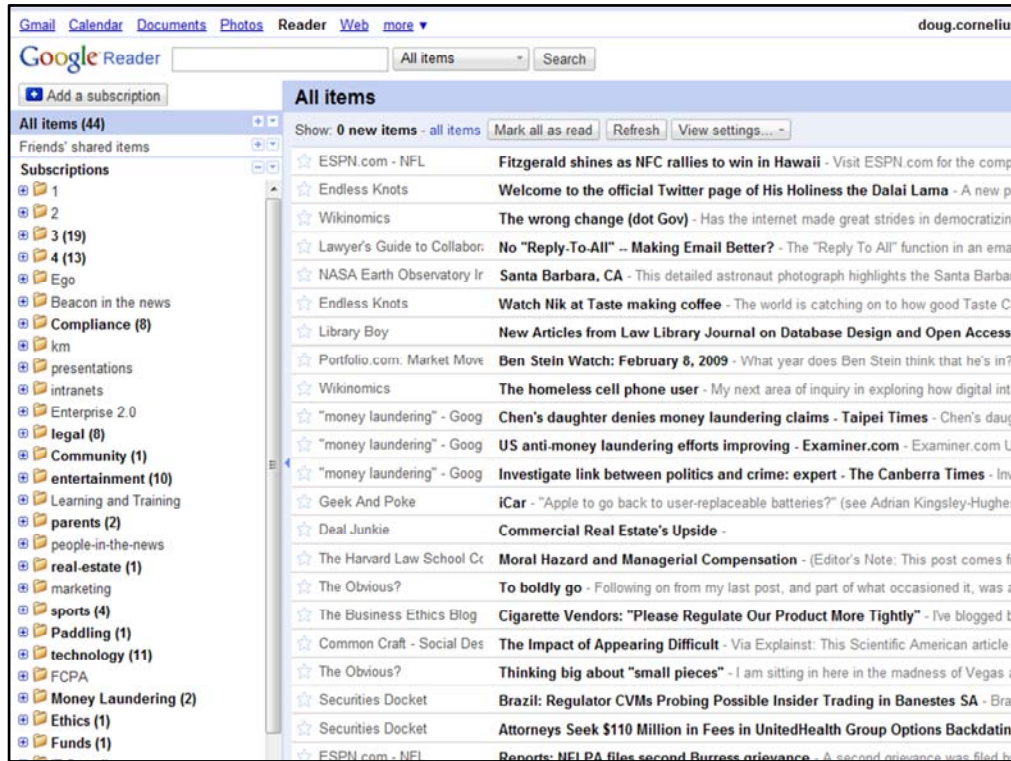


But a more powerful tool is RSS.

Instead of sending the information to your email inbox, it goes to a separate application.

[_] Who here does NOT get enough email?

RSS is way to get more information and organize better.



Instead of email, you use an RSS feed reader. It is the application that receives the update notification and allows you to read and organize the feeds.

It is much like an email in-box. In fact Outlook 2007 has one built in.

But the most popular reader is Google Reader (and it's free and web-based so you do not have to install anything on your computer.) You can also get it through your mobile device.

This is a snapshot of my RSS feedreader. I organize my feeds around priority and topic. The feed reader lets you know how many new items are in each.

I subscribe to over 400 sources. Some publish several times a day. Some once a day, others are once a week or even more sporadically.

Saves me time by not having to go to the sites. They come to me.

[_] Anyone use a feed reader

The screenshot shows the homepage of 'Compliance Building' by Doug Cornelius. The main article is titled 'New Custody Rules for Investment Advisers', posted on Friday, May 15th, 2009 at 8:00 am. The article discusses proposed rule amendments from the SEC regarding custody of client assets. It includes a list of four key points: 1) Annual 'surprise exams' by independent public accountants; 2) SAS-70 reports for advisers not holding assets; 3) Disclosure of independent public accountants; 4) Direct delivery of custodial statements to clients. The article also mentions Commissioner Schapiro's rationale for the rules in response to investment scams like Madoff.

Compliance Building
Doug Cornelius on compliance and business ethics

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HIGHLIGHTS

Ethics and Facebook
Can a lawyer hire a third person to send a "friend request" to a witness? According to an opinion from the Philadelphia Bar Association's Professional... » [Read More](#)

Attorney-Client Privilege and Internal Investigations
Two cases illustrate some of the problems with the use of outside counsel for internal investigations. The possibility that a conflict of interest could arise when... » [Read More](#)

The 4 Ps of the

New Custody Rules for Investment Advisers

Posted on Friday, May 15th, 2009 at 8:00 am.



The Securities and Exchange Commission proposed rule amendments as part of their Open Meeting on May 14, 2009. They talked about the proposed rules, but have not actually made them available. It is hard to judge the potential impact of the rules with being able to see them.

According to the press release and the speech by Mary Schapiro here is a summary of the proposed rules:

- All registered investment advisers with custody of client assets will undergo an annual "surprise exam" by an independent public accountant to verify those assets exist.
- If you are an investment advisers whose client assets are not held or controlled by a firm independent of the adviser, you will be required to obtain a SAS-70 report that describes the controls in place, tests the effectiveness of those controls, and provides the results of those tests.
- You would be required to disclose in public filings with the SEC the identity of the independent public accountant that performs your "surprise exam."
- The proposed rules would require that all custodians holding advisory client assets directly deliver custodial statements to the clients instead of through the investment adviser, and that advisers opening custody accounts for clients instruct those clients to compare account statements they receive from the custodian with those received from the adviser.

According to Commissioner Schapiro: "We are taking this action in response to major investment scams — such as Madoff — and many other potential Ponzi schemes."

Public comments on the proposed rule amendments must be received by the Commission within 60 days after their publication in the Federal Register.

With INTERACTIVITY, the stories are not just static.

There may be a big box for you to supply your comments.

(this is my website: Compliance Building)

Animation: page scrolls up

THE WALL STREET JOURNAL

OWJONES ***** WEDNESDAY, MAY 20, 2009 - VOL. CCLIII NO. 117 ***** \$2.00

▲ DJIA 9474.85 ▼ 29.23 -0.3% NASDAQ 1734.54 ▲ 0.1% NIKKEI 9290.29 ▲ 2.8% DJ STOXX 50 2132.80 ▲ 1.2% 10YR TREAS ▼ 9/32, yield 3.243% OIL \$59.65 ▲ \$0.62 GOLD \$926.30 ▲ \$5.00 EURO \$1.3637 YEN 96.04

SAT's Math Problem: Costly Courses

Q: Are test-prep programs worth it?
A. Yes
B. It depends
C. No
D. None of above
See page D1 for the answer



Credit-Card Fees Curbed

Senate Approves Sweeping Restrictions, House Passage Seen; Limiting Interest Hikes

By SUDEEP REDDY

Sweeping new restrictions on credit-card companies would ban extra fees and fluctuating rates and arm tens of millions of consumers with more information on their debts.

Starting in February 2010, a Senate bill passed Tuesday would ban practices such as charging consumers to pay by phone and sudden surges in interest rates. Payments above the minimum due would be applied to balances with the highest interest rates. Information once relegated to tiny print must be made clearer, and consumers will soon be told how long it would take to pay off a balance if they pay only the minimum due.

The credit-card overhaul is set to become the first major legislative change to financial regulation outside housing since the emergency bank bailout enacted last fall, and it's not the last expected this year. Tuesday's 90-5 vote followed pressure from the White House on card issuers to improve fairness and transparency for the three-fourths of U.S. households that use credit cards. The measure is likely to pass the House in the coming days, and President Barack Obama is expected to sign it into law next week.

For consumers, the legislation aims to change habits—perhaps leading them to make fewer big-ticket purchases with credit cards—by clarifying the cost of using card debt. Several provisions in the legislation are geared toward forcing consumers to recognize how much they're paying in interest. Card issuers would also have to provide information on consumer-counseling and debt-management services.

Consumers also wouldn't face a retroactive interest-rate increase on existing balances unless payments are 60 days overdue. Even after that rate increase, a consumer would have to pay at least the minimum due.

What changes mean for you... A2
Advanta cuts up card business... C2
New oversight of financial products is weighed... A2

The Fine Print

The law would require new information to be added to credit-card statements (examples in red)

PAYMENT SUMMARY	
NEW BALANCE:	\$1,000
MINIMUM PAYMENT:	\$35
PAYMENT DUE DATE:	03/22/10 <small>(would require 21-day notification)</small>
MONTHS BEFORE BILL IS PAID OFF: <small>IF ONLY MIN. PAYMENTS MADE:</small>	49
INTEREST PAID OVER TIME: <small>IF ONLY MIN. PAYMENTS ARE MADE:</small>	\$467

Note: Figures are rough estimates

What's News—

Business & Finance World-Wide

The Senate approved, in a 90-5 vote, sweeping restrictions on credit-card companies that would ban extra fees and fluctuating rates, and arm consumers with more information on their debts. The measure is likely to pass the House in coming days and Obama is expected to sign it into law next week. A1, A2

Royal Dutch Shell shareholders voted to reject the oil giant's executive-compensation plan, the latest display

Senate Democrats plan to block Guantanamo's closing. Bowing to political pressure, the lawmakers will withhold funding to shut the prison until Obama comes up with a detailed plan for handling its 241 detainees. Democrats also plan to prevent the administration from spending any money to transfer Guantanamo detainees to the U.S. this fiscal year. Republicans have seized on the issue, saying closing the prison endangers Americans. A3

The Missing Link? Scientists Say Fossil Is 'Our Great-Great-Great-Aunt'



Lets use the Wall Street Journal as an example of NOTIFICATION and INTERACTIVITY.

The paper edition arrives with a thump in the morning, letting you know its there.

You could browse through it and see what interests you.

I bet many of you have a stack of unread or half-read newspapers and magazines lying around

THE WALL STREET JOURNAL. Digital Network WSJ.com MarketWatch BARRONS All Things Digital SmartMoney More

Tuesday, May 12, 2009 As of 2:43 PM EDT

THE WALL STREET JOURNAL. Welcome, Doug Cornelius Logout
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U.S. Edition Today's Paper Video Columns Blogs Topics Journal Community

Home World U.S. Business Markets Tech Personal Finance Life & Style Opinion Careers Real Estate Small Business

QUICK LINKS: Finance Politics Health Flu Outbreak Economy Management Sports Entrepreneur's Report Heard on the Street Market Data

Breaking News Social Security and Medicare trust funds are dwindling faster than expected because of the recession.
Microsoft is developing a camera for the Xbox 360 that would let players control games with body movement.

LATEST HEADLINES: WSJ: Eipida's Net Loss Doubles

What's News —
BUSINESS & FINANCE

Winds Stirred Up on Carbon-Dioxide Rules
The head of the EPA said a finding that greenhouse gases are a public-health danger won't necessarily lead to government regulation of emissions.
Memo on the Endangerment Finding

Stocks Weaken After Data
Stocks slipped as investors digested new measures of chain-store sales and foreign trade. Bank shares and auto makers Ford and GM were lower.
Video: MarketWatch Hot Stocks
Oil Prices Retreat After Topping \$60
Data: Overview | Treasuries | Forex | Crude | Gold

Oil Widens Trade Deficit
The U.S. trade deficit widened for the first time in eight months during March to \$27.58 billion, as the

U.S. & World

HOT-2: should the gear up?
National Transportation Safety Board Public Hearing
22:16:46
110 seats 1870 hot Shown ON Player ON Power Control File

Transcript and Animation Show Pilot Banter, Then Sudden Stall
The pilots of the plane that crashed in February near Buffalo, N.Y., rushed through checklists but spent much of the flight discussing personal issues, according to the cockpit recorder transcript.
Transcript: Final 7 Minutes | Full text | Animation

Boom Ignited Minority Home Buying
Pakistan Raids Taliban Stronghold
More Details Emerge in Saberi Case

Market Data Center 2:43 p.m. Revised: The Principal Financial Group
DJIA 8434.88 16.09 0.19% Nasdaq 1711.85 -19.29 -1.1%
S&P 500 905.44 -3.80 -0.42% Global Dow 1594.67 -3.28 -0.2%
Customize markets * At close Source: Dow Jones, Reuters

U.S.

'Biohackers' Discover Inner Frankenstein
Hobbyists are tinkering with the building blocks of life in the comfort of their own homes. But are these biohackers a threat to national security?

Don't sacrifice the quality of your employees' health care benefits.

Attention: Employers

View This Ad

You can go to the online version and browse for the stories that interest you.

The screenshot displays the RSS feeds section of The Wall Street Journal website. The page header includes the date "2:33 a.m. EDT Tuesday, May 12, 2009" and the user name "Welcome, Doug Cornelius". The main navigation bar lists various sections like "Home", "World", "U.S.", "Business", "Markets", "Tech", "Personal Finance", "Life & Style", "Opinion", "Careers", "Real Estate", and "Small Business". Below this, there are quick links for "Entrepreneurs' Report", "Finance", "Politics", "Sports", "Flu Outbreak", "Economy", "Books", "Detroit Crisis", "Heard on the Street", and "Market Data".

The "RSS FEEDS FROM JOURNAL SITES" section is titled "WALL STREET JOURNAL RSS: News Feeds & Podcast" and "News & Commentary". It lists several RSS feeds with "Get Feed" icons:

- WSJ News U.S.
- WSJ World
- WSJ Business
- U.S. Business
- Asia: What's News
- Europe: What's News
- India
- Managing in Asia
- Earnings
- Economy
- Health
- Law
- Management
- Media & Marketing

On the right side, there is an advertisement placeholder and a "Frequently Asked Questions" section titled "What are RSS feeds and podcasts?". The text explains that RSS stands for Really Simple Syndication and provides a way of keeping on top of Wall Street Journal Online news. It also mentions that RSS allows users to view constantly updated headlines from the Journal sites, in addition to headlines from other news publications, in one place. The text further describes how RSS helps manage web-site reading and how podcasts are short audio broadcasts that can be listened to on a computer or downloaded to a portable digital-music player.

The online version is also full of RSS feeds, so they will send you new stories as they are published to the website.

That thud of the newspaper hitting your front step is replaced with the ping of a new item in your feed reader.

But it allows you to focus in on news and information that is more relevant to you. Subscribe to areas of interest instead of the whole paper.

THE WALL STREET JOURNAL.

WEDNESDAY, MAY 20, 2009 - VOL. CCLIII NO. 117

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IA 9474.85 ▼ 29.23 -0.3% NASDAQ 1734.54 ▲ 0.1% NIKKEI 9290.29 ▲ 2.8% DJ STOXX 50 2132.80 ▲ 1.2% 10YR TREAS ▼ 9/32, yield 3.243% OIL \$59.65 ▲ \$0.62 GOLD \$926.30 ▲ \$5.00 EURO \$1.3637 YEN 96.04

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The Missing Link? Scientists Say Fossil Is 'Our Great-Great-Great-Aunt'



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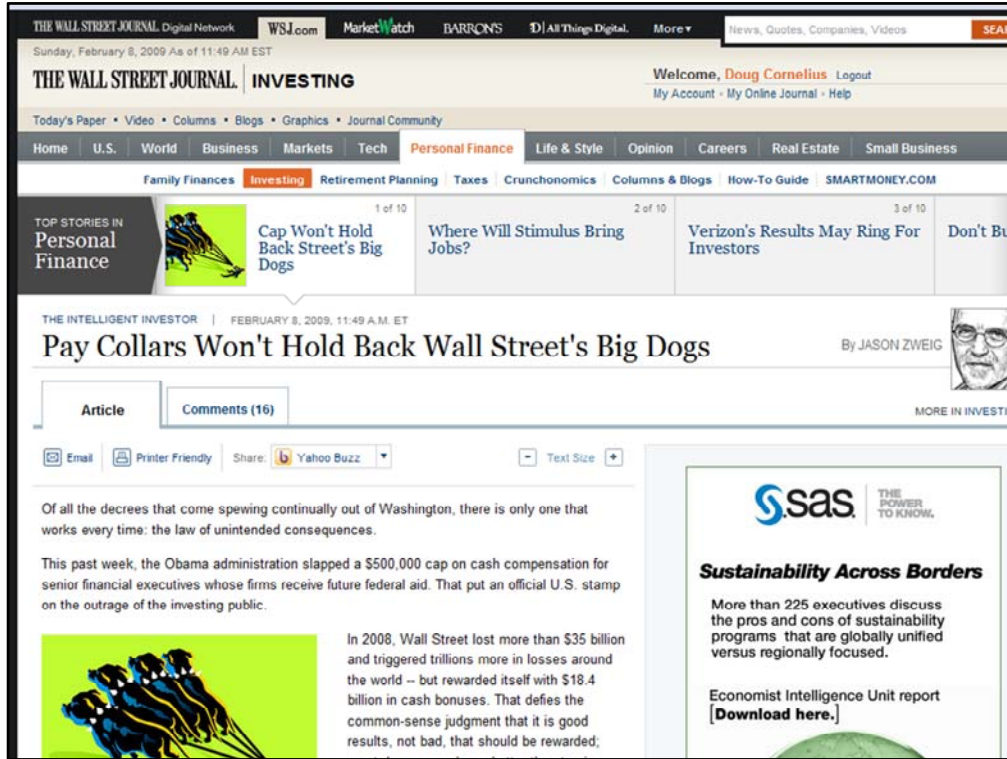
Note: Figures are rough estimates

There is also interactivity

With Web 1.0, like the newspaper.

You needed to go to it to read it.

And it was read only.



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Sunday, February 8, 2009 As of 11:49 AM EST

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Today's Paper · Video · Columns · Blogs · Graphics · Journal Community

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Family Finances Investing Retirement Planning Taxes Crunchonomics Columns & Blogs How-To Guide SMARTMONEY.COM

TOP STORIES IN Personal Finance

1 of 10 Cap Won't Hold Back Street's Big Dogs


2 of 10 Where Will Stimulus Bring Jobs?

3 of 10 Verizon's Results May Ring For Investors

Don't Buy

THE INTELLIGENT INVESTOR | FEBRUARY 8, 2009, 11:49 A.M. ET

Pay Collars Won't Hold Back Wall Street's Big Dogs


By JASON ZWEIG 

Article Comments (16)

Email Printer Friendly Share: Yahoo Buzz Text Size

Of all the decrees that come spewing continually out of Washington, there is only one that works every time: the law of unintended consequences.

This past week, the Obama administration slapped a \$500,000 cap on cash compensation for senior financial executives whose firms receive future federal aid. That put an official U.S. stamp on the outrage of the investing public.

 In 2008, Wall Street lost more than \$35 billion and triggered trillions more in losses around the world -- but rewarded itself with \$18.4 billion in cash bonuses. That defies the common-sense judgment that it is good results, not bad, that should be rewarded;

sas THE POWER TO KNOW.

Sustainability Across Borders

More than 225 executives discuss the pros and cons of sustainability programs that are globally unified versus regionally focused.

Economist Intelligence Unit report **[Download here.]**

Now when you go to a story on the wall street journal on line

The screenshot shows the WSJ website interface from February 8, 2009. The main article is titled "Pay Collars Won't Hold Back Wall Street's Big Dogs" by Jason Zweig. A red box highlights the "Comments (16)" link. The article text discusses a \$500,000 cap on cash compensation for senior financial executives. A sidebar on the right features an advertisement for sas (Sustainability Across Borders) and an Economist Intelligence Unit report. The top navigation bar includes sections like "Personal Finance" and "Investing".

There is a collection of comments about the story

The screenshot shows the WSJ Investing section. The article title is "Pay Collars Won't Hold Back Wall Street's Big Dogs" by Jason Zweig. A comment from Ken Ridge, posted 7 hours ago, discusses the implications of paying wardens. A SAS advertisement is visible on the right side of the page.

THE WALL STREET JOURNAL Digital Network | WSJ.com | MarketWatch | BARRON'S | DJ All Things Digital | More | News, Quotes, Companies, Videos

Sunday, February 8, 2009 As of 11:49 AM EST

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Family Finances | Investing | Retirement Planning | Taxes | Crunchonomics | Columns & Blogs | How-To Guide | SMARTMONEY.COM

TOP STORIES IN Personal Finance

1 of 10 | 2 of 10 | 3 of 10

Cap Won't Hold Back Street's Big Dogs | Where Will Stimulus Bring Jobs? | Verizon's Results May Ring For Investors | Don't B...

THE INTELLIGENT INVESTOR | FEBRUARY 8, 2009, 11:49 A.M. ET | By JASON ZWEIG

Article | Comments (16) | MORE IN INVEST...


Email | Printer Friendly | Share: Yahoo Buzz

There are 16 Comment(s) | Page: « Previous 1 2 Next »

Go to most recent | Add a comment | Sort by: Oldest | Newest

7 hours ago

Ken Ridge wrote:

 Paying the wardens less won't put the inmates back in the cells, but paying the wardens only if the inmates are kept in their cells certainly will. After all, isn't that what wardens are supposed to do?

I suppose it's possible that this might encourage more risk, but it seems more likely that this will cause companies to take a hard look at the compensation systems they use for all positions, even for those beyond the small group of executives that are restricted.

SAS

Looking for new ways to perform and compete in today's marketplace: **Business analytics**

White paper offers **6 crucial steps** to get you started.

From the readers of the article.

Blogs



When I was talking about blogs, it is a fuzzy line between a story on the WSJ and blog,

They allow for quicker publication,
they all for comments and interactivity
They send you notices of new content

Compliance Building

Doug Cornelius on compliance and business ethics

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HIGHLIGHTS

Ethics and Facebook

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Attorney-Client Privilege and Internal Investigations

Two cases illustrate some of the problems with the use of outside counsel for internal investigations. The possibility that a conflict of interest could arise when... » [Read More](#)

The 4 Ps of the Internet: Personal, Private, Professional, and Public

Latest Story

Advertising or Solicitation to Offer or Sell Securities Under Rule 502(c)

Tuesday, May 12th, 2009 at 7:00 am



Yesterday, I posted on Fund Raising Publicity. I ended by pointing out that Rule 502(c) prohibits general solicitation or general advertisement that occurs in connection with a Regulation D securities offering. This is to separate typical company advertising if a company advertises with no intention to "offer or sell the securities of the issuer" then... » [Read More](#)

Fund Raising Publicity

Monday, May 11th, 2009 at 7:00 am



Under the U.S. securities laws, it is important for private investment funds to avoid engaging in a "general solicitation" or "general advertising" prior to and during fund raising. The key to private investment funds and the private offering of interests in the funds is that... » [Read More](#)

... And Thus Ended Capitalism

Sunday, May 10th, 2009 at 6:56 am



Sunday's Düberr on financial reports, trusted advisors, and Ponzi... » [Read More](#)

There are plenty of people who collect and publish information relevant to compliance professionals in their websites using a blog platform.

There is my site, Compliance Building

The screenshot shows the homepage of the Securities Docket website. At the top, there is a navigation bar with links for 'About', 'Contact Us', 'Sponsorship', 'Webcasts', and 'BlackBook'. A search bar is located on the right side of the navigation bar. Below the navigation bar is the site's logo, 'SECURITIES DOCKET', with the subtitle 'GLOBAL SECURITIES LITIGATION AND ENFORCEMENT REPORT'. On the right side of the page, there are links to 'Subscribe by RSS' and 'Subscribe by email'. The main content area features a featured article titled 'UK: FSA Prepares to Bring High-Profile Case vs. Two Lawyers From U.S.-Based Law Firms', dated May 20, 2009 at 9:58 am. The article text states: 'The UK's newly-aggressive Financial Services Authority (FSA) is pursuing another high-profile insider trading case, as reports emerged today that a partner at the London office of Dorsey & Whitney and a former partner of McDermott Will & Emery will be charged criminally next month with insider trading.' A 'Read full story >' link is provided. Below the article is a horizontal menu with categories: 'Class Actions', 'SEC', 'Criminal', 'Global', 'People', 'Industry', and 'SD Insider'. The 'SEC' category is selected. Underneath, there are two columns of news items. The left column includes 'Court Approves Distribution of \$843 Million to AIG Investors from SEC Fair Fund' (dated May 19, 2009 at 5:27 pm) and a paragraph starting with 'The SEC announced today that a federal court has approved the distribution of more than \$843 million to investors in American International Group, Inc. from a Fair Fund that the SEC established after the company's settlement of an SEC enforcement action for accounting fraud. The court-appointed distribution agent for the AIG Fair Fund estimates that [...]'. The right column is titled 'Other posts in SEC' and lists several other articles with their dates and times, including 'Help Wanted at the SEC: Chief Accountant of the Division of Enforcement' (May 19, 2009 at 9:36 am), 'Options Backdating Cases Not Dead Yet' (May 18, 2009 at 3:50 pm), 'SEC Begins Distribution of \$267 Million from Bear Stearns Fair Fund' (May 18, 2009 at 10:26 am), 'SEC Files Settled Options Backdating Case Against Former VP of KB Home' (May 15, 2009 at 2:56 pm), and 'Copy of SEC IG Report: "Employee's Securities Transactions Raise Suspicions of Insider Trading"'. On the right side of the page, there is a section for 'Upcoming Webcasts' with a link to 'Calling off an M&A Deal: Legal and Damage Ramifications, May 27'. Below that is a promotional banner for BDO Consulting with the text 'We have ways of making it talk. Expert Computer Forensics and E-Discovery from BDO Consulting'. At the bottom right, there is a 'Latest' section with links for 'Categories', 'Tags', and 'Archives', and a list of recent articles including the featured UK article and 'Court Approves Distribution of \$843 Million to AIG Investors from SEC Fair Fund'.

There are plenty of others.

Securities Docket by Bruce Carton, a former SEC enforcement lawyer

EthicsPoint [Subscribe via RSS](#)

Integrity at Work

Bill writes on ethics industry trends and EthicsPoint-related news.

Subscribe

Enter your e-mail address:

Wednesday, May 6, 2009

EthicsPoint 2009 Best Ethics and Compliance Portal Winners!


It is with great pleasure that I am able to announce, honor and celebrate the 10 winning companies in the **EthicsPoint 2009 Best Ethics and Compliance Portal** contest. These portals were chosen from among our more than 2000 customers, and were judged based on a number of factors, including clarity of message, quality of reporter experience, effective integration within their overall governance, risk and compliance (GRC) strategy and innovative use of technology.

Please join me in congratulating this year's winners:



- AkzoNobel
- AstraZeneca
- Catholic Healthcare Partners
- The Coca-Cola Company
- Diocese of Cleveland
- FMC Technologies Inc.
- Integrys Energy Group
- Staples
- Toyota Financial Services
- University of California System

To view a screenshot of these winning portals or learn how we can work with you to improve your portal, visit our [site](#)

About Me



Bill Piwonka
Sr. Director of Marketing

[Email Me](#)

Sites I Read

- [Compliance Building](#)
- [Corporate Compliance Insights](#)
- [Corporate Integrity](#)
- [Ethisphere](#)
- [FCPA Blog](#)
- [Knowledge @ Wharton](#)
- [OCEG - GRC 360](#)
- [The Art of Marketing](#)
- [The Business Ethics Blog](#)

Blog Archive

My Latest Favorites:

Food
[Mint Love Letters - Babbo](#) (and B&B Ristorante, Las Vegas)

Music
[Galactic](#) – New Orleans Funk featuring my wife's favorite drummer, Stanton Moore
[New Mastersounds](#) – Awesome funk /jam band from Leeds, UK
[New Orleans Jazz Fest](#) –Amazing variety of music, fantastic food, and a chance to help the New Orleans economy.

Books
[Omnivore's Dilemma](#), by Michael Pollan – Admittedly, I read this a while ago, but it had a profound impact on my life (as the vendors at

Bill has a blog

Writing about ethics industry trends and his company


OnPoint
David Childers focuses on issues in ethics and compliance.


EthicsPoint Subscribe via RSS


Subscribe


Enter your e-mail address:

On My Bookshelf:

 **What Got You Here Won't Get You There**
by M. Goldsmith & M. Reiter

 **Saving the World at Work**
by Tim Sanders

 **Talent is Overrated**
by Geoff Colvin

 **Tactical Transparency**
by Shel Holtz et al.

April 30, 2009

Can Web 2.0 rekindle America's love affair with the automobile?

As many of you know I made the decision to go back to school this year and have been attending an extended learning program at MIT Sloan School of Business. I have my quarterly meeting in Cambridge coming up and was reading through my assigned case studies this weekend. One of the readings concerned a supply chain situation at Ford that was taken from events earlier this decade. I don't know if the professor was looking to evoke this line of thinking, but I started wondering if the automobile world could transform itself and convert to the Dell distribution model. So while this is outside the realm of my normal blog topics I am hoping to leverage this forum to get some quick feedback for this zany idea.

The Dell Direct Model has been very successful from a supply chain and margin contribution perspective. Dell Direct is a business model that eliminates the traditional distribution channel and goes directly to the consumer. Traditionally, as is in the case of Ford and others, there is a supply chain that supports the manufacturer (the "brand"), the finished goods are shipped to a variety of distribution outlets and the consumer selects a branded product from one or more of these outlets.


Dell broke this model by using a Web 2.0 enabled business model that removed the traditional hardware distributors and opened a line of communication directly with their customers. They also ensured/marketed that the computers they sold would be customized for each client and delivered to their home. They built a website with a well defined on-line configurator and allowed the consumer to craft the PC of their choice.

Stick with me – I know this may sound crazy, but with the automobile industry in chaos-wouldn't this model work for cars just as it has for computers?

One of the many problems with the auto industry is over supply. In 2008 manufacturers had the capacity to make 17 million cars annually to support a

About Me

David Childers
President & CEO
of EthicsPoint



LinkedIn **Email Me**
ethicspointCEO@gmail.com

Recent Comments

I like the idea. As long as I was able to test dr... - Jackson

David, I completely understand the SEC's impleme... - Avery

Barry, well spoken by the simple, non-fussy man th... - David Childers

A key question to ask: who buys from Dell, who buy... - Barry

Thanks all the great feedback and

Bill's boss has a blog

David Childers, the President of EthicsPoint, blogging on ethics and compliance

The screenshot displays the SEC website's homepage. At the top left is the SEC logo. The main content area features a large article titled "SEC Protecting Investors, Markets During Credit Crisis" with a sub-headline "During the current turmoil in the credit markets, the SEC has worked closely with other regulators in the U.S. and around the world to protect investors and the markets." Below this are links for "SEC Actions During Credit Crisis" and "2008 Annual Report". To the right, a photo of SEC Chairman Mary Schapiro is shown with a caption: "SEC Chairman Mary Schapiro addressed PLI's 'SEC Speaks in 2009' conference and outlined a framework for restoring investor confidence." Below the photo is a link for "Chairman Schapiro's Remarks".

On the left sidebar, there are sections for "Spotlight on 404 Cost-Benefit Survey", "Spotlight on Fair Value Accounting Standards", "IDEA Learn About IDEA", "Interactive Data (XBRL)", and "Credit Rating Agency Examination Report".

At the bottom, there are three main navigation menus: "About the SEC" (with links like "What We Do", "Commissioners", "Upcoming Events", "Laws & Regulations", "2008 PAR", "Office of Inspector General", and "more..."), "Investor Information" (with links like "2008 Annual Report", "File a Tip or Complaint", "Check Out Brokers & Advisers", "Publications", "en Español", "For Seniors", "PAUSE", and "more..."), and "Information for:" (with links for "Accountants", "Broker Dealers", "Broker-Dealer CCOs", "EDGAR Filers", "Funds & Advisers", "Fund/Adviser CCOs", "International", "Municipal Markets", and "NRSROs").

A red box highlights the "RSS Feed for SEC News" link, which is accompanied by an RSS icon.

The SEC publishes alerts and updates through RSS feeds on their website. Very blog like.

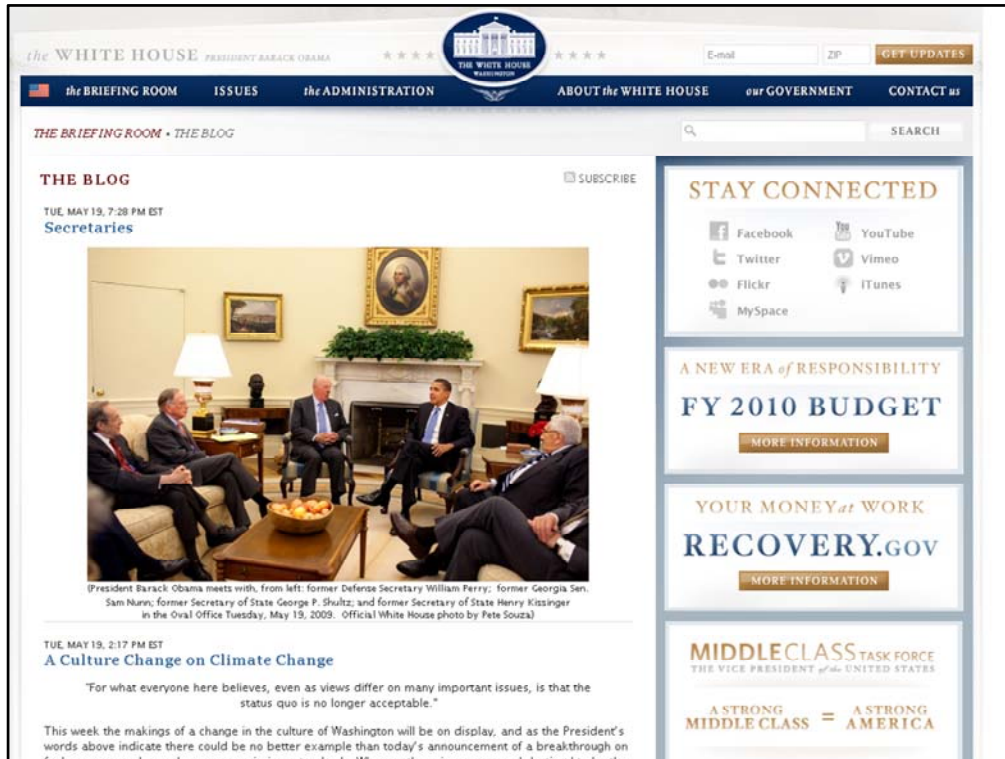
Animation: red box appears



I am seeing lots more of social media and 2.0 tools in government

We now have a Web 2.0 president.

There were many news stories about how President Obama used Web 2.0 as part of his campaign. He has now included it as part of communication as president.



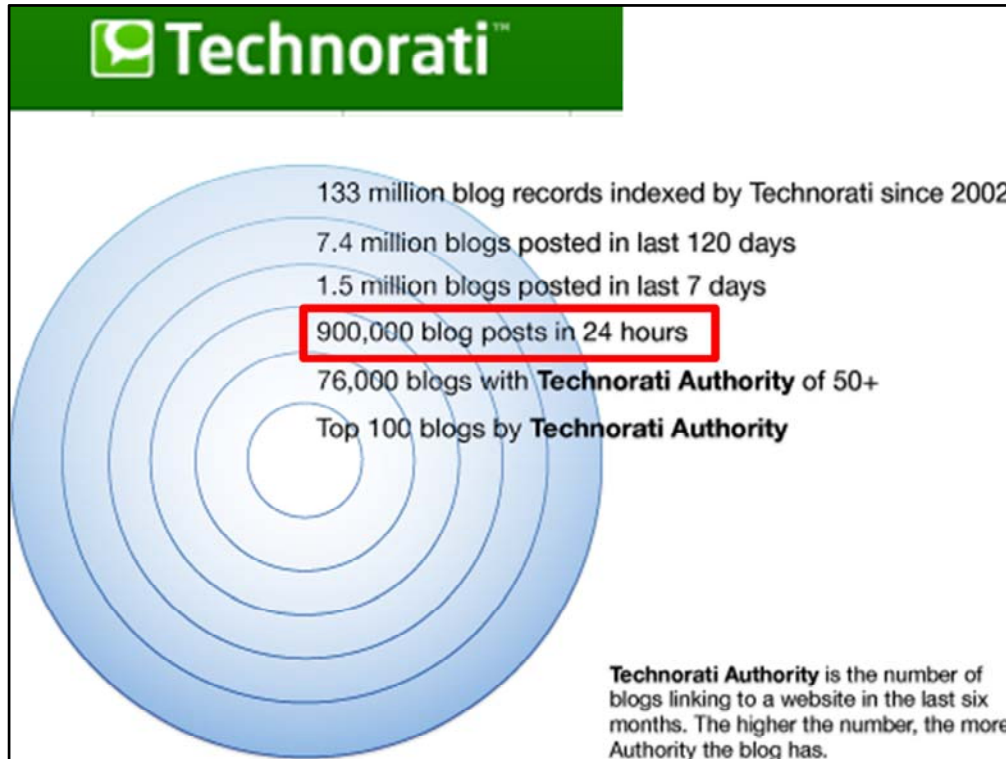
The White House is publishing news stories through their blog.

- Also,
- Facebook
- Twitter
- Flickr
- YouTube
- Vimeo
- iTunes
- MySpace

There is a big push by the government into using social media.

The screenshot shows the official website of the President of Russia, specifically the 'Video Blog' section. The page features a navigation menu on the left with categories such as 'EVENTS', 'SPEECHES', 'PRESIDENT', 'EXECUTIVE OFFICE', 'INSTITUTIONS', 'FIRST PERSON', 'SEND A LETTER', 'MEDIA', and 'ALBUM'. Below this, there are sections for 'CONSTITUTION of Russia', 'State INSIGNIA', 'PRESIDENTS of Russia', and 'Discovering the KREMLIN'. The main content area is titled 'Video Blog' and 'Addresses to the site's Visitors'. It displays a video player for a speech given on May 7, 2009, in Moscow, titled 'On Great Patriotic War, Historical Truth and Our Memory. New Video on Dmitry Medvedev's Blog.' The video player shows a man in a suit sitting at a desk. Below the video player, there is an 'Embed' section with a code snippet: `<object width="320" height="264" id="flvplayer" align=">`. There are also links for 'Windows Media' and 'Full transcript'. At the bottom of the page, there is a date '7.05.2009 Thursday Moscow' and a small thumbnail image of the same man.

Not to be outdone by the US,
the President of Russia also has a blog.



Technorati is blog tracking service and just released their 2008 State of the Blogosphere with some startling numbers.

Animation: Red box appears

This is the one that really catches my eyes: 900,000 blog posts every day

There is a lot of great content out there. Content that is very useful for Compliance professionals

Our profession is subject to enormous change as new rules, laws and regulations are constantly coming into effect. It is hard to keep. These tools can help you with that. It allows you to narrow your focus on issues related to your job.



Another key is staying connected with your industry peers. Find out what they are doing

That's where social networking comes in.

I think we just saw that blogs have become mainstream. Social networking sites are newer

These are sites focused around the individuals instead of information sources.

Currently the three most relevant of these platforms for professionals are LinkedIn, Facebook and Twitter.

Are they for real? Are they a fad?



- 40 million members
- Growing at a rate of more than one million new members a month
- A new member joins every second

LinkedIn focuses on being a professional social network site

Poll audience for users

Who here has a profile in LinkedIn

(My search of attendees was about ½ of you had LinkedIn Profiles)

Doug Cornelius
Chief Compliance Officer at Beacon Capital Partners
Greater Boston Area

Contact Directly
Get introduced through a connection

Current

- Chief Compliance Officer at Beacon Capital Partners

Past

- Knowledge Management Peer Group Steering Committee Member at International Legal Technology Association (ILTA)
- Knowledge Management Attorney at Goodwin Procter LLP
- Senior Real Estate Attorney at Goodwin Procter LLP

1 more...

Education

- Boston University School of Law
- Brandeis University

Connections 346 connections

Industry Commercial Real Estate

Websites

- My Knowledge Management Blog
- My Real Estate Blog
- My Website

Public profile powered by: LinkedIn
Create a public profile: [Sign In](#) or [Join Now](#)

View Doug's full profile:

- See who you and Doug Cornelius know in common
- Get introduced to Doug Cornelius
- Contact Doug Cornelius directly

[View Full Profile](#)

Name Search
Search for people you know from over 30 million professionals already on LinkedIn.

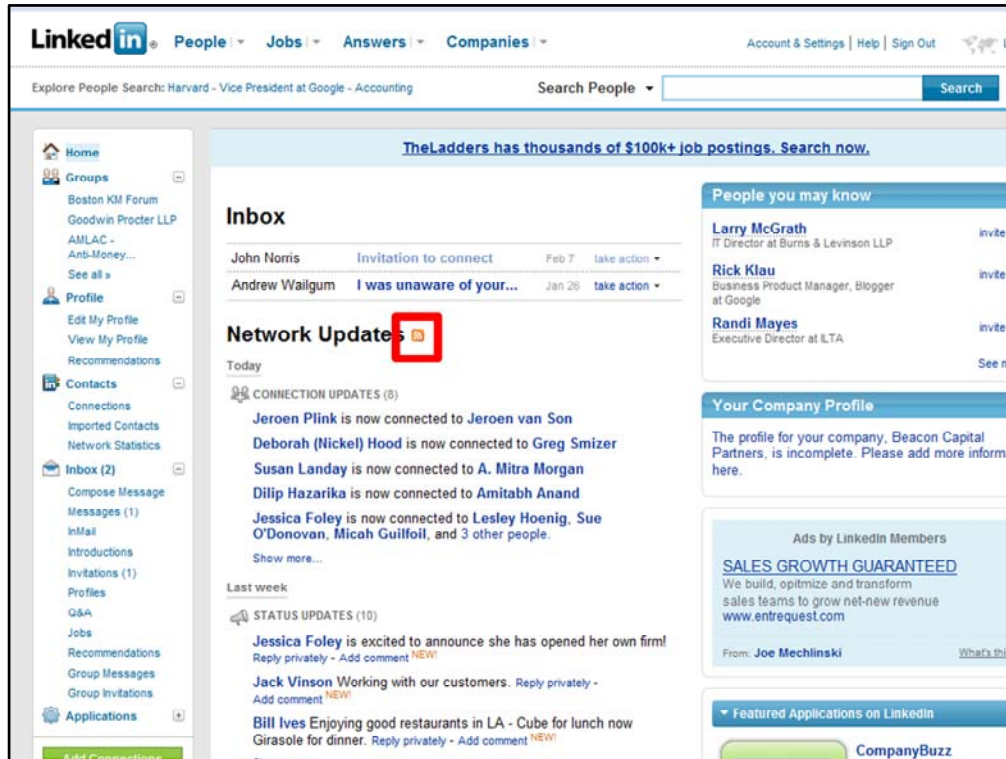
First Name Last Name
(example: Doug Cornelius) [Search](#)

Doug Cornelius's Summary
I am Chief Compliance Officer for Beacon Capital Partners.
Doug Cornelius's Specialties:
Business Ethics, Anti-fraud, Anti-corruption, Knowledge management, Foreign Corrupt Practices Act, Privacy, Records management

Ads by LinkedIn Members
SALES GROWTH GUARANTEED
We build, optimize and transform sales teams to grow net-new revenue
www.entrequest.com
From: [Joe Mechlinski](#) [What's this?](#)

My profile in LinkedIn.

Effectively it is an online resume.



LinkedIn allows you to connect with people you know

Home page that has a summary of the changes to those connections, to the people in my network

There is that RSS symbol, so you can get alerts when there are changes to the people in your network.

One takeaway from today should be that everyone of you that does not have a LinkedIn account, create one. Those that already have one, update it. Connect with me.

Animation: Red box appears



- Real-time short messaging service
- “What are you doing?”
- 140 characters
- Over 4 million twitterers

Twitter is currently a media darling.

Oprah joined last month.

Poll audience for users

Who here has a twitter account

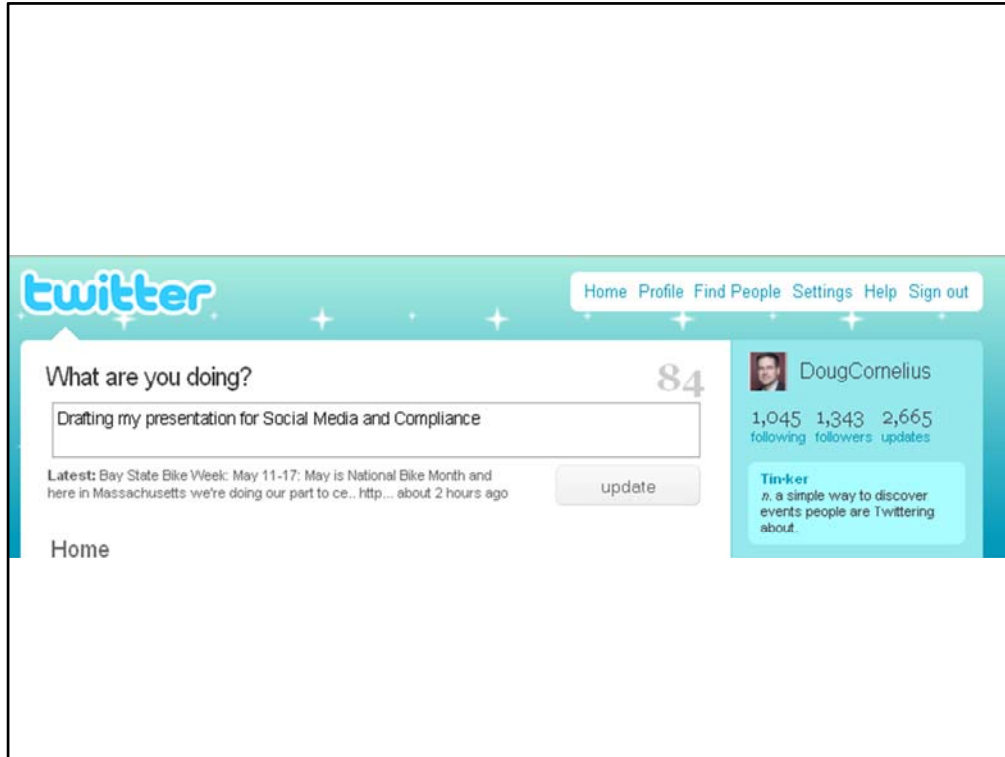
There is a lot of focus on the 140 character limit.



- **Samuel Morse** tapped out this historic message upon inventing the telegraph:
What hath God wrought?
22 characters long.
- **Alexander Graham Bell's** first words on a telephone:
Mr. Watson, come here, I want to see you.
41 characters.
- **Neil Armstrong** upon walking onto the moon:
That's one small step for man, one giant leap for mankind.
58 characters.

Can you say anything meaningful in 140 characters?

They did.



Twitter just asks a simple question: What are you doing?

It has evolved into a strange communications tool.

And search tool. Lots of information being created here.

It's a great way to stay in touch with colleagues and peers.



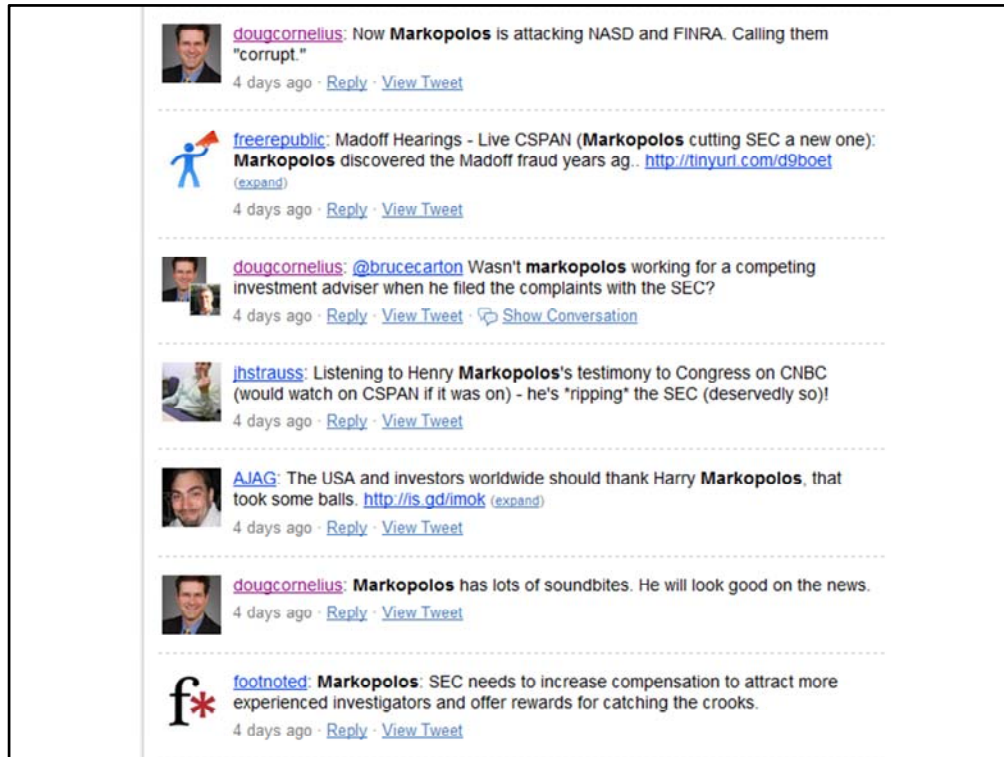
Twitter has explosive growth.

Blue line is Twitter

Orange Line is the Wall Street Journal.com

Green Line is the New York Times.com

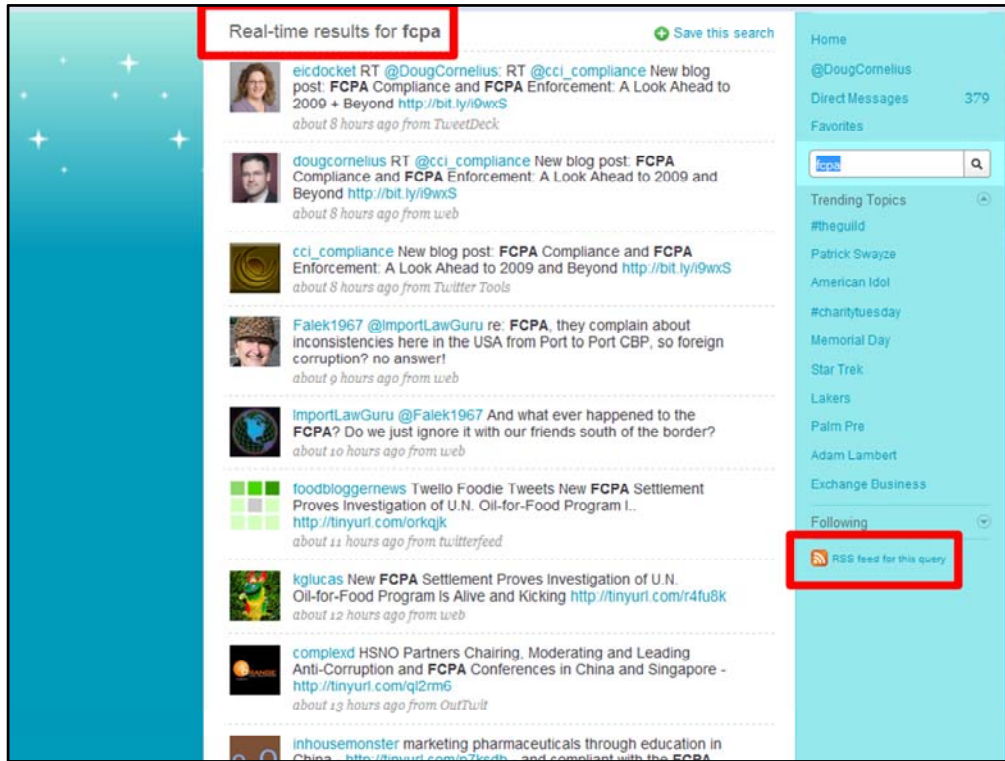
Last month the number of visitors to Twitter exceed the online versions of the NY Times and the Wall Street Journal



Example of the use of Twitter

When Harry Markopolos was testifying in front of Congress about how he had uncovered Bernie Madoff and the SEC ignored him. I happened to be on Twitter and so was Bruce Carton, who publishes Securities Docket we were sending messages back and forth across Twitter, along with many others reacting to his testimony and the testimony of the SEC officials.

Bruce ended up on Fox news and used part of the twitter conversation in his interview



Twitter is also really interesting in how it has evolved as a search tool. I routinely run searches in Twitter.

It allows you to find people, posts and articles on the topic

Once again, there is an RSS feed that you can supply you updates.

Animation: Red box appears

Animation: Red box appears



- 200+ million members
- They can't all be college students
- They are your employees

Facebook
Huge site.

Poll audience for users

Who here has a profile in Facebook

2/3 of facebook users are not in college

Fastest growing demographic is people 35 and older

The image shows a screenshot of a Facebook profile for Doug Cornelius. The page layout includes a top navigation bar with 'facebook', 'Home', 'Profile', 'Friends', 'Inbox', and user options. The profile header shows the name 'Doug Cornelius' and a status update: 'Skipping work this morning to join the class field trip to the Acton Discovery Museum.' Below this is a 'What's on your mind?' text box with a 'Share' button. The main content area displays a stream of updates from 'Doug + Friends'. The first update is from Doug Cornelius about 'Star Trek 5 out of 5 Stars'. The second update is about 'When Someone Steals Your Content | Compliance Building'. The third update is about 'The Cat in the Hat Knows a Lot About That?'. On the right side, there are advertisements for 'Oceans Edge St Kitts ESea', 'Reduce SharePoint Costs', and 'True Patriots'. The left sidebar contains profile information such as 'Boston, MA', 'Goodwin Procter LLP', and '192 friends'.

This is my Facebook page.

In the center is the stream of my updates.

There are tabs for a profile, pictures and other tools.

It allows me to connect with other people in Facebook



I then get a stream of updates from those connections in Facebook.

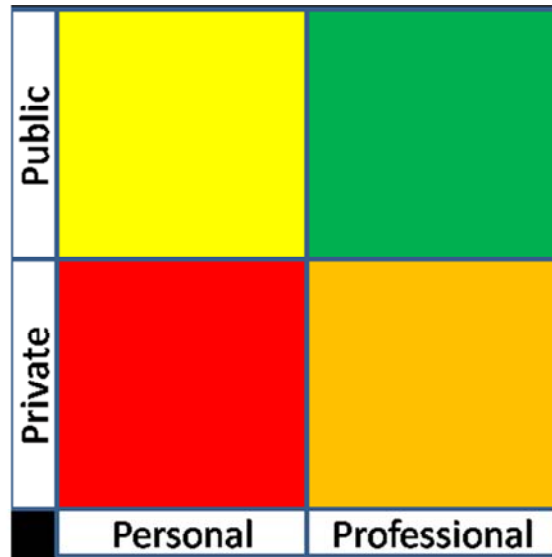
It is a really powerful communications platform.

For Me I use facebook mostly to keep in touch with friends and family. Increasingly, also my kids' friends' parents.

But friends include co-workers and professional peers.

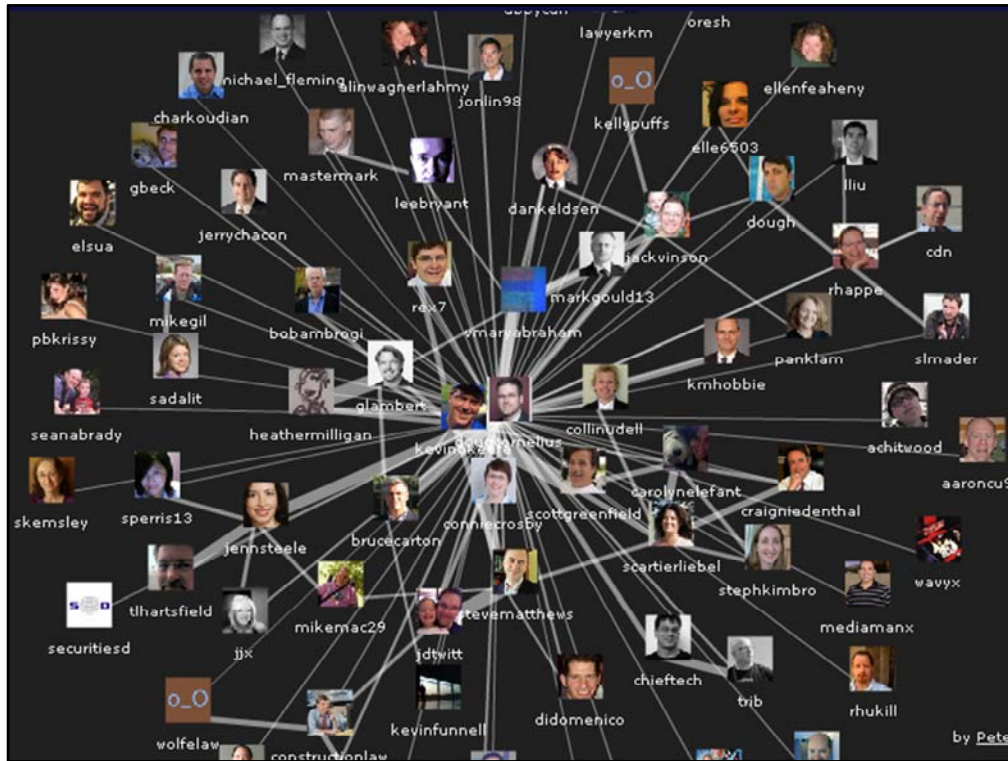
The line between personal and professional is very gray.

4 Ps online



Actually, I don't even think that is a line between personal and professional. You also need to include public and private in the analysis.

For most people there is a bunch of public, professional information that they would like to have findable. Think about how some of the things we talked about today could help you. This green zone of information.



Social media allows you interact and communicate using the web.
To discover and maintain relationships.

As professionals in this room, it is important to stay connected with your peers.

To learn of new information that affects your job.

You came here today to learn, to meet peers. I assume you may want to maintain this connection

Attending events like this is expensive. Not just out of pocket expenses, but travel and time away from work are expensive. These tools can help maximize value.

Find information about people attending events. Find ways to connect with people after the event. Its great to have a business card. You have a piece of information.

But its even better to maintain the connection. With LinkedIn, I will see when you change jobs. With Twitter I get short burst of information when I have time. With a blog I can see what you are thinking about.

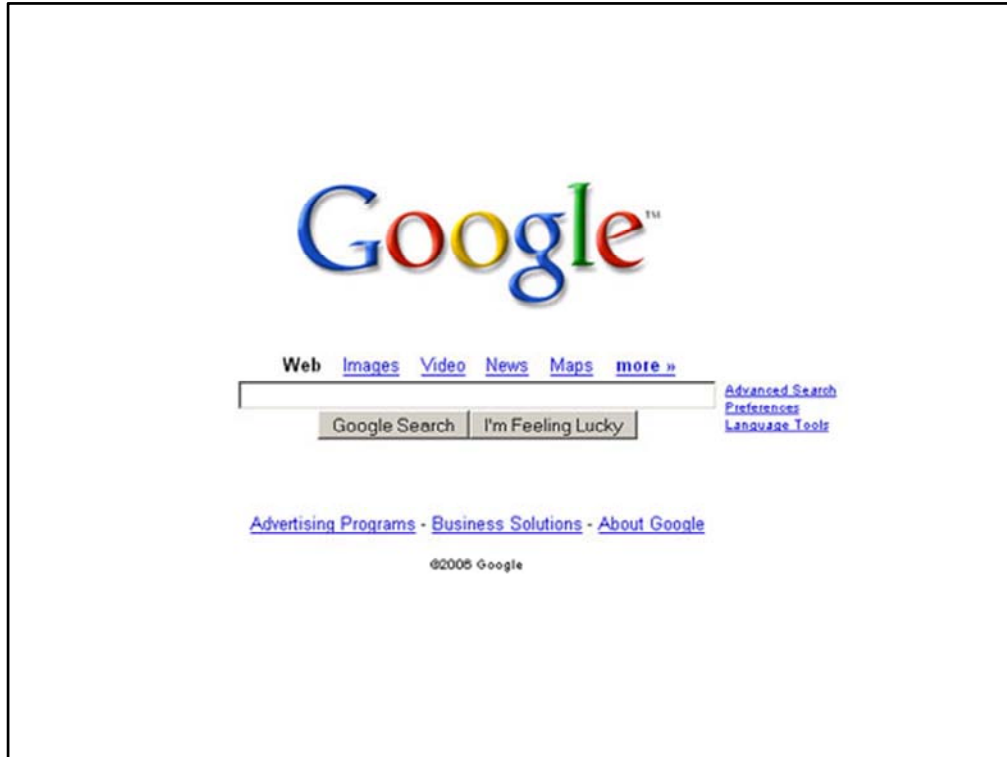
(Image was generated by <http://twitter.mailana.com>)



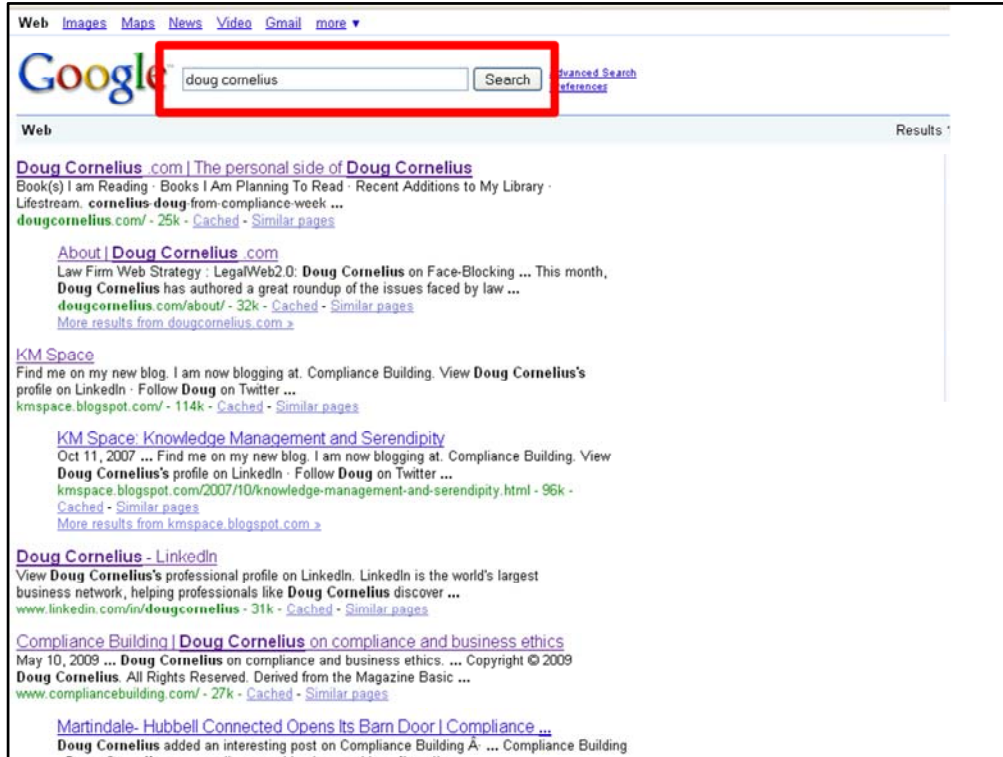
Image by John Spooner under creative commons license.
<http://www.flickr.com/photos/johnspooner/2304341915/>

The old expression

If a tree falls in the woods and no one is there to hear it does it still make a sound?



Google has changed that expression.



The screenshot shows a Google search interface. At the top, there are navigation links for Web, Images, Maps, News, Video, Gmail, and more. The Google logo is on the left, and a search bar contains the text "doug cornelius" with a "Search" button to its right. Below the search bar, there are links for "Advanced Search" and "References". The search results are displayed under the heading "Web" and "Results". The first result is "Doug Cornelius .com | The personal side of Doug Cornelius", with a snippet mentioning "Book(s) I am Reading - Books I Am Planning To Read - Recent Additions to My Library - Lifestream. cornelius doug from compliance-week ...". Below this is a link to "dougcornelius.com/ - 25k - Cached - Similar pages". The second result is "About | Doug Cornelius .com", with a snippet mentioning "Law Firm Web Strategy : LegalWeb2.0: Doug Cornelius on Face-Blocking ... This month, Doug Cornelius has authored a great roundup of the issues faced by law ...". Below this is a link to "dougcornelius.com/about/ - 32k - Cached - Similar pages" and "More results from dougcornelius.com >". The third result is "KM Space", with a snippet mentioning "Find me on my new blog. I am now blogging at. Compliance Building. View Doug Cornelius's profile on LinkedIn - Follow Doug on Twitter ...". Below this is a link to "kmspace.blogspot.com/ - 114k - Cached - Similar pages". The fourth result is "KM Space: Knowledge Management and Serendipity", with a snippet mentioning "Oct 11, 2007 ... Find me on my new blog. I am now blogging at. Compliance Building. View Doug Cornelius's profile on LinkedIn - Follow Doug on Twitter ...". Below this is a link to "kmspace.blogspot.com/2007/10/knowledge-management-and-serendipity.html - 96k - Cached - Similar pages" and "More results from kmspace.blogspot.com >". The fifth result is "Doug Cornelius - LinkedIn", with a snippet mentioning "View Doug Cornelius's professional profile on LinkedIn. LinkedIn is the world's largest business network, helping professionals like Doug Cornelius discover ...". Below this is a link to "www.linkedin.com/in/dougcornelius - 31k - Cached - Similar pages". The sixth result is "Compliance Building | Doug Cornelius on compliance and business ethics", with a snippet mentioning "May 10, 2009 ... Doug Cornelius on compliance and business ethics. ... Copyright © 2009 Doug Cornelius. All Rights Reserved. Derived from the Magazine Basic ...". Below this is a link to "www.compliancebuilding.com/ - 27k - Cached - Similar pages". The seventh result is "Martindale- Hubbell Connected Opens Its Barn Door | Compliance ...", with a snippet mentioning "Doug Cornelius added an interesting post on Compliance Building A ... Compliance Building".

I now think that has changed to:

If I search for you and don't find you in Google, do you exist?

The image is a screenshot of a Google search results page. At the top, the Google logo is on the left, followed by a search bar containing the text "frank burt boston properties". To the right of the search bar is a "Search" button and links for "Advanced Search" and "Preferences". Below the search bar, the text "Web Show options..." is on the left, and "Results 1 - 20 of about 11,700" is on the right. The search results are listed below, each with a blue link, a small icon, and a brief description. The results include:

- BXP: BOSTON PROPERTIES INC Profile** (with a small icon). Description: Browse the BOSTON PROPERTIES INC profile at AOL Money & Finance to find investing ... Mr. Frank D. Burt serves as Senior Vice President and General Counsel, ... finance.aol.com/company/boston-properties-inc/bxp/nys - 142k - [Cached](#) - [Similar pages](#)
- Frank D. Burt Profile - Forbes.com** (with a small icon). Description: Mr. Frank D. Burt serves as Senior Vice President and General Counsel, a position he has ... Boston Properties - 938th on the Forbes Global 2000 in 2008 ... people.forbes.com/profile/frank-d-burt/12890 - 33k - [Cached](#) - [Similar pages](#)
- Frank Burt, Boston Properties, Inc. | Leadership Directories** (with a small icon). Description: Leadership Directories, Inc. publishes personnel directories of the leading government, business, professional, and nonprofit enterprises, ... www.leadershipdirectories.com/FINInfo/Frank_Burt_Senior_Vice_President_and_General_Counsel_Boston_Properties_Inc.html - 12k - [Cached](#) - [Similar pages](#)
- Frank Burt, Senior Vice President
 Form 4, Boston Properties ...** (with a small icon). Description: Frank Burt of Boston Properties, Inc.'s information, including email, business address and phone, bio, title, job history, colleagues, ... www.spoke.com/info/p6f1ju/FrankBurt - 40k - [Cached](#) - [Similar pages](#)
- BXP - Boston Properties, Inc. - Google Finance** (with a small icon). Description: Get the latest on Boston Properties, Inc. (BXP) including stock quotes, interactive charts, ... Frank D. Burt >, Senior Vice President, General Counsel ... www.google.com/finance?q=NYSE:BXP - 95k - [Cached](#) - [Similar pages](#)
- Frank Burt - \$1333 in Political Contributions for 2008** (with a small icon). Description: Burt, Frank D. BELMONT, MA 02478, Boston Properties, Inc./Svp & Gener, \$500, 02/27/2008, P, NATIONAL ASSOCIATION OF REAL ESTATE INVESTMENT TRUSTS, INC. ... www.campaignmoney.com/political/contributions/frank-burt.asp?cycle=08 - 50k - [Cached](#) - [Similar pages](#)
- Frank Burt ZoomInfo Business People Information** (with a small icon). Description: View Frank Burt's professional background on ZoomInfo, the largest index of people in business in the world. ... Frank Burt Boston Properties Inc ... www.zoominfo.com/people/Burt_Frank_17331905.aspx - 36k - [Cached](#) - [Similar pages](#)

Frank is this what you want people to see about you

The screenshot shows a Google search results page for the query "lori silverstein boston properties". The search bar at the top contains the text "lori silverstein boston properties" and a "Search" button. To the right of the search bar are links for "Advanced Search" and "Preferences". Below the search bar, the page indicates "Results 1 - 20 of about 2,530 for".

The first search result is titled "ZoomInfo Open People Directory > Silverstein, Lori - Silverstein ...". The snippet reads: "Find professional background information on Silverstein, Lori, through Silverstein, ... Lori Silverstein, Boston Properties Inc. Lori Silverstein, CNN ...". The URL is "www.zoominfo.com/people/level3page239533.aspx - 30k - Cached - Similar pages".

The second search result is titled "Lori Silverstein: ZoomInfo Business People Information". The snippet reads: "View Lori Silverstein's professional background on ZoomInfo, the largest index of people in business in the ... Lori Silverstein, Boston Properties Inc ...". The URL is "www.zoominfo.com/people/Silverstein_Lori_-739114.aspx - 12k - Cached - Similar pages".

The third search result is titled "Arthur S Flashman Vice President Controller and Principal ...". The snippet reads: "19 Boston Properties 1 1 April 1,2005 Mr. Jonathan G. Katz Secretary US Securities ... and Principal Accounting Officer and Lori Silverstein Assistant Vice ...". The URL is "www.docstoc.com/.../Arthur-S-Flashman-Vice-President-Controller-and-Principal-Accounting-Officer-and-Lori-Silverstein-... - 34k - Cached - Similar pages".

The fourth search result is titled "What the Sarbanes-Oxley Act Means for Facilities". The snippet reads: "While SOX does not contain specific requirements related to bidding, explains Lori Silverstein, internal audit director, Boston Properties, 'We believe that ...". The URL is "www.facilitiesnet.com/facilitiesmanagement/article/What-the-SarbanesOxley-Act-Means-for-Facilities-3279 - 48k - Cached - Similar pages".

The fifth search result is titled "Lori (Walker) Silverstein - LinkedIn". The snippet reads: "VP, Audit at Boston Properties. Greater Boston Area. Contact Lori (Walker) Silverstein - Add Lori (Walker) Silverstein to your network. Current ...". The URL is "www.linkedin.com/pub/7/622/483 - 18k - Cached - Similar pages".

The sixth search result is titled "Comments on 4-497: Implementation of Sarbanes-Oxley Internal ...". The snippet reads: "... Controller and Principal Accounting Officer and Lori Silverstein, Assistant Vice President and Director of Internal Audit, Boston Properties, Inc. ...". The URL is "www.sec.gov/news/press/4-497.shtml - 80k - Cached - Similar pages".

At the bottom of the search results, there is a "SEC News Digest, 11-30-1999" link. Below it, the address for BOSTON PROPERTIES INC is listed: "BOSTON PROPERTIES INC, 800 BOYLSTON STREET, SUITE 400, BOSTON, MA 02199". Below that, the address for ACLN LTD, C/O BROOK SILVERSTEIN LLC is listed: "..... ACLN LTD, C/O BROOK SILVERSTEIN LLC, 800 THIRD AVE, NEW YORK, NY 10009 ...".

How about Lori?

I see that you have a LinkedIn profile

Most of these are really good at working with search engines so profiles on them end up very high in search results.

Google Search [Advanced Search](#) [Preferences](#)

Web News Results 1 - 20 of about

Boston Properties: [Premier Properties](#), [Core Markets](#), [Experienced ...](#) - 5 visits - Apr 15
Real estate investment trust overview with list of current property holdings.
[Show stock quote for BXP](#)
www.bostonproperties.com/ - 7k - [Cached](#) - [Similar pages](#) - [Feedback](#)

[Investor Relations](#) [Contact](#)
[Careers](#) [New York](#)
[Boston](#) [Properties](#)
[Washington DC](#) [San Francisco](#)
[More results from bostonproperties.com >](#)

Boston Properties: [Careers](#), [Culture](#) - [Feedback](#) - [Feedback](#)
At **Boston Properties**, we are a team of creative, supportive and diverse individuals. We are committed to our corporate values of integrity and high ...
www.bostonproperties.com/site/careers/culture.aspx - 7k - [Cached](#) - [Similar pages](#) - [Feedback](#)

Boston Properties - [Wikipedia, the free encyclopedia](#) - [Feedback](#) - [Feedback](#) - May 7
Boston Properties, Inc. (NYSE: BXP) is a self-managed real estate investment trust (REIT) based in **Boston**, Massachusetts. Its primary focus is "Class A" ...
en.wikipedia.org/wiki/Boston_Properties - 25k - [Cached](#) - [Similar pages](#) - [Feedback](#)

10-Q: BOSTON PROPERTIES LTD PARTNERSHIP - 17 hours ago
Boston Properties Limited Partnership is the entity through which **Boston Properties**, Inc. conducts substantially all of its business and owns (either ...
[MarketWatch](#) (press release) - [3 related articles >](#)

Boston Properties: [Investor Relations](#), [Overview](#) - [Feedback](#) - [Feedback](#)
Boston Properties is a fully integrated, self-administered and self-managed real estate investment trust that develops, redevelops, acquires, manages, ...
ir.bostonproperties.com/phoenix.zhtml?c=120176&p=irol-irhome - 23k - [Cached](#) - [Similar pages](#) - [Feedback](#)

Greater Boston Properties, Inc. - About Us - [Feedback](#) - [Feedback](#)
Information on condo and apartment management services.
gbproperties.com/ - 24k - [Cached](#) - [Similar pages](#) - [Feedback](#)

What about your company?

In a Google search for Boston Properties, the Wikipedia entry comes up in the top five.

User Generated Content.

The company does not control the site.

Animation: red box appears

Help us improve Wikipedia by [supporting it financially](#).

[article](#) [discussion](#) [edit this page](#) [history](#)

Boston Properties

From Wikipedia, the free encyclopedia

Boston Properties, Inc. (NYSE: [BXP](#)) is a self-managed real estate investment trust (REIT) based in Boston, Massachusetts. Its primary focus is "Class A" office space which it acquires, develops, and manages in the major markets of Boston, New York City, Washington, D.C., and San Francisco. The company has acquired several high-value properties in these markets, including the General Motors Building in New York City for \$2.8billion, the highest paid for an American office building.^{[1][2]} It also owns two hotel properties.

It was founded in 1970 by Mortimer Zuckerman and Edward H. Linde, and became listed in June 1997.

References

- [↑] "Boston Properties Forms Joint Venture and Completes Acquisition of the General Motors Building". Cable News Network. June 2008. Retrieved on 2008-06-11.
- [↑] "Deutsche Bank May Sell Towers Seized From Macklowe (Update2)". Bloomberg.com. 2008-06-11. Retrieved on 2008-07-26.

External links

- Company website [↗](#)

Categories: [Companies listed on the New York Stock Exchange](#) | [Companies established in 1970](#) | [Real estate investment trusts](#) | [Prop](#)

What's there?

Not much. BXP is publicly traded so you need to make sure you aren't violating SEC Rules

You cannot control Social media.

BUT You can monitor it and react to it.

The screenshot shows the Wikipedia page for "Boston Properties" with the "history" tab selected. The page title is "Revision history of Boston Properties". Below the title, there is a search bar for browsing history with fields for "From year (and earlier)", "From month (and earlier)", and "Tag filter", along with a "Go" button. A legend explains the symbols used in the revision list: (cur) for current version, (prev) for preceding version, m for minor edit, → for section edit, and ← for automatic edit. A "Compare selected versions" button is also present. The main content is a list of revisions, each with a radio button, a timestamp, the editor's name, the number of bytes, and a description of the edit. The most recent revision is from 02:53 on 11 December 2008 by 718 Bot, which replaced a Bostonprop.gif with a PNG version. The left sidebar contains navigation links, a search box, and a toolbox with "RSS" and "Atom" icons highlighted in a red box.

You can see the history of the wikipedia entry, by selecting the history tab on the page.

This will show you when it was edited.

There is even that RSS symbol. Wikipedia will send you notices when there are changes to the page.

Policies and Risks

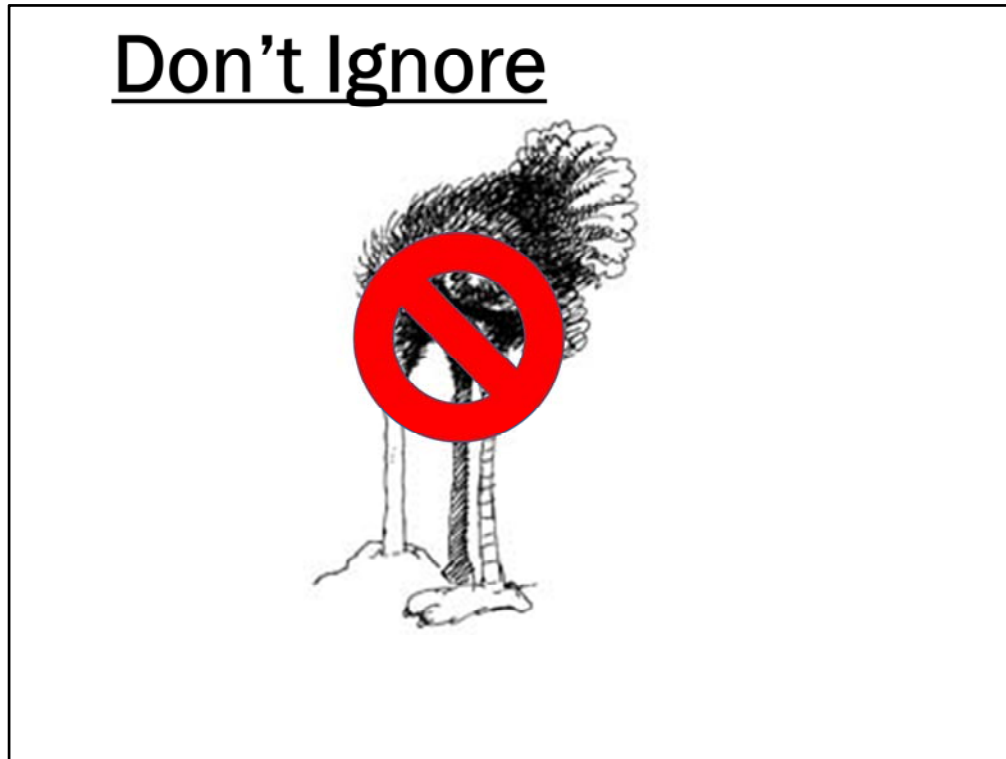


Lets shift the conversation from how this can help you, to how these affect each of your organizations.

As with email 10-15 years ago, companies are expressing concern about how these sites will negatively impact their companies.

Hopefully we showed you some of the great things these sites can do for you. They are powerful.

And you should focus on telling the people within your organizations what they should do and what they should Not do with these tools.



Ignoring the presence of Web 2.0 and putting your head in the sand is not a good approach.

People in your organization are using these tools to consume information. And very likely they are also using these tools to produce information.

A sizable chunk of the people in your organization use Facebook on a regular basis.

Someone in your organization has a blog.

These are mainstream tools

Blocking is Bad Policy



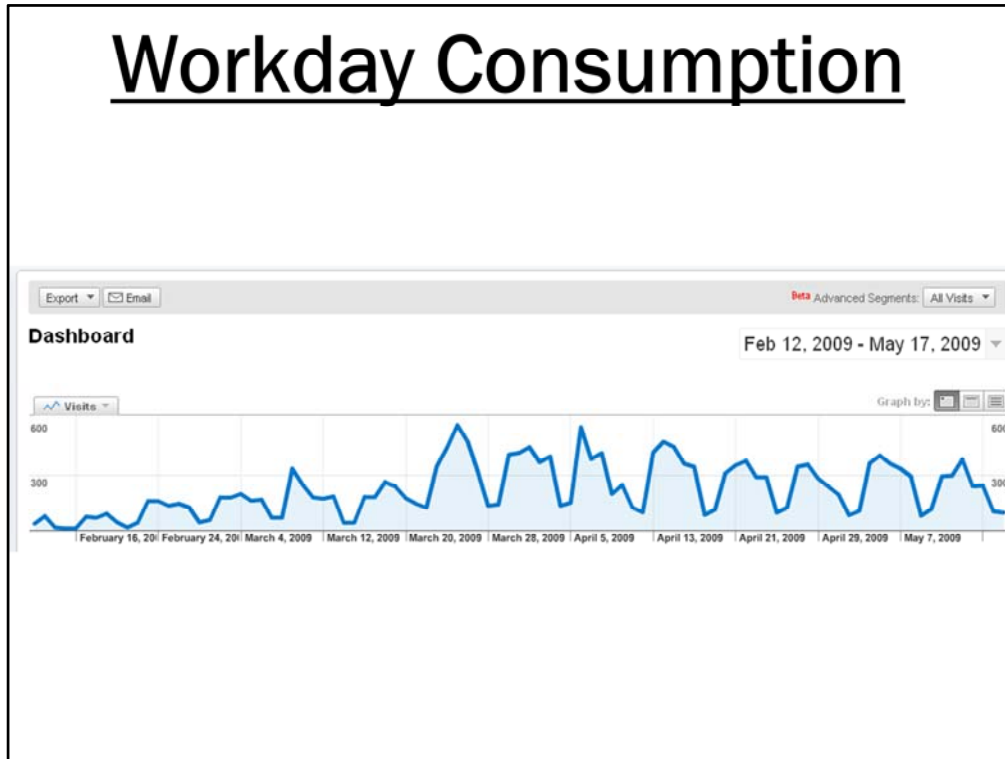
Dealing with Web2.0 by blocking is poor policy choice.

There are lots of companies that just deny access to Web 2.0 sites.

I ran an informal study of law firms and found that 1/3 block access to some popular Web2.0 sites like Facebook, YouTube and MySpace.

Hopefully, you saw that Web 2.0 is a good thing

It blocks access to good information



HERE'S AN EXAMPLE

This is a traffic report for my blog: Compliance Building

See the peaks and valleys.

[_] Anyone want to guess what causes the valleys?

The valleys are the weekends and holidays, the peaks are workdays.
This content is being consumed as part of people's workday.

Blocking is Not Effective



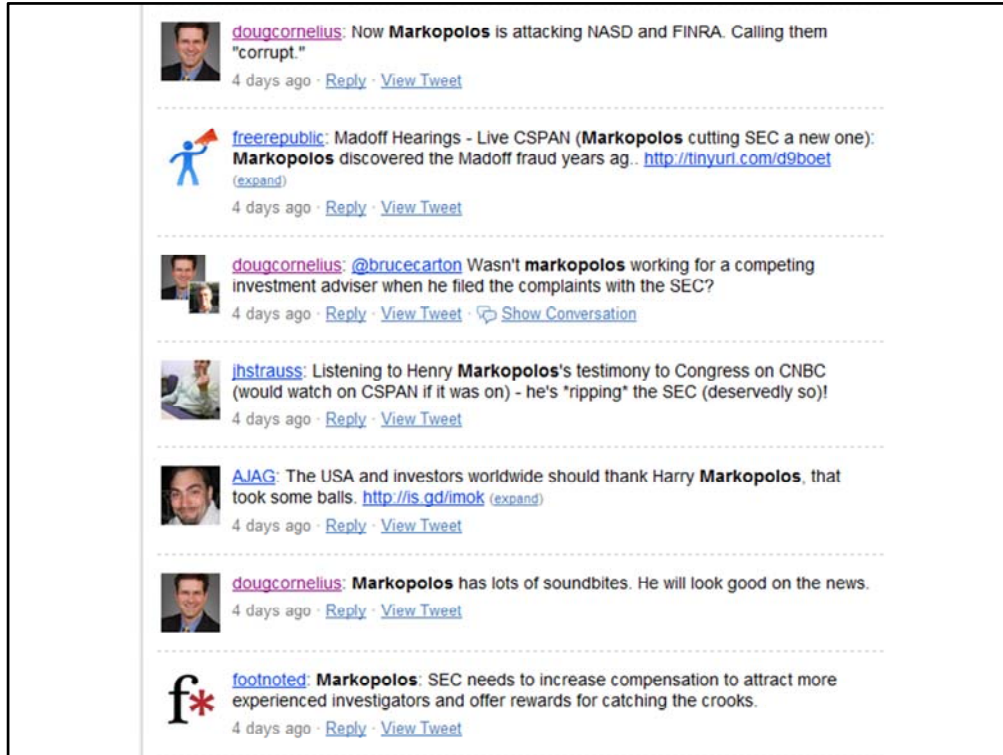
Blocking is not effective

Employees do not need the office to access the internet.
You can access these sites mobile devices

There are many ways for your employees to connect and use Web 2.0 sites.

Cheap internet access is available in most homes.

If they identify themselves as an employee of your company, that affects you. Even if they do not identify themselves as an employee of you company, people may still know the link of find the link. Anonymity often gives people a false sense of security that has them say things they would not say if it was clearly associated with them.



The image shows a screenshot of a Twitter stream with six tweets. Each tweet includes a profile picture, the user's name, the text of the tweet, and options to reply or view the tweet. The tweets discuss Markopolos's actions against NASD and FINRA, the Madoff fraud, and the SEC's response.

dougcornelius: Now **Markopolos** is attacking NASD and FINRA. Calling them "corrupt."
4 days ago · [Reply](#) · [View Tweet](#)

freerepublic: Madoff Hearings - Live CSPAN (**Markopolos** cutting SEC a new one): **Markopolos** discovered the Madoff fraud years ag..
<http://tinyurl.com/d9boet>
(expand)
4 days ago · [Reply](#) · [View Tweet](#)

dougcornelius: [@brucecarton](#) Wasn't **markopolos** working for a competing investment adviser when he filed the complaints with the SEC?
4 days ago · [Reply](#) · [View Tweet](#) · [Show Conversation](#)

jhstrauss: Listening to Henry **Markopolos's** testimony to Congress on CNBC (would watch on CSPAN if it was on) - he's "ripping" the SEC (deservedly so)!
4 days ago · [Reply](#) · [View Tweet](#)

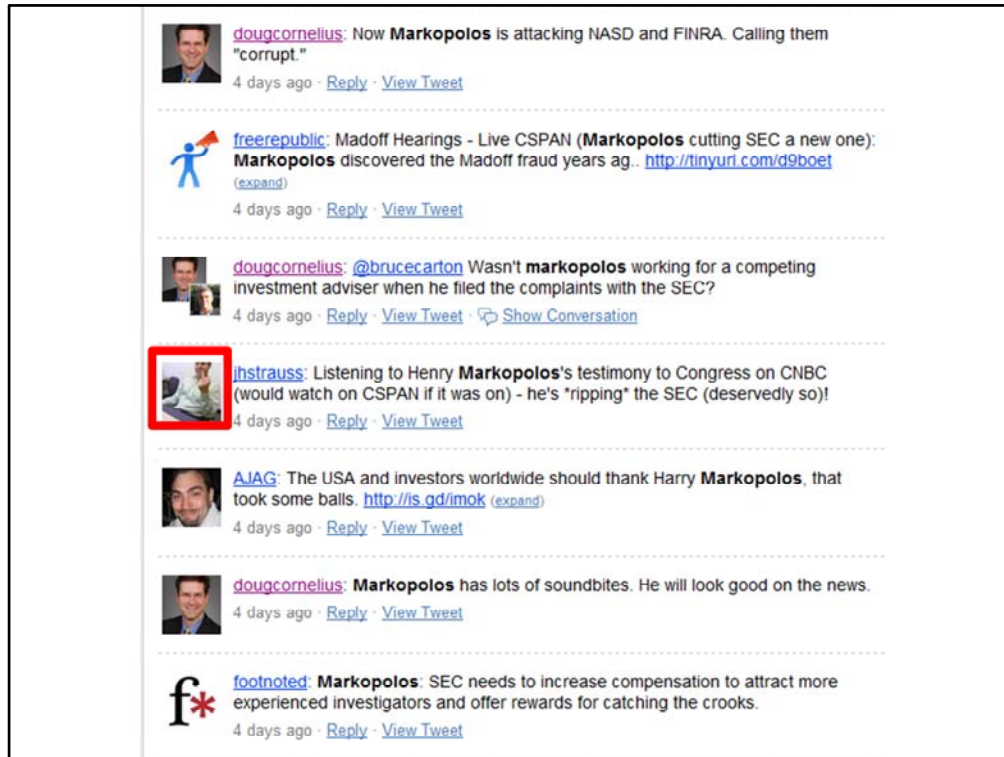
AJAG: The USA and investors worldwide should thank Harry **Markopolos**, that took some balls. <http://is.gd/imok> (expand)
4 days ago · [Reply](#) · [View Tweet](#)

dougcornelius: **Markopolos** has lots of soundbites. He will look good on the news.
4 days ago · [Reply](#) · [View Tweet](#)


f* **footnoted:** **Markopolos:** SEC needs to increase compensation to attract more experienced investigators and offer rewards for catching the crooks.
4 days ago · [Reply](#) · [View Tweet](#)


Example of problems and why you want a policy.


This is the Twitter stream about the Markopolos testimony in front of Congress about how he uncovered the Madoff ponzi scheme.





The image is a screenshot of a Twitter thread. It contains seven tweets, each with a profile picture, a name, a text body, and a timestamp of "4 days ago". The tweets are separated by horizontal dashed lines. The fourth tweet, by user "jhstrauss", is highlighted with a red rectangular border. The tweets discuss Markopolos's actions and the SEC's role in the Madoff fraud case.


 **dougcornelius**: Now **Markopolos** is attacking NASD and FINRA. Calling them "corrupt."
4 days ago · [Reply](#) · [View Tweet](#)


 **freerepublic**: Madoff Hearings - Live CSPAN (**Markopolos** cutting SEC a new one): **Markopolos** discovered the Madoff fraud years ag.. <http://tinyurl.com/d9boet> (expand)
4 days ago · [Reply](#) · [View Tweet](#)

 **dougcornelius**: [@brucecarton](#) Wasn't **markopolos** working for a competing investment adviser when he filed the complaints with the SEC?
4 days ago · [Reply](#) · [View Tweet](#) · [Show Conversation](#)

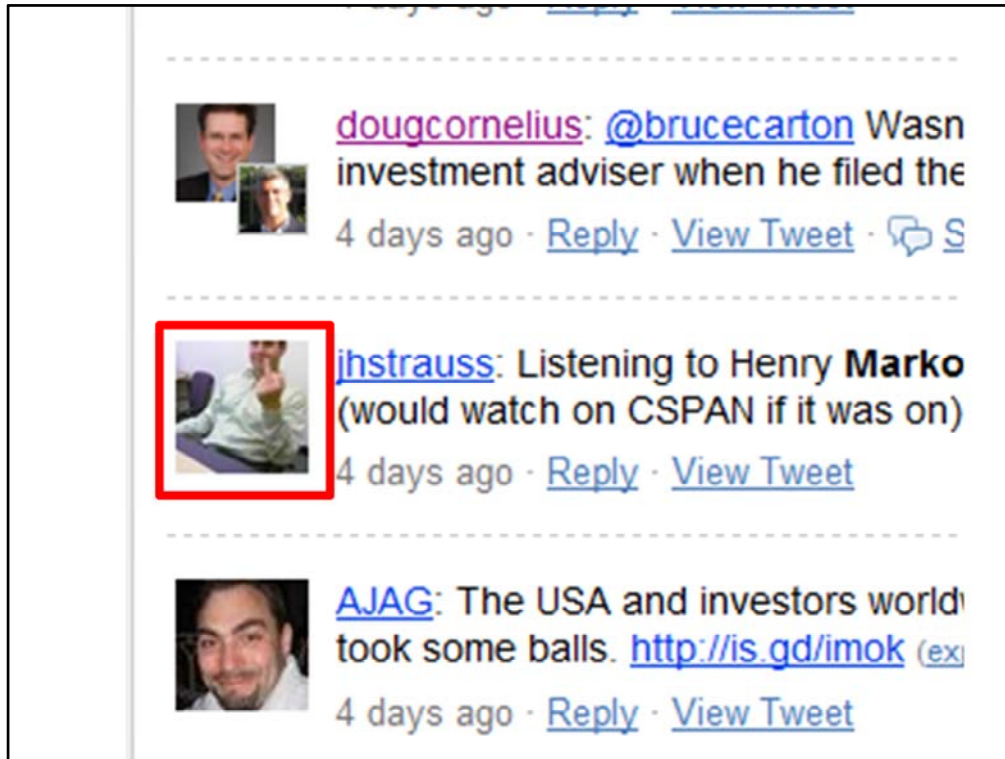
 **jhstrauss**: Listening to Henry **Markopolos**'s testimony to Congress on CNBC (would watch on CSPAN if it was on) - he's "ripping" the SEC (deservedly so)!
4 days ago · [Reply](#) · [View Tweet](#)

 **AJAG**: The USA and investors worldwide should thank Harry **Markopolos**, that took some balls. <http://is.gd/imok> (expand)
4 days ago · [Reply](#) · [View Tweet](#)

 **dougcornelius**: **Markopolos** has lots of soundbites. He will look good on the news.
4 days ago · [Reply](#) · [View Tweet](#)

 **footnoted**: **Markopolos**: SEC needs to increase compensation to attract more experienced investigators and offer rewards for catching the crooks.
4 days ago · [Reply](#) · [View Tweet](#)

Lets take a look at this guy here.



Zoom in

You can see that twitterer expressing his displeasure by raising his middle finger.

Probably not what you want to do with Twitter or your employees doing with Twitter.



Even if you don't have a policy or a plan for social media. At a minimum you should claim your brand.

If you look for ethicspoint in Twitter. You can see they have an account.

twitter

Home Profile Find People Settings Help Sign out

o_0 staples

Follow

@farhanlalji let me know if you want this username. I was just testing twitter functionality out. I'm gonna get rid of this otherwise

9:55 PM Jan 10th from MobileTwitter in reply to farhanlalji

@fnthawar @farhanlalji poor design to interchange screennames with unique ids. makes a lot of apps screwup. Plus requires sender to be aware

7:25 AM Jan 8th from MobileTwitter in reply to fnthawar

@fnthawar @farhanlalji so it seems like if you change your screen name, someone else can take hold of it...

1:39 AM Jan 8th from twihir1 in reply to fnthawar

@farhanlalji @fnthawar @rahimadatia @staples scratch that - if i use power twitter, i see @ replies to staples... no DMs though

12:03 AM Jan 7th from Power Twitter in reply to farhanlalji

@farhanlalji @fnthawar @rahimadatia @staples interesting. seems it has been fixed. I can no longer see @ staples replies but links still

11:58 PM Jan 6th from web in reply to farhanlalji

Name rahimadatia staples

3 following 9 followers

Updates 7

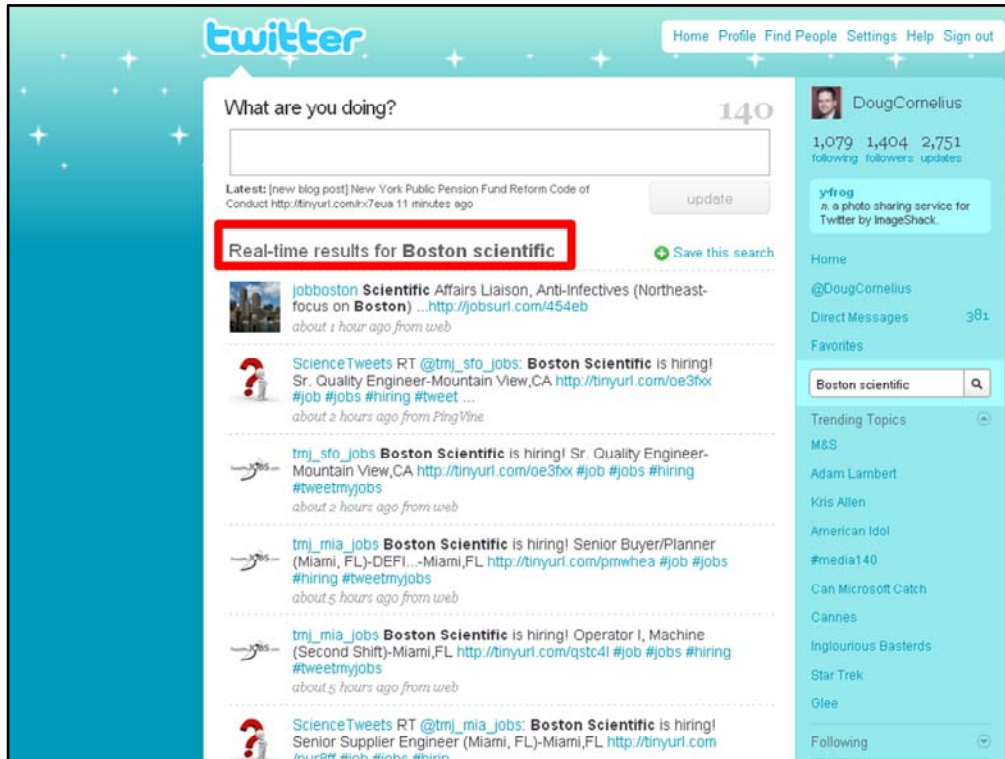
Favorites

Actions
block staples

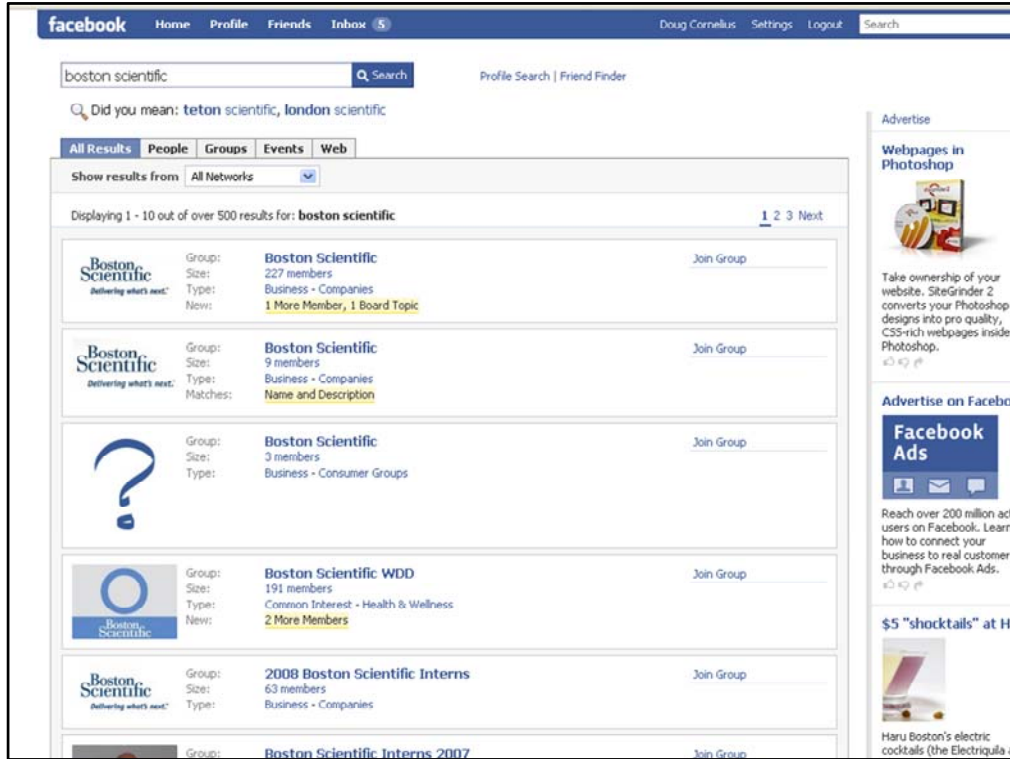
Following

RSS feed of staples updates

If you look at Staples, someone is squatting on the name.



Monitor your brand. People are saying things about your companies.



Your employees are using these tools

The screenshot shows a Facebook group page for "Boston Scientific 2009 CRM Interns". The page is viewed by a user named "Doug Cornelius". The group is categorized as "Business - Companies" and is a "Closed Group". The description includes a welcome message and details about the internship program, such as planned events, career panels, and the company's recruitment process. Contact information for the group is provided, including an email address (eva.myers@bsci.com), a website (http://www.bostonscientific.com), and a location (4100 Hamline Ave N, Minneapolis, MN). The page also features a "Request to Join Group" button, a "Share" button, and a "Report Group" button. On the right side, there are advertisements for "Connect With More Friends" and "More Ads".

Make sure your company grabs control.

Boston Scientific established this Facebook group and decides who gets in and out.

Monitor your trademark and enforce.

Economist.com Search Economist.com Log in: e-mail Password **Get 4 FREE trial issue.**

Sunday February 8th 2009 [+] Site fa

Home
This week's print edition
Daily news analysis
Opinion
World politics
Special reports

Business
All business
Business this week
Management
Business education

Finance and economics
Markets and data
Science and technology
Books and arts
People
Diversions
Audio and video
The World In
Research tools
Country briefings
My account home
Newsletters and alerts
Print subscriptions
Digital subscriptions
Classifieds and jobs
The Economist Group
EIU online store
Economist shop

Management Consulting for High Performance

Business

Companies and social networks

Losing face
Nov 6th 2008
From The Economist print edition

A tale of two airlines and their Facebook fiascos

Illustration by David Simonds

AS WELL as embracing blogs, firms have been exploiting social networks such as Facebook and MySpace to get their messages to a broader audience. But although they have the potential to be useful marketing tools, such networks can also be a source of damaging publicity, as British Airways (BA) and Virgin Atlantic have discovered to their cost.

On October 31st Virgin fired 13 of its cabin crew who had posted derogatory comments about its safety standards and some of its passengers on a Facebook forum. Among other things, crew members joked that some Virgin planes were infested with cockroaches and described customers as "chavs", a disparaging British term for people with flashy bad taste. On November 3rd BA began investigating the behaviour of several employees who had described some passengers as "smelly" and "annoying" in Facebook postings.

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Can You Go Back to College for Just

Another example of a failure of policy and education.

This past fall, flight attendants for British Airways complained that their passengers were "smelly" and "annoying" on Facebook.

Separately, employees of Virgin Atlantic posted derogatory comments about safety standards for the airline and described their customers as "chavs."

The screenshot shows the ABA Journal website interface. At the top, there is a navigation bar with links for ABA Home, Login, Join, Topics A-Z, ABA Calendar, Web Store, About ABA, and Contact. Below this is a large banner for 'FREE Daily Newsletters' with a 'Subscribe' button. A search bar is located below the banner, with a 'Go' button and a 'Powered by Justia' logo. The main navigation menu includes links for HOME, TOPICS, NEWS, MAGAZINE, ARCHIVES, BLAWGS, SUBSCRIBE, CLASSIFIEDS, and ABOUT. The article 'Cisco Turns Up Heat in 'Patent Troll' Case' is the main focus, with a sub-header 'EVIDENCE'. The article text discusses the case involving the once-anonymous Patent Troll Tracker, who is reportedly turning up the heat on a Texas lawyer who sued the company. The article mentions that the Patent Troll Tracker, who unmasked himself after a lawyer offered a \$15,000 reward for anyone who would reveal his identity, turned out to be Richard Frenkel, an in-house lawyer at Cisco. It also notes that when Frenkel's blog was active, he often criticized lawyers from small firms that sue large companies over patent claims, as reported by MarketWatch. The article further states that Cisco and other technology companies are in a continuous battle with so-called patent trolls, which they maintain abuse the patent system to profit from legal settlements. It mentions that once Frenkel revealed his identity, Texas lawyer Eric Albritton sued, claiming Frenkel defamed him by questioning his ethics in a blog post. The article concludes that because others at Cisco knew about Frenkel's blog, Albritton maintains the company should be held liable for the blog's content. It also notes that Cisco is now demanding evidence that Albritton suffered "embarrassment, humiliation, mental pain and anguish." The company has asked for access to Albritton's medical records and to six years' worth of financial records and tax returns for his law practice in Longview, Texas, as reported by MarketWatch. The article ends with the statement: "The sweeping demand has Albritton's lawyers claiming Cisco is using discovery to harass." On the right side of the article, there is a sidebar with a 'Most Read' section, a 'Become our fan on facebook' button, and a 'Follow us on twitter' button. There is also a small advertisement for 'THE RITZ CARLTON' with the text 'Perfecting services for those in practice. It's our pleasure. Book with your lawyer preferred rate and receive a room upgrade.'

Another example is the previously anonymous blogger on the Patent Troll Tracker blog. The blogger anonymously attacked law firms and companies that he thought abused the patent system.

The blogger finally got unveiled as an employee of Cisco. That caused a bunch of legal action on Cisco.

By the way Cisco embraced the blogger and had a great web 2.0 policy. They decided to change the policy and stop anonymous blogging.

You may also notice that the ABA Journal, the main publication for the American Bar Association, has a presence on Facebook and Twitter.



Deloitte just came out with an interesting survey on social networking in the workplace


Thanks to Bill who sent it to me first. (through Twitter)

It has also popped up in some other blogs and social media sources.

Ability to Damage

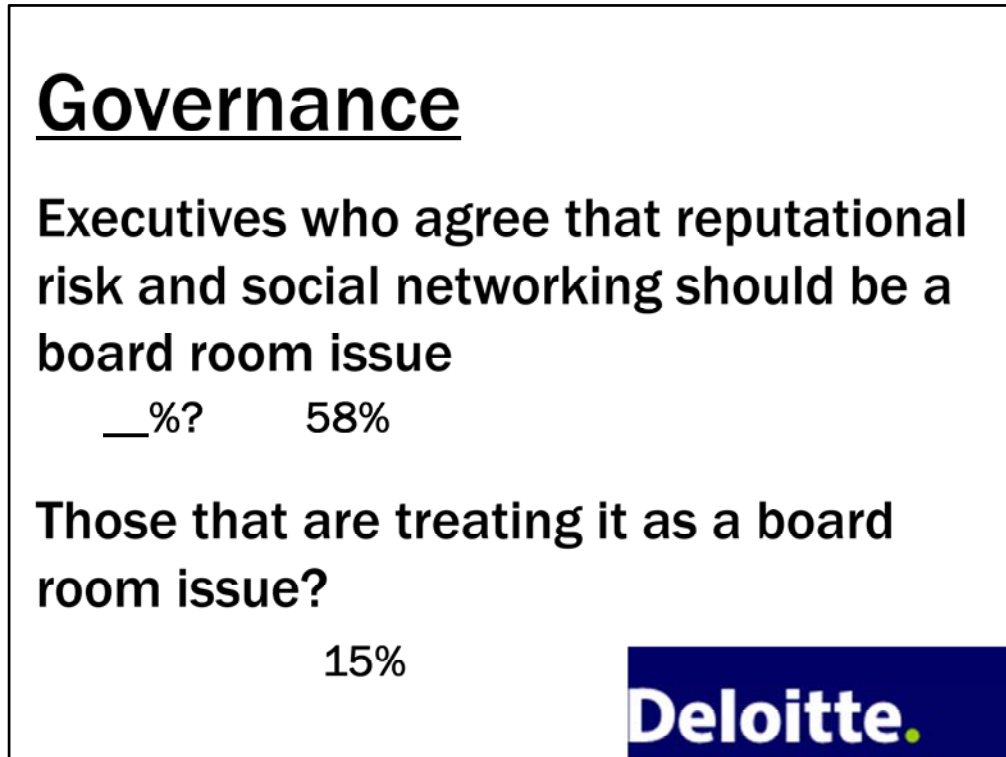


74% of employees surveyed say it's easy to damage a company's reputation on social media.



74% said its easy to damage a company's reputation on social media.

I am more concerned about the other 26% that think they can't cause damage.



One of the key findings that I saw is in the area of governance?

Anyone want to guess the percentage? How many think it is greater than 25%, 50%, 75%

58%

What I really found interesting is the follow-up question. [Animation]

Any more guesses 25% over/under

One of the problems is where do these tools lie. Are they marketing tools, are they professional development tools, are they investor relations tools?

Guidelines for Web 2.0

- Maintain Confidentiality
- Securities laws
- Financial Performance
- Identify yourself
- Disclaimers
- Be respectful
- Anonymous Contributions
- Use of logos or service marks
- Copyright

Here are some guidelines when creating and/or publishing content online:

Maintain Confidentiality. Identities of our investments, investors and business partners must be held in confidence to the extent appropriate for that relationship.

Securities laws. It is very easy for these types of communication to violate securities laws.

Financial Performance. Do not make statements about the financial performance of the company.

Identify yourself. If you are commenting or publishing on topics related to your job, identify yourself as an employee of the firm.

Disclaimers. You should make it clear that you are expressing views that are your own and not those of the Company.

Be respectful of your colleagues, the Company, and our competitors. Rumors and gossip spread like wildfire on the Internet. Do not contribute anything that violates the Company's sexual harassment policy or similar human resources policies.

Copyright. Comply with copyright laws. "fair use" doctrine is rarely a useful defense in the commercial context

Use of logos or service marks. The company's logo or service mark cannot be used without the written permission of the General Counsel.

Anonymous Contributions. The same cautions and restrictions on communications apply to supposedly "anonymous" blogs, comments, or posts, since there almost nothing is truly anonymous on the internet.

Guidelines for Web 2.0

- Register blogs
- Register Twitter
- Comments on your blog
- Comments on other blogs
- Company name and logo

Here are some guidelines when creating and/or publishing content online:

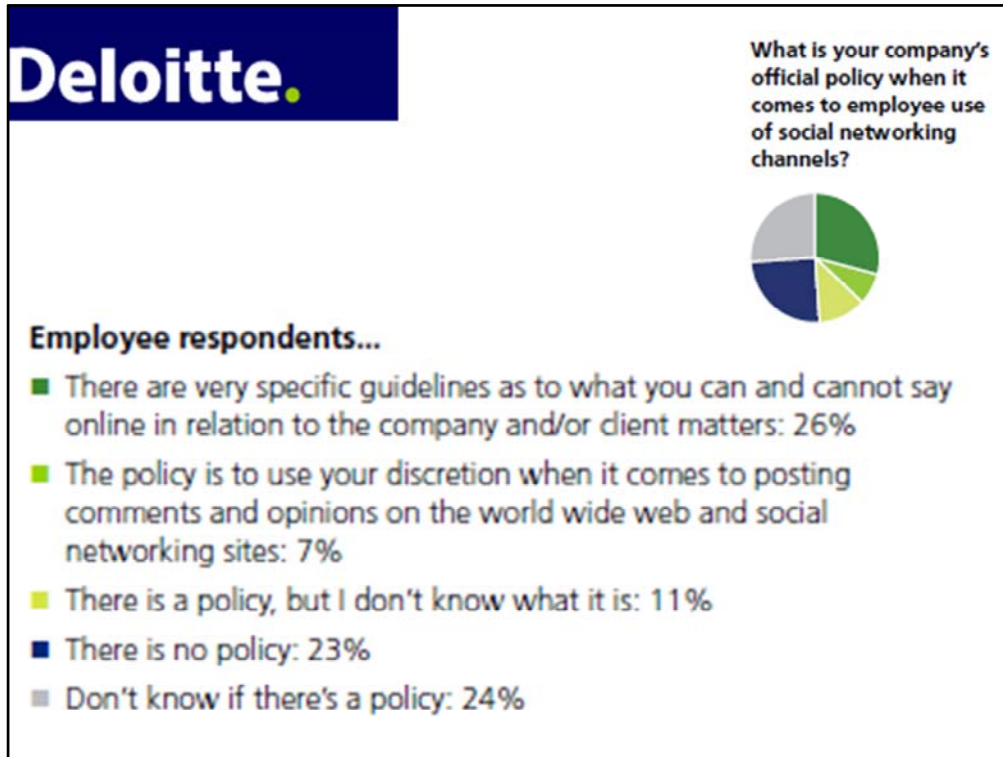
Register Blogs. Particularly if the bog content is related to their job, the company or the industry. Up to you if its approval process. What you really want is to know it exists. Have someone in legal or compliance subscribe and make sure it is complying with your policies.

Register Twitter. Since twitter is micro-blogging, monitor the feed.

Comments on your blog. Some do not allow comments. I think they give great feedback. And allow you to connect with people interested in the topic.

Comments on other blogs. Treat comments on other blogs with the same policies as if the comment were a post on your blog.

Company name and logo. For blogs by individuals, you probably want to discourage using the company name in the URL of the blog and discourage use of the company logo. Employees come and go. You would not want an ex-employee (especially a bitter one) using your company's intellectual property.



If you don't have policy, you are not alone.

A third have a policy.

I like that 10% knew there was policy but did not know what it is.
And 24% that did not know if there was a policy.

Enterprise 2.0

- What happens when you bring these tools inside the organization?

WIKIPEDIA

<p>English <i>The Free Encyclopedia</i> 2 494 000+ articles</p>		<p>Español <i>La enciclopedia libre</i> 386 000+ artículos</p>
<p>Français <i>L'encyclopédie libre</i> 693 000+ articles</p>		<p>Polski <i>Wolna encyklopedia</i> 525 000+ haseł</p>
<p>Deutsch <i>Die freie Enzyklopädie</i> 785 000+ Artikel</p>		<p>日本語 フリー百科事典 510 000+ 記事</p>
<p>Português <i>A enciclopédia livre</i> 419 000+ artigos</p>		<p>Русский <i>Свободная энциклопедия</i> 306 000+ статей</p>
<p>中文 自由的百科全书 201 000+ 條目</p>		<p>Italiano <i>L'enciclopedia libera</i> 481 000+ voci</p>

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English ▼ →

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Boston Properties

From Wikipedia, the free encyclopedia

Boston Properties, Inc. (NYSE: [BXP](#)) is a self-managed real estate investment trust (REIT) based in Boston, Massachusetts. Its primary focus is "Class A" office space which it acquires, develops, and manages in the major markets of Boston, New York City, Washington, D.C., and San Francisco. The company has acquired several high-value properties in these markets, including the General Motors Building in New York City for \$2.8 billion, the highest paid for an American office building.^{[1][2]} It also owns two hotel properties.

It was founded in 1970 by Mortimer Zuckerman and Edward H. Linde, and became listed in June 1997.

References

- [↑] "Boston Properties Forms Joint Venture and Completes Acquisition of the General Motors Building". Cable News Network. June 2008. Retrieved on 2008-06-11.
- [↑] "Deutsche Bank May Sell Towers Seized From Macklowe (Update2)". Bloomberg.com. 2008-06-11. Retrieved on 2008-07-26.

External links

- Company website [↗](#)

Categories: [Companies listed on the New York Stock Exchange](#) | [Companies established in 1970](#) | [Real estate investment trusts](#) | [Prop](#)

What's there?

Not much. BXP is publicly traded so you need to make sure you aren't violating SEC Rules

You cannot control Social media.

BUT You can monitor it and react to it.

The screenshot shows the Wikipedia page for "Boston Properties" with the "history" tab selected. The page title is "Revision history of Boston Properties". Below the title, it says "From Wikipedia, the free encyclopedia" and "View logs for this page". There is a "Browse history" section with a "Go" button. A list of revisions is shown, each with a date, time, and user name. The most recent revision is from 03:29, 16 January 2009 by UnitedStatesian. The list includes various edit types such as "fix link", "m" (minor edit), and "category update".

Make a donation to Wikipedia and give the gift of knowledge!

article discussion edit this page history

Revision history of Boston Properties

From Wikipedia, the free encyclopedia
View logs for this page

Browse history

From year (and earlier): From month (and earlier): all Tag filter:

(latest | earliest) View (newer 50) (older 50) (20 | 50 | 100 | 250 | 500)

For any version listed below, click on its date to view it. For more help, see [Help:Page history](#) and [Help:Edit summary](#).
External tools: [Revision history statistics](#) · [Revision history search](#) · [Page view statistics](#)

(cur) = difference from current version, (prev) = difference from preceding version, m = minor edit, → = section edit, ← = automatic edit s

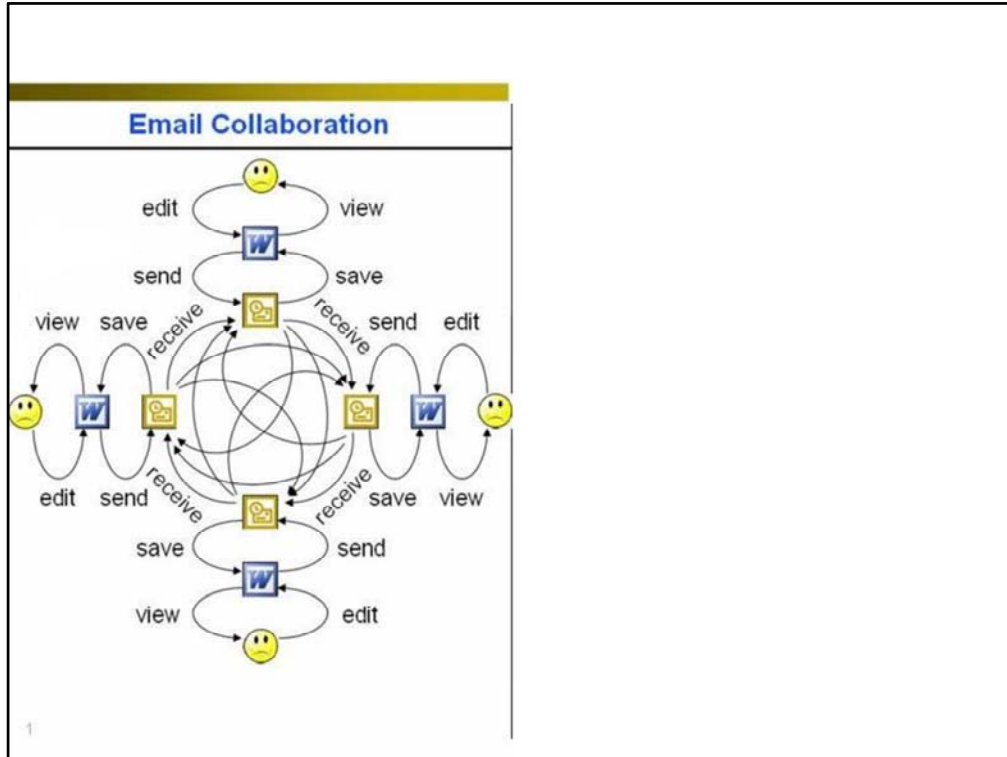
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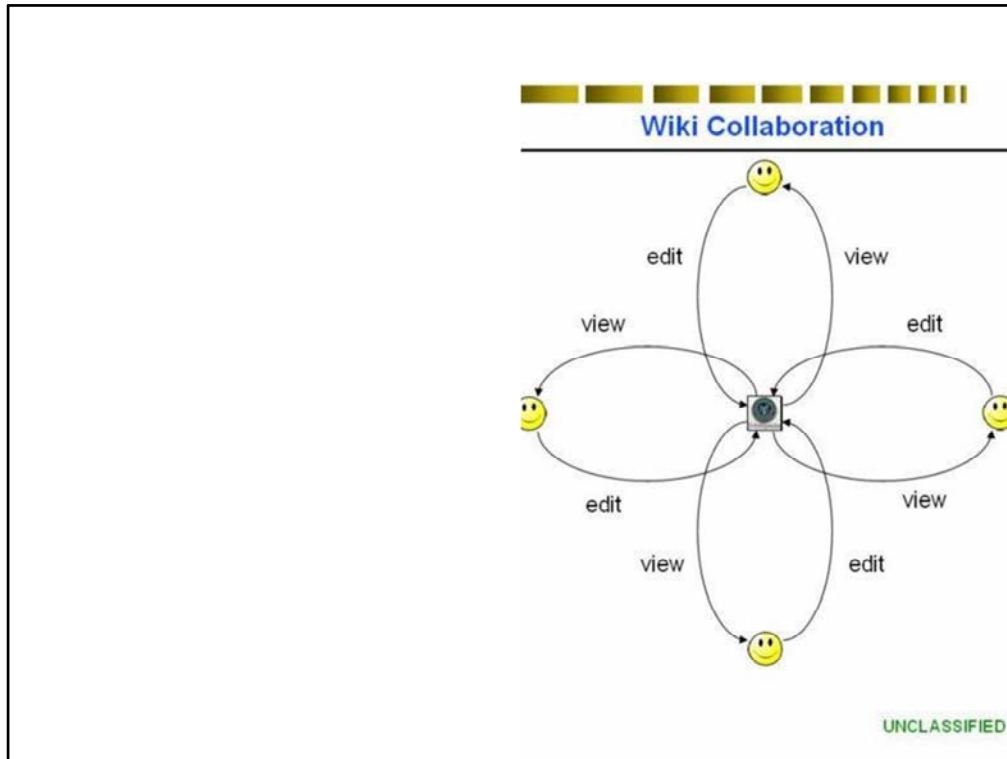
- (cur) (prev) 03:29, 16 January 2009 UnitedStatesian (talk | contribs) (2,884 bytes) ([fix link](#)) ([undo](#))
- (cur) (prev) 02:53, 11 December 2008 718 Bot (talk | contribs) m (2,897 bytes) ([Replacing Bostonprop.gif with PNG version](#)) ([undo](#))
- (cur) (prev) 17:13, 15 September 2008 24.62.154.214 (talk) (2,897 bytes) ([Massachusetts](#)) ([undo](#))
- (cur) (prev) 01:11, 29 July 2008 Davemck (talk | contribs) m (2,856 bytes) ([fix link](#)) ([undo](#))
- (cur) (prev) 12:36, 2 July 2008 38.113.23.101 (talk) (2,785 bytes) ([Changed Cadillac Place to General Motors Building \(NY\)](#)) ([undo](#))
- (cur) (prev) 23:35, 11 June 2008 Toon05 (talk | contribs) (2,770 bytes) ([added notability abt cadillac building](#)) ([undo](#))
- (cur) (prev) 20:21, 25 March 2008 Americasroof (talk | contribs) (2,147 bytes) ([undo](#))
- (cur) (prev) 20:20, 25 March 2008 Americasroof (talk | contribs) (2,145 bytes) ([undo](#))
- (cur) (prev) 19:54, 25 March 2008 Americasroof (talk | contribs) (1,635 bytes) ([undo](#))
- (cur) (prev) 15:24, 5 March 2008 65.213.1.98 (talk) (1,827 bytes) ([←See also](#)) ([undo](#))
- (cur) (prev) 23:42, 26 January 2008 Verne Equinox (talk | contribs) m (1,635 bytes) ([wikilink](#)) ([undo](#))
- (cur) (prev) 03:48, 5 December 2007 Xnatedawgx (talk | contribs) (1,610 bytes) ([category update](#)) ([undo](#))
- (cur) (prev) 23:23, 9 November 2007 Hmains (talk | contribs) m (1,602 bytes) ([refine cat using AWE](#)) ([undo](#))
- (cur) (prev) 20:39, 26 September 2007 38.113.23.101 (talk) (1,540 bytes) ([←See also](#)) ([undo](#))
- (cur) (prev) 20:39, 26 September 2007 38.113.23.101 (talk) (1,560 bytes) ([←See also](#)) ([undo](#))
- (cur) (prev) 06:32, 23 August 2007 Andy Marchbanks (talk | contribs) (1,541 bytes) ([undo](#))
- (cur) (prev) 19:07, 3 August 2007 207.237.244.76 (talk) (1,545 bytes) ([fix link](#)) ([undo](#))

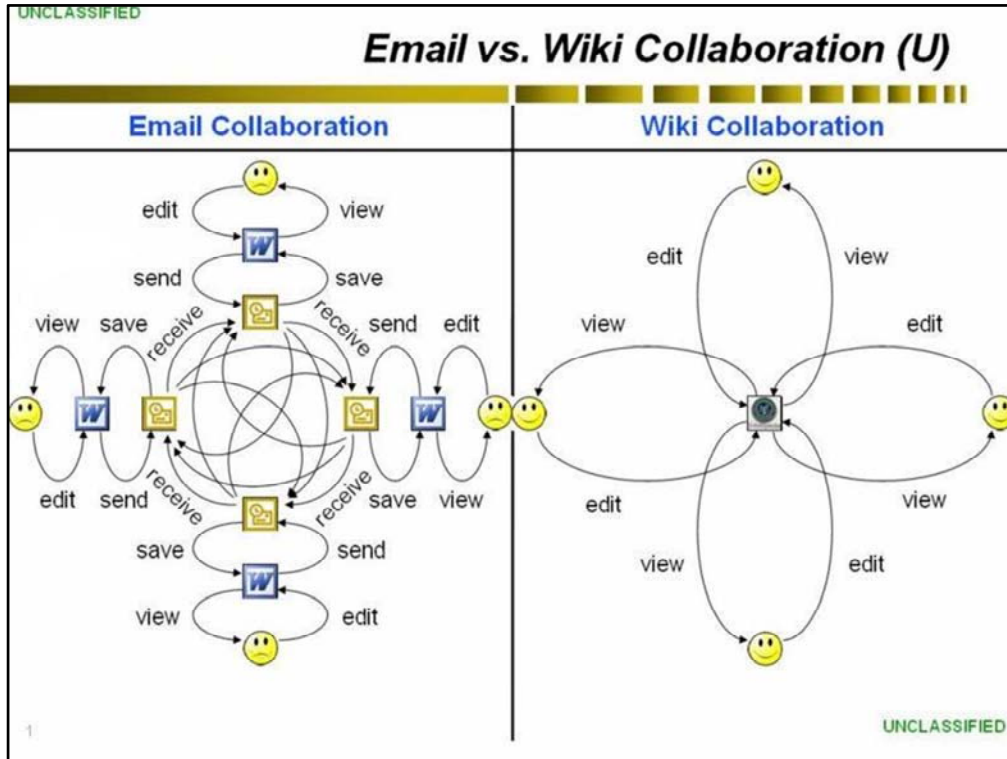
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How to Find Doug

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