

# Index

## A

Abbott, Jon, xii

Advertising:

interpretations of word, 26

new models of, 7–9

weaknesses of, 6–7

“A la carte,” interpretations of phrase, 26

Allen, James, 35–36

Allison, Melissa, 64

Amazon.com:

choices and, 52, 62–64

social networks and, 10

*Ambient Findability* (Morville), 101

AmeriCorps, 184

Anderson, Chris:

on being fresh, 152

on choice and variety, 72–73

on connection and coordination, 188

on importance of every transaction, 32–33

on long tail, 58–59, 60

on relevance of geography, 162, 166

on word use, 25

Anheuser-Busch, 60

Apologies, 82–83, 87

Apple Computer, 104–105, 156

*Apprentice, The* (television program), 140

Arnold, Edmund, 62

*Art of Innovation, The* (Kelley), 153

Ask Jeeves, 166

Aspiration and growth, Fast Company award and, 121

Assignment Zero, 170–171

Audience. *See* “Be ahead of your audiences”

Audience-created advertisements, 8–9

Audio presentations, 13–14

Authenticity, 39–40

## B

Baby boomers, social responsibility and, 41

Barabasi, Albert-Laszlo, xx

Barilla, 55

“Be ahead of your audiences,” 127–138

effective design and, 130–134

findability and, 127–130

user experience and, 134–138

“Be all things,” 29–37

audience’s choices and, 29–31

customer service versus customer experience, 33–36

- “Be all things” (*continued*)
  - differentiation and, 36–37
  - making every action a transaction, 31–33
- Beane, Billy, 115
- Because effect, 183–184
- “Be choosy,” 67–80
  - business culture of “yes” and, 68–70
  - exclusivity and, 79–80
  - saying “no” and, 67, 71–79
- “Be connected and
  - coordinated,” 183–193
  - because effect and, 183–184
  - change and, 188–193
  - relationships and value, 185–187
  - technology and information and, 187–188
- Becton, Henry, xii
- “Be an expert,” 95–107
  - information needs and, 95–98
  - knowledge and experience and, 98–102
  - publicity and, 102–103
  - using expertise, 104–107
- Beer-pairing dinners, 60
- “Be a fighter,” 81–94
  - inevitability of conflict, 81–83
  - publicity and, 90–93
  - reasons not to fight, 93–94
  - reasons to fight, 88–90
  - sources of conflict, 83–88
- “Be fresh,” 149–160
  - cycles and, 158–160
  - deciding when to innovate, 150–153
  - how to achieve freshness, 153–158
- “Be geographically relevant,” 161–172
  - globalization and, 163–167
  - glocalization and, 167–169
  - importance of geography, 161–163, 166–167, 171–172
  - local opportunities and, 169–171
- “Be a guide,” 51–66
  - choice overload and, 51–66
  - customer service and, 61–62
  - guided choice and, 62–66
  - long tail and niche markets, 57–59
  - personal guidance and, 59–60
- “Be measurable,” 205–208
- “Be organic,” 39–49
  - Seventh Generation case study, 42–46
  - social responsibility and, 40–42, 46–49
  - sustainability and authenticity, 39–40
- “Be part of the best team,” 109–125
  - corporate and non-profit partnerships, 118–120
  - ending partnerships, 123–125
  - forming partnerships, 110–113
  - hiring practices, 115–117
  - social capital and, 120–122
- “Be a public failure,” 173–181
  - doing failure right, 178–181
  - lack of innovation and, 174–175
  - responding to failure, 175–178
  - visibility of failure, 173–174
- Berk, Jim, 201

- Berners-Lee, Tim, 154
- “Be second to your competitors,” 139–148
- concept of winning and, 139–141
- first-mover advantage myth, 141–143
- focus versus growth and, 145–148
- second-place and long-term strategy, 143–144
- Best, Charles, 26, 64–65
- “Be a steward,” 195–203
- importance of stewardship, 198–199
- social leadership and, 199–203
- trust and, 195–198
- Bezos, Jeff, 154
- Big-M media, 23–24, 169
- Bite-sized nature of media, 17
- Bivings Report, 83–84, 85
- Blogs, 9–10
- Blue Nile, 131
- Bowman, Shayne, 170
- “Brand,” interpretations of word, 26
- Branding, 185
- Branson, Richard, 67
- British Petroleum (BP), 154–155
- Brown, Corey, xii
- Brown, Michael:
- on meaning of “brand,” 26
  - on partnerships, 119–120
  - on saying “no,” 76–77
  - on user experience, 136
- Built to Last* (Collins), 192
- Buitoni, 55
- Burson Marsteller, xiii
- Business 2.0* magazine, 67, 181
- BusinessWeek*, 54–55, 61, 69–70, 85, 112, 132, 139, 177–178
- BuzzMachine.com, 61 84–86
- C
- Capitalism As If the World Matters* (Porritt), 39
- Cassidy, Stephen:
- on choices, 54, 57
  - on meaning of “on demand,” 28
  - on meaning of “transaction,” 26
  - on organizational communication, 186
- Cell phones, 11–12
- Change blindness, 174–175
- “Change It” (Seventh Generation program), 44–45
- Channels, of media, 14
- Chef Boyardee, 55
- Chevrolet Tahoe, 69–70
- Chi, Tom, 130–131
- Children’s Health and Environmental Coalition (CHEC), 9–10
- Choices, confusion of, 51–66
- City Year, 76–77, 119–120, 121, 136, 184
- CNET, 104
- Collins, Jim, xx, 192–193
- Competition. *See* “Be second to your competitors”
- comScore, Inc., 166
- Cone, Inc. survey, 40–41
- Cone Corporate Citizenship study, 118, 119

Conference Board surveys,  
40, 111  
Conflict. *See* “Be a fighter”  
Connections. *See* “Be connected  
and coordinated”  
Conscious capitalism, 47–48  
Cook, John, 175  
Coordination, *see* “Be  
connected and  
coordinated”  
Coyle, Pat, 26  
*Creating Customer Evangelists*  
(Huba), 68–69  
Credibility, building with  
transactions, 32–33  
Cross-functional  
collaboration, 36  
Cuban, Mark, xiii, xx  
CulturalConnect, 112–113  
Curiosity, 157  
CurrentTV, 9  
Customers. *See also* “Be ahead of  
your audiences”; Customer  
service  
being part of audience,  
155–156  
expecting respect from,  
71–72, 75–76  
listening to, 68–71, 158  
Customer service:  
customer experience versus,  
33–36  
organic, 61–62  
what people want from,  
30–31  
Customization, 73–74  
Fast Company award and,  
122–123  
Cycles, innovation and,  
158–160

D  
Darlin, Damon, 175  
Dean, Howard, 156–157  
De Cecco, 55  
Dell computers, 61, 65–66,  
84–86, 90  
Dell Hell, 61  
*Democratizing Innovation* (von  
Hippel), 178–179  
Detroit Metropolitan Airport,  
128–129  
Differentiation, 36–37  
Donors Choose, 64–65, 121  
Dubner, Stephen, xx  
E  
eBay, 104, 131  
Edelman Communications, xiii  
Employees, protecting of, 78  
Engagement, 37  
Entrepreneurship, Fast  
Company award and,  
121–122  
Environmentally safe products,  
42–46  
EONS.com, 41  
*Everyone’s an Expert (about  
something)* (Godin), 99–100  
Exclusivity, 79–80  
Experience goods, 185  
Expertise. *See* “Be an expert”  
Expertise location system  
(ELS), 102  
EyeSpot, 14  
F  
Facebook, 10, 111, 157  
Failure. *See* “Be a public failure”  
Fair Trade Puget Sound, 92

- FAO Schwarz, 179–180  
 Fast Company, 120–123  
 Field, Marshall, 68  
 Fighting. *See* “Be a fighter”  
 Filo, David, 154  
 Findability, 12, 127–130  
 First-mover advantage, myth of, 141–143  
 501(c)3 charities, 151  
 Fogarty, Mignon, 103  
*Forbes*, 140–141  
 Forrester Research Poll, 190  
*Fortune* magazine, 105, 188–189  
 Forth & Towne, 64  
 Fox News, 87, 133  
 Freshness. *See* “Be fresh”  
 Friedman, Thomas, 57–58, 163–164, 187–188  
 Frind, Markus, 133
- G
- Gale, David, 191  
 Game, 23, 25  
 Gap Inc., 64  
 Gather.com, 77–78  
 Geography. *See* “Be geographically relevant”  
 Gerace, Tom, 77–78  
*Glengarry Glen Ross* (Mamet), 157  
 Globalization, 57, 59, 62, 163–167, 171, 187  
 Global nature of media, 16  
 Global Voices, 164–165  
 Glocalization, 167–169  
 Godin, Seth, xx  
   on customer service, 61–62  
   on experts, 99–100  
   on market niche and success, 144  
   on organization’s need for change, 192
- Goldberg, Jason:  
   blogging of, 175–177  
   on finding a job, 116  
   on generational differences, 111
- Goldhirsch, Ben:  
   on brands, 88–89  
   on meaning of “advertising,” 26  
   on meaning of “on demand,” 27–28  
   on saying “no,” 77  
*GOOD Magazine*, 77, 88–89  
*Good to Great* (Collins), 192
- Google, 52  
 Gourville, John, 56, 65–66  
 Grammar Girl, 103  
 Greenough, Phil, xii  
 Grossman, Lev, 156  
 Growth, versus focus, 145–148  
 Guidance. *See* “Be a guide”
- H
- Hamilton, Barney, 35–36  
 Hasbro, 158, 159–160  
 Hay, Dub, 92  
 Heavy Metal Parking Lot, 58  
 Hiring practices, partnerships and, 115–117  
 Hodgson Mill, 55  
 Hollender, Jeffrey:  
   on authenticity, 39–40  
   on being fresh, 155  
   on employees and partnerships, 112, 117  
   on measures of success, 147–148  
   on Seventh Generation, 43–45, 46

Honda, 56  
 Huba, Jackie:  
     on customer feedback, 68–69  
     on importance of audience  
     feedback, 35, 36  
     on meaning of  
     “advertising,” 26

I

IDEO, 153  
 iFOCOS, 13  
 Information, giving to  
     customers, 37  
 Innovation, Fast Company  
     award and, 122. *See also*  
     “Be fresh”  
 iPod, 52, 104, 156, 184  
 iTunes Store, 52

J

Jarvis, Jeff, 61, 84–86, 90  
 Jenkins, Henry, xx  
 JetBlue, 86–87, 90–91, 177–178  
 Jobs, Steve, 154, 156  
 Jobster, 111, 116, 175–177  
 Johnson, Ronald, 105  
 Jumpstart, 34–35, 112, 121, 184

K

Kazi, Sumaya, 112–113  
 Kelleher, Herb, 74–75  
 Kelley, Tom, 153–154  
 Kern, Frank:  
     on customization, 73  
     on focus and customer  
     experience, 146–147  
     on meaning of  
     “advertising,” 26

    on meaning of “open  
     source,” 27  
     on saying “no,” 77  
     on user experience, 135  
 Khazei, Alan:  
     on meaning of  
     “advertising,” 26  
     on partnerships, 119–120  
     on saying “no,” 76–77  
     on user experience, 136  
 Kiley, David, 54  
 Kingsmill Resort, 60  
 Kotkin, Joel, xiii, xx  
 Kraft Macaroni and  
     Cheese, 55

L

Lazaro, JoRoan, 26–27, 131  
 Lee, Louise, 61  
 Lessig, Larry, 15–16, 26  
 Levin, Daniel, 174–175  
 Levitt, Steven, xx  
 Lewis, Michael, 115  
 Listening, to customers, 37  
 Little-m media, 22–24  
 Local nature of media, 17  
 Lombardi, Vince, 139  
*Long Tail, The* (Anderson),  
     25, 32, 188  
 Long-term strategy, versus first  
     place, 143–144  
*Lost* (television program), 11  
 Lukasiewicz, Mark:  
     on access to information, 22  
     on exclusivity, 79  
     on how young people get  
     news, 5–6  
     on meaning of “open  
     source,” 27

## M

Mackey, John, 47–48  
 Major League Baseball, xxi  
 Mamet, David, 157  
 Manischewicz noodles, 55  
 Mann, Dinn, xii, xxi  
 March of Dimes, 150–151  
 Marketing-speak, 21–22  
 McCaw, Genevieve, 86–87, 90–91  
 McDonald's, 131–133  
 McLuhan, Marshall, xx, 25  
 Measurability. *See* “Be measurable”  
 Media:  
     characteristics of, 16–17  
     as content, 1–3  
     importance of using words correctly in, 24–28  
     little-m and big-M, 22–24  
     ways to deliver, 3–16  
 Merrill, Douglas, 181  
 Micropersuasion, 87  
 Millennials, social responsibility and, 40–41  
 Mindshare, 9  
 Mobile phones, 11–12  
*Moneyball* (Lewis), 115  
 Monitor Group, 120  
 Monopoly, 158–160  
 Morville, Peter, 101, 128–130  
 MTV, 168  
 MTV Films, 191  
 Mueller's, 55  
 Murdoch, Rupert, 140–141  
 MySpace, 10, 111, 130, 157

## N

Nachison, Andrew, 13

*Naked Conversations* (Scoble, Israel), 133  
*Naked Corporation, The* (Tapscott), 179  
 Nature Conservancy, 53, 57  
 Nature's Promise, 55  
 Neeleman, David, 87, 90–91, 177  
 Netflix, 52, 58  
 Networks, 25  
 Newspapers, local interest and, 169–170  
*New York Times*, 69, 85, 114, 168, 175, 178  
 Nielsen, Jakob, 62–63, 137  
 Nike, 8–9, 70–71  
 Nonlinear nature of media, 17

## O

*OK/Cancel* comic strip, 130  
 “On demand,” interpretations of phrase, 27–28  
 Online shopping, 190  
 “Open source,” interpretations of phrase, 27  
 Open-source nature of media, 17–18  
 Order of operations, 207–208  
 Organic organizations, *see* “Be organic”  
 Ouchi, Monica Soto, 64  
 Oxfam America, 92

## P

Paradigm Shift (blog), 133  
*Paradox of Choice: Why More Is Less* (Schwartz), 58–59  
 Participant Productions, 201–202

Partnerships. *See* “Be part of the best team”

Pasta, 55, 57

PBS/NOW, xiii

Peretti, Noah, 70–71

Peskin, Dale, 13

Peters, Tom, 160

Pink, Daniel, xx

Podcasts, 103

Porritt, Jonathan, 39

Poulson, Lisa:

- on audience expectations, 189–190, 191
- on customer experience, 34
- on exclusivity, 79
- on meaning of “brand,” 26
- on meaning of “stickiness,” 27
- on online versus offline communication, 30

Prices, lowering, 152

Prince pasta, 55

Procter & Gamble, 53

*PR Week*, 123–124

Publicity:

- conflict management and, 90–93
- expertise and, 102–103

R

Red Cross, 56

Reichheld, Frederick F., 35–36

Reputation, 185

Ronzoni, 55

Roosevelt, Franklin D., 151

Rosen, Jay, 26, 170–171

Rubel, Steve, 26, 87

S

Safire, William, 168

Salk, Dr. Jonas, 151

Salon.com, 154

Sanders, Harry “Red,” 139

Santayana, George, 183

Satellite radio, 53

Schmults, Ed, 179–180

Schwartz, Barry, 58–59

Schwartzberg, Joel, xiii

Scoble, Robert, 133

Searching. *See* Findability

Searls, Doc, 184

Seattle, Washington, 92

*Seattle Post-Intelligencer*, 175

*Seattle Times*, 64, 175

Selfridge, Harry Gordon, 68

Seventh Generation, 39–40, 42–46, 112, 147–148

Shapiro, Carl, 185

Shaw’s pasta, 55

Shenk, David, xx

Shirky, Clay, 98–99

Shultz, Howard, 145–147

Sierra, Kathy, 100

Simons, Daniel, 174–175

Simulation, 23, 25

Sirius Satellite Radio, 53

SixDegrees.org, 10

Skoll, Jeff, 202

Small Business Administration, 173

*Small Is the New Big* (Godin), 61–62

*Snakes on a Plane* (film), 11

Social Capital Awards, 120–123

Social entrepreneurs, 48–49, 199–203

Social impact, Fast Company award and, 121

- Social networks, 10–11  
 Social responsibility, 40–42, 46–49  
 Sontag, Deborah, 168  
 South by Southwest interactive festival, 133  
 Southwest Airlines, 74–75  
 Squidoo, xii  
 Starbucks, 73, 77, 92, 135, 145–147  
 Stewardship. *See* “Be a steward”  
 Stew Leonard’s, 68  
 “Stickiness,” interpretations of word, 26–27  
 Strauss, Ricky, 26, 201–202  
*Survivor* (television program), 139  
 Sustainability, 39–40  
   Fast Company award and, 122  
 Syndication, 15–16
- T
- Tapscott, Don, xx, 179  
 Taylor, Jeff, 26, 41  
 Teams. *See* “Be part of the best team”  
 Technology:  
   communication efforts and, 8  
   how people use, 3–6  
   understanding role of, 156–157  
 Technorati, 52  
 Text messaging, 11–12  
 themediarules.com, xxii, 208  
 Thornton, Emily, 61  
 Three D’s, 35–36  
*Time* magazine, 151, 156  
 Titleist, 56, 66  
 TiVo, xiv, 60, 184  
 Tower Records, 59  
 T-post, 16
- Transactionalization, 31–33  
 Transactional nature of media, 18  
 Transactions:  
   importance of every one, 31–33  
   interpretations of word, 26  
 Trump, Donald, 140  
 Trust, stewardship and, 195–198  
 Tucker, Sheryl, 27
- U
- U-Gen, 41  
 UNICEF, 54, 57  
 USA Today, 169  
 User experience, 134–138
- V
- Varian, Hal, 185  
 Venditte, Pat, 114  
 Video games, 14–15  
 Video presentations, 13–14  
 Virginia Tech shootings, 13  
 Vocabulary. *See* Words,  
   importance of using correctly  
 von Hippel, Eric, 178–179
- W
- Waldron, Rob, 34–35, 112  
*Wall Street* (film), 139  
*Wall Street Journal*, 91, 158, 159–160  
 Wal-Mart, 52, 72, 133, 164  
 Web 2.0, 25  
 Weber Shandwick, 41  
 Weinberger, David, xx  
 Welch, Jack, 139, 188–189

**230 Index**

Wertz, Brent, 60  
West, Ty, xiii  
WGBH, xii, xiii  
Whole Foods, 47–48, 89–90  
Willis, Chris, 170  
*Winning* (Welch), 139  
*Wired* magazine, xii  
Words, importance of using  
    correctly, 24–28  
*World is Flat, The* (Friedman),  
    57–58, 163–164, 187–188  
Wozniak, Steve, 154

X  
XM Satellite Radio, 53

Y  
Yang, Jerry, 154  
YouTube, 52, 92

Z  
Zappos.com, 59  
Zuckerman, Ethan, 164–165







