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May: *PR Firm Rankings*
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August: *Financial/I.R.*
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Trust in government plummets worldwide

People have little faith in governments across the globe. Why should they? The global financial meltdown, bank bailouts, near collapse of the European Union, Japan's nuclear disaster, Arab Spring uprisings, U.S. Congressional gridlock, and the "long war" in Afghanistan have shaken the belief that those in charge can get the job done.

The invaluable Edelman Trust Barometer released in January documents the massive disconnect people worldwide have with government. Trust in government charted the biggest decline in the 11-year history of the Barometer. It dropped nine points to 43%. Less than half of the people in 17 of the 25 countries surveyed feel government will do what is right. France, Spain, Brazil, China, Russia and Japan reported double-figured drops in governmental trust.

Credibility of a government official or regulator dipped from 43% in 2011's survey to 29%, which ranks on the bottom of the list, below CEOs (38%) and financial/industry analysts (46%). On the flip side, academics, technical experts and "a person like yourself" are the three most believable spokespeople. The credibility gap has increased skepticism. A majority of respondents (63%) say they must hear a message three-to-five times before they believe the information is likely to be true. Only five percent of people accept information as true the first time they receive it.

The Edelman survey of 25,000 people found that while two-thirds of respondents expect government leaders to listen to "citizens' needs and feedback" only 17% feel that their gripes are heard. A mere 19% of respondents say government "effectively manages the financial affairs of the country," and 16% say leadership "communicates frequently and honestly." Though 56% of respondents say government should "protect and improve environment," only 18% credit it for pursuing green policies.

Despite the trust deficit gap, people support governmental regulation of business. Only four percent say "government should not play a role in business." Thirty-one percent believe government "should protect consumers from irresponsible business practices" and 25% want regulators to "ensure companies are behaving responsibly." Nineteen percent want government to "build infrastructure that promotes and facilitates business opportunities." The Edelman respondents are standing firm against corporate bailouts. Four percent believe a government should "give or loan money to business when it experiences financial crisis."

On a nation-by-nation break-down, 77% of Chinese believe government "does not regulate business enough." That's followed by Spain (70%), Mexico (68%), Ireland (64%) and Hong Kong (61%). The U.S. weighs in at 40%. Singapore, Japan, United Arab Emirates, Poland and the Netherlands are the five nations at the bottom of the list.

The dwindling trust in government creates a policy paralysis, but a huge plus for the private sector. Edelman researchers say the survey's results present a golden opportunity to "shape the public discourse on issues of importance to business." Companies must "exercise principles-based leadership, not rules-based performance." They must "recognize that operational factors responsible for current trust won't build future trust, societal and engagement behaviors will."

A big surprise of the study: media is the only institution (government, business, non-governmental organizations) measured by Edelman to show a rise in trust. The biggest gains were made in India (+20 points), U.S. (+18 points), U.K. (+15 points) and Italy (+12 points). The growing acceptance and use of social media is a key reason for the upswing in media trust. ●

— Kevin McCauley

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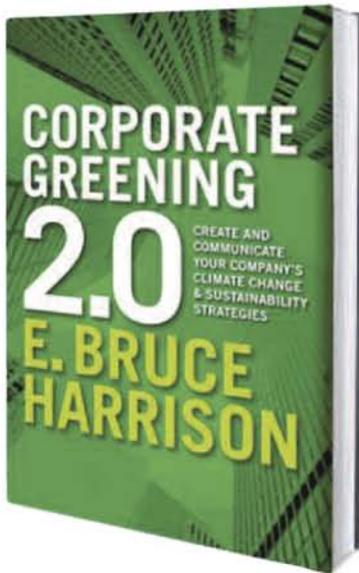
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Apple takes PR lumps in deaths report

Apple has found itself in hot water after a report regarding workers' conditions at a manufacturing plant in China threatens a PR "virus" on the computer giant's reputation.

By Jon Gingerich

A January *New York Times* report detailing conditions at an Apple manufacturing plant in Shenzhen, China, offered a damning assessment of alleged labor violations committed by companies the Cupertino, CA computer giant hires to manufacture its line of products.

The *Times* report interviewed several former employees at the Shenzhen plant who said workers are often forced to work sixteen hours a day, seven days a week, sometimes standing until their legs swell. To cut costs, managers have forced employees to use hazardous chemicals — including a cleaner used to polish iPad cases — that can cause neurological damage. Conditions have allegedly gotten so bad a rash of suicides has broken out at the plant. The report also described a fire at an Apple factory that killed several workers.

The Shenzhen factory is run by Foxconn Technology, which manufactures popular devices for the tech giant like iPads and iPods. Foxconn also builds devices for Dell, Hewlett-Packard, Nokia and Samsung, among others. It is currently China's largest exporter, and is responsible for an estimated 40% of the world's consumer electronics, according to the *New York Times* report.

"Most people would still be really disturbed if they saw where their iPhone comes from," a former Apple employee was quoted in the article.

Humanitarian campaign site Change.org is now circulating an online petition asking Apple to use its influence to implement better working conditions in China. The petition was started by Mark Shields, a Mac enthusiast and member of the "cult of Mac," a daily site that follows Apple news.

Though Apple was supplied with a summary of the *Times* report, the company chose not to participate in the story. To quell dissent in wake of the controversy however, it created a "Supplier Responsibility" page on its website along with a statement in which the company insists "that all of our suppliers provide safe working conditions, treat workers with dignity and respect, and use environmentally responsible manufacturing processes."

Apple also released a complete list of its suppliers, along with the company's annual report on labor conditions at manufacturing plants it had audited. A January Mashable

article analyzing the report noted humanitarian progress at the Apple plants, but concluded that more work needs to be done. The 2012 Apple audit report found 67 facilities used pay deductions as a disciplinary measure, and 108 facilities neglected laws regulating overtime pay.

"The portion of suppliers in compliance with Apple's regulations on working hours climbed to 38% in 2011 from 32% the year before," concluded Mashable's January 13 article. "But a success rate of less than 40% would be considered a failure in, say, Cupertino — especially with the maximum manufacturing work week set by Apple at 60 hours."

Internally, the response was a different matter. According to a January 30 *Cult of Mac* article, Apple CEO Tim Cook was "outraged" by the *Times* report. Cook sent a lengthy email to company employees regarding the matter, where he referred to the *Times* article as "patently false and offensive," while promising the company would do everything in its power to ensure working conditions at its plants are safe.

Corporate responsibility consultancy BSR, which works with Apple to develop sustainable business strategies, has labeled the *Times* report as "inaccurate" and "misleading." The company has requested "several important inaccuracies" to be corrected in the paper.

Apple isn't the only company facing a Chinese labor backlash. Media outlets in January reported that 3,000 workers in Shenzhen staged protests amid concerns of compensation at a Sanyo plant.

Apple performs hundreds of audits on its contracted suppliers each year, and gives 90-day warnings to companies that violate its safety or regulatory provisions, according to the *New York Times* article. Companies that do not fix regulatory flubs can have their contracts terminated.

Regardless of the alleged conditions violations, one former Apple employee posited in the *Times* report that given Apple's popularity, some U.S. consumers may turn a blind eye to the report.

"You can either manufacture in comfortable, worker-friendly factories," he said, or you can "make it better and faster and cheaper ... And right now, customers care more about a new iPhone than working conditions in China." ●

Weber gets restraining order against H+K staff

A Dallas judge on January 18 slapped a temporary restraining order on Hill+Knowlton Strategies and two executives at the request of Weber Shandwick, which is accusing H+K and the former WS staffers of allegedly taking confidential documents and soliciting clients and staff.

By Greg Hazley

District Court Judge Emily Tobolowsky issued the TRO in effect until a court hearing February 20.

The order prevents H+K and the two executives, COO Ken Luce and newcomer Jody Venturoni, from destroying, using or divulging any confidential information taken from WS, and to return such data to WS.

Tobolowski said unless H+K and the two executives were immediately restrained, WS would be “irreparably injured, imminently harmed, suffer loss and damage” by the improper use of confidential information, further loss of personnel and “loss of confidence and trust of its clients,” among other possible repercussions.

H+K said it will “vigorously” defend itself and resolve the dispute.

Venturoni, who led the southwest region and the American Airlines account at Interpublic unit WS, moved to H+K’s

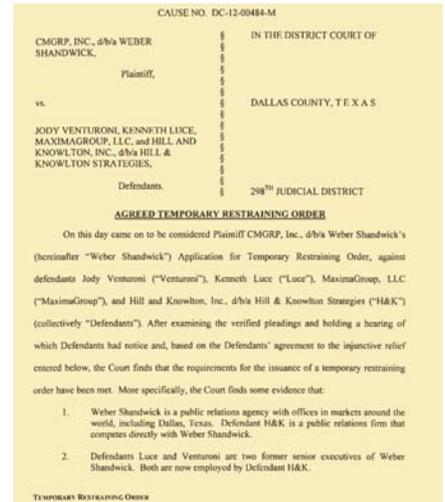
Dallas office in December as executive VP for the U.S. region.

Luce, who moved to H+K from WS in 2010, was named COO this month.

In its petition for the TRO, Weber Shandwick said the defendants engaged in “unlawful and deceitful misappropriation” of confidential WS information and trade secrets “as part of a predatory assault against” the firm’s southwest U.S. operations and beyond.

WS said Venturoni took detailed client programs for 2012, analysis of 2011 programs, client financial arrangements and negotiations, and employee salary information, among other data.

“These are among the most confidential documents belonging to Weber Shandwick and its clients and possession



A copy of the restraining order issued against two H+K staff members in January.

by H&K and its employees would enable H&K to unfairly compete with Weber Shandwick for clients and employees,” WS said in its petition, alleging that she took the data shortly before resigning.

The firm also said Luce breached contractual obligations by soliciting WS staff employees and clients. ●

PR News briefs

VMS ASSETS AUCTIONED

More than \$1.5 million worth of VMS assets were auctioned off Jan. 4 as part of the company’s bankruptcy sale with sister company BurrellsLuce snapping up two software services before being outbid for a third.

BL, which shares ownership with shuttered VMS, was outbid by VMS rival Critical Mention after that company shelled out \$11,000 for unnamed source code and proprietary VMS software. BL won bids for the Insight Legacy System (\$10,000), PRTrak (\$18,000). There were no other bids for those assets.

While the Insight Legacy and PR Trak software were sold at the minimum bids set by the bankruptcy trustee, the proprietary software was bid up from a \$5,000 start.

The largest asset in the auction was VMS’ receivables cache, which went for \$750,000 to MLA Associates LLC. That was followed by computer hardware which sold for \$670,000 to Abacus Solutions.

VMS’s advertising library used for its AdSite service, along with its customer relationship database, went to GMH Ventures for \$30K and \$5K, respectively.

VMS shut down operations in August before filing for Chapter 7 bankruptcy after a 30-year run in media monitoring.



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Consumer outrage, grassroots assault kills SOPA bill

A controversial bill that would have forced Internet service providers to block access to foreign counterfeit websites was postponed in January, after historic protest from industry groups, grassroots organizations and millions of U.S. Internet users sent a clear message.

By Jon Gingerich

Thanks to Hollywood and the Mayan Calendar, 2012 arrives with more than a tinge of Orwellian overtones. It came as somewhat inconvenient timing then, that the U.S. House of Representatives began the year debating a bill that could fundamentally alter what types of content we're allowed to access over the Internet.

The Stop Online Piracy Act (or SOPA, as it was widely called), was introduced in October by Rep. Lamar Smith (R-TX). It was a boldly ambitious plan to give copyright-holders — and the courts, by proxy — better tools to fight the profligacy of online piracy originating from foreign websites.

SOPA would have given copyright-holders the power to seek court orders against sites they believed were aiding in pilfering their goods, be it music, movies, TV shows, video games, or the distribution of tangible, counterfeit consumables. Judges could order Internet Service Providers to block access to foreign sites deemed in violation of U.S. copyright law. In other words, the law attacked Internet piracy not by going after those creating and supplying nefarious content, but by censoring the ISPs and search engines that facilitate their availability, knowingly or not. Of particular concern were payment providers (like PayPal) that facilitate transactions with spurious sites, or ad services (like Google's AdSense) that promote copyright-infringing content in search results. ISPs could be granted an immunity provision if they proactively removed "rouge" sites from their registries. The bill's authors were aware that many of the Internet's biggest bootleggers operate overseas. Because attorneys general can't round up foreign DVD pirates, the bill instead gave them the ability to punish U.S. sites that enable a portion of their profits.

Divide wasn't political

Supporters of the proposed bill believed SOPA would give copyright-holders some much-needed legal teeth to curb online theft. December Judiciary Committee markup sessions were rife with the political tack that piracy has cost the U.S. tens

of thousands of jobs and untold billions in revenues. By January, SOPA had collected 31 Congressional sponsors and was awaiting further Committee markups. A companion bill in the Senate, the Protect IP Act (better known as PIPA), was passed by the Senate Judiciary Committee but is currently on hold.

The divide over SOPA wasn't partisan (it received noted support from both parties) so much as it was monetary, with the most vocal benefactors and detractors revealing a who's who in the supply chain of the digital commerce world: U.S. media companies and manufacturers occupying one side (Sony, Nike, video game giant Capcom, comic publisher Marvel, the Motion Picture Association of America and Recording Industry Association of America, to name a few) and a bevy of creators, artists, grassroots advocates and Internet leaders (Google, Yahoo!, Facebook, Twitter, eBay, Wikipedia, Reddit, non-profits like the Electronic Frontier Foundation, the Center for Democracy and Technology and ACLU) taking the other.

Critics said the bill was sweepingly broad; it went further than necessary to combat sites peddling counterfeit goods. Unlike the Digital Millennium Copyright Act in 1998, where copyright owners could file "takedown" notices requiring sites to remove infringing material, critics said SOPA handed the reins to the United States Department of Justice, effectively giving it unprecedented authority to trowel the Internet for content it doesn't like.

This invited serious technical problems as well. The specific tactics this bill proposed — pruning Domain Name System entries from the Internet's library of domains — threatened important security protocols in the DNS system and ultimately meddled with the core infrastructure of the Internet, critics said. In the end, a few very trivial benefits would come at a huge cost to cyber security and the principles of online expression as we know it.

"It comes down to a question of collateral damage," said Andrew McDiarmid, Policy Analyst for the Center for Democracy and Technology. "There's a very technical side to this and it's tricky

because some of the tech concerns are complicated and difficult to explain, but the type of blocking the bill proposes changes an important infrastructure feature for how everything occurs on the Internet. The problem with messing around with the DNS system and forcing ISPs to implement this effort is that we don't want bills that sweep so largely to take out potentially innocent Websites."

Second, some experts believed it was unconstitutional. Government-executed DNS filtering is a practice commonly observed in countries like China and Iran. The ability to access information — whether it's in a book or on a website — is a right guaranteed by the First Amendment.

"The First Amendment protects your right to obtain information," said Julie Samuels, Staff Attorney at Internet advocacy group Electronic Frontier Foundation. "You're talking about an industry that realizes its old business model is dying, and now they want to save it at huge costs: at a cost to the Internet, at a cost to business, and at a cost to socialization. The ramifications of this bill are huge."

Third, it could have proven economically disastrous. To reiterate SOPA supporters' claims regarding jobs, the yet-nascent Internet advertising industry (like Google's hallmark AdWords program, where sponsored links germane to a user's Google query appear next to search results) could have collapsed under this new model.

Finally, it was crudely ineffectual. The practice of "IP blocking" is akin to relocating a store's address so potential customers can't find it, but this is a temporary salve. Offending sites could simply create a new domain name or enlist a browser plug-in to redirect users to a new site, a practice many of these sites are already employing. Moreover, if SOPA had passed, many savvy U.S. Internet users may have simply switched to DNS providers overseas, or use DNS servers not owned by ISPs (like OpenDNS). The bill could have ultimately sparked a

Continued on next page

Diaspora of non-ISP DNS business that, ultimately, would have driven so many users to unregulated DNS systems the bill would apply to only one of — to coin a recent parlance — many “tubes.” The bill wouldn’t have stopped Internet piracy, but it was guaranteed to limit online freedoms and curtail access to information.

Online protests “historic”

To say SOPA’s opposition was vocal would be an understatement. Unlikely political bedfellows such as Rep. Ron Paul (R-TX), Rep. Nancy Pelosi (D-CA), and Al Gore joined forces to denounce the bill. On January 18, Wikipedia shut down the English portion of its site for 24 hours in protest of the legislation. More than 7,000 other websites followed suit in the blackout. Social media site Reddit staged a boycott against pro-SOPA companies, targeting anyone in favor of its passage. Sites like Tumblr, Mozilla and Techdirt displayed black boxes over their site mastheads bearing the mantra “stop censorship.” Google alone collected more than seven million signatures protesting the bill. According to the Electronic Frontier Foundation, the protests were the largest of its kind in Internet history, with more than 100,000 sites altering their content to express solidarity with the anti-SOPA movement.

As a result of the historic outrage, Rep. Smith announced on January 20 that he was postponing plans to debate and re-draft the bill.

“The House Judiciary Committee will postpone consideration of the legislation until there is wider agreement on a solution,” Smith said. “The committee remains committed to finding a solution to the problem of online piracy that protects American intellectual property and innovation.”

The same day, Senate Majority Leader Harry Reid said the PIPA debates (originally scheduled for the first day of the 2012 Senate’s season) would also be postponed. As a result of the January protests, at least three Senators who previously signed on to support PIPA vowed they would rescind their support.

Opponents claimed a victory. On January 17 a Republican Capitol Hill aide said the protests had made SOPA “a dirty word beyond anything you can imagine.” Smith has said he still plans to revise the bill in the future.

Bills’ future uncertain

Many SOPA opponents believe there’s truth in the claim that pirated content has cost the economy greatly (according to the U.S. Chamber of Commerce, intellectual property theft costs U.S. businesses about

\$250 billion each year, and an estimated 750,000 jobs).

“We don’t question the goal of the legislation — there’s work to be done and we don’t oppose all aspects of the bill,” McDiarmid said, “but some of the specific tactics this bill proposes comes at a huge cost.”

Experts said there are safer, more sensible alternatives to combat this problem. One piece of currently pending legislation that could offer a possible solution is the Online Protection and Enforcement of Digital Trade Act (or OPEN). This bi-partisan bill — written by Sen. Ron Wyden (D-OR) and Rep. Darrell Issa (R-CA) — would take the matter of foreign intellectual property piracy away from the U.S. Justice Department and into the hands of the International Trade Commission, which can resolve international trade disputes (and actually collect damages) in regard to patent-related issues.

Samuels said OPEN is a more targeted approach that actually “follows the money” in counterfeit transactions without granting the courts overreaching power or compromising the integrity and securities of the DNS.

“This alternative proposal would take the process out of courts and move it to ITC, which is set up to deal with trade issues,” she said.

In the end, critics said the impracticality and political miscalculation surrounding both SOPA and PIPA can be highlighted by the fact that neither of the bills’ authors nor their Congressional supporters sought input from the tech community regarding the bills’ possible security concerns or how its proposed tactics would affect the DNS registry. SOPA, they said, was an example of law being written to appease the demand end of the special interests that fund Congress, not in the interests of the Internet’s present ontology or even by people who understand it.

“The fact that both these bills were written with no input from the tech community or no discussion about how the DNS systems works and what security concerns may exist was a big red flag,” said Samuels. “What you have is a tech community that’s been told for years to basically put your head down, do your work and innovate. All of a sudden folks are realizing these people have to be involved in these issues. The potential damage of these bills is huge, and the fact that these considerations weren’t taken into account was both a serious technical and political miscalculation. They went too far with this bill, and now they woke a sleeping giant.” ●

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Beware the political mythos of ‘less regulation’

Politics is ugly business. The argument for less government regulation — typically offered alongside empty promises of more jobs and less taxation — has become a regular talking point for career politicians who use this tactic to gain leverage for the special interests that support them.

By Aric Caplan

Americans have had it with the obstructionism and unflattering gamesmanship that characterize and hinder the political process. Beholden to a slew of special interests, many politicians have made their K Street allies a top priority, and the needs of the public their last.

Too many of our leaders seem determined to falsely portray the idea that protecting public health and updating safety standards is little more than a bureaucratic ruse to force the public to pay additional taxes. They scapegoat the Environmental Protection Agency, the Clean Air Act and Clean Water Act, which were all signed into law 40 years ago by President Richard Nixon. Consequently, powerful politicians and industry lobbyists offer false choices and ostensibly short-term fixes such as exaggerated promises of either jobs from the recently rejected Keystone XL tar sands pipeline and Marcellus shale boom of hydraulic fracturing, or public health. It's no wonder Congress now stands at an “unimaginably low” approval rating of five percent, with 68% of those respondents grading them as doing a “poor” job.

In 2011, Congress passed an “Omnibus” budget bill, H.R. 2055, called the “[New] Consolidated Appropriations Act,” to provide the funding necessary for the smooth operation of our nation's government through the rest of its current fiscal year. In fact, the chemical industry and fossil fuel lobbyists worked overtime to get riders included in that bill intended to counter necessary safeguards and promote an ongoing campaign to undermine the integrity and credibility of government science programs responsible for gauging the potential risks of pollution, emission and toxic chemicals.

Returning from last summer's Congressional recess, House Republicans stepped up their assault on health, safety, the environment and labor regulations using the common smokescreen that those standards had prevented job creation. In a memo to members, House Majority Leader

Eric Cantor (R-VA) teed up the top-10 most egregious safeguards, most of which had yet to be implemented, to criticize the prevention of mercury emissions and other toxic pollution from boilers and incinerators plus other extraneous earmarks. To quote Cantor's memo, seven of his 10 “problematic” regulations were “reflective of the types of costly bureaucratic handcuffs that Washington has imposed upon business people who want to create jobs.” They include the Utility MACT (Mercury Air Toxic Standards for Utilities) and CSAPR (Cross-State Air Pollution Rule), Boiler MACT, Cement (kilns) MACT, Coal Ash (coal-fired power plants), Ozone (soot) Rule, Farm Dust and Greenhouse Gas. According to Natural Resources Defense Council's John Walke, the “Farm Dust Regulation Prevention Act of 2011,” H.R. 1633, “is premised on a problem that does not exist.”

Last February, a Tea Party-influenced agenda featuring freshmen members of Congress — all of whom do not believe in climate change — submitted H.R. 72, the infamous “Repeal of Job-Destroying Regulations to Create Middle Class Jobs Act.” Run by Oversight and Government Reform Committee Chairman Darrell Issa, Congress spent most of 2011 attacking the EPA with claims that the agency had overreached its power and overburdened job creators. Issa catalogued what environmental protections had purportedly done to destroy jobs with three arbitrary actions, namely the “Regulations From the Executive in Need of Scrutiny Act” (or REINS Act), the “Regulatory Flexibility Improvements Act,” and reform of the “Administrative Procedures Act.”

One looming piece of legislation that needs President Obama's signature after a serious modernization is The Toxic Substances Control Act of 1976 (TSCA). The Senate's Environment and Public Works Committee, is working to enact more modern and enforceable standards to protect Americans from dangerous chemicals. For 36 years, it has regulated chemicals in consumer products. Last year U.S. Senator Frank R. Lautenberg (D-NJ) intro-

duced the Safe Chemicals Act to reform the law making it relevant for the 21st Century. By all accounts, this effort will prove to another uphill fight. Among the most vigilant advocates of such chemical reform and public health is Physicians for Social Responsibility (PSR). Their member doctors, nurses and other public health professionals have urged senators about how seriously they take the invisible threat posed by unknown chemical exposure, so much that PSR has named it near the top of their Environment & Health program's priorities in 2012.

How broken is the TSCA program? Last year, H. Fisk Johnson, CEO of consumer products company SC Johnson testified before Congress, saying: “Your child has a better chance of becoming a Major League Baseball player than a chemical has of being regulated by EPA” under TSCA. The NRDC released “The Delay Game: How the Chemical Industry Ducks Regulation of the Most Toxic Substances,” which served as a case-study of how the chemical industry has blocked government action to protect the public from exposure to a range of toxins.

Who would you imagine has the most to gain by kicking the legislative can even further down the road? For starters, some of the most prominent trade associations in the country, including the American Chemistry Council, American Farm Bureau Federation, American Petroleum Institute, Business Roundtable, National Association of Manufacturers, National Association of Realtors, National Council of Chain Restaurants, National Federation of Independent Business, National Mining Association, National Retail Federation, Nuclear Energy Institute, U.S. Chamber of Commerce, and a few dozen others with whom you may not be as familiar.

If you accept much of the frenzied misinformation coming from Washington and currently being parroted by a few presidential candidates, the EPA is the problem, not the solution. Permitting toxic chemicals to continue unchecked spells real trouble for children, mothers, workers, seniors, animals, the environment — everybody.

Americans deserve more from their elected representatives. Ideas like consumer protection, public safety and industry compliance are genuinely in the public interest and are imperative to America's economic recovery.

Aric Caplan is President of Caplan Communications LLC. ●

NFL scores big with Hispanic audiences

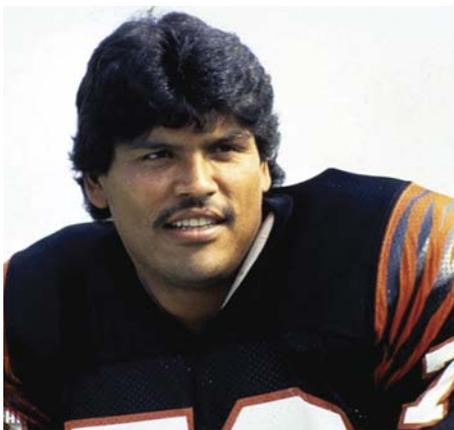
The 2011 Super Bowl was the most watched TV program ever among Hispanic audiences, and is now one of the primary reasons the NFL is making new attempts to appeal to Americans of Hispanic descent.

By Richie Matthews and Carlos Vassallo

More than 33 million Hispanics have watched professional football so far this season, making it the most-watched NFL season among Latinos. Professional football — not fútbol — delivered two of the most-watched professional sporting games in 2011 among Hispanic audiences. Family values and assimilation are the prevailing reasons why American kids of Hispanic descent are now putting on helmets and shoulder pads instead of shin guards.

As a group, Hispanic children are growing faster than any other. History suggests today's Latino kids will eventually become parents of fully Americanized descendants whose only link to their cultural heritage is a surname, religious practice or holiday, according to Hernan Ramirez, a sociologist at Florida State University who specializes in Hispanic assimilation.

More and more NFL teams are courting the lucrative Latino market in an attempt to tap into an aggressive and young fan base ready to shell out consumer dollars. Because Hispanic football fans spend nearly 15 hours engaged with the NFL each week during the regular season and because more Latinos watched the Super Bowl than the World Cup Final, it's easy to understand why the NFL's strategic marketing efforts for



Hall of Fame offensive tackle Anthony Muñoz said football's prevailing theme of family values is one reason for the sport's growing attraction among Hispanic audiences.

this season's big game should enable them to make unparalleled inroads with young Americans of Hispanic descent.

"There is a prevailing sense of 'family' in football," said Pro Football Hall of Fame tackle Anthony Muñoz. "You get that in the Hispanic community, and that's what you want in a football team."

NFLHispanic.com states that more than three million Hispanics watched the 2010 Super Bowl than the World Cup Final. Last year's Super Bowl was the most watched TV program ever among Hispanics, averaging ten million Hispanic viewers.

Super Bowl's Latino influence

The NFL played its first regular-season game outside the United States in 2005 and drew over 100,000 people in Mexico City. Over the last five years, the NFL has aggressively sought to connect with Hispanics, a fan base that is large and growing at rapid pitch. The 2011 season saw one of the most aggressive positioning strategies by NFL members as more than half of the teams celebrated Hispanic heritage events at various stadiums.

The NFL vamped its push towards U.S. Hispanics in recent years. Last year's big game in Dallas offered a definitive Latino flair. According to the 2010 U.S. Census, Texas grew more than twice as fast as the nation, thanks largely to a surge among Mexican Hispanics. Dallas has the fifth largest U.S. Hispanic population of Mexican decent, and the Dallas-Fort Worth Metroplex bears the third largest foreign born Mexican population in the U.S. per Metropolitan Statistical Areas.

On one level, the choice to host the game in Dallas was rational: the weather is ideal, the atmosphere is fun and the tourist industry can accommodate the crowd. On another level — and most likely more influential one — the choice is strategic. What better way to captivate the Hispanic market than to bring the game to the famed Latino football hotspot.

According to Victor Villalba, head of Spanish language broadcasting for the Dallas Cowboys, "most games are on Sunday, which meshes with traditional

Latino family get-togethers and social gatherings."

Super Bowl XLVI will showcase a full on attempt to captivate Hispanic audiences. The NFL is pushing

its NFLHispanic.com website even more than ever. This site is designed as a tool to attract potential marketers to buy into their 360-degree platform approach to reach the Hispanic demographic. This approach allows brands to reach the segment at every angle from television, online, radio, print, calendar events to grass-roots efforts. Viewers can expect a markedly overt Hispanic overtone for this year's championship game.

'Show me the money'

The big push towards Hispanic consumers is in part due to the quality of fandom. Latinos tend to be ardent fans with strong home team convictions. High levels of extreme fandom coupled with abundant consumer dollars have motivated sports leagues to seriously re-evaluate their efforts towards the Hispanic population.

Hispanics in the United States tend to be predominantly male, on average younger than the non-Hispanic population, and tend to have higher viewership of sports. Marketing, advertising, and sponsorship dollars as well as innovative grassroots public relations initiatives have all been cultivated with the new target demographic in mind.

With the average cost for a 30-second commercial in the U.S. during the last World Cup costing \$250,000 versus \$3 million for the last Super bowl, professional football is an arena that marketers and media heavyweights are investing big in.

Richie Matthews is Director of *Diálogo*, a full service public relations firm that helps organizations build positive impact with Latino audiences. Carlos Vassallo is CEO of *LatinVision Media*, a New York-based media company. ●



Richie Matthews



Carlos Vassallo

Developing brand strategies in a bio-based economy

The recent growth of bio-based products in the marketplace can be seen as a premonition for how companies can develop powerful brand messages in 2012.

By Jacquelyn Ottman and Mark Eisen

Our economy is slowly but surely heeding the signal that carbon is the new watchword. During the past few years, a steady stream of so-called “bio-based” products have been making their way to retail shelves — compostable dinnerware made from corn, plant-based laundry detergents, and bamboo flooring among them. Coke and Pepsi are now competing to be first to market with a soft drink bottle derived entirely from sugarcane or other plant materials.

The emerging bio-based economy even has its own label: USDA Certified Biobased. It’s part of a federal BioPreferred program designed to help grow “green” jobs, stimulate the rural economy, promote energy independence and prompt a shift to renewable resources from petroleum, helping to manage the carbon cycle.

Launched in February 2011, the label needs a little introduction since the term “bio-based,” although familiar sounding, represents more than meets the eye. We advised the USDA on strategic marketing considerations related to the launch of the USDA Certified Biobased label. Here’s a primer on why you need to be thinking about forming your own biobased strategy during 2012.

What is “bio-based”?

Ask a consumer what “bio-based” means and they might respond with somewhat erroneous definitions such as “natural” “biodegradable” or “renewable.” Consult Webster and you’ll come up short. But the USDA (and federal law) defines it specifically as “commercial or industrial products, other than food or feed, that are composed in whole, or in significant part, of biological products or renewable agricultural materials (including plant, animal, and aquatic materials), or forestry materials” — hence the label depicting the soil, sea and the sun.

More important than this definition is

the program’s intention — to expand the market for alternatives to petroleum-based products by promoting new uses for agricultural commodities such as bioplastics, biofibers and bio-based chemicals. It thus excludes products such as office paper, cotton t-shirts and wooden furniture introduced before 1972.

Both finished consumer and commercial products as well as intermediate products (e.g., platform chemicals, fibers, etc.) are currently eligible to earn the USDA Certified Biobased label. Standards for “complex” products (consisting of many components, such as automobiles) are being developed. Among the many products that have already earned the label are Procter & Gamble’s Gillette ProGuide Fusion razor package, Papermate mechanical pencils made from Mirel biodegradable plastic, the Greenware line of cold cups made from NatureWorks’ plant-based Ingeo polymer, and intermediates such as Lenzing’s TENCEL lyocell fiber made from eucalyptus and DuPont’s Sorona polymer. Seventh Generation is so bullish about the label that they have certified more than 60 of their household cleaning and personal care products — virtually their entire product line-up.

Why pursue a bio-based strategy

The credibility and broadscale awareness of the brand USDA positions labeled products to stand out to consumers. In an age where consumers actively seek environmentally preferable bio-based products with comparable price and performance, having the USDA Certified Biobased label increases shelf appeal. And marketing benefits don’t stop there. The federal government, by law and executive order, now gives purchasing preference to over sixty categories of bio-based products. Bio-based alternatives can also help businesses to manage volatile petroleum-driven costs and ensure sustainable supplies.

Transparency and performance

Not every product made with plants or other renewable

resources can qualify for the USDA Certified Biobased label.

That’s because the USDA has set strict minimums for bio-based content in a wide range of “designated” products. For instance, a lip balm may only need 11% bio-based content to qualify, while a disposable food container needs 72%. Any product category for which a target has not yet been established must achieve minimum bio-based content levels of 25%. Although this 25% bar may at first glance seem low, keep in mind that minimums are based upon the highest levels of bio-based content possible without compromising performance, and to encourage participation in a market now ramping up.

Bio-based content is measured using a radiocarbon dating test standard, ASTM D6866. This test measures total carbon content and distinguishes the amount of “new” organic from fossil or petroleum-based carbon. This enables the “new” organic (bio-based) carbon to be expressed as a percent of the total carbon. To foster transparency, encourage a level playing field and promote continuous improvement, the USDA Certified Biobased label requires disclosure of the percentage of bio-based content for the product and/or package.

Use caution with claims

Marketers may realize advantages if they can substantiate a product’s bio-based content in support of environmental marketing claims such as “natural,” “biodegradable,” “renewable” or even “non-toxic.” However, none of these environmental attributes are automatic because of a product’s certified bio-based content. Whether a claimed environmental attribute can be support-



Jacquelyn Ottman



Mark Eisen

Continued on next page

California high speed rail brings PR in-house

The California High Speed Rail Authority's stop-and-go PR agency search has come to a halt as the entity's board approved a plan to create an in-house network of communications directors.

By Greg Hazley

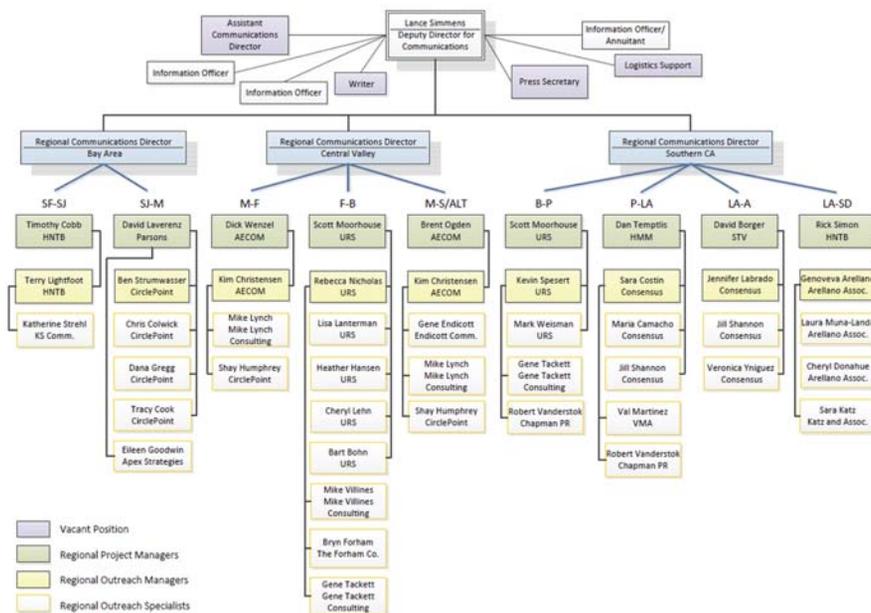
The plan follows the shake-up of leadership on the \$98 billion proposed project Jan. 12, including the resignation of the Authority's CEO Roelof van Ark and resignation of its chairman, Tom Umberg.

Press secretary Rachel Wall also stepped down for a post at Wal-Mart in January.

In a January plan approved by the board, three regional communications directors' posts under contract with the Authority will be required on a budget of \$600,000, including operating expenses.

The posts, covering the Bay Area, Central Valley, and Southern California, will oversee a network of dozens of regional outreach specialists. Six additional hires are planned, including an assistant director, writer, and three PAOs.

A Dec. 28 memo to the board from Lance Simmens, deputy director for



This chart outlines the proposed communications structure for California's high speed rail project.

Image courtesy of the California High-Speed Rail Authority.

communications, noted Caltrans, the state transportation agency, has a communications staff of about 74.

In addition to the new posts, the Authority's communications office has hired two press information officers and an assistant to handle the work previously expected to be handled by an outside PR agency.

Ogilvy PR Worldwide, which won

the Authority's PR account in 2010 after a rocky RFP process, resigned the work last year, sparking an RFP review for the lucrative account that was stopped and re-started before being suspended in December.

The huge project is working to convince the state legislature to release \$2.7 billion in bond money to start construction. ●

BIO-BASED BRANDS

Continued from previous page

ed depends upon the amount of bio-based content, as well as how the product was processed and transported, and other life cycle considerations.

Keep in mind too, that much consumer confusion surrounds the biodegradability and recyclability of bioplastics. For instance, some resins may not be biodegradable but can be recycled (like Coke's bioplastic PET PlantBottle, recyclable with petroleum-based PET). In addition, some traditional petroleum-based plastics are compostable in industrial (municipal) facilities, but not in backyard composters. And no plastic, bio-based or otherwise, is designed to readily biode-

grade in landfills.

The revised proposed FTC Green Guides, anticipated in 2012, will likely include specific guidance for bio-based marketing and related claims.

According to Kate Lewis, Deputy Manager of the USDA BioPreferred program, since its introduction in February 2011, more than 500 products have been certified to use the USDA Certified Biobased label and over 400 applications are in the pipeline. Now entering the market, these labelers will enjoy first-mover advantage as well as the opportunity to educate their consumers and other stakeholders about the benefit bio-based content brings to their products.

Whether one leads or follows, it's clear bio-based products figure prominently in our future. We predict that all

products will ultimately be judged by their carbon content and their potential to effect global climate change. So, credible bio-based products are and will continue to be a critical component of a long-range strategy. Short-term motivations for developing a bio-based strategy, while company and brand specific, can include minimizing cost, enhancing image, reputation and consumer perception, and avoiding potential regulatory risks. So key questions for every brand owner, product manager and CEO in 2012 are: "What's your bio-based strategy?" and "Do you have a team in place to bring bio-based innovation into your brand and product portfolio?"

Jacquelyn Ottman and Mark Eisen are colleagues at J. Ottman Consulting, Inc. in New York. ●

Keystone XL Pipeline dead? Don't count on it

In a year when stories and issues rose to spectacular prominence but seemed to fade away just as quickly (see: Rick Perry, debt ceiling, Tim Tebow), the \$7 billion Keystone pipeline continually rebounded to the fore, zombie-like on a steady tide of PR and lobbying dollars and its unique position at the intersection of interests including energy, jobs, business, politics and the environment.

By Greg Hazley

President Barack Obama pulled the plug on the 1,700-mile project by TransCanada on January 18, forced to act under mandate from Congress after initially punting the decision to 2013. But Obama's scuttling the bid on the recommendation of Secretary of State Hillary Clinton is likely not the last shot fired in the push to build a pipeline from Canada's tar sands through the U.S. to the Gulf of Mexico.

Obama's statement in January killing the application reflected distaste for Congress more than it offered any insight into his thoughts on the project.

"This announcement is not a judgment on the merits of the pipeline, but the arbitrary nature of a deadline that prevented the State Department from gathering the information necessary to approve the project and protect the American people," said the President.

The oil and gas industry's Washington trade group, the American Petroleum Institute, fought hard for the project and rapped both Obama's decision and the reasoning behind it.

"This is almost too hard to believe," said API President and CEO Jack Gerard, noting three years of multiple agency review and the potential for job creation of building the pipeline. Gerard, using Obama's own terminology regarding the 2008 stimulus, called Keystone the "biggest shovel-ready project in America."

James Miller, Manager of Corporate Communications and Media Relations for TransCanada, echoed the language of infrastructure and jobs in penning a January letter to the editor of the *New York Times* with Keystone VP Robert Jones and noting the pipeline "is the largest infrastructure project planned in the U.S. right now."

Miller said last year TC has developed a war-room mindset for handling the huge media and advocacy group interest in the Keystone project that resulted in

more than 1,800 interviews and thousands of stories.

He told Houston public radio in January that the Keystone application has become of rallying point for different sides of the nation's back-and-forth over energy. "We have essentially become the lightning rod for that broader debate around the consumption of fossil fuels," says Millar.

Even after the January announcement from the president that the Keystone application was dead, Congressional Republicans have continued to try to find a legislative maneuver that could push through the pipeline's approval. One bill directs the Federal Energy Regulatory Commission to review the pipeline, rather than the State Department, although the Obama administration has called that approach irresponsible and likely illegal.

Pitches on both sides of the pipeline have resonated in public and in Washington. The oil industry and its advocates, including some labor groups, nod to the sluggish economy in citing the potential for jobs, while playing to the security crown noting the need to develop oil supplies beyond the tumultuous Middle East. Environmentalists fret over the potential for leaks and spills for a lengthy pipeline bisecting the U.S., while others question health and safety issues associated with moving vast amounts of oil across the country.

TransCanada has used Bryan Cave and McKenna, Long & Aldridge for its lobbying in D.C.

Although the administration's January decision ended that pipeline bid, TransCanada said it will submit a new application and has asked for an expedited review.

Russ Girling, TransCanada's President and CEO, said Obama's decision was disappointing but not unexpected. Vowing to work with Nebraska environmental officials on a new route, Girling said: "The outcome is one of the scenarios we anticipated. We will re-apply for a presidential permit and expect a new application would be processed in an expedited manner to allow for an in-service date of late 2014."

The API's Gerard was not ready to admit defeat, either, foreshadowing another reincarnation of Keystone down the road, adding: "The President has made a deeply disappointing decision, but this issue is not settled." ●



Protesters gather outside the White House to decry the proposed Keystone XL Pipeline.

Congress forces Obama's hand

The President in November tried to assuage environmentalists and remove the Keystone issue from the coming election year with an administration announcement to put off a final decision on the pipeline until after the 2012 election.

A key point of contention in the pipeline's application was its path through the environmentally fragile Sand Hills region of Nebraska and the State Department said, in delaying the decision in November, that it was looking at alternate routes around that area.

Trying to force the president's hand ahead of the election, members of Congress inserted a provision in a December bill cutting the federal payroll tax to force Obama to make a decision on Keystone by late-February. Obama swallowed the pill to get the tax cut and sent TransCanada, which never supported the deadline shift, scrambling.

Why we lose to lawyers (and how to even the odds)

There always has been — and probably always will be — dynamic tension between those who navigate courts of law and those who work in the courts of public opinion.

By Robert McEwen

Stay in this business long enough and sooner or later you'll find yourself at loggerheads with a lawyer. Clashes between corporate legal counsel and corporate communications usually involve high-stakes crises and play out in the C-suite or boardroom. Unfortunately for us and for the reputations of our clients, it's almost never a fair fight.

The prototypical corporate attorney by virtue of training, temperament and disposition, is far better equipped to win when push comes to shove. Lawyers see the world through an adversarial prism. They either defend or attack. It's what they do. It comes naturally to them.

Most PR people, on the other hand, by nature and experience, are inclined to engage, communicate and seek win/win solutions. We tend to be collaborative and avoid conflict. We like things to be pleasant.

Amiability, however, is not an asset in the heat of a crisis when PR is pitted against an unyielding chief counsel who insists the CEO say nothing. All too commonly, the scene plays out as "Godzilla versus Bambi."

Granted, there do exist low-key attorneys and obstreperous PR people. But I am talking about the archetypes, not the exceptions. Yes, PR practitioners can be competitive. PR agencies duel each other over RFP's all the time. But there is a difference between being competitive and being combative. In my experience, the latter trait more often characterizes attorneys, and it has served them well if not always the reputations of their clients.

In a sense the relationship can be likened to that between a U.S. Secretary of State (PR) and a U.S. Secretary of Defense (Legal). The first wants to smooth things over, and the second wants to prevail. Think back to the Bush Administration.

Donald Rumsfeld ran roughshod over poor Colin Powell who by the time he left office — in the aftermath of the Gulf War and despite his extensive military experience — admitted he had little or no influence on foreign policy.

So what's a nice PR person to do?

All of what follows is easier said than done, but it must be done if the PR function is to command respect commensurate with its responsibility.

First, gain "relationship altitude." Try to ensure that communications has as much access to the C-suite as Legal. The CEO must see his chief PR person as often as he sees his General Counsel. That usually requires that PR reports directly to the CEO instead of an administrative officer, Marketing, HR or, God forbid, Legal.

It can be done. One of the first men in our profession ever to earn an SVP-corporate communications title at a *Fortune* 100 company met with his CEO every day at 8 AM and briefed him on anything and everything that had happened during the previous 24 hours that had the potential to impact the company's reputation.

Second, try in advance to "defang" Legal. Do what a smart PR person does in managing any constituent relationship. Long before any problem surfaces befriend the General Counsel. Take him to lunch. Invite his or her spouse and children into your home. Break bread together. Swap stories. Commiserate. Bond. The next time you are advocating for openness and transparency, the lawyer will be less likely to chop you off at the knees.

Legal still might oppose you, but the rhetoric will be less vitriolic if your kids have played video games together.

Third, speak the language of the C-Suite, i.e., dollars and cents. Don't allow corporate reputation to remain intangible. When the chief legal counsel raises the specter of seven- or eight-figure settlements if the CEO says so much as a word of apology, fight back with numbers of your own. Try taking this approach with the boss:

"Sir, you may want to consider that since *Fortune* magazine began ranking "Most Admired Companies," falling just one rung in a company's industry sector translates on average to \$100 million less in market capitalization the next year. Reputation has as much value on our balance sheet as real estate or inventory."

Then there's the issue of the chief executive's personal legacy. When the

lawyers want to stonewall, remind the CEO that he likely will be remembered for how he responds — or fails to respond — to the crisis at hand. Cite these two examples:

When an explosion killed a factory worker and injured dozens of others at Ford's River Rouge plant in February 1999, Ford Chairman Bill Ford rushed to the scene. His anguish and compassion for the victims prompted him to tell the *New York Times* it was "the worst day of my life." No one sued him for that remark, and his actions on that day remain a textbook example of leadership during a crisis.

Conversely, we have the more recent example of BP's Tony Hayward whose initial downplaying of the 2010 Gulf oil spill ultimately gave way to foot-in-mouth syndrome. So, again, when the lawyers advise the boss to clam up, ask him, "Sir, would you rather be remembered as a Bill Ford or a Tony Hayward?" If he has a healthy ego, and most CEOs do, he just might be persuaded to risk the legal consequence in order to appear a statesman and not an ostrich.

Robert McEwen is President and CEO of Zing USA. ♦



Robert McEwen

Media News Briefs

CONSERVATIVES LAUNCH MEDIA GROUP

A group of conservative journalists and Republican operatives have launched the Center for American Freedom to take aim at the White House and the "liberal" media/blogosphere, according to a report on Politico.

Michael Goldfarb, chairman of CAF, says the organization will have an annual budget of "several million dollars." CAF is modeled on the liberal-leaning Center for American Progress.

Goldfarb, a former *Weekly Standard* reporter, is partner at Orion Strategies, which counts the Koch brothers as clients.

CAF will have an online news arm called Washington Free Beacon that is to be edited by Matthew Continetti and a "campaign-style war room." He wrote "The Persecution of Sarah Palin: How the Elite Media Tried to Bring Down a Rising Star."

Continetti will oversee a staff that includes Bill Gertz, who was defense/national security writer at the *Washington Times*; Andrew Stiles, a National Review Online alum; Patrick Howley, an *American Spectator* veteran and Sonny Bunch, ex-*Weekly Standard* and *Washington Times* writer who is now at PR firm Berman & Co.

Front groups wage PR warfare in 'fracking' debate

The public debate over hydraulic fracturing, or "fracking," has reached state-of-alert status for U.S. energy companies. Case in point: rumors are now circulating that the front groups supporting the natural gas industry are hiring former U.S. military psychological warfare personnel to handle PR duties typically reserved for Madison Ave. boardrooms, elevating both the debate and the role of public relations in national discourse to new extremes.

By Jon Gingerich

On New Year's Eve, a 4.0 magnitude earthquake shook parts of northeastern Ohio. Earthquakes aren't exactly common in the Buckeye State, so officials hired a team of Columbia University experts to study data from the tremor. What they discovered was alarming: the earthquake wasn't the result of natural, seismic shifts in the earth's crust; it was the result of man-made disposal wells used for injecting large amounts of wastewater into the ground, a process used in the controversial natural gas drilling practice known as hydraulic fracturing, or "fracking."

In simple terms, hydraulic fracturing involves injecting water — along with sand and myriad other ingredients — at high pressures through a wellbore that penetrates a mile or more into the earth's surface. These bores form long, horizontal corridors that cut into reservoir rock and shale formations; fluid fractures the rocks, releasing pockets of oil or natural gas (referred to as "shale gas") which is recovered and stored in large tanks. By far, the biggest ingredient used in fracking is water. However, a cocktail of approximately 600 chemical additives (everything from silica sand to foams to compressed gasses) are also used in the process for purposes as varied as well lubrication and corrosion prevention. Many of these chemicals are benign, and commonly found in household lotions and soaps. Others are known toxins.

Hydraulic fracturing is a practice that's been around, in one form or another, for about 60 years, but it's become the *de facto* practice for natural gas extraction only within the last decade. Advances in drilling technology have made fracking an increasingly economical alternative. And politics have played no small role: a provision in the Energy Policy Act of 2005 grants fracking an exemption under the Safe Water Drinking Act, which sets standards for drinking water in public water systems. This provision is also known as the "Halliburton Loophole," due to former Vice President Dick Cheney's personal involvement in the

bill. While it's employed all over the world, hydraulic fracturing is a practice most commonly seen in the U.S., and it's estimated that about 90% of all U.S. natural gas wells now employ at least one variation of the process. Halliburton is the world's largest fracking provider.

This isn't the first time an Ohio earthquake has been linked to hydraulic fracturing. In 2001, a 4.2 magnitude earthquake in northeastern Ohio was cited as a result of deep-well injection. While earthquakes are historical anomalies in the state, nearly a dozen small tremors have now occurred in the same area since last March. And Ohio isn't alone. In November, parts of Oklahoma were rattled with a 5.6 magnitude earthquake — the largest recorded in the state's history — occurring along an ancient fault near several large fracturing operations. Geological records show there were only 28 earthquakes in Oklahoma between 1977 and 2008 — a rate of less than one per year. Between 2009 and 2010, there were 134.

The Ohio Department of Natural Resources has now officially suspended operations at five of the deep-well sites near the location of the quakes (they'd already been investigating the dozen quakes that had occurred before the New Year's Eve tremor). The news is a major setback for energy giants like Chesapeake Energy, which had previously cited "big plans" for well development in Ohio (the state is coveted territory for fracking companies due to its relatively shallow shale formations).

Worse, now that news of injection-induced quakes is an item of public conversation, natural gas companies find themselves facing another kind of disaster. Citizens are questioning if the technologies used in hydraulic fracturing lie ahead of the scientific community's knowledge of its possible impacts, if existing policies are enough to protect them from current industry practices, and what safety measures or regulations can be enacted to prevent a land-side version of Deepwater Horizon. Arguments over the alleged safety or possible dangers of

fracking have kicked off one of the most heated environmental debates in recent memory, where hundreds of thousands of jobs, billions in revenues, and untold lives are now on the line.

Faulty industries

Most geological experts studying the effects of fracking now believe seismic activity can result from the practice, either from injecting fluids into rock to extract gas or from disposal wells used for containing wastewater, where hundreds of thousands of gallons pumped into the ground make its way to fault lines, causing them to slip. A recent U.S. geological survey determined that "earthquakes induced by human activity have been documented in a few locations," and that "the cause was injection of fluids into deep wells for waste disposal and secondary recovery of oil."

Drill sites are also the source of large greenhouse gas emissions. While natural gas has long been seen as a low-carbon alternative to oil or coal, it's largely made up of methane, a potent greenhouse gas. While methane gradually breaks down in the atmosphere, forming carbon dioxide, it has 100 times the warming potential of carbon dioxide for the first 20 years it's exposed to the environment. A study by Cornell University Environmental Biology Professor Robert Howarth found between four and eight percent of the methane produced by a fracking well is leaked into the atmosphere during the well's lifetime. For all the immediate environmental benefits of natural gas, the methods used for its extraction could create a larger greenhouse footprint than oil or coal over time.

Then there's the chemicals used in the process. Some of them — benzene, lead, ethylene glycol (i.e., antifreeze), methanol, and boric acid — are known toxins. A 2011 study published in *Human and Ecological Risk Assessment* discovered that 25% of these chemicals were carcinogens or mutagens, and between 40% and 50% could affect the brain, nervous system and cardiovascular sys-

Continued on next page



A hydraulic fracturing well in Roulette, Pennsylvania.

tem. Worse, a 2011 investigative report funded by the U.S. House of Representatives found many products used in the fracking process are left undisclosed on Occupational Safety and Health Administration logs because they're classified as "trade secrets." Not only are there varying dangers in many of the chemicals we know about, there are untold dangers in the chemicals we don't.

Then there's the threat these chemicals pose on drinking water. The amount of waste water produced by a fracking operation is enormous: a single well can use between 65,000 to 600,000 gallons of fluid, and millions upon millions of gallons of water can be used throughout the life of a single fracking site. It isn't hard to imagine a backflow of a brew this large entering groundwater and local reservoirs. In fact, a 2011 Massachusetts Institute of Technology report claimed "there is ... evidence of natural gas migration into freshwater zones in some areas, most likely as a result of standard well completion practices by a few operators." A 2011 Duke University study determined groundwater near two major fracking sites in Pennsylvania and New York contained unusually high concentrations of methane. The EPA also reported that groundwater investigations near fracking sites in Pavillion, Wyoming discovered traces of methane and phtha-

lates in area water supplies. In a statement, the EPA said the investigation found the water contained "compounds likely associated with gas production practices, including hydraulic fracturing."

The health effects of consuming this water are unknown, but residents living in Pavillion have gone to the media with complaints of everything from dizziness to diarrhea to chronic rashes. As a precautionary step, the Department of Health and Human Services is now advising area residents to use alternative sources of water for drinking, cooking and bathing. Despite the fact that the EPA has now found a direct link between fracking wells and polluted water sources, EPA Administrator Lisa Jackson recently testified during a Senate Hearing Committee, saying "I'm not aware of any proven case where the fracking process itself has affected water."

Profit on a precipice

Those in favor of hydraulic fracturing highlight its myriad economic benefits, including the practice's almost universal tendency to bolster industry profits, local economies and job markets around the country. They cite opposition as knee-jerk fear mongering of new energy practices, or another variation of the not-in-my-backyard syndrome the public is wont to exercise when greeted with a technology they don't understand.

Indeed, fracking creates jobs. Lots of them. Experts participating in deep-well extraction have coined the recent state of the industry "The Great Shale Gas Rush." The number of permits issued for well extraction in Pennsylvania tripled between 2008 and 2009, adding 44,000 new jobs for the state in one year. West Virginia's economy grew by \$1.3 billion in 2009 as a result of new fracking operations. The Marcellus Formation, a massive geological territory spanning parts of West Virginia, Pennsylvania, Ohio and New York, is currently the largest battleground for natural gas development, holding as much as 500 trillion cubic feet of drilling space. It's estimated the area will be responsible for creating a quarter million jobs by 2014. The natural gas industry is poised to account for one of the biggest manufacturing revivals in an

era otherwise marred by economic blight, at a time when the blue-collar worker has been rendered a role of the past.

It also releases the U.S. from a dependency on foreign oil. A moratorium on fracking would invariably result in a revival of support for oil-rich countries like Venezuela, Iraq and Saudi Arabia. Fracking offers a break from an outsourced tradition that has cost decades of revenues, jobs and manufacturing opportunities at home.

And while the fuel has its faults, the fact remains that natural gas is still *the* existing environmental alternative. It's notably more efficient when used for electricity (power stations can produce the same wattage with half the greenhouse emissions of coal stations) and it's also cheaper than coal. Regardless of methane's ecological footprint, natural gas remains the most sensible option given the high production volume needed to accommodate U.S. consumer demand.

'Counterinsurgency' mobilizes

A groundswell of opposition has erupted over the potential health and geological dangers posed by hydraulic fracturing. Town hall meetings have erupted in geysers of discontent, rife with concern from residents who've spoken out on their dissatisfaction with the wells' presence or the effects it's had on their property values, drinking water or health. Organizational strength has buoyed the topic to a national level, aided by the Sierra Club, Nature Conservancy, Environmental Defense Fund, and Clean Air Task Force, among others, not to mention a bevy of blogs that has documented fracking incidents gone awry and amplified the voices of those affected by the practice.

It comes as little surprise then, that natural gas companies now find themselves on the defensive, and are sinking historic sums into PR, marketing, advertising and lobbying efforts to sway citizen opinion and influence legislation. A 2011 Common Cause report found fracking companies have funneled nearly \$750 million to lobbyists in the past decade to inspire laws ameliorative to hydraulic fracturing practices.

A bombardment of pro-fracking ad campaigns has followed. A series of commercials funded by ExxonMobil began appearing in 2011: in one, a particularly smug geologist discusses whether fracking can be performed safely. "At ExxonMobil, we know the answer is yes," he says, aside bustling main street vistas of Everytown, U.S.A. In another

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Maintaining relationships within new RFP parameters

PR professionals may have noticed a behavioral trend among clients today involving the practice of going outside the parameters outlined in the initial request for proposal. This includes everything from asking agencies to contribute additional time or financial investment, to inviting separate agencies to participate in a yet-to-be-determined second round. At what point should PR pros say “enough is enough?”

By Carrie Jones

It's never been easy, but at least we've always known what we were getting into. We receive an RFP, work like mad to craft a winning proposal, and then rehearse, rehearse, rehearse to knock their socks off at the pitch.

But, now it seems the process is changing — or rather extending — with another step. In the past year, agencies have seen a significant uptick in pitches being followed, not by a congratulatory call, but by an email inviting finalists to participate in the next step in the selection process. This has many of us PR practitioners wondering: “What's up with round two?”

There are several factors likely contributing to this phenomenon. As PR professionals, it's important we recognize these reasons and work to find ways to streamline the response process. For clients, there's value in effectively designing a RFP to find the best person for the job in a timely manner.

Based on conversations we've had with clients and prospective clients, some of the reasons for round two include:

Due diligence. In today's economy, our clients are being asked to thoroughly vet

candidates during the agency selection process. The most common way to demonstrate this is by casting a wide net, inviting typically seven to 10 PR agencies to respond, rather than hand-picking three firms from the start. Within this selection, we're seeing a mix of small, mid-sized and large firms all considered for their prospective strengths.

Tie-breakers. Round two is also put into play when the prospective clients can't make a final decision. The remaining finalists have captured the interest of the decision makers; however, the two proposals are so vastly different that it is too difficult to evaluate them against each other.

Free Trial. Once in awhile, round two involves fleshing out the proposed research or strategy that would typically take place following the kick-off meeting. These requests are couched with phrases like, “we want to see how the team thinks,” or “we need to understand how nimble the team is to responding to ad-hoc requests.” From the agency perspective, this can put us in a compromising position. How can we protect proprietary ideas and processes, but still let our team shine?

Sub-par RFPs. Perhaps the most common reason we're seeing a rise in round two is because of weak RFPs. (Did I really just say that?) Some of my peers tell stories of RFPs that have entire paragraphs left over from a previous solicitation. Others simply lack the core information needed to develop a meaningful proposal. Examples include vague goals, missing research or background assessments and no budget parameters.

Client tips for an effective RFP

Whatever the driver behind the round-two phenomenon, there's an opportunity for clients to improve the process by considering the following tips in creating the RFP:

Know what you want. Take the time to establish criteria for identifying the best firms to include in the selection

process. Are they local? Do they have global reach? How strong is their practice group? Are they a full-service agency? Start by asking yourself what would the perfect agency look like and jot down your answers. Be sure to also get buy-in from decision makers within your organization. Once you have consensus, this list will serve you well as you begin desk-top research to identify the most appropriate firms to engage.

Go the extra mile in developing the RFP. Experience has shown us that clients who take the time to carefully and thoughtfully develop a solicitation receive proposals that align with their needs. Start by putting a confidentiality agreement in place to allow information to be exchanged. It may be worthwhile to host an agency briefing, so the firm can better understand your challenges and obstacles. Fortunately, there are free tools available to assist clients in this process, including an RFP builder available online from the Council of PR Firms.

Compare apples to apples. Build into the RFP several challenges that the agency is required to respond to. Commit to the process detailed in the RFP. If you truly want to better understand how a team thinks or works together, consider a phone interview.

Make sure the decision maker(s) is at the pitch. Often agencies are asked to participate in an impromptu round because one or two senior members of the client team did not attend the pitch. Very few people like to take risks — especially when on-boarding a firm can be costly — and PR directors want to know that their management is on the same page.

So, why does all of this matter? Because of time and money. Client relationships begin immediately following the release of an RFP. By keeping these tips in mind, companies looking for PR counsel can secure higher-quality proposals, make better decisions, and secure a better final outcome. Furthermore, if agencies are able to keep costs down during the solicitation process, those savings can be passed along to our clients through lower bill rates and reduced recoveries.

Carrie Jones is Principal and Managing Director of JPA. ●



Carrie Jones

PR Services Briefs

GREENOUGH GETS 'CLEAN COAL' WORK

Boston's Greenough Communications has picked up CoalTek Inc., which received approval Nov. 29 from the Chinese government for the first U.S./China “clean coal” venture.

The \$350 million partnership is to result in a processing facility in Inner Mongolia to convert low value “brown coal” into highly efficient and environmentally friendly clean coal.

Since 2006, CoalTek has been running a commercial-scale clean coal plant in Calvert City, KY, which ships coal to electric utilities in the midwest.

Phil Greenough, who targeted the clean tech sector five years ago, calls CoalTek a “genuine industry disruptor” and is eager to pitch how it is transforming the global coal marketplace.

CoalTek, which was based in Tucker, GA, relocated its headquarters to Marlborough, MA, to be closer to Boston's high-tech community.

PR WARFARE OVER “FRACKING”

Continued from page 19

series of national print and TV ads (titled “I’m an Energy Voter”), a montage of citizens carefully picked from an assortment of ages and racial varieties repeat the mantra “I vote,” before a repetition of varying subordinate clauses: “for more domestic energy,” “for energy security,” “for energy from all sources.”

This commercial was funded by Energy Citizens, a front group backed by the American Petroleum Institute (API members include Chevron, ConocoPhillips, ExxonMobil, GE, Halliburton and Shell). Tactically, Energy Citizens has been wont to lend a “grass-roots” sensibility to the needs of the energy industry. One of its mobilizing M.O.s includes bussing in hundreds of energy employees to bogus “rallies” created by the group to oppose cap-and-trade legislation. By establishing a perceived public support for fracking, Energy Citizens is able to cast the illusion that its services are a response to interests voiced by the masses.

PR giant Edelman was hired for the launch of the “I’m an Energy Voter” campaign.

Perhaps no pro-fracking group has been as successful or more influential than Energy in Depth, a Washington, D.C.-based front group formed by the American Petroleum Institute and the Independent Petroleum Association of America, and funded by BP, Occidental Petroleum, Marathon, Chevron, Shell, Halliburton, El Paso Corporation, and the Ohio Oil and Gas Association.

EID’s campaign manager is Tom Shepstone, a former member of American Planning Association subsidiary American Institute of Certified Planners. Shepstone has referred to hydraulic fracturing as “not only environmentally responsible, but essential to health,” and that “despite all the hysterical statements made by opponents, not one example of gas-well fracking polluted a water supply.” In reference to the EPA’s recent decision to test possibly contaminated fracking wells in Dimock, Pennsylvania, Shepstone wrote on EPA Administrator Jackson’s Facebook page: “Ignore the radicals and stay out of Dimock.”

At a November conference in Houston — titled “Media and Stakeholder Relations: Hydraulic Fracturing Initiative 2011” — EID called on trade groups to engage opponents with a “community approach” that includes a “focus on local

concerns” and to remind them of “local opportunities: jobs, revenue, cost-savings.”

Handling PR duties for Energy in Depth is FTI Consulting (formerly FD Public Affairs Americas). IPAA is also an FTI client.

From a communications standpoint, the severity of the situation cannot be understated. Energy companies now find themselves on a fault line of their own, where dissenting public opinion and impending regulation threaten to close the door on what could be the gold rush of the century.

How serious has it become? At the Houston event, Matt Pitzarella, Spokesman for Pennsylvania energy giant Range Resources, was recorded by a citizen journalist attending the event as allegedly stating his company is currently employing former military counterinsurgency officers to handle media inquiries, quell citizen concerns and ward off grass-roots opposition to hydraulic fracturing in Pennsylvania.

“We have several former psyops folks that work for us at Range because they’re very comfortable in dealing with localized issues and local governments,” Pitzarella was allegedly quoted saying.

Matt Carmichael, Manager of External Affairs for Anadarko Petroleum, allegedly warned attendees at the Houston event to “download the U.S. Army/Marine Corps Counterinsurgency Manual, because we are dealing with an insurgency.”

EID Spokesperson Chris Tucker told *O’Dwyer’s* this comment was “a joke,” which was “abundantly obvious to everyone in the room ... including the woman from the environmental group who snuck in and taped it.”

True or not, blogs and Internet discussion forums are now abuzz with the rumor that the U.S. energy industry is hiring psychological warfare experts to perform duties previously reserved for Madison Avenue boardrooms.

Tucker told *O’Dwyer’s* that there’s “no truth to it at all.”

“It’s absolutely true that our industry is keenly interested in, and very much committed to, hiring men and women who have served our country in uniform; you’d hope the same would be true of all industries,” Tucker said. “But no, again, the underlying charge here that we’re hiring commandos and special ops teams to shag press calls and do PowerPoint presentations at Rotary Club meetings is not true. And not sane.”

A bottomless well

So far, the industry’s PR fight against

an anti-fracking insurgency has done little to curry public support. Highly publicized fracking hazards in Dimock, PA and Pavillion, Wyoming have become veritable battlegrounds between residents and natural gas companies, proving a public relations nightmare for the latter. In the court of public opinion, it appears the public is winning.

The levy broke with the release of the 2010 documentary film “Gasland,” which captured communities around the country affected by fracking. The film, nominated for an Academy Award for Best Documentary in 2011, was instrumental in placing the issue on a national stage, and has consequently raised the ire of the natural gas community (EID has created a website listing the alleged factual inaccuracies in the film). The term fracking has now penetrated national parlance; citizens concerned with the practice have coined themselves “fractavists,” and regularly employ rallying cries like “no fracking way!”

The war wages on. As of press time, the state of New York is currently gathering public comment for a proposed plan to lift the state’s 2010 moratorium on fracking, thereby potentially opening 85% of New York state land for gas extraction purposes. The consensus? The New York Department of Environmental Conservation has currently received more than 18,000 comments on its recommendation for state fracking. According to a recent report by the Center for Media and Democracy, those opposed to the practice outnumber its supporters by a margin of 10-to-one.

But these metrics could ultimately prove futile. Governor Andrew Cuomo seems to be in favor of re-opening the state’s land to hydraulic fracturing, and believes a more common-ground solution would be to regulate individual placement of fracking wells (for example, the proposed New York drilling reinstatement would exempt activity near Syracuse and New York City watersheds). According to a *New York Times* report, Cuomo has so far received more than \$100,000 from the gas lobby.

He isn’t alone. During his 2012 State of the Union address, President Obama offered glowing support for a new plan that would open more available land for natural gas extracting purposes. While the debate over hydraulic fracturing remains in its infancy, it may not be premature to say a war of words may be akin to bringing water to a gas fire, or at least prove the adage that he who pays the piper calls the tune. ●

O'Dwyer's Guide to: Environmental PR & Public Affairs

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For more than 30 years, John Adams Associates has specialized in health-related, environmental and energy issues for *Fortune* 100 companies, leading trade associations and nonprofits. We are known for our technical expertise in analyzing and communicating complex issues to legislators and regulators as well as U.S. and international media. Our work has earned numerous awards for excellence in public education, for clients including the American Chemistry Council, the Business Council for Sustainable Development, the Environmental Health Research Foundation and the White House Council on Environmental Quality. John Adams Associates is a co-founder of the WORLDCOM Public Relations Group, and in 2008, extended our resources into Brussels and Beijing through our merger with the Kellen Company.

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2010 winner of the IAFF best U.S. public relations & political campaign award, 2011 IAFF best national radio campaign. Ranked top 5 in New York market for its

environmental and public affairs practice. Butler Associates campaigns range from winning *Fortune* 50 proxy battles, to major public safety, litigation and municipal affairs campaigns, to guiding the image of top Wall Street firms and their CEO's. The Butler group includes seasoned pros, committed to their clients, who deliver consistent results. Its Litical Solutions division focuses on successful mobile consumer engagement campaigns, plus attention getting, award winning advertising for broadcast, internet and print.

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Caplan Communications LLC is a full-service Washington-DC area PR agency that specializes in public advocacy, legislative strategy solutions and nonfiction book publicity. Our agency possesses extensive experience working with nonprofit advocacy.

Caplan Communications was honored with "O'Dwyer's Award for Public Communications Excellence" in environmen-

tal/public affairs for orchestrating a proactive media campaign that effectively prevented the EPA from "blending" by relaxing safeguards that prohibited the dumping of largely untreated sewage into America's rivers, streams and lakes.

Caplan provides strategy, messaging and campaign implementation by targeting audiences locally and on the national stage. Clients include Alaska Wilderness League, American Rivers, Defenders of Wildlife, Earthjustice, Environmental Defense Fund, Friends of the Earth, Greenpeace USA, League of Conservation Voters, Physicians for Social Responsibility, National Parks Conservation Association, National Wildlife Federation, Natural Resources Defense Council and others.

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Charleston|Orwig is a strategic communications consultant serving leading and emerging brands. We're involved with every aspect of the food system — from agriculture through processing and distribution to the point of retail. Our business is divided into two complementary disciplines:

Reputation Management: Building, strengthening and protecting an organization's image (managing crisis as necessary) through the development of strategic programs with an emphasis on sustainability and corporate social responsibility.

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So is everything we do food system related? Not entirely. To the extent that our involvement with food has refined our reputation management and integrated marketing skills, we selectively apply that expertise in other arenas as well.

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Coyne Public Relations is a leading independent public relations agency, representing some of the world's most well-known brands in categories including Automotive, Beauty & Fashion, Food & Nutrition, Health & Wellness, Media & Content, Pet & Animal, Retail & Restaurant, Sports, Technology, Toys & Juvenile Products and Travel. From traditional to social media, we combine strategy and creativity to generate the best possible results for our clients — taking each and every client exactly where they want to be, and beyond.

Coyne PR specializes in a range of services, including brand building, product launches, events & promotions, sponsorship activation, corporate communications, cause marketing, social media, corporate social responsibility and crisis management. Recently named a finalist for *PRWeek's* 2012 Midsize Agency of the Year, Coyne PR boasts an employee retention rate over 90 percent, an internal digital design studio to support our clients' needs and always provides a best team approach to every account.

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Davies is the national public affairs firm of choice for motivated clients who need to win high stakes matters, the toughest crises, and the most difficult regulatory problems.

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Our track record of helping clients face complicated environmental issues is unsurpassed. We've turned more than 500 issues into non-events — often transforming them into opportunities.

From traditional outreach to highly structured online campaigns, Davies builds and implements integrated grassroots programs to gain (or divert) the attention necessary to favorably shape public opinion and build genuine support for their clients' projects. Davies uses authentic grassroots programs to win approvals for any controversial environmental project — from natural resources extraction and mining, to permitting energy facilities in sensitive environments. We believe that nothing is too complicated, too political, too controversial, or too tough.

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Envirocomm is a unique firm of veteran counselors assembled exclusively to help corporate executives deal with greening issues, and to obtain competitive advantages.

Environmental affairs, energy and climate change, and corporate sustainability are the firm's focus. Corporate clients get a senior professional, experienced, capable and ready to provide a comprehensive, confidential analysis of a current situation, or develop strategies for near and long term objectives — and to guide through the execution process as much as needed to



On behalf of the Aluminum Association, Coyne PR created the Can Crusade, a 17-city tour of NFL stadiums promoting the use of aluminum cans as the smartest choice because they are easier, cleaner and safer. To execute the campaign Coyne PR hosted a Guinness World Record breaking event in Green Bay where residents — along with Commissioner of Tailgating Joe Cahn — broke the record for the world's longest chain of aluminum cans ... 66,343 (nearly 5 miles long). The kickoff of the Can Crusade generated more than 250 stories and 800 broadcast segments, totaling more than 50 million media impressions.

produce a desired result. Our counselors are Tom Hellman, Ken Nasshan, Howard Glassroth, Colburn Aker, Shelley Spector, Jim Sloan, Tom Davis, and Brian Thomas in the U.S., and Gijs Dröge in Europe.

Issues on which we have worked range from environmental, health and safety, product-related compliance, clean energy and green management matters to public affairs, climate change programs, sustainability reports and strategic stakeholder communications on carbon economics.

You can look at our team's credentials and sample some of our insights on the Envirocomm.com website.

E. Bruce Harrison leads the firm and facilitates effective match-up between client and counselor. Call Bruce at the Washington number for a conversation about what you're interested in and how to best utilize our green leadership team.

FINN PARTNERS

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Finn Partners' commitment to environmental issues is at the core of its practice. The Global

Issues practice at Finn Partners brings decades of experience and a wealth of knowledge in the clean tech industry to support the work of its clients. The group has a deep network spanning NGOs, United Nations agencies, green organizations and corporations. Environmental clients have included Global Green USA, the U.S. affiliate of Green Cross International founded by President Mikhail Gorbachev; Norsk Hydro, a leading Norwegian light metals and energy company; and the United Nations Development Programme, among others.

Environmental issues have evolved as one of the most important — and most dynamic — drivers in the communications marketplace. From sustainability to resource management, clean tech to alternative energy, Finn Partners touches all elements of the environmental landscape. By partnering with our clients to dive deep into the complexities of both the issues and the technology — combined with the expertise in how to get the message out to the right audiences at the right time — Finn Partners helps our clients break through the crowded and competitive market for visibility on environmental issues and assists industry players in crisis management.

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FINN PARTNERS

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In the renewable energy sector, Finn Partners has worked with the Solena Group, a worldwide producer of energy from biomass; Acciona Energy North America, a wholly owned subsidiary of Acciona and one of the world's largest producers of renewable energy; MiaSole, a maker of thin-film solar panel products; Own Energy, a company that partners with landowners to develop renewable energy wind products; and Quallion a lithium ion battery manufacturer. Finn Partners currently works with Silver Spring Networks, a leader in the smart grid industry; Advantix Systems, manufacturer of energy efficient dehumidification and air conditioning systems; and RWL Water, LLC, global provider of wastewater treatment and waste-to-energy solutions.

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Gibbs & Soell, an independent communications firm since 1971, is a trusted adviser to top-tier clients seeking effective reputation management and leadership positioning on sustainability, corporate social responsibility and risk management issues.

Results from our annual Sense & Sustainability® Study are frequently cited by the media and subject matter experts as unique research into consumer and business opinions on the corporate commitment to environmental stewardship.

With headquarters in New York, offices in Chicago, Raleigh and Zurich, Switzerland, and affiliates in 40 countries, G&S speaks the language necessary to educate and prompt action among key stake-

holders.

Our team of senior counselors collaborates with clients to develop and implement strategies that communicate the business value of their sustainable development.

Our services include: materiality assessments, issues management/counseling, corporate communications, marketing communications, event marketing, employee communications, leadership positioning, digital and social media outreach, communications research and evaluation, and communications training including I Power™, our proprietary, dynamic process for creating and delivering insightful, influential and high impact communications.

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With 75 years of proven performance, GodwinGroup is a reputation management, environmental and issues communication powerhouse serving clients across the Gulf South.

GodwinGroup shapes and crystallizes opinion, helping clients meet public participation requirements and achieve success in regulatory arenas and in the court of public opinion. We work closely with legal counsel, government affairs and technical teams.

GodwinGroup offers a depth of in-house, integrated resources and knows how to effectively translate the complex language of environmental and litigation communication. From energy and forest products to manufacturing and emergency response, GodwinGroup communicates strategically, clearly and accurately to protect client interests while gaining approval for expansion or remediation projects. By founding the Godwin Issues Management Network, a nine-state alliance of leading public relations firms, GodwinGroup provides connectivity and consistency to effec-

tively address multi-state issues.

Known for results and the company we keep, Godwin's client list includes Chevron, BP-America, United States Environmental Services, Spectra Energy, ABB/Kuhlman, Genesis Energy, CSX Transportation, Mississippi Power and others. GodwinGroup wants to be a partner in your success.

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David C. Van Voorhis, Director,
Business Development & Client Relations

For 18 years, Atlanta-based Hope-Beckham has provided public relations services and marketing support to a variety of clients on a local, regional and national level.

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For more than 20 years, suburban Detroit-based Marx Layne & Company has provided outstanding, results-oriented communications counsel to a broad spectrum of clients in the business, government and non-profit sectors. Our proven ability to design and launch successful public relations campaigns, develop creative communications solutions and exceed client expectations has earned us a reputation as a valued partner and an industry leader.

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Our clients include publicly traded multinational corporations, mid-sized companies and small private practices.

We're knowledgeable in many industries including environmental services, energy, financial services, healthcare, higher education, hospitality, legal, manufacturing, nonprofit, real estate, retail and telecommunications.

MAYO COMMUNICATIONS

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Aida Mayo, President
George S. McQuade III, VP

Mayo Communications, based in Los Angeles services environmental, business, government and entertainment industry clients.

In 2010-2011, MAYO launched a Social Media Campaign and produced a video and media relations campaign for Sun Born Natural Products, Inc., Sacramento, CA.

The 100% Herbal Chi Balm was created by Kung Fu Grandmaster Greg Yau, who has spent years teaching people how to heal and internally balance

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Shaolin Grandmaster Greg Yau with MAYO Communications VP George S. McQuade III.

MAYO COMMS.

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their bodies. The Herbal Chi Balm, which was picked up and used by world champion sports figures and Hollywood actors, was also endorsed by California doctors. It followed a campaign in Northern California to Huntington Beach at the site of the 2011 U.S. Surfing Open & Skateboard Championship. MAYO Communications also produced a smart grid education campaign for PERI Software Solutions, Inc, NJ.

MAYO interviewed National Assn. of Regulatory and Utility Commissioners on the challenges and opportunities of Smart Grid technology for electric and gas companies. One of the videos was posted on the NARUC.org site during the national convention in Atlanta.

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MWW Group is one of the nation's top mid-sized public relations firms and one of the ten largest independent global agencies. Through its "Network PR" approach, MWW Group helps its clients re-architect the conversation surrounding their brands to increase trust and relevance and make them matter more among key stakeholders. MWW Group's team of public policy and public affairs experts are well-recognized on the federal, state, and municipal levels for our ability to manage media issues and leverage our network of relationships with a wide range of national organizations and critical coalitions. Our team has extensive

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Michael Law, *Managing Director*

For more than twenty years, Ogilvy PR has helped clients develop and communicate meaningful sustainability and environmental strategies and initiatives. OgilvyEarth, our global sustainability offering ensures a consistent yet locally relevant approach to sustainability from market to market. Our experts bring unique insights about the shifting environmental, business and social communications landscape and combine in-depth knowledge of sustainability with expertise helping corporations reach key stakeholder groups — employees, consumers, governments, local communities, NGOs, media, customers, suppliers, investors and key opinion leaders.

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Rasky Baerlein Strategic Communications is a nationally recognized public and government relations firm with more than a decade of experience providing exceptional client service to organizations that operate at the intersection of business, politics and media. With offices in Boston and Washington, D.C., the firm offers a comprehensive range of services, including ballot initiative management, corporate communications, crisis and reputation management, grassroots organizing, investor relations, litigation support, lob-

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Amy Binder, CEO

Over the years, corporate and environmental responsibility has dramatically evolved, and so have the communications needs of companies. RF|Binder works with companies to help them delve deeper into corporate and environmental responsibility and communicate to numerous audiences.

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The team includes members with advanced degrees in environmental policy and science to help companies navigate the complex standards of corporate responsibility and environmental reporting, and communicate their ideas clearly and effectively. RF|Binder develops fully integrated corporate strategies, including the development, reporting and promotion of corporate responsibility and environmental initiatives

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Some clients/projects have included Dasani Plant Bottle, Shangri-La Construction: Hangar 25 and 302 Carson in Las Vegas, Green Business Roundtable, Fisker Karma, eco-doc *The Age of Stupid*, Cabo Sao Roque Resort, Natural Resources Defense Council, Children's Health Environmental Coalition featuring Olivia Newton-John and Kelly Preston, Rolling Stones Benefit Concert for NRDC, Bloomberg News White House Correspondent's Dinner After Party, and Texas Instruments LED TV.

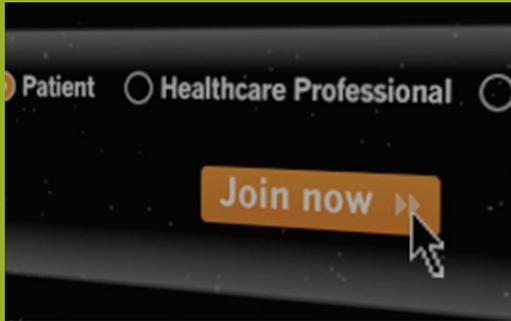
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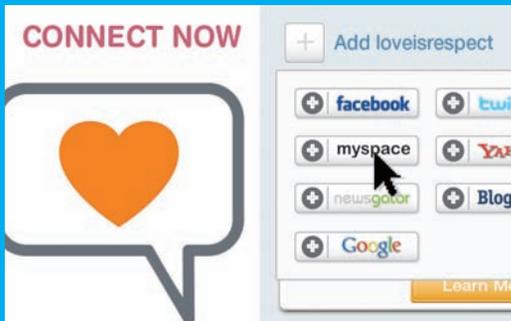
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Members of the Environmental PR and Public Affairs team at Zeppos & Associates, Inc.

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To provide effective advocacy and communication on complex environmental issues, the Stanton Communications Environmental Public Affairs Group brings together a specialized team of skilled professionals who know the subject.

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WEBER SHANDWICK

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William Brent, Executive Vice President, Cleantech
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Weber Shandwick's global Cleantech practice provides strategic, integrated communications services to leading and emerging companies in the Cleantech and Renewable Energy sector. The agency's global Social Impact team works with major corporations, foundations and NGOs on engagement and thought leadership programs around corporate social responsibility and environmental sustainability.

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Current clients include eMeter, Abengoa, INEOS Bio, Siemens, Honeywell, Suntech Power, General Mills, BSR, Bank of America, and UN Foundation's Sustainable Energy for All.

The Cleantech group is under the global leadership of William Brent, executive vice president located in San Francisco. Paul Massey, executive vice president, located in Washington, D.C. leads the global Social Impact team.

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Zeppos & Associates — an independent, Wisconsin-based firm with a national reach — has represented industry, environmental groups and associations on numerous natural resource issues. Wisconsin's lakes, forests and wilderness areas present significant communications challenges in a strict regulatory climate.

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The March issue of *O'Dwyer's* will feature a company profiles section on Food & Beverage PR firms. If you would like your firm to be listed, contact Editor Jon Gingerich at 646/843-2080 or jon@odwyerpr.com

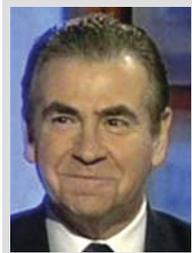
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Meet the new boss

By Fraser Seitel

We Yahoo! shareholders rejoiced in January with the announcement that Yahoo! founder and erstwhile CEO Jerry Yang had left the company — finally!



Fraser P. Seitel has been a communications consultant, author and teacher for 30 years. He is the author of the Prentice-Hall text, *The Practice of Public Relations*.

Yang was arguably, a genius, a visionary who created a vibrant search engine when few others could conceive of such innovation. He was also, inarguably, the worst, most shareholder-destructive CEO in the history of modern American business.

When Yahoo! began to be eclipsed by Google,

Facebook and other Internet innovators, Wang steadfastly refused to sell all or part of the company he had founded.

Singlehandedly, in rejecting Microsoft's bid to buy Yahoo! for in excess of \$30 a share, Yang cost his shareholders and fellow employees tens of millions of dollars. The stock today creeps along at \$16.

The departure of Yang, as joyous as it is for long-suffering Yahoo! shareholders brings to mind the question that all public relations professionals must face at one time or another: How do we welcome in the new CEO?

Whether the departing chief is beloved or, as in the case of Yang, despised, it falls on the PR department to orchestrate a communication plan to "introduce" the successor to the community. It is axiomatic in public relations that, "You never get a second chance to make a first impression." So how an incoming CEO handles his or her first days in the saddle is critical in setting a tone for the administration to come.

Beyond the obvious imperative of meeting with the Board, other publics are key for the new CEO to meet quickly. For example:

• Think "employees" first

In a day when productivity is at a premium and trust in and loyalty to one's employer has faded markedly, it's important that the incoming CEO "recognize" publicly how essential the staff is to the

organization.

To achieve this, an incoming CEO should meet the staff first, before venturing out into the community. The easiest way to do this is with an all-hands reception at headquarters, where employees meet the new CEO in an informal, low-key, catered, celebratory setting.

As to "program," the best case is to hear, briefly, from only two speakers — the outgoing and incoming CEOs. Remarks should be light and heartfelt, rather than strategic or lengthy. Tone takes precedent over substance. And the objectives of such a party are 1) to underscore that employees are most important and 2) the transition from old to new will be seamless.

Beyond the all-hands meeting, specific groups of employees may be especially important for the new CEO to single out — senior managers in a bank, doctors in a hospital, etc. These internal publics may rate special meetings, if for no other reason than to reinforce their own self-importance perception.

• Courtesy calls to local leaders

Local leaders are another group that must be considered early in a new CEO's itinerary.

Politicians live to be "recognized." A smart, new CEO will understand that predilection toward vanity and indulge the local leaders accordingly. For example, the new CEO of Eli Lilly, as a citizen of Indianapolis, should pay a courtesy call on the mayor, regardless of whether local politics has any immediate bearing on the multinational conglomerate.

The new CEO of the gas company in San Francisco should not only visit the local political leadership, but set out to Sacramento and Washington to make sure that state and national representatives don't get their prominent noses out-of-joint.

The new CEO of the local hospital will make a point of visiting the CEOs of the five largest employers in town, whose employees and their families compose the base of local healthcare patients.

• Meet the press

Typically, the new CEO will have little experience with the local media. Just as typically, he or she will have no particular desire to alter that non-existent relationship.

But as trepidatious as the new CEO might be to wade into the media waters, your job as PR advisor is to make sure

that key beat writers are dealt with early. Best plan is to schedule one-on-one, off-the-record lunches for key reporters, so that the new CEO make the acquaintance of the Fourth Estate in a more relaxed setting.

Just as with any other session where the recipient may be taking mental notes, the CEO must be briefed on hot issues and likely topics. Also, since many new CEOs aren't familiar with the devious workings of the press, you should warn the new man or woman that even though what he says is not to be used — nonetheless, he must consider that "everything is on the record."

• Call on the clients.

At a proper interval after taking over, the new CEO should make it his business to get out and meet important customers. The best way to do this is to precede the visit with a generic letter from the CEO to clients expressing "how excited I am for the challenge and how much I'm looking forward to visiting with you."

Following up such a letter with a personal visit makes a lasting impression on customers too often used to being taken for granted. Here again, the new CEO can't visit every client but ... if 10% of your customers account for 90% of your revenue, then it's well worth a personal visit by the new CEO to each of those 10% cherished clients.

• Timely speeches

Every organization has its own special publics besides those singled out here. After the CEO is settled, it often makes sense to address these important but less immediately critical constituents in a speaking forum.

Analysts and investors, for example, might be covered by the new CEO participating in the very next quarterly earnings conference call, generally presided over by the chief financial officer.

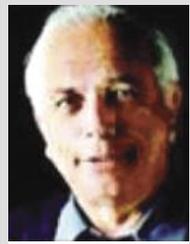
The same holds for community-based CEOs addressing key local organizations — Chamber of Commerce, Rotary Club — to overview the outlook for the company or the bank or the hospital or the non-profit.

The point is in his or her first several months in the saddle, the new CEO should consider meeting important constituent publics as a front-burner responsibility. And that's regardless of whether his predecessor departed with accolades from his colleagues and head held high or, like Yahoo!'s lamentable Yang, with contempt from his shareholders and tail between legs. ●

China-Russia-Saudi Arabia: the next superpower

By Joseph Honick

Many in the west believe the U.S. will comfortably maintain its position as the world's most powerful country for the foreseeable future. Unfortunately, that belief is mostly nationalistic and dangerously unfounded in reality.



Joseph H. Honick, is president of GMA International in Bainbridge Island, Wash.

Politicians and propagandists who, together with highly paid PR operations, choose to echo slogans and shallow campaign promises instead of investing in the foresight necessary in this increasingly complex world, a

place in which nations we thought of as helpless have risen to power.

A year ago, the *New York Times* revealed the State Department's frustration with money flowing easily from residents of our alleged ally Saudi Arabia to militants said to include Al Qaeda, Taliban, Hamas and other groups. The amazing story by the *Times'* Eric Lichtblau and Eric Schmitt revealed a hitherto classified memo from Secretary of State Hillary Clinton that made it clear residents of Saudi Arabia and its neighbors are the chief financial supporters of many extremist groups.

According to the article which quoted State cables, "It has been an ongoing challenge to persuade Saudi officials to treat terrorist financing emanating from Saudi Arabia as a strategic priority" the State cable concluding "donors in Saudi Arabia constitute the most significant source of funding to Sunni terrorist groups worldwide."

Meanwhile, days ago, came the announcement the U.S. has approved the sale of fighter aircraft to the Saudis and billions more in other weaponry to the United Arab Emirates.

Given enough recent history to know these folks don't let their sons and daughters get in the way of enemy fire and other dangers while American and other NATO allies take on those challenges, one might ask what the hell is going on here. Or, more to the point,

why are no members of Congress or the media raising these questions at all?

The developing relationship of the Saudis with Russia and China has crept into this setting. Who started it is not as important as the combination has been virtually ignored by media that claim to print and broadcast everything we need to know and politicians more concerned with a presidential campaign than a nation's future.

As one authority, Nadir Mir, author of "Gwadar on the Global Chessboard" and a retired Pakistani General, has put it: "The global geopolitical environment must be grasped pragmatically. The western world's dominance in world affairs appears to be fading" at least economically as China and Russia continue to rise as informal partners and as massive investors in Western opportunities along with Arab nations. Today, anti-Americanism is rampant in places like Iran, Pakistan, Turkey, most of the Arab world and those who are financed by these fountains of incalculable wealth and who finance major public relations, lobbying and other propaganda opportunities in the west.

It is no accident, then, that nations that have much to gain from each other could quietly develop a major economic relationship. According to Tim Niblock, professor of Arab Gulf Studies at the U.K.'s University of Exeter and reported by the University of Pennsylvania's Wharton, the "growing Sino-Saudi oil trade is a reflection of the two countries' mutually dependent relationship that has advanced fairly steadily since 2000."

According to the review, the Chinese need Saudi Arabia as a stable, established oil producer — all the more so today as turmoil across the Middle East continues. The Saudis need (and like) China's growing demand for oil. What has not been publicized as much is the Saudi dissatisfaction with our support for the undermining of Egypt's Hosni Mubarak and our backing of Libyan rebels and what has come to be known as the "Arab Spring."

Strangely, or perhaps not, D.C. lobbying powerhouse Patton Boggs was somehow retained by poor rebels for the price tag of a reported \$67,000 per month, the money's source still not

clearly known.

Enter the Russian growing level of billionaires looking for investments and an enhanced competitive position with the U.S., all of which have led to this new triad of China-Saudi Arabia-Russia.

Even of still greater importance is the aggressive effort of China to become the fiscal savior for the struggling Eurozone. This comes as major Arab wealth is invested as well into potential propaganda channels like Twitter.

This then repeats the question as to why we are selling the fighter aircraft, ammo etc. to the Saudis and Emirates.

The larger question is why neither major media nor major politicians who want to lead this country are probing these concerns while slobbering all over the presidential campaign that lacks even the most fundamental sense of issues vital to the nation and the world. ●

Media briefs

BERTELSMANN TARGETS EDUCATION MARKET

Bertelsmann, owner of Random House and magazine publisher Gruner + Jahr, is putting up \$50 million to become anchor investor in the \$100 million University Ventures Fund, which invests in for-profit colleges, vocational schools and emerging educational platforms in the U.S. and Europe.

CEO Thomas Rabe believes the burgeoning education market offers a custom-made opportunity for his company.

"Mega-trends such as the emergence of new digital technologies and the growing role of the private sector open up vast opportunities for us, which we expect to take full advantage of through University Ventures," said Rabe in a statement.

UV, which is run by private equity managers, plans to put money in up to 10 new opportunities during the next five years.

Currently, it has a partnership with Brandman University to provide undergraduate and graduate programs for working adults and plans to establish a college for Hispanic students

In Europe, UV launched Higher Education Online to advise colleges how to present their courses on the Internet.

The Washington Post Co. is a media leader in the for-profit educational market via its Kaplan subsidiary.

Rupert Murdoch's News Corp. has targeted the sector for development in a push spearheaded by former New York City school chancellor Joel Klein.

New history of PR is needed

By Jack O'Dwyer

Ivy Lee, one of the alleged “Fathers of PR,” twice confessed that he had no idea what PR was.

“I have never been able to find a satisfactory phrase to describe what I try to do,” he told an IRT New York subway rate hearing in 1927.



Jack O'Dwyer

Seven years later he told a congressional committee investigating his work for the I.G. Farben trust, a close ally of the Hitler government, that “my business — I do not know how to describe it.”

What is PR?

PR Society chair Rosanna Fiske had no idea what deep waters she was getting into when she embarked in November on a quest to define PR, saying she was never able to explain to her parents what she did for a living.

One of PR's problems is that it works closely with three occupations that know exactly what they are doing — law, marketing and finance. They can (and often do) eat the lunch of PR pros as a result.

PR is no mystery to this writer. What PR pros do or don't do is only too visible. The two major developments in recent decades are the virtual disappearance of PR at corporations and institutions and the emergence of a dozen well-defined PR practice areas in PR firms.

PR, like law, medicine, engineering and other occupations, has matured by building expertise on specific topics such as health-care, tech, financial, food, travel, etc.

The O'Dwyer Co. for 20 years has pioneered in identifying firms with such practices, tracking the amount of their revenues in each area, clients, personnel, and giving the firms a platform to describe their skills via our online and print directories.

PR firms are expanding in number and size while corporate “PR” depts. are not. Companies similarly closed their ad depts. in the 1950s because creativity was found to reside in the agencies.

The message of PR should not be that PR pros are ethically superior to businesspeople — which they're not — or that they serve as the “conscience” of clients, but that they have developed specific areas of marketing and other promotional expertise

that can help clients, particularly those that can't afford advertising.

Corps ditched “PR”

Corporations started ditching the term “PR” in the 1970s. Only a few blue chips still have such titles. Members of (PR) Seminar, the annual gathering of “PR” executives of major companies and a few top PR firms, favor titles such as corporate communications, corporate relations, marketing communications, or public affairs. The group even dropped “PR” from its name three years ago.

The name changes signaled something much deeper — a removal from openness and availability to reporters. While almost all companies in the 1960s and '70s had someone available to chat with media and most had programs that sought to build personal ties with reporters, almost none now do.

Reporters who try to contact a corporate PR dept. are confronted with a box on the company website where they can post a question and hope for an answer. Individual contact names will not be provided. Phone calls will be answered (if at all) by a junior staffer who will subject the caller to the third degree. Press conferences, once a staple of PR, have virtually disappeared.

PR is “War Dept.”

PR majors who think they're going to be “peacemakers” and “conciliators” in the business world are going to find they have really joined the “War Dept.” of companies and institutions.

Kraft CEO Irene Rosenfeld told the Arthur W. Page Society in April 2010 that she considered the “corporate affairs” dept. (meaning PR) headed by Page member Perry Yeatman to be her “secret weapon” and that it played a crucial role in Kraft's hostile takeover of Cadbury.

Monitoring what employees say in e-mails or otherwise is also a major task for the institutional PR pro.

The *Village Voice* in 2010 outed what it called “48-pages of corporate terrorism” — a PDF for Viacom employees that said that anyone who breathes a negative word about the \$14 billion entertainment giant will be “disciplined.”

Only the “officially designated spokesperson” may deal with the media or “post on the Internet or otherwise publicly share” info on Viacom, the PDF said.

Virtually the same policy is in effect at many places including the PR Society, where VP-PR Arthur Yann or one of his staffers must be told about any media

inquiries concerning the Society before comment is made. This applies to all members including the elected chair and board.

PR Society press and information-blocking policies multiplied in 2011. Photos and recording of the Assembly by reporters had been banned for the first time in 2010. In 2011, reporters were banned altogether from the Assembly.

Financial PR figure Ted Pincus, who spent much of his last five years as a columnist for the *Chicago Sun-Times*, noted that PR pros had turned voice-mail and e-mail into barriers of communications rather than facilitators of it.

Wendell Potter, a 20-year PR executive at CIGNA, wrote as much in his book “Deadly Spin” that lawyer-vetted e-mails had become the standard method of discourse between PR pros and reporters.

Lee isn't a good example

Steven Bomba's 1982 master's thesis drew on Ivy Lee's own papers and testimony from the Nuremberg trials to skewer Lee as believing that U.S. Jews exercised unseemly control over the U.S. press, financial industry, department stores and movies.

Lee went to at least one mass rally for Hitler, writing that it was “a great show,” and met him for a half hour on one occasion. Hitler, he wrote, “is personally an industrious, honest and sincere hardworking individual.”

Lee's son, James, worked in Berlin with the Hitler government, authoring a 35-page booklet called “Driving Your Own Car in Germany.”

Lee told the congressional hearing the booklet had nothing to do with politics. It was classic misdirection — not exactly lying but shifting attention from more important issues such as Germany's rearmament and the persecution of the Jews.

Lee worked for Hitler long after attacks on the Jews had begun. An anti-Nazi rally calling for a boycott of German goods was held in Madison Square Garden in March 1933, and in 70 other locations throughout the U.S.

Lee's “deluge” of pamphlets, circulars and letters to the Rockefellers during the 1914 Colorado coal miners' strike, during which 14 miners, miners' wives and children were murdered were called only fit for the “waste basket” by the *Toledo Blade*.

Testifying before the U.S. Commission on Industrial Relations in 1915, Lee answered “none whatever” when asked whether he checked the facts given to him by the mine owners. He said he had “no responsibility for the facts and no duty beyond compiling them and getting them into the best form for publicity work.” ●

Why do African-Americans have such a low profile in PR?

By Jack O'Dwyer

There's no question that African-Americans have a low profile in the PR industry.

We put some of the blame on the black PR community itself because we rarely hear from any of its organizations.

There is plenty of notice on the O'Dwyer Website of goings-on within the PR Society, IABC, Arthur W. Page Society, Publicity Club of New York, (PR) Seminar, Institute for PR, New York Women in Communications, Council of PR Firms, National Investor Relations Institute and others. They send us a constant drumbeat about their programs, award dinners, elections, national conferences and PR initiatives of one sort or another.

But it's a blank from the National Black PR Society or even its New York affiliate. We receive nothing about new officers, conferences, speeches, position papers, etc.

More than 1,000 members are in BPRS while the National Assn. of Black Journalists, Adelphi, Md., has 4,000 members of whom 700 are PR pros.

Mike Millis of MX2 Design Force announced in November that he is reviving BPRS/NY after three years of "inactivity." A meeting was held Nov. 30 at Burson-Marsteller.

Paul advises BPRS/NY

Mike Paul of MGP & Assocs., New York, who set up offices for BPRS/NY when he was at B-M in 1992, said he was glad to hear the group will again be active.

He said that in the past its meetings have been mostly concerned with entertainment, sports and political PR and he urged the new leadership to hold sessions that build financial, marketing, planning and writing skills — the entire gamut of abilities needed by today's PR pros.

Paul, who has appeared hundreds of times on network and cable TV shows on a variety of topics, said he is still disappointed that none of the top 20 PR firms nor any of the major units of global PR firms is headed by a person of color. He said there is no shortage of qualified candidates and called on the firms to redouble their efforts to find them. He called the situation "a travesty."

Redmond heads national BPRS

President of NBPRS is Wynona Redmond, director of PA and government

relations, Dominick's Finer Foods of Safeway, who served on the PR Society board in 2010 as senior counsel with Ofield Dukes. Gold Anvil winner Dukes, who died last year, lost his bid to be an at-large board member of the PR Society in 2010 to Barbara Whitman of Honolulu.

Gary McCormick, 2010 chair, had promised to appoint blacks and journalists to his strategic planning committee but was over-ruled by the board.

Regina Lewis, Chief Communications Officer, the Potter's House of Dallas and a 25-year PR veteran, failed in her bid to join the 2011 board as an at-large director. She lost to Susan Walton, associate teaching professor, Brigham Young University.

Only two blacks have served on the Society's board in 65 years — 1997 president Debra Miller and 2006 chair Cheryl Procter-Rogers. Ron Owens, the sole black male appointed to the board, quit in 2006 after serving five months of a three-year term.

Stealth closing of multicultural section

Minority members of the Society were outraged when COO Bill Murray on Dec. 22, 2009 announced dissolution of the Multicultural section after 26 years.

Section members said they weren't even consulted.

Murray said the definition of "diversity" was being expanded to include not only racial, ethnic and cultural diversity but the lesbian, gay, bisexual and transgender community and those with physical disabilities.

Kerri Allen, of the New York Hispanic brand PR firm Revolución, asked: "On the eve of 2010, what organization would scrap their multicultural initiatives?" Section members said there was no mention of closing the section at the section council meeting at the national conference in San Diego.

A 2008 membership survey found that members give "a very low priority" to diversity issues, said Lynn Appelbaum, national board liaison to the diversity committee.

She said the 73 section members paying an annual fee of \$60 was "far below the 200 minimum" required for a section and that a committee, rather than a section, would be "more effective at reaching Society members on multicultural topics."

PR Prof. Richard Waters of North Carolina State University said that "taking voting away (section chairs have Assembly votes while committees do not)

from minority/multicultural members sounds just like the 1800s." VP-PR Arthur Yann tweeted: "Sounds like the most irresponsible, ignorant comment I've heard today."

Other Twitter posts said the section had no chance to defend itself. The decision was presented as a fait accompli just as h.q. staff was shutting down completely for 11 days to Jan. 4, 2010.

Vallbona saw little diversity in PRS

Marisa Vallbona, running for the board in 2010, called on the Society to "embrace diverse members and cultures" in her position statement.

She said that since joining in 1993 she had noticed that PRS was "primarily dominated by a specific type of member. I'm Hispanic and can count on two hands the number of Hispanic members I've met over the past two decades. The same goes for other ethnic groups."

The black PR societies in New York, Los Angeles, Washington, D.C., Chicago, Philadelphia and Atlanta typically have dues that are under \$100. BPRS/NY dues are \$50 and \$25 for students.

The new national dues rate of \$255 of PRS will increase the financial barrier to membership for blacks.

Where is Madison Ave. project?

Angela Ciccolo, interim general counsel of the NAACP, and Cyrus Mehri, of the D.C. law firm of Mehri & Skalet, published a 100-page report in January 2009 called the "Madison Ave. Project" that said only 5.3% of ad agency managers and professionals were black. The poor economy was worsening the problem, they said.

Mehri said the few blacks with ad jobs only earn 80 cents on the dollar compared to their white counterparts.

Mehri's law firm had obtained large settlements from companies including Coca-Cola, Morgan Stanley and Texaco on charges of racial discrimination. Coke paid \$193 million to settle its suit.

Mehri said he preferred "collaboration" to a lawsuit as a means of obtaining fairer treatment of minorities. There was to be a major push to get clients of ad agencies to demand greater integration at the agencies.

The Madison Ave. Project complained of "decades of systemic and pervasive bias against agency employees and would-be employees who are black, which makes the ad business far more unfair than most other major American industries." ●

D.C. group buffs Iraq

The Iraqi Center for Development opened January 5 in Washington as a non-profit organization committed to strengthening relations between the U.S. and Iraq.

Its goal is to “reconstruct the Iraqi state and improve the lives of millions through economic revitalization, the strengthening of educational institutions and the solidification of the Iraqi-American relationship,” according to its federal filing.

The Iraqi government offered seed money to ICD to enable it to “get up and running as an organization.” Budget talks are ongoing.

ICD is headed by Karim Almusawi, a key ally of Iraq’s embattled prime minister Nouri al-Maliki. He had been U.S. representative of al-Maliki’s political party, the Islamic Supreme Council of Iraq.

The Center plans an aggressive outreach program, targeting public officials, media, think tanks and educational groups. ●

Barbour returns to BGR

Former Mississippi Governor Haley Barbour has returned to BGR Group in D.C. as Founding Partner and will helm government relations, economic development and business development at Jackson-based law firm Butler, Snow, O’Mara, Stevens and Cannada.

With 175 lawyers, the firm is one of the biggest in the southeast.

Paul Hurst, Barbour’s former Chief of Staff, is re-joining Butler Snow.

Barbour is also hitting the lecture circuit under the guidance of Leading Authorities, where he expects to earn from \$30,000 to \$50,000 for talks before business and political groups. He will write a book about his leadership during the Katrina crisis.

Barbour was Chairman of the Republican National Committee and Republican Governors Assn. He served as President Ronald Reagan’s Political Director before establishing Barbour Griffith and Rogers. ●



Barbour

Wikimedia adds D.C. firepower

Wikimedia Foundation has hired Dow Lohnes Government Strategies to deal with online intellectual property infringement matters.

DLGS chairman Kenneth Salomon spearheads the focus on legislation such as the Stop Online Piracy Act and the Protect Intellectual Property Act.

He is assisted by Jim Burger, who was a senior director in Apple’s law department; Stephen Sayle, former majority counsel on the House Energy and Commerce Committee; Eric Kessler, ex-chief of staff for Rep. John Dingell, and Peter



Leon, former Legislative Director to Rep. Eliot Engel.

Wikimedia has just wrapped up its 2011 fundraising drive, which brought in a record \$20 million in donations to the San Francisco-based outfit.

Its websites are viewed more by more than 470 million people each month.

FitzGibbon Media handles PR for Wikimedia. ●

B-M taps Tibbits

Burson-Marsteller has named Nate Tibbits, former Executive Secretary at the U.S. National Security Council, as Chair of the U.S. public affairs practice. He takes over for Mike Lake, who will continue as the firm’s southwest market leader.

Prior to the NSC, Tibbits served as Special Assistant to the President for Presidential Personnel, responsible for the identification and selection of more than 1,000 appointments. He played a similar role in the Obama-Biden transition program.



Tibbits, Schneider, Sheehan

Tibbits was founding COO at the Center for a New American Security, VP for international education at Discovery Communications and staffer at The Albright Group.

The WPP unit also named Johanna Schneider, Executive Director of external relations at the Business Roundtable, as Managing Director and market leader for the Washington office. She also served as Senior advisor at the National Institutes of Health, Deputy Assistant Secretary for at the Labor Dept., and Press Secretary for former Republican leader Robert Michel.

Laura Sheehan, who was Senior VP at the American Gas Assn., is now leader of B-M’s D.C. PA practice. She once ran the energy/environmental unit at FD Dittus Communications and was Policy Director for the Democratic Congressional Campaign Committee. ●

Cruise operator got PR help amid Italy disaster

Burson-Marsteller's London office is providing crisis PR support to Costa Cruises, the unit of cruise ship giant Carnival that saw one of its large luxury ships run aground off Italy on Jan. 14.

Images of the Costa Concordia tipped on its side in shallow water have run consistently in global media since the accident. Sixteen people have been confirmed dead and more than a dozen are still missing, including a Minnesota couple, of 4,234 passengers aboard.

Costa Cruises posted a series of statements following the disaster saying Jan. 15 "there may have been significant human error on the part of the ship's master, Captain Francesco Schettino, which resulted in these grave consequences," noting the vessel appeared to have been too close to shore.

Matt Carter heads Burson-Marsteller's U.K. operation. Clarence Mitchell, a former BBC journalist and agency and government PR hand, joined the firm in September as managing director.

Carnival said the disaster could mean an \$85-95 million hit on earnings as the ship is expected to be out of service for 2012, if not longer.

Costa Cruises president Gianni Onarato in the late afternoon Jan. 14 expressed "our deep sorrow for this terrible tragedy that

devastates us," saying his statement came later in the day because he had been on the nearby Island of Giglio "close to the rescue operations." ●

Macedonia names Glover Park

The Republic of Macedonia, which was formerly part of Yugoslavia, has hired Glover Park Group for strategic communications and U.S. government affairs. The six-month pact is worth \$150K in fees.

There may be additional money headed to the WPP unit for pre-approved website development/maintenance and advertising, according to contract between the parties.

Since independence in 1991, Macedonia has been squabbling with southern neighbor Greece over its official name.

Greece has its own Macedonia region in the northern part of the country. It believes Macedonia covets that territory and seeks to linguistically separate the two entities.

Greece wants Macedonia to be known as the "Republic of North Macedonia." It has blocked Macedonia's entry to NATO and the European Union due to the naming dispute.

The United Nations has supervised talks between the states. The latest discussion ended January in New York with little progress.

Macedonia joined the U.N. in 1993 as the "The Former Yugoslav Republic of Macedonia." ●

FARA News



NEW FOREIGN AGENTS REGISTRATION ACT FILINGS

Below is a list of select companies that have registered with the U.S. Department of Justice, FARA Registration Unit, Washington, D.C., in order to comply with the Foreign Agents Registration Act of 1938, regarding their consulting and communications work on behalf of foreign principals, including governments, political parties, organizations, and individuals. For a complete list of filings, visit www.fara.gov.

Blue Star Strategies, LLC, Washington, D.C., **registered December 22, 2011 for Republic of Ecuador**, to develop engagement strategies to enhance the bilateral relationship with the U.S. government, as well as improve the public profile of Ecuador as a country open to partnerships for innovation, manufacturing goods and value added services that offer high quality employment and economic development for the country.

Brown Legal Consulting, LLC, Marlton, N.J., **registered December 3, 2011 for Russia, Kazakhstan**, to provide legal advice on the matters of foreign nationals who seek consular assistance.

LTL Strategies, Washington, D.C., **registered December 21, 2011 for Government of Cote d'Ivoire**, to perform administrative, financial and political advisory services for the Office of the President.

Lobbying News



NEW LOBBYING DISCLOSURE ACT FILINGS

Below is a list of select companies that have registered with the Secretary of the Senate, Office of Public Records, and the Clerk of the House of Representatives, Legislative Resource Center, Washington, D.C., in order to comply with the Lobbying Disclosure Act of 1995. For a complete list of filings, visit www.senate.gov.

Gibson Group, Washington, D.C., **registered January 1, 2012 for eBay, Inc.**, San Jose, for general issues regarding implementation of streamlined sales tax project.

O'Hara Federal Strategies, LLC, Washington, D.C., **registered January 2, 2012 for DirecTV**, Washington, D.C., regarding opposition to imposition of additional fees on electronic satellite providers who have built efficient networks to bring quality television to millions of citizens in previously underserved television markets.

Shockey Scofield Solutions, LLC, Alexandria, VA, **registered January 10, 2012 for United Technologies**, Harford, CT, regarding issues related to funding for defense programs.

Van Scoyoc Associates, Washington, D.C., **registered January 5, 2012 for Optotraffic LLC**, Lanham, MD, regarding speed enforcement camera issues.

K&L Gates LLP, Washington, D.C., **registered January 4, 2012 for QVC, Inc.**, West Chester, PA, concerning S. 1832, Marketplace Fairness Act of 2011; H.R. 3179, Marketplace Equity Act of 2011; S. 1452, Main Street Fairness Act of 2011; H.R. 2701, Main Street Fairness Act of 2011; H.R. 1864, Mobile Workforce State Income Tax Simplification Act of 2011; H.R. 1439, Business Activity Tax Simplification Act of 2011.

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National Press Club, 529 14th St., N.W., Washington, DC, 20045. 202/662-7580. www.press.org. Joshua Funk, Dir., Bus. Dev.

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PR Manager

Sony Computer Entertainment America LLC (SCEA) is responsible for keeping PlayStation® growing and thriving in the United States, Canada and Latin America. Based in Foster City, California, SCEA serves as headquarters for all North American operations and is a wholly owned subsidiary of Sony Corporation of America Inc.

Overall, the position of Public Relations Manager is expected to partner with the organization to direct, manage or support the Sr. Managers and Directors within the PR Team and Department in all areas of Public Relations to include:

- Development and implementation of PR plans and campaigns for both software and hardware/peripheral launches.
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NEWS CORP CALLS IN EDELMAN
 Unhatched News Corp. has called in Edelman to handle fallout from its phone hacking scandal that has engulfed its British operation.

FH SHUFFLES MANAGEMENT DECK
 Fishelmann-Hillard named Jack Modzelewski to the newly created president of the Americas post to coordinate activity of the unit chief of regions in the U.S., Canada and Latin America.

THEME PARK OPERATORS SEEK PROPOSALS
 The Virginia-based, global trade group for amusement park operators is on the hunt for a PR firm with an RFP through August 3.

DISCOVERY BAY DISCOVERS MWW
 Discovery Bay Games, the Seattle-based company that produces game, apps and accessories for Apple's iPad, has selected M+W Group as agency of record.

APCO Worldwide has recruited Collin Mackay, former communications and partnerships director at the European Federation of Pharmaceutical Industries and Assn., as director of its healthcare practice in Brussels.

You'll get the news first in the eight-page weekly O'Dwyer letter, the "bible" of PR according to the *New York Times*—tips and stories that can lead to jobs, new accounts, media placements—sent as a PDF to your inbox every Monday afternoon.

Plus, you'll have access to all the news and commentary posted daily on PR's #1 website, odwyerpr.com, which has over 10 years of searchable content and O'Dwyer's exclusive database of RFPs for PR services.

O'Dwyer's Newsletter - August 8, 2011 - Vol. 44 - No. 30 (download PDF version)

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Category	Date	Status	Winner
Healthcare	08/01/11	Open	---
Travel & Tourism	08/01/11	Open	---
Financial Services	08/01/11	Open	---
Technology	08/01/11	Open	---
Beauty & Fashion	08/01/11	Open	---
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