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SPECIAL FEATURE: CRISIS COMMUNICATIONS

PROFILES OF CRISIS PR FIRMS, PG. 34

WHEN SCANDAL HITS A COMPETITOR
ACCOUNTING CRISExS, IN A POST-ENRON WORLD
WHY SOME OF THE BIGGEST CRISExS BEGIN INExNTALLY

THE YEAR IN REVIEW

2013
Do they hear you?
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UNDERSTANDING THE ERA OF THE ‘LONG TAIL CRISIS’
Why we seem to have entered a new era of crisis.

EDUCATION LEADERS AND CRISIS PREPARATION
Our educational leaders currently have one of the toughest PR jobs.

WEEKEND NEWS IS UP FOR JUST ABOUT ANYTHING
Weekend news producers met for a Publicity Club of New York panel.

WHAT IT MEANS TO BE A GREAT EMPLOYEE
There’s one quality shared by all the best employees I’ve had.

A FEW TIPS FOR THE EMERGING PR PRO
A few essentials every beginning PR pro must learn.

WASHINGTON REPORT

PROFILES OF CRISIS COMMUNICATIONS FIRMS

2013 PR BUYER’S GUIDE

EDITORIAL CALENDAR 2014
January: Crisis Comms/Buyer’s Guide
February: Environmental & P.A.
March: Food & Beverage
April: Broadcast Media Services
May: PR Firm Rankings
June: Global & Multicultural
July: Travel & Tourism
August: Financial/L.I.R.
September: Beauty & Fashion
October: Healthcare & Medical
November: High-Tech
December: Entertainment & Sports

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PRSA on gift-giving binge; should try ethics instead

PR Society of America, in a desperate effort to keep its membership from slipping below the 2000 mark of 20,266, is offering member prospects all sorts of gifts including the latest, free access to its quarterly, PR Strategist.

The Society, which is already offering as part of its “Six Weeks of Giving” membership drive six webinars worth $250 each, free section memberships worth $60, and waived initiation fee worth $65, has now made an e-mail to prospects offering a free read of its quarterly, normally available only to members paying $255 in dues.


Deen, who revealed she had diabetes while promoting a drug for that illness, lost her Food Network program and sponsorships after a lawsuit revealed she used racial slurs.

Society needs reforms, not gifts

The PR Society, whose membership total has been stagnant for 13 years and which now faces the possibility it could dip below 2000 levels, must reform itself if it is to attract PR people. It should stop thinking of itself as a commodity to be marketed in the “holiday season” at marked-down prices.

This is the season of good cheer and good will and it should exhibit that and lay down the swords.

1. The APR clique that has monopolized offices since the 1970s should be ousted forthwith by a teleconference Assembly, a technically easy thing to do.

2. The Society must stop lying to member prospects. It must tell them they can not hold national office or serve on the Ethics Board until they are APR (another $285 for a bogus multiple-choice test that has little to do with PR reality).

3. The bylaw change making Bill Murray CEO must be rescinded by the same teleconference that erases APR from the bylaws. Members must regain control of their own Society.

4. VP-PR Stephanie Cegielski must report to chair Joe Cohen and the board and not to Murray. Chairs must stop hiding from the PR press; they should be ordered to hold press conferences.

5. The withholding and false reporting of financial information must cease. The annual audit, quarterly reports and IRS Form 990 must go on the website as early as possible in the public areas. Reporters must be allowed as members.

6. The Society must follow the ABA, AMA, AICPA and other major groups in deferring about half of dues income, a requirement of FASB. Dues cannot be booked until earned.

7. Dues of $255 must be slashed. The payroll of nearly $5.5 million is far too high for a staff that has two PR people on it. The head of staff should be a PR careerist. A midtown facility that is convenient to the PR community should be set forthwith by a teleconference Assembly, a technically easy thing to do.

8. The brass knuckle legal, marketing and financial culture of the Society needs replacement with a gentler, more accommodating PR culture. PR people could do most of the jobs at h.q.

9. Ethics enforcement must return. PR cannot be called a “profession” without a disciplinary process. Formerly a $30,000-$50,000 annual Society expense, it has slipped to $2,000-$4,000 annually. Legal bills have totaled $582,608 in the past nine years. Staff has no interest in ethics, supposedly the No. 1 concern of members.

10. The massive amounts of information stolen from the members must be returned. Monitoring of member use of the Society database must cease.

— Jack O’Dwyer
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NY Times goes ‘native’

New York Times publisher Pinch Sulzberger in December told employees that he’s launching a native advertising program in early 2014 because advertisers want “new, more immersive ways of engaging consumers.”

Sulzberger admitted that native advertising is sometimes controversial. “There have been occasions where publishers have put native advertising in front of readers in ways that did blur the line between journalism and commercial messaging.”

He’s determined that reader confusion over native advertising won’t happen because the Times “will put all necessary safeguards in place to ensure that it doesn’t.”

The paper’s advertising department, design unit and newsroom supplied input to the creation of the native advertising program “to ensure that there is never a doubt in anyone’s mind about what is Times journalism and what is advertising,” wrote Sulzberger in his memo called “Why is The Times launching a native advertising product?”

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Report: Fox pays to quiet ex-PR exec.

Fox News Channel paid a former PR executive and top aide to president Roger Ailes approximately $8 million in “hush money” after the executive was fired and threatened to go public about his time at the network, according to a report by Gawker.

Fox fired Lewis, considered one of the most powerful people at the network and a right-hand aide to Ailes, in July, citing, in a public statement, “issues relating to financial irregularities, as well as for multiple, material and significant breaches of his employment contract.”

But the gloves came off after Fox released that statement. Lewis hired an attorney who warned that “Ailes and [News Corp] have a lot more to fear from Brian Lewis telling the truth about them than Brian Lewis has to fear from Roger Ailes and his toadies telling lies about Brian Lewis.”

Gawker reported that the “financial irregularities” rationale for firing Lewis was a smokescreen for the PR unit’s mishandling of an upcoming biography of Ailes by Gabe Sherman.

The Times noted the unprecedented secrecy related to the settlement at Fox News parent 21st Century Fox. Wrote veteran media reporter Bill Carter: “A series of corporate communications executives who work either for the channel or its parent organizations 21st Century Fox and News Corporation, offered the same response to inquiries about the settlement: ‘I can’t help you on this.’”

Lewis led PR for CNBC during Ailes’ tenure there in the 1990s and he moved to Fox in 1996 as VP of media relations.
Wes Pedersen, a veteran government communicator and public affairs counselor whose prolific writings on PR, policy and grammar were well-known to readers of the Washington Post and O'Dwyer's, died from a heart ailment December 4 in Bethesda, Md. He was 91.

A Nebraska native, Pedersen started out as a reporter for the Sioux City Journal in Iowa after graduating from Upper Iowa University, and served in the Air Force during World War II. He joined the federal government as a writer and correspondent in the 1950s.

Pederson was fond of recounting his experience as a young U.S. Information Agency staffer in Hong Kong during the late '50s and early '60s, a period that saw Chairman Mao’s consolidation of power in China and his massive “Great Leap Forward” initiative to accelerate industrialization in China, matching it to the West. The central government in then-Peking had ginned up its propaganda machine, churning out chart-busting industrial and agricultural production statistics that awed the West. The People’s Republic of China, according to these reports, was apparently on the march to global dominance.

However, after consulting with many of the refugees that streamed into Hong Kong from China’s hinterland who told horrible tales of massive famine and untold deaths, Pedersen compiled their stories into a report called “Grim Specter Over China,” which described how millions of rural peasants were dispatched to mines to ore iron to feed steel mills. Cropland was bulldozed for factories. Sustenance farmers were ordered to construct mini-industrial furnaces or dispatched to giant mechanized communal farms. The report countered Mao’s official propaganda that was swallowed hook, line and sinker by the U.S. Government and the rest of the world.

Initially, Pedersen’s report was ridiculed as a flight of fancy.

During the 1980s however, China admitted Mao’s Great Leap Forward had triggered the greatest famine in world history, where a minimum 30 million people perished during 1959-1961.

Pedersen remained at the U.S. Information Agency into the ’70s, writing publications, content and producing special projects from presidential biographies to dispatches on nuclear tests.

He left the public sector in 1980, when he was named Director of Communications for the Public Affairs Council, the trade group for public affairs pros where he worked until the mid-2000s.

“At heart he was a writer — a witty wordsmith who never lacked for robust opinions,” the Washington Post’s Richard Leiby wrote of Pedersen. “He peppered the Washington Post’s letters pages with missives on political history, martinis and the misuse of words (never write ‘from whence,’ he instructed, just ‘whence.’)”

In one of his last columns for O’Dwyer’s, Pedersen exhorted PR pros to “up their game” with nine axioms for the profession, including a request for every practitioner to represent the industry: “Recognize that you can have a winning role in bolstering the reputation of your chosen field of work,” Pedersen wrote.

“Teach PR at colleges of your choice. Write op-eds. Do a video for high school kids contemplating entry into public relations. When critics in the media insult public relations and its practitioners, respond with positive rebuttals to the misguided and to their editors. Don’t expect your professional organizations to do the job. They’ve been trying for years without much appreciable success to get the media to appreciate our work.”

Pedersen is survived by his wife of 65 years, Angela, a son, Eric, and two granddaughters.
REPORT

Carnival Cruise, NFL, Washington top PR “fails” of 2013

The U.S. government, the NFL, Carnival Cruise and Toronto Mayor Rob Ford are just a few of the winners of O'Dwyer’s biggest PR “fails” of 2013.

By Jon Gingerich

W’re just going to say what everyone is thinking: 2013 was huge for crisis. It was a year rife with scandal, controversy, manufactured outrage and social media style schadenfreude. Who could forget Walmart’s Black Friday fiasco, or Alec Baldwin’s repeated anti-gay tirades, or the sexual harassment allegations that cost San Diego mayor Bob Filner his job, or NYC mayoral hopeful Anthony Weiner’s repeated sexting gaffes? You can practically demarcate the months by the crises that swept the headlines.

Truth be told, whittling down every public relations disaster that occurred during 2013 into a top-ten list took a lot of work. There was a lot of competition. After careful consideration, however, we managed to compile O’Dwyer’s top ten PR gaffes of 2013.

Washington fails at everything

There’s no question that when it comes to PR fails in 2013, the U.S. government takes top billing. In reality, this entire list could be dedicated solely to the government’s follies if we wanted it to be. First the Internal Revenue Service was raked over the coals for targeting conservative nonprofits like the Tea Party for their tax exemption status. Then it was discovered that the Justice Department had subpoenaed months of phone and email records from Associated Press reporters as part of an ongoing DOJ investigation into leaked classified documents regarding a foiled terrorist plot. Then there was the biggest bombshell of all: Edward Snowden’s exposure of 200,000 classified documents that offered the American public a glimpse into the NSA’s outrageous surveillance activities, which has now been called the most significant information leak in U.S. history and is single-handedly responsible for souring diplomatic relations with some of our greatest allies. In the fall we saw the GOP’s selfish shutdown of Washington (admittedly, this deserves a category of its own), and the year ended with colossal kinks in the rollout of Obamacare. Politifact in December revealed its 2013 “Lie of the Year” was President Obama’s statement that anyone who liked his/her health care plan could keep it. Obama’s dwindling legion of supporters was forced to admit that 2013 was the year the President approached Nixon-grade levels of credibility.

Taken together, Washington’s gross PR missteps in 2013 all point to an incompetent, hopelessly inept and laughably mismanaged government that is apparently incapable of getting its own milquetoast message straight.

Rob Ford on the rampage

Performance artist, Chris Farley impersonator and Toronto Mayor Rob Ford became a household name in the U.S. after fabled tales of public drunkenness and drug use culminated with the rumored existence of a video that allegedly showed him smoking crack cocaine. When Ford attempted to address the rumors with his patently cavalier bravado, things predictably got worse. Ford admitted to smoking crack (during one convoluted public admission, he said he used it “probably approximately about a year ago”), then followed with a bizarre spate of public appearances regarding a female staff member’s genitalia that we can’t repeat here, and a heated exchange on the floor of the Toronto City Council ended with Ford accidentally toppling a council member.

One of the reasons Charlie Sheen is funny is because he possesses nary a scintilla of power. Ford’s recklessness, as much as it makes for good TV, is hardly a laughing matter to the good citizens of Toronto. Fueled by claims that he is no longer fit to remain in office, a motion in November was passed by Toronto City Council to strip key aspects of Ford’s mayoral powers. Despite the scandal and subsequent emasculation of power — and despite the fact that most of Ford’s core staff have since resigned — Ford has refused to leave, and even promises to run in the next mayoral election, in October 2014. The beleaguered Mayor has now stupidly compared his crisis with the 1990 invasion of Kuwait. If history is any indication, the world of reality TV awaits.

Carnival Cruise sails troubled waters

2013 kicked off with the news that the luxury cruise liner’s passenger ship Carnival Triumph had experienced an engine room fire that ultimately left 3,100 passengers stranded in the Gulf of Mexico for four days. With the crisis literally out to sea, traditional wisdom would suggest that a shore-bound press would be unable to spin the event into a media crisis. The Triumph disaster, however, served as a bellwether for the times, as photos and tweets from stranded passengers lit up the social media channels for the world to see, thus taking the crisis — now unfortunately christened the “poop cruise” — out of the hands of those responsible for it.

After finally docking in Mobile, Alabama, Carnival was able to regain control of the narrative, and threw a Showcase Showdown of concessions (refunds, free cruises worth thousands) at travelers whose vacations were ruined by the incident.

McDonald’s: no gold in these arches

Pressure had been growing for some time for fast-food restaurants like McDonald’s to hike workers’ wages, and strikes have even been staged in several cities in recent months. Leave it to McDonald’s, however, to make matters worse by releasing a series of out-of-touch financial “guides” regarding how employees can get by on their meager wages, thereby highlighting just how unreasonable those wages truly are. These “guides” didn’t account for expenditures like food, and its numbers were predicated on the premise that employees have a second job. A second guide even managed to take the class down a notch, and advised burger-
flippers on how much to tip their pool boys, au pairs and personal trainers. Concurrently, it was revealed that McDonald's bought a $35 million luxury jet for its executives. Consumers wary of the plight of fast-food workers and current wage disparity in America aren’t “lovin’ it.”

NFL drops the ball on accountability

It hasn’t been a good year for football. Native American groups like New York’s Oneida Indian Nation have amped up their attack against the Washington Redskins over the team’s controversial mascot and name. The franchise still appears to be in good standing (a 2013 USA Today poll found 79% of Americans believed that the Redskins should keep their moniker) but Redskins owner Dan Snyder hasn’t been exactly diplomatic in handling the matter, telling USA Today in May that he will “never” change the team’s name.

Simultaneously, Miami Dolphins offensive tackle Jonathan Martin went public with allegations that detailed widespread hazing and bullying in the sport, leading many to demand that the NFL address its boys-will-be-boys culture.

Finally, it was announced that the NFL had agreed to pay a whopping $765 million in a settlement brought on by a massive lawsuit by 4,500 former players who claimed to suffer from everyday from dementia to depression to Alzheimer’s as a result of concussions they received while playing the sport. The NFL long has denied the prevalence of brain-related illnesses in football, but growing evidence, as seen in a recently released book League of Denial, suggests otherwise, and has charged the NFL with deliberately withholding evidence that the sport can irreparably damage players’ brains.

Abercrombie ditches loyal consumers

A recently uncovered 2006 interview with Salon captured Abercrombie & Fitch CEO Mike Jeffries claiming he doesn’t want overweight people (or “uncool” people) to wear his company’s clothing. Social media pushed back, and viral videos and mock ad campaigns with names like “Attractive & Fat,” popped up overnight.

The resurrected quote comes at a particularly bad time for Jeffries, because his company is hemorrhaging financially. It’s no secret the brand isn’t as popular with teens as it was 10 years ago, and A&F quarterly profits reflect this: the once-hot retailer was down nearly 20% in profits at the beginning of this year. Jeffries’ employment contract expires in February, and bids are currently underway to replace him with what investors hope is fresh blood who won’t insult its customers.

Barilla overcooks its reputation

Barilla Group Chairman Guido Barilla found himself in hot water after stating, during the course of an interview with an Italian radio station, that his company would never use a gay family to advertise its line of products.

“Our family is a traditional family,” he said. “I would not do a commercial with a homosexual family, not for lack of respect toward homosexuals — who have the right to do whatever they want without disturbing others — but because I don’t agree with them, and I think we want to talk to traditional families.” Barilla noddled on, stating that he also has “no respect for adoption by gay families because this concerns a person who is not able to choose.”

Barilla apologized for the statement, though massive international boycotts hurt the business’ bottom line and sauced their reputation.

Lululemon stretches the truth

Chip Wilson, Founder and Chairman of Vancouver-based athletic apparel line Lululemon Athletica, showed some bad prana after offering a mealy-mouthed explanation for a recent defect in his company’s popular line of yoga pants. After hearing reports that many of Lululemon’s yoga pants were unintentionally see-through, the company ordered a massive recall. That should have ended it, but Wilson in November managed to stretch his foot into his mouth when he went on Bloomberg TV and attempted to explain the defect, but ended up insulting his customers when he said “some women’s bodies just don’t actually work” in their line of pants.

Rutgers dribbles over abuse

Video taken in 2012 captured former Rutgers men’s basketball head coach Mike Rice Jr. yelling at his players, as well as kicking them, pushing them, throwing basketballs at their heads and referring to them with sexual-orientation epithets.

Rutgers wasn’t particularly savvy in how they handled the situation. After university officials initially learned about the behavior in December 2012, Rice was suspended for several games and fined $50,000. The university changed its tune once ESPN aired the footage in April and the story went national; that’s when Rutgers flew into crisis mode and terminated Rice the following day. The assistant coach who initially reported the abuse claims he had tried to bring the matter to the attention of Rutgers’ athletic director a year prior to no avail, and now claims he was fired by the university for bringing Rice’s behaviors to light.

Deen: scattered, covered, smothered

The South’s favorite celebrity chef Paula Deen was thrown into the oven when a lawsuit filed by a former employee claimed the deep-fried queen had a penchant for using racial epithets when describing African Americans. The former employee also expounded upon Deen’s love of antebellum lore, and claimed Deen once ruminated on the idea of hosting “plantation style” parties wherein African American employees would dress as slaves.

Even though many of Deen’s alleged antics were decades-old, her public and courtroom explanations of them managed to hurl them into the present. Reporting on her initial court deposition, The National Enquirer in June reported when asked if she had used the “N-word” in the past, Deen replied with a matter-of-fact, “yes, of course,” but later clarified that she had never tried to use the word “in a mean way.” Deen’s gravy train dried up: the Food Network announced it would not renew the contract for her TV show, and she lost more than a half-dozen high-profile sponsorships. Deen’s brand still remains strong, however, and a federal judge in August dismissed the suit brought against her.
2013, the year in review

By Jack O’Dwyer

T

raditional media continued to shrink in 2013, putting pressure on PR practitioners to reach audiences via social media, PR wire services, e-mail networks and their own websites.

The Boston Globe and Washington Post were sold for fractions of their former values, and Forbes was on the market for a reported $400 million. Newspaper ad revenues dipped to $23 billion from double that in 2006. Online revenues are only $3 billion, a small fraction of the loss.

The irreverent Onion ceased print publication and the American Medical News of the AMA folded its 215,000-circ. tabloid after 55 years. Big-name drugs like Lipitor stopped ads after patents ran out.

Corporate/institutional PR staffs, under pressure from legal, financial and marketing, continued to shrink. The Centre for Corporate PR, the American Medical News of the AMA folded its 215,000-circ. tabloid after 55 years. Big-name drugs like Lipitor stopped ads after patents ran out.

The O’Dwyer Co. documented

Two new voices arrived on the PR scene. The Oct. 14 New York Observer had a front pager and four full pages inside written by Michael Kaminer, PR careerist turned journalist. It was almost completely about agency PR, naming 50 to a “power list.” The O’Dwyer Co. also had a prominent mention, and 17 of the firms listed were featured in the O’Dwyer’s rankings. U.K. PR pro Alex Singleton also jumped to journalism, starting a blog and publishing The PR Masterclass which stressed the quest of clients and employers for “third-party endorsement.”

The O’Dwyer Co. documented
growth in the agency side of the business. Double-digit gains were posted by 15 of the 25 largest PR firms for 2012. Indications are this growth continued in 2013. Almost all press contact has moved to the agency side. Coupling with social media has added to the services of PR firms.

Income disparity was a major news topic (the top 10% of U.S. earners took home 50% of income in 2012). This affects the ad/PR world, as evidenced by the $53.3 million that Omnicom CEO John Wren took home in 2012. Not far behind was COO Randy Weisenburger who pocketed $31.5 million (salary, bonuses, stock sales, etc.). Both started out as accountants. Ex-BBDO and Y&R PR practitioner Philippe Krakowski became one of Interpublic’s top five-paid exects at $3,290,492 in 2012.

Interepublic’s CEO Michael Roth reported total pay of $9,663,294 in 2012.

High pay or not, ad/PR conglomerate stocks were flying high along with the rest of the market. OMC, after ten years in the doldrums at under $50, soared to $70+; WPP, as low as $25.86 in February 2009, was $110. IPG, as high as $57 in 1999 and as low as $3.96 in 2008, climbed to $17.

Wren’s 851,962 shares rose $17 million in value from the January price of $51.63.

Weisenburger’s 687,703 shares rose $13.75 million. Many of the shares were obtained via options, restricted stock, bonuses, etc.

Borrowed money helped the conglomerates to acquire companies. WPP’s debt was $6.6 billion; OMC, $4.65; IPG, $1.67B, and Publicis, $1.39 billion. The planned merger of OMC and Publicis, creating a firm with $23B in revenues, is on hold until Q2 of 2014. Approvals of European Union and Russia are needed. U.S. has no objections.

Income disparity earned the attention of Pope Francis (Time’s Person of the Year”) who decried the “idolatry of money.” He criticized the size of the church’s own hierarchy, saying power should be more dispersed and that women should have a greater role in church affairs.

Swiss voters, irked about high CEO pay including the $78 million severance package for Daniel Vasella of Novartis, voted in March to ban bonuses and force companies to seek stockholder approval of pay packages. However, a proposal to cap exec pay at 12 times that of the lowest-paid worker of a firm garnered only 35% of the vote on Nov. 24. Pay of top 200 CEOs in the U.S. averages $15 million and is sometimes 500 times the lowest-paid employees.

WPP stockholders, angered at CEO Martin Sorrell’s take, forced a 20% cut in his 2012 pay of $28.2 million. Sorrell in some years is the U.K.’s highest executive.

IABC, which canned 16 of 32 staffers at the end of 2012 and likened reporters who criticized this to dogs “humping in the park,” switched its print publication to online and suspended its accreditation program. COO Christopher Sorek, whose pay package was close to $200,000, left after less than a year. IABC released its 990 tax return in late November, missing the legal deadline of Nov. 15. Next year’s report will probably be as late. IABCers get one financial report a year.

IRS Form 990 was withheld from the PRSA Assembly for the third year in a row, concealing a $61,000 bonus to COO Bill Murray that boosted his pay package to $423,647. Murray got the bonus (and a promotion to CEO) even though 2012 revenues of $11,083,420 were $343,867 less than they were in 2006, the year before he arrived. A $30 dues hike in 2012 helped boost revenues. Membership, which was 20,266 in 2000, is currently “21,000,” according to the Society website.

A PRSA “Holiday” gift package worth $1,625 is being offered to new recruits. This includes five webinars worth $250 each plus a waived initiation fee of $65 and free membership in a section. An added inducement was free access to the Society’s Strategist magazine. The Society’s many price-off deals made it sound like a department store.
The 2014 annual conference in D.C. is a record high $1,495 for members but only $1,095 “if you sign up before March 1, 2014.” The ABA, AMA, AICPA, etc., do not promote memberships with price breaks. Society Recruits are not warned that, unless they pay $285 and become accredited, they are ineligible for national office or serving on the Ethics Board, making them “second-class citizens.”

The Society’s devotion to APR continues although consultant Laura Freebairn-Smith, who was paid $50,000, concluded it was a bogus designation because the APR-granting body, the Universal Accreditation Board, is not independent (its board is dominated by Society members). Her firm interviewed 750 but was not allowed to ask if APR should be abandoned.

The PR ethics slack has been taken up by the National Press Club and New York State Senator Liz Krueger who urged the Society to abandon its press-boycotting ways: PR Watch, which condemned the Society’s interference with press freedoms and which is exposing similar press-interference policies and other abuses by the American Legislative Exchange Council, a group of mostly GOP state legislators and corporate executives; full-length books like The Tylenol Mafia by Scott Bartz and Deadly Spin by Wendell Potter, and a half dozen PR blogs including newsroomink.com, which said the press boycott has cost the Society “its credibility as an organization that can speak for its members.”

THE NATIONAL PRESS CLUB

FedEx drivers, decked out in uniforms, are not employees but independent contractors. FedEx, dodging a bill that would force it to hire the drivers, sold its routes and let the subcontractors hire the drivers.

Journalism students covered four PR career forums for the O’Dwyer Co., providing a glimpse of what working PR people are saying about the industry. Don’t expect to make a lot of money initially, is one thing they were told. “Love it,” was a remark by one PR executive to the PRSA/Georgia forum in Atlanta Feb. 22.

The Atlanta forum, hosted by the Society’s richest chapter ($317,000 in savings), was an all-day affair that included lunch and cost students $80 each. Journalism students who covered for O’Dwyer’s noted that Society Chair Mickey Nall and other speakers stressed the importance of ethics in PR. Non-student reporters were banned from all sessions except the luncheon address by Nall.

Fraser Seitel published the 12th edition of The Practice of Public Relations in which he said “arguably the two most important cases in the history of the practice of PR” were Johnson & Johnson’s handling of the 1982 Tylenol murders and the 1986 murder of Diane Elsroth via similar poisoned capsules.

Reporters were banned altogether from an all-day career forum at New York University April 2 sponsored by the Society’s New York chapter. VP-PR Arthur Yann of the national Society was present to make sure no reporters gained entrance.

The April 2 event, and both were open to press coverage.

The Council of PR Firms hosted evening career forums at Boston University Oct. 3 and San Jose Nov. 5, both events drawing more than 200 students. There were no charges for either event, and both were open to press coverage.

The four sessions were praised by the students and there will be another one in early 2014 in Atlanta hosted by CPRF. J majors who covered for us said there should be shorter speeches and more time for questions. There should be a “literature table” with PR trade publications and directories and books on PR (besides textbooks). A discussion of the pressures on PR people is needed.

Students themselves should stage such PR career forums and not wait for their professors or PR groups to do so. Half the time should be set aside for questioning the PR execs. A well-stocked literature table should be provided. The events should be open to coverage by J students and the press.

PR is the fifth most stressful job, according to the 2013 ratings of careercast.com. It gave PR a No. 2 rating in 2011. PR people are beset by bosses and clients on the one side and reporters on the other. “They live in the public eye” and “have to think and act quickly.” College students are attracted to PR “making keeping a good job that much more difficult,” Comcast adds.

How PR can work with legal was considered by two panels at the 2013 PRSA conference in Philadelphia Oct. 28 (although O’Dwyer reporters were barred from covering them). The Society itself is a good example of legalities trumping PR. For the third year in a row it withheld its 990 income tax return from the Assembly, saying it is not “legally” required to publish it until Nov. 15.

PR grads will not only have to contend with lawyers but with marketing and financial, both of which have a lot to say about what is communicated or not. Future Society panels should tell PR people how to work with those power centers. Marketing, which is mostly an information-gathering rather than an information providing function, keeps a close watch on anything said. Financial has an even tighter grip because anything “material” has to be immediately told to “disclosure media” (via PR Newswire, Businesswire, Dow-Jones, etc.).

Stress most probably played a role in the sudden death on June 13 of Arthur Yann, 48, VP-PR of the Society. Yann reported to COO Bill Murray and not to the board, as indicated by the specs for Yann’s replacement. For most of his five years at the Society, Yann had conducted a campaign to discredit O’Dwyer media and interfere with its coverage of Society events whenever possible. Yann had a meteoric career at the Society, joining in 2008 and rising to the fourth highest paid on a staff of about 55 in one year. His pay of $137,000 in 2009 was more than the $135,000 paid to VP-special events Karla Voth, a staff member since 1990, and more than professional development head Judy Voss, a staffer since 2000, who was paid $115,000. Jennifer Ian, VP-membership who was paid $121,000, left the staff the next year. Yann was no doubt the “apple” of Murray’s eye. His five-year remuneration, including his 2012 package of $191,000, totaled about $900,000. Murray said he had “one of the toughest jobs in PR.”

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How a need for speed is changing crisis communications

Today, in the age of hyper-connectivity and instant gratification, the speed with which a crisis can arise is jaw-dropping. The ability to move information — from source to stakeholder, from an obscure blog to the nightly news — is so rapid that situations can take on a life of their own before anyone can say “damage control.” Suddenly, the need to determine facts before responding to false statements can be a tactical danger, as pundits rely on hyperbole to state their case and media welcome their quotes to create engaging content.

By Gil Bashe

In this environment, it becomes critical to have in place principles and processes to deal with crisis management. Old calibrations for appropriate response time no longer apply. Information moves faster than communications and legal teams can think it through — and delays in response can actually accentuate and escalate the situation.

Recently, Forbes highlighted one such story, in which a company was fined $59,000 by NASDAQ OMX after a tweet — posted by a private individual attending a medical conference, not the company — caused a jump in stock price and halted trading. How did this happen? The interim Phase II data captured in that fateful tweet hadn’t been disclosed by the company.

Worse, it took three hours for the company to issue a press release containing full study results. Suddenly, companies are responsible for their “news environment,” and not just their news.

Three hours is too long, no matter how you slice it — but today, even 30 minutes is a lifetime. To many of us who have been around this industry, a half hour may sound quite reasonable — even speedy. Thirty minutes is what it takes to assess the situation rapidly, agree upon the appropriate course of action, draft a response, and get the content approved by legal … right? Not anymore.

The company needed to respond with urgency in the context of today’s instant communications. But is it even possible to keep up with that pace — to assess, think through the implications, consult with a colleague and respond? Considering the legal implications alone of acting without a full review. That’s why advanced preparation — strategy, process and pre-approved “back pocket” language — is more critical than ever before.

While many companies are diligently evolving strategies to leverage our rapidly evolving communications channels, they seem to assume that while the channels have changed, the rules of engagement have stayed the same. Not so. Companies must have messages vetted by Legal and Medical teams, which takes time. Bloggers, pundits and the Twitterverse can throw out any hypothesis — “I wouldn’t give that product to my mother!” — and that individual opinion can be perpetuated until it becomes public sentiment.

With so many multiple nuances at play, how can companies and communicators prepare for successful crisis navigation in today’s environment? The following five tips are essential to preparedness planning:

**Think outside-in, not inside-out.** Start from the premise that the outside world — investors, customers, policymakers and news media — cares about the outside world — not about what the company wants to communicate. What does the audience need to understand and appreciate about the situation, from their perspective? How does the information connect to their best interests? As behavioral business guru and life-coach Steven Covey advises, “Seek first to understand, then to be understood.” Establishing that common ground is critical in ensuring messages are received — particularly with a crisis swirling.

**Take ownership of your assets.** As the Twitter example illustrates, companies must hold themselves responsible for any and all information available to anyone, anywhere. Technology is swift, accessible, and unforgiving. If it’s shareable, the news should come from the company first. (In fact, in our story above, the exchange acknowledged that the data in question were not “sensational,” and that the company may have been justified in “making an initial assessment that the data did not comprise price-sensitive information” — yet still held the company responsible for not disclosing.)

**Prepare Legal to be part of the process.** Companies are often fragmented in response processes. The building of internal “team” takes time — and that is a disadvantage in a fast moving issue. It’s important that communicators ensure their legal and regulatory colleagues invest time in understanding the media, how crises unfold and establish a best practice that meets their needs. Preparation enables quick action.

**Don’t go it alone.** Almost always, outside experts may be called to comment on a situation — whether financial analysts, investors, expert media, medical experts or even well-known customers. Keep people important to your business in the loop and seek their counsel. Imagine a business advocate getting a call from media and being unaware of your situation. Placing them in an uncomfortable situation will result in a “throw-away quote” that does not match the intensity of the pundit.

**Plan spontaneity.** Gathering the facts before providing a thoughtful and on-strategy response is essential. Saying nothing in the meantime is foolish. Stories move so quickly via wires and blog posts that the words “company could not comment at this time” are read by the outside world as “we’re not sure what is happening within our organization.” Therefore, be ready with a comment on fact-finding rather than factious reassurance and offer a response-time window (and make that commitment).

Speed has become a major factor in effective crisis management. That said, truth and facts remain critical to establishing the credible longer-term position. The ability to engage effectively at the start of a conversation influences audience openness to your information as the story unfolds.

Companies have always been wholly responsible for their brand reputation — being held accountable for their own actions and the information others release about their milestones is nothing new. What has changed is the pace — and the need for strong leadership at the communications helm. With the rise of social media and digital communications channels, communicators are now squarely in the role of quarter-backing the internal process, and must take ownership of that role to help ensure success.

*Gil Bashe is EVP and Health Practice Director at Makovsky.*
The crisis next door: when scandal hits a competitor

When a crisis hits another company or brand in your sector, for most of us the immediate response is: “Thank goodness it wasn’t us.” However, just because the incident wasn’t tied directly to your brand, it doesn’t guarantee you won’t feel the impact.

By Joan Cear

January 2010 through February 2010 were down 12.4% as compared to the same period the previous year, and Chrysler was the only other automaker to report a decline in sales for this period. Industry wide, new car sales were up almost 10%, with VW leading the pack at an increase of 36.6% over the same period in 2009.

Jumping ahead to 2012, sales data would appear to indicate that recalls don’t have a lasting impact on consumer confidence and demand. According to data from the National Highway Traffic Safety Administration and Automotive News, in 2012, 5.3 million Toyota vehicles were recalled but the automaker’s sales were up 26.6%. Honda recalled 3.3 million vehicles that year yet sales increased 24%. Eight other automakers also experienced sales increases that year following recalls. Whether this trend was a result of consumer confidence, brand loyalty, a stronger economy or short memories, it should not be interpreted as an excuse to manufacture anything less than the safest vehicle possible.

Weathering rough waters

It has been less than smooth sailing for Carnival Cruise Lines since 2012 when the Costa Concordia ran aground and partially capsized, claiming 32 lives. The first quarter of 2013 found Carnival striving to restore its reputation once again, following a series of four incidents over a five week period in which ships experienced technical malfunctions. The most widely reported was the fire aboard the Carnival Triumph in February that left thousands of passengers and crew adrift at sea in conditions so unpleasant, it became known as the “poop cruise” by news media.

So while it may come as no surprise that according to GfK MRI’s Starch Advertising Research Brand Disposition, 83% of American adults had positive impressions of the brand prior to the first recall, but after a second Toyota recall in January 2010, consumers’ positive feelings about the brand dropped 24 points to 59%.

Some automakers seized Toyota’s crisis as an opportunity to lure the Japanese automaker’s nervous consumers to their brands by offering cash incentives of $1,000 or more on trade-ins of Toyota vehicles. Toyota similarly tried to attract wary consumers, offering an average $2,256 incentive according to Edmunds.com.

Did it work? According to Wardsauto.com, Toyota’s sales from

Chain reaction

Last year, four Japanese automakers recalled approximately 3.4 million vehicles due to a single common safety problem: faulty airbags. How was it that they all had the same problem? They all sourced airbags from the same supplier. Common sourcing is a problem for industries because failures in the supply chain create issues industry wide and may lead to product shortages for the end user.

When there is a product-related crisis or recall, there may be many points of impact for the supply chain. As part of a thorough investigation, every component that may have contributed to the incident will be examined closely. This may cast a haze over the supplier, even if no blame is found. Add to that, industry concerns over component sourcing may mean that orders screech to a halt for some suppliers, while others experience significant demand. And when manufacturing is stopped due to recalls or safety investigations, every supplier in the chain will experience a slowdown.

No industry is immune from the ripple effect that can occur throughout a supply chain when a crisis occurs. Once again, crisis prevention and preparation can help companies and industries to weather the storm.

An agent for change

Just days after hundreds of passengers were stranded on grounded Jet Blue planes during a snowstorm in 2007, the airline
Accounting scandals in a post-Enron world

The regulatory landscape has grown increasingly perilous since the Enron scandal thirteen years ago. Litigation and shareholder activism are on the rise, and the number of recent settlements and investigations signal a voracious environment. Companies facing an accounting scandal must adapt to the realities of a new paradigm.

By Richard S. Levick

Fueled by high-profile cases involving Enron, WorldCom, Adelphia, and HealthSouth, accounting and disclosure fraud matters grew to as much as 33% of all U.S. Securities and Exchange Commission (SEC) enforcement actions in the run-up to 2007. Then, the global financial crisis triggered a dramatic shift in SEC priorities. The task force responsible for investigating accounting and disclosure issues was quietly put to pasture. As a result, these cases dropped to just 11% of the SEC enforcement agenda by the end of Fiscal Year 2012.

That's as low as they're likely to get for quite some time.

This summer, new SEC Chairman Mary Jo White announced that the Financial Reporting and Audit Task Force is back on the beat — with a dedicated staff and sophisticated new data mining techniques aimed at uncovering irregularities. At the same time, experts see troubling signs that recent upicks in corporate accounting fraud may continue in the near future.

This summer, Emily Chasan of the Wall Street Journal's CFO Journal blog pointed to high interest rates, increased auditor turnover, and more frequent earnings statement revisions as potential harbingers of issues to come. This despite the fact that restatements are down and financial reporting is far less susceptible to problems than it was before the enactment of Sarbanes-Oxley and Dodd-Frank.

There are also the recent settlements and investigations involving JPMorgan, IBM, and a host of other public and private companies. Nothing motivates regulators like success. Having bagged big game in just the first few months of a rejuvenated and refocused effort, it's safe to assume that what we've seen to date is just the tip of the iceberg.

Even more troubling for CFOs and boards of directors is that the legal, regulatory, and reputational landscape has grown far more perilous since the Enron era. Securities litigation trends are up. Shareholder activism is more prevalent. Global regulators are better organized and more attuned. The traditional media are more aggressive. And social media have exponentially diminished the time frame in which the story can spin beyond any company’s control.

Here’s a look at just how much the landscape has changed since 2000 — and how companies facing an accounting scandal can adapt.

Accept new levels of transparency. In today’s regulatory and media environments, every company must assume that accounting issues will eventually see the light of day.

Consider what’s at heart of the SEC’s move to emphasize accounting enforcement. It’s the internal whistleblowers coming forward in droves as a result of the incentives put in place under Dodd-Frank. In Fiscal Year 2012, the SEC received 547 insider tips alleging accounting abuses, and the Commission wants more in the future. Speaking in September 2013, Financial Reporting and Audit Task Force Chairman David Woodcock said, “Whistle-blowers are hugely important. We have cases on our docket now that no amount of analytics, no amount of screening or proactive efforts, in my opinion, would have ever discovered. It took someone on the inside to bring us this information.”

Consider also that the advent of social and digital media has opened new channels by which anyone with knowledge of the situation can go public — and that traditional journalists are digging deeper than ever before. In July 2011, Olympus CEO Michael Woodford had no idea about accounting irregularities at his company until he read about them in a small Japanese magazine called Facta. After Woodford turned whistleblower himself, the case erupted into one of the biggest corporate accounting fraud scandals in Japanese history.

Today, the story can break anywhere at any time — and even before you know it. If you’re caught trying to sweep it under the rug, the legal and reputational penalties at play will only intensify.

Understand how social media has changed the game — and how it has not. In the Enron days, the traditional media narrative was the only one that mattered, as social and digital media were still in their infancy. Today, that still largely holds true — with a few major exceptions.

In the midst of an accounting scandal, Twitter becomes flooded with automated messages linking to traditional media articles on the matter. That drowns out all social commentary and makes any meaningful conversation impossible to follow. Public companies have never turned to Facebook or YouTube as venues to discuss accounting issues, so stakeholders don’t either. As such, what results in virtually all situations is a Twitter, Facebook, and YouTube narrative that is either non-existent or directly reflective of the tone and volume of coverage in the New York Times, Wall Street Journal, CNBC, Bloomberg, and other major financial media outlets.

But Twitter, Facebook, and YouTube are no longer the only social media venues of importance. In recent years, we’ve seen the emergence of Seeking Alpha, Wikinvest, The Motley Fool, and other social networks that cater specifically to investors. These sites serve as platforms for Wall Street pundits and ordinary shareholders to share investment advice and their views on a wide variety of corporate valuation issues. Together, they attract more than 35 million users a month. As such, they warrant careful monitoring by any company that wants to keep its finger on Wall Street’s pulse as an accounting investigation progresses.

At the same time, public companies can’t overlook independent, high-authority financial blogs such as Business Insider, Zero Hedge, or The Big Picture. Investors turn to these sites for breaking news and views that might differ from traditional media coverage — so they demand careful monitoring as well.

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POST-ENRON SCANDALS  
Continued from page 16

Don’t follow the narrative; drive it. With so many ways for the story to get out, and so many voices influencing the conversation, it’s more important than ever that companies get out in front of coverage pertaining to an accounting investigation. Doing so sets the initial narrative; prevents negative developments from carrying undue weight; and, ultimately, keeps regulators, plaintiffs’ attorneys, and activist investors at bay by forcing them to swim upstream against the already dominant perception.

There are always legal, Regulation Fair Disclosure, and other compliance issues to consider when formulating communications strategy; but that doesn’t mean a company should stand mute. From the moment concerns about financial irregularities are deemed credible, there are multiple positive messages a company can share — as long as it takes the right actions.

Do you have a stellar record for accurate financial reporting in the past? Has the board initiated its own internal investigation? Have independent auditors been brought in to assess the issue? Are efforts underway to ensure it is an outlier, and not an element of a larger systemic problem? All of these — when coupled with messages about the company’s commitment to rectifying the situation and seeing that it is never repeated — are points that can be leveraged to paint the company as a responsible steward of its, and shareholders’ finances.

As the investigation evolves, communications must remain equally aggressive — as each new development represents another opportunity for the company, or its adversaries, to shape the narrative anew.

Consider a board-specific communications strategy. Directors aren’t normally tapped as corporate spokespersons in crisis or peacetime; but accounting scandals present two reasons why they might be best suited for the job.

First, there now often exists the need for a firewall between the C-Suite and board as the audit committee moves forward with its investigation. That leaves directors, along with their legal and communications counsel, as the only corporate leaders positioned to comment.

Second, communications directors lend a sense of independence and credibility to corporate statements. When senior managers comment on an investigation into events that took place under their watch, today’s audiences see the fox in the henhouse.

Keep it in context. JPMorgan and IBM will survive their recent accounting scandals and the resulting attention from the SEC. One reason is that they all maintain brands strong enough to withstand these types of controversies. In any high-profile scandal, there is always the potential for the problem to create a vacuum in which the only news is the bad news. But by keeping the investigation in context, continuing to market, and continuing to communicate on all it does on behalf of its customers, communities, and shareholders, the company can ensure there is always a steady supply of good news to draw attention from the bad.

Richard Levick, Esq., is Chairman and CEO of Levick.  

WHEN CRISIS HITS A COMPETITOR  
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responded by issuing “The Jet Blue Customer Bill of Rights” which was widely praised by crisis communications professionals. Turning a crisis into an opportunity for change is not an action that is limited to the affected company.

The tragic collapse of a garment factory in Bangladesh in 2013 in which 1,100 workers were killed reverberated around the world. It put factory working conditions under the microscope as fingers were pointed to brands whose products were manufactured there. Several major brands, including Gap, Walmart, Target and Macy’ are working together, having formed the Alliance for Bangladesh Worker Safety, to develop common safety standards, provide loans to factory owners to improve conditions, establish a worker hotline and require factory inspections and public release of the results in that country.

The crisis next door may take many forms but it is frighteningly closer than many companies may realize. As part of their crisis management planning, companies should prepare for managing a disaster that’s outside their four walls but within their industry. They should also keep in mind that competitors in business can become allies for improvements that can benefit the entire sector.

Joan Cear is Vice President of Kellen Communications.
Why some of the biggest crises begin internally

We saw our share of crises in 2013, many of which should have business leaders asking: Is my company prepared to handle internal issues when the press begins calling?

By Ashley McCown

Planning for internal crises should be given equal weight to preparing for external threats. Gone are the days when internal situations can be kept quiet and swept under the rug. Social media has changed all that, giving employees a bullhorn to broadcast their beef far and wide or to anonymously leak internal scandals. Given the speed with which problems can explode into crises on-line, how well and how quickly companies respond is the difference between lost sales and a tarnished reputation and recovery.

Let’s take a look at how two companies responded when they found themselves thrust in the limelight by something their employees did.

A slice of humility

In November, Pizza Hut felt the heat in the kitchen. The franchise owner told store manager Tony Rohr in Elkhart, Indiana, to write a letter of resignation after deciding to give his employees Thanksgiving off. Instead, he wrote a letter explaining why the store should be closed on the holiday, whereupon he was fired by the franchise owner. After he spoke to a local TV station in South Bend, it did not take long for the story to go viral. The global pizza chain quickly found its Facebook page inundated with angry comments.

In the eyes of angry customers there was no distinction between corporate Pizza Hut and the local franchisee that fired the store manager. Pizza Hut was the “bad guy,” even though it was a franchisee that made the decision to fire Rohr. Often times corporate headquarters will take a neutral stance and let the franchise owners handle inquiries and push that out, but even taking a few simple steps can make the difference between being caught flat-footed and ready to roll. So, there are some things to consider when peeling back the curtain inside your organization to plan for or manage employee-generated issues:

Be self-critical. Take a hard look internally for vulnerabilities to see if there are potential issues. Try and be objective when assessing the corporate culture, leadership style and potential “time bombs” that can be addressed before going public. If your first reaction is “no one will ever find out,” you have a problem.

Treat your employees well. It’s obvious, but happy employees don’t take to social media to air their complaints. Every employee has the potential to be a “brand ambassador or to go rogue.” How employees are treated makes the difference.

Be thoughtful in your response. With personnel matters, there are always legal implications. Try not to let that be the sole driver in crafting a response. Include some compassionate thinking. Audiences will react not just to what you say but how you say it.

Be creative. How you package your response can sometimes communicate things that written words alone cannot. Video, music, and animation allow freedom of expression that a CEO letter or media statement do not. And chances are the intended audience will engage with it in more meaningful ways as well.

Move quickly. Being thoughtful doesn’t mean you have the luxury of time. You don’t, especially with social media. Ground is lost for every hour your employee is trending on Twitter or grabbing likes on Facebook.

Our crisis plans to cover employees who air their complaints via video.

For in-house communications pros, convincing the C-suite to spend money on crisis planning can be a tough road, but even taking a few simple steps can make the difference between being caught flat-footed and ready to roll. So, here are some things to consider when peeling back the curtain inside your organization to plan for or manage employee-generated issues:

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Ashley McCown is President of Solomon McCown & Co.
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Critical planning: before, during, and after a crisis

The key to being successful in weathering any crisis — be it local, national, international or personal in scope — is asking the right questions beforehand, doing the right things in the moment, and analyzing your past actions with a critical eye.

By Terry Hemeyer

When it comes to crisis management, the before, during and after bear equal importance. However, many communicators are rarely prepared on all three fronts.

Having a plan is the foundation of crisis management. While we won’t cover every aspect involved in creating a crisis plan here, I would argue that a vulnerability assessment is the most important element in a crisis.

Before: ask yourself the tough questions

Understanding your organization’s vulnerabilities and gathering intelligence before the crisis is mandatory. You need to make it part of your job. Once you have an awareness of potential areas of concern, you can mitigate them and message them. In the best case, you can address the issue so thoroughly as to remove it from your vulnerabilities list.

When assessing vulnerabilities, remember the human assets. Employees are your biggest asset and your weakest link. In many cases, a crisis in your organization will be caused by employees or managers making bad decisions or acting inappropriately. Ensure that this is considered in your list of vulnerabilities, and over-communicate to employees about their role in the organization, communication procedures and health and safety rules. The intent is to solicit their support.

Ultimately, planning ahead is about much more than a crisis planning document — in many cases, it’s all about ensuring that you, as the leader of the communications team, have a “seat at the table.”

What amount of confidence, respect and credibility does your management have in you? This is critical to your role when a crisis hits. You don’t want to be an order taker. If you’re not sure where you stand, ask yourself, “Are my vulnerability assessments acted upon by management?”

If the answer is no, this, unfortunately, will not be an easy fix. It takes months of work to gain the confidence of your executives. Start by doing exactly what they want, to the best of your ability. Doing things that benefit the company’s bottom line will go a long way. Then, once they have confidence in you, you can begin to make communication recommendations about what you perceive to be the best course of action.

During: make the (right) tough calls

When an employee makes a serious judgment error, or equipment malfunctions with grave results, or a key executive leaves the company, you’ll have the chance to put your plans to the test.

In a crisis scenario, remember that silence can be golden. You can never take back statements made in haste during a crisis. The number one rule is to get in, and get out — the best crisis management is quick and anonymous. In the best case scenario, you’ll draft worded statements that you’ll never need to use. But it won’t always be that easy, and when media, community groups, shareholders and the public are all demanding answers, a calm, patient exterior will help put your internal team and the public at ease and gain their confidence.

Be truthful and transparent. An untruth repeated often enough can become fact. Set up and manage a “truth squad” to instantly correct inaccurate information. Your truth squad is responsible for monitoring all public information on the issue, and flagging and immediately correcting any inaccuracies. Demand that every decision pass the “60 Minutes” test. What choices would you make if you knew your crisis would be broadcast on “60 Minutes”? If you suspect you’re not getting the truth (or the whole truth) from top management, you have to understand your options. You can meet with your general counsel, or a member of the executive team that you have a trusted relationship with, to try and sort out the issue, or you can leave the company — there is not much middle ground in this scenario.

Be smart. Play devil’s advocate and put yourself in the shoes of the other side. Anticipate what they perceive and what they might do. Think like them and advise management accordingly. At the same time, stick to what you know best: communications. Don’t get caught up in legal, operational or financial counsel. Advise your management on how their decisions might impact the public perception of your organization.

Be innovative. Know when to use alternative communications strategies beyond traditional and social media. Consider face-to-face discussions, meetings with key publics, “Google words” advertising, select cable, etc. It’s also a good idea to seek out the advice of a trusted “third party” during a crisis. They are removed enough from the situation to provide valuable objective input. And finally, have the guts to “fail fast” — don’t keep going down a wrong road.

After: analyze your performance

Good crisis management: “They handled the problem well.”

Great crisis management: “We didn’t know they had a problem.”

In the best case scenario, crisis situations are prevented, minimized or fixed before they become a public issue.

After the dust has cleared, take a serious look at the plan vs. the actual. Use the crisis as an opportunity to update your crisis plan and make any adjustments that are needed, whether it be to the members of the crisis team, response procedures, or emergency notification systems. Every crisis is different and you need to treat it that way. Playbooks, plans and drills are guides, but every crisis takes different twists and turns.

And finally, never stop learning. Be well read, keep your team small, stay quick and “live and breathe” the crisis 24 hours a day. Having luck, good timing and the facts on your side are also helpful.

Terry Hemeyer serves as executive counsel to Pierpont Communications and is on the faculty of Rice University’s MBA program teaching crisis management and the University of Texas at Austin teaching PR strategies.
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KEKST AND COMPANY

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We seem to have entered a new era of crisis, ever since the financial meltdown of 2008. Crises no longer “end” insomuch as they appear to experience periods of dormancy. They follow the CEO everywhere, seemingly biding their time, waiting for a reason to return. Understanding this new life-cycle, here’s what PR pros can do to attack the crises of the future.

By Montieth M. Illingworth

Of course, there will never be a day when crises become a thing of the past. Consider the on-going travails of JP Morgan Chase, once the darling of Wall Street and even much of Main Street. JPMC is spending its way out of scandal with financial settlements of historic proportions with no end in sight. Multiply that by several other big banks in the U.S. and U.K. It’s been a curious journey for these CEOs, that is, those left standing. And amazing in some regards that Jamie Dimon is still standing. It’s hard to imagine anyone handling an imperfect situation any better on the legal and reputational fronts.

But JPMC’s travails also make the point that since the Great Financial Crisis we have entered an important new phase in the life of corporate America and in the times of its leadership: what I call the era of the “Long Tail Crisis.” In this era the “crisis” for an organization never really ends — it just lurches, or pivots, from one moment, or event, to another and in some Zen-like waking nightmare, wherever the CEO goes, there he is... in the same place. Or so it can feel that way.

How did we end up here? I’ve been advising clients on crisis issues for decades but I don’t think there’s an easy answer. There isn’t much that I haven’t seen at both the human level and at the commanding heights of the organization in terms of nightmare situations, but this is new. Analytically, what we can do now is begin to analyze what’s changed at three different and related levels:

**Individual empowerment**

Greg Smith, Fabrice Tourre, Edward Snowden. It’s a long list: individuals who became the story at the meta-level of significance in terms of societal impact. Smith, who explained why he left Goldman Sachs; Tourre who fought the power and lost; Snowden who fought the power and evaded capture. Add to that a new generation of whistle-blower cases that have emerged and employee discrimination matters. The once lone person in corporations big or small has become empowered and emboldened like never before.

**Government activism**

There’s a new sheriff in town. Or rather sheriffs. The SEC will no longer accept “neither admit nor deny” in all cases. The CFTC differentiates between fraud with intent and recklessness. The DOJ wants billions and billions of dollars to settle cases and no Wall Street firm is too big to jail. And it’s not over. You can expect regulators and law enforcement to be far more vigilant going forward. Mind you, the DOJ has yet to indict a single senior executive at a major corporation as a result of the GFC. So the new activism may well spare the C-Suite. Only Judge Jed S. Rakoff, in the District Courts, seems concerned about that (see his New York Review of Books piece) and arguably for good reason.

**The speed of now**

The rate at which news travels, stakeholders respond, information goes viral, opinions are shaped, and decisions are made has accelerated dramatically. The notion of the “news cycle” has changed. There are now “cycles within cycles” and they happen across media — print, digital, the written word, the compelling image. There’s no longer a sense of a hierarchy of management over the news process, let alone control. It’s not just happening because of social media. Social media is only enabling deeper changes demanded by you, me, all of us.

The CEO and top management needs to stay up to speed with the world not just around them but inside their organizations. What we will see in the next few years is the Board of Directors becoming far more involved in these issues as well. Outside of their own fiduciary obligations, and therefore legal exposure, Boards are beginning to delve deeper into risk assessment, including reputational risk, and risk management.

This is becoming even more important as asset managers begin to wake up, and step up, to exercise their power in governance and stewardship. The tipping point for Board involvement in reputational risk management will therefore be when the big institutional investors make them do it.

The core challenge in the era of the Long Tail Crisis is not necessarily dealing with the Greg Smiths of the world. By the time a Greg Smith published his op-ed in the New York Times the damage is done. The question is what is happening in the corporate culture that creates those situations and what can management do to prevent them from ever happening?

My good friend and business partner Bart M. Schwartz of Guidestop Partners, whom I consider a leader in corporate compliance, says that typically it is in the far reaches, and quiet corners, of the organization where the ethical and legal infractions occur. Greg Smith did nothing wrong but he pointed to what he thought was unethical. Top management has to find a way to model behaviors that reach deep into the organization and then also a means for internal-self monitoring to be sure everyone, top to bottom, is getting the message.

That begs the question as to whether corporate culture can actually be shaped anymore in any enduring way. I have a theory that the boundaries of the organization are becoming more porous, the life-cycles of companies shorter, faster, and more disruptive, the change at the top more frequent, and patience from shareholders in short supply. The boundary between internal and external culture is eroding. Books will be written about all these shifts in corporate America and perhaps full chapters will focus on what Jamie Dimon did, and did not do, in that regard and how his shareholders felt about it. I’ll certainly be reading them.

Montieth M. Illingworth is President of Montieth & Company.
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Educational leaders should always be prepared for crisis

As we mark the one-year anniversary of the mass shooting that killed 20 first graders and six educators at Sandy Hook Elementary School in Newtown, Connecticut, it has become apparent that the leaders of our educational system currently have one of the toughest communications jobs in America. Here’s what we can do to ensure these institutions get a communications plan together before a crisis occurs

By Richard Nicolazzo

Frankly, schools are spending large sums of money upgrading and enhancing a wide range of security systems. Just recently, the University of Massachusetts Amherst announced plans to spend more than $2 million to beef up dormitory security. In Florida, the School Boards Association proposed spending $100 million in security measures. While it’s difficult to pin down an exact estimate, my sense is that in 2013 more than $1 billion will be spent on improved hardware and software.

While these enhanced security systems will help prevent unwanted intruders, it’s unlikely they will be a panacea to the problem. In conjunction with the anniversary of the Newtown tragedy, NBC News reporters visited school buildings in the New York area and gained easy access. In New York City, a WNBC reporter walked into seven of 10 schools without being challenged. At one school, the reporter was able to bypass a metal detector, roam the hallways, and enter a gym full of students.

Communications planning lacking

Recently, counselors in Nicolazzo & Associates’ Education Group Practice have visited more than 20 prep schools and colleges in New England to meet with school heads and discuss another important facet of preparedness: contingency communications planning. What we’ve learned is that while schools conduct table-top mock drills and maintain simple “crisis contact lists,” few have specific, written contingency crisis communications plans in place.

Why are these plans necessary? What happened at Penn State is a good example. By burying their heads in the sand and not dealing with the Jerry Sandusky matter, the university suffered a major reputational blow when the news media discovered the former coach was a serial child molester. From that point on, Penn State was forced into a defensive crisis communications mode. No matter what was said, millions of Americans will continue to associate the university with deviant sexual behavior.

While no one can dispute the need to spend money on better hardware and software security systems, I believe it’s equally important that institutions get their communications plans together before a crisis occurs. Here’s a primer on what schools need to do to ensure that they can effectively manage communications in a crisis:

Explore institutional vulnerabilities. Gun violence is one kind of crisis that can put a campus in panic. Sexual harassment, rape, inappropriate student-teacher relationships, lawsuits and cheating scandals are just a few others. School leaders need to assess the worst-case scenarios in their individual situations.

Establish communications goals and objectives. No matter what the incident, some goals and objectives are universal. Schools will always need to demonstrate that leadership is responding swiftly and decisively, and protecting the institution’s brand and integrity.

Develop strategies. People involved in a crisis often confuse goals, objectives and strategies. A goal or objective is the end result you’re trying to achieve, while strategies determine how you’re going to get there. When schools in crisis don’t have a strategy, the crisis manages them. This reactive approach does not usually work out very well.

Identify key audiences. Remember: it’s not just the news media. Schools have many internal and external audiences that must be kept informed in a crisis. Before something happens, leadership needs to decide who will communicate to each specific audience and what the core message will be. Message consistency will be critical.

Social media considerations. The unstoppable rise of social media has dramatically diminished response times for managing a crisis. What often took a day or more now requires real-time responses within hours and, depending on the nature of the incident, even minutes. Social media is powerful, but not without risk. Schools need to make sure they have fact-based information before responding or issuing statements via social media.

Write a plan. This is essential. I can’t count the number of times in my career that I’ve been called into a crisis to discover no prior plan had been put into place. Starting from the position of ground zero in the middle of a crisis places an unnecessary burden on school leadership. It’s also a recipe for making poor decisions and executing inconsistent communications. In most cases, schools need outside help in developing a comprehensive plan. It’s a complex process that demands experienced, quality talent.

Regrettably, it does not appear that violence on school campuses will go away. In the future, I predict part of the selection process for sending a child to a school will be that institution’s adherence to safety protocols and its ability to communicate in a crisis. Unfortunately, schools that mismanage their communications plan will do so at their own peril.

It’s Not What You Say About Yourself That Matters
But What Others Say

Here’s what has been said about Sitrick And Company:

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— Business Week

“The firm is also home to perhaps the most concentrated congregation of journalistic talent in the public relations business. The vast majority of its senior professionals are former editors, reporters, and correspondents at such publications as Newsweek, the Wall Street Journal, the Financial Times, CBS News, and NPR, with most of the others having spent time in senior corporate communications positions.”
— The Holmes Report

“Like more than one figure caught in a media cyclone, (he) had turned to one of the most accomplished practitioners of the dark arts of public relations ... The Winston Wolf of public relations had arrived. Wolf, as you will recall, was the fixer in Pulp Fiction ... he washed away assassins’ blood and gore. Sitrick cleans up the messes of companies, celebrities, and others, and he’s a strategist who isn’t adverse to treating PR as combat.”
— Fortune

To learn more about what people are saying about Sitrick And Company, go to our website:
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Weekend news is up for just about anything

The brains behind some of New York’s most popular weekend news outlets met for a December Publicity Club of New York panel to discuss the content that shapes our Saturdays and Sundays.

By Jon Gingerich

News doesn’t take the weekends off. The stories that shape our world continue to unfold and evolve even as most of us decompress from the Monday-to-Friday grind.

Still, there’s a noted lack of urgency in the Saturday or Sunday news cycle. Fewer hours are dedicated to the news, and fewer reporters are on the ground. As a result, there’s often a dearth of content available at producers’ disposal. The December PCNY panel of news pros said this actually bodes well for publicists and PR pros, as producers of weekend shows are often allowed more leeway in terms of content than their weekday counterparts.

“Weekends for us now allow us to cover about six or seven cultural events,” said Tom Farkas, Director of Programming, NY1 News. “If you have an event that weekend, and if you can get someone to talk to us that morning, we can cover the event and get people in seats. It can definitely sell tickets.”

Unlike the Monday-Friday news cycle, weekend producers aren’t necessarily tethered to the confines of hard news. Content varies, and as a result, the weekend news has its own style. It’s typically more fun, more laid back, and more diverse than what you’d see during the rest of the week.

“I’m always looking for fun, different things,” said Rick Homan, Editor of the New York Post. “The Sunday paper, as opposed to our daily, isn’t nearly so harshly news-oriented. It’s more lighthearted. You can pitch me a story, and if I’ve got a guy sitting around doing nothing, he can go out and shoot. It’s Sunday, so we’ll take whatever we can get.”

However, because the weekend news specializes in content you may not find during the week, that means it has its own pitching rules. Carolyn Murnick, Senior Editor of NYMag.com, said her readers want New York news, but seek items they won’t find anywhere else. This means publicists should curate content with a twist. For example, everyone looks for Christmas activities this time of year, but Murnick said an original pitch would be to offer a rundown of sober Christmas activities for those who don’t drink.

“Things like theater listings and listings for nightlife activities are always very important, but there are ways you can give twists to that sort of content so that it stands out. Like a list of art shows that are about to close, or readings from first time novelists,” Murnick said.

Eric Salzman, Executive Producer of MSNBC’s “Melissa Harris-Perry” program, said his show tackles issues that won’t be found during the rest of the week, and has a scope that falls outside traditional political TV milieu. For example, while it’s common for most TV shows to only feature guests who are proven behind a camera, Salzman said his show routinely uses new voices who have never been on TV before.

“We’ll take the risk of putting someone who’s never been on TV. We take pride in being the first place to introduce someone’s name into the dialogue. No one wants to be the show that puts someone on for the first time, except us.”

While the weekends are their own beasts, publicists should keep in mind that content needs to abide by standard pitching protocols. Jacquelyn Marrero, Producer at WNBC-TV’s “Weekend Today in New York” said that while her program features a smattering of headline news, trivia, and short pieces, an attention to timeliness is always key.

“Always try to pitch something with a timely or significant twist,” Marrero said. “If you’re pitching me a chef, is it diabetes awareness month? Try to engage us with news tie-ins.”

“The pitch should always be tied to the news going on that week, or that weekend, or coming up,” said Homan.

Other protocols apply. Marrero said publicists should send emails with concise subject lines that get to the point. Farkas said follow-up calls or email are not only advised, but can convince producers to take your pitch. For extra urgency, Farkas also advised CC-ing someone’s boss.

“And know who you’re pitching,” said Farkas. “I know you’ve heard this before, but when you pitch the wrong story to the wrong outlet it really annoys the hell out of people.”

Finally, running a story in a weekend edition can also get your story’s foot in the door for wider exposure elsewhere. For example, because NY1 News is owned by Time Warner Cable, the channel is seen in a few markets outside the New York metropolitan area, like in Raleigh or Charlotte North Carolina. This means there are newsrooms outside New York that may potentially pick up your story for wider exposure.

“A lot of our stories go wide. In particular, a lot of our tech stories go pretty wide,” said Farkas. “We have several newsrooms where we send this stuff out. There are always ways to get your story told.”
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ADVANCING SCIENCE. SERVING SOCIETY
What it means to be a great employee

The best employees I’ve had arrived with a world of potential, but had yet to experience that quintessential transformation, that “light bulb” moment when they realize the importance of developing a strategic approach for the job at hand.

By John Lonsdorf

I’ve been running a PR agency for more than 27 years. During that time, I’ve had a lot of employees — some good, some duds, some mediocre. Thankfully, I’ve had a lot who have been absolutely terrific and who have driven the success we’ve enjoyed over those years.

Do you know who the best employees turned out to be? They weren’t the ones who arrived and immediately tried to set the world on fire. My best employees — including several who continue to serve our clients’ needs in management positions — are those who came in with a world of potential but had yet to experience that transformational moment that all good PR people seem to have: that magical moment when the light bulb turns on, and they realize what it takes to think strategically instead of tactfully.

I remember the exact moment it happened for me: I was a young account service person working at an advertising/PR agency. I had worked my way up from advertising copywriter to what was then a unique hybrid position where I was also servicing accounts. I had written a corporate brochure for one of my clients, a large regional commercial real estate company. It was good (in my humble opinion), and I was proud to present it to the client’s CEO, bask in his anticipated adulation.

The CEO liked it too — but, of course, he had some suggestions and changes. So I dutifully took them back to the agency, worked hard to not just make them “work,” but also to make them good, and I went back to that CEO with his finished copy. Or so I thought. Sufficient to say this process was repeated over, and over, and over again. It got to the point where my boss at the agency called me in and said that I had to take control of the situation and bring this project across the finish line — you know, so we could finally send that big fat bill.

So I went to the client CEO and, exasperated, said something along the lines of “Why is it that every time I come back to you with this copy, you make changes — some of which contradict changes you made previously?” (This was my very naive and inexperienced attempt at “taking control.”)

He looked me in the eye and said, “I was waiting on you to tell me when it was perfect and finished.”

What a revelation!

My role in this dance was far more significant than I had ever realized or had allowed myself to think. The client trusted me. He trusted that I had his best interests at heart. And he trusted me enough to be in control of the situation and to offer my professional judgment, not to be just a glorified courier service — and I was failing miserably! As if that in itself wasn’t enough, it also hit me that my boss at the agency had that same level of trust. And I had been shortchanging both of them — and my career at the same time — by abdicating this professional responsibility. In short, I was being tactical instead of strategic.

That was the moment the light bulb lit above my head, and I began to view my position from a completely different perspective. Instead of simply a cog in the bigger machine, I was the one in charge of the switches and controls — and it was up to me to take charge of the situation and to strategically look ahead and anticipate the steps that might need to be taken two, three, or even more steps ahead in the process. It was a hard but necessary lesson to learn.

In my time owning an agency, I have seen many parallel examples in my great employees, most of whom came to me early in their careers, with a world of potential, but without the realization that the difference between “adequate” and “superior” is almost always in how strategic you are in the way you approach your job and your clients. Good PR people get this — maybe not at first, but shortly into their careers when the light bulb above their head turns on, providing all-important illumination.

John Lonsdorf is President of R&J Public Relations.
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I recently had the opportunity to participate in a panel with students at Boston University’s College of Communication for their PRLab Program. While the discussion covered a wide range of PR ground, the concept of effective communications became a central topic of the discussion. As we head into 2014, I wanted to elaborate here on some of the ideas we discussed, and offer five key tips for what makes effective PR.

**What is “good” PR?**

Good PR is about the right return on investment for that campaign. Did your program achieve the desired goal? The key to this is defining metrics up front so you can measure them. This is a collaborative process and a very critical one. It’s no longer just about the clip count. Other measures can also make a difference, such as quality of coverage, driving visibility in social channels, generating leads, and building community. At the end of the day, PR is designed to achieve change — a change in perceptions so you need to know where you are today and where you’d like to be tomorrow.

**What defines great client service?**

This is about understanding your client’s goals and doing everything you can to achieve them within their monthly spend — it’s about the value you bring to the table to maximize the return on their PR investment. And, the onus is often on you to educate them on what activities make sense to pursue based on their budget and to be transparent about your progress against these activities. Once the client buys into the go-forward plan, everyone works from the same goals and expectations, which typically makes the PR process smooth and effective.

**How do you build trust with a client?**

The fastest way to build trust with a client is to deliver — do what you said you are going to do. If you are working with a new client, have a kick-off meeting to establish your operating procedures and to set universal expectations. Then, track and deliver against your deliverables by the deadlines you established or revise those deadlines together. It’s all about the first impression so you need to be keenly focused up front to get off the ground as smoothly as possible.

**What happens if a client changes the direction?**

You need to ask why. Sometimes, the change is due to strategic corporate shift so you need to change your message and the PR effort supporting it. Other times, the reason for the change isn’t as critical, so you may not need to abandon the campaign, you may just need to change some of the activities — the levers — supporting it. So, understanding what’s driving the change will help you assess your next course of action so you can make the proper recommendation.

**What do you look for in aspiring PR professionals?**

Come in and show us you want to win. Walk us through a positive and challenging situation you have been involved in and how you handled it. We want to know how you think and react to the unexpected. More than specific job-related skills, we also want to understand your DNA: your work ethic, your attitude and your desire. We can teach you the rest.

Anastasia Efstratios is Vice President of Client Services at Lois Paul and Partners.
2013, THE YEAR IN REVIEW

Continued from page 13


One of biggest PR trends of 2013 was the move towards “sponsored” editorial content, also known as “branded” content or “native advertising.”

The Custom Content Council says marketing budgets rose 13% in 2013 to an average of more than $5 million and that branded content made up 37% of that total. It says 80% of marketers see more such spending in 2014. “Content marketing has reached a perfect storm” involving all channels, says Lori Rosen, Executive Director of CCC.

Spurring the shift was the massive die-off of large portions of traditional media. Editorial types fret about the death of such a large part of the independent press and fear this will impact democracy, which depends on consumers getting the facts about products, services and government itself. Especially worried is Dave Carr of the New York Times who says the credibility of the “village common” is being threatened — “that place where we all meet to discuss our problems.”

David Cay Johnston, commenting on sponsored content, asks, “How many investigations have you seen of unsavory practices of department stores and grocery chains, two of the biggest print newspaper advertisers?” He is the author of The Fine Print: How Big Companies Use “Plain English” to Rob You Blind, and also Free Lunch and Perfectly Legal.

Some reporters are saying, in effect, “First they starved us half to death and now they want to poison the survivors.”

The best route to credible ad content that is indistinguishable from the regular content is to hire one of the publication’s own writers or create a special section with the assistance of the publication.

Ad spending patterns of major companies have erased seven PR print publications since 1998 — Reputation Mgmt. Magazine and the printed NL of Paul Holmes; PR Quarterly; PR Reporter; and the weekly Ragan Report and Ragan’s PR Intelligence Report and quarterly PR Journal.

Tight budgets plus the security-conscious publicly-held ad/PR conglomerates (led by some of the highest paid executives in the world) erased almost all of the more than 25 PR groups that thrived in New York in the 1960s and 70s. PR Society: New York (GREG: RUN PIX) gave up the ghost in May after more than 50 years.

Although hundreds of New York PR people attended a combined Holiday party some years ago, and numerous major companies also sponsored such parties, we heard of no New York PR Holiday parties at all this year. PRSA/New York had set one for Dec. 15 at Pier 62 in Chelsea but various elements “did not come together” and it was re-scheduled as a “2014 Forward Party” Jan. 15 from 6 to 9 p.m., said 2014 chapter President Henry Feintuch.

In a typical inconsistency for the Society, PRSA’s 2014 Chair Joe Cohen said in the December Tactics that PR people have been talking about “getting a seat at the table” but that is “no longer enough.” It is now about having a “lead seat,” said Cohen, who on Oct. 26 let the Assembly give his CEO title to Bill Murray without a peep of protest.

PR news brief

Atomic Folded into Grayling

Atomic PR is being merged into Grayling effective Jan. 1, three years following the British firm’s acquisition of the San Francisco-headquartered tech/social media firm. Atomic co-founder CEO Andy Getsey takes on the Executive VP title, while fellow founder James Hannon will become Chief Data Strategist. They will co-head Grayling’s U.S. technology practice.

Pete Pedersen, CEO of Grayling, believes the merger provides the Huntsworth unit “additional U.S. critical mass” and “significant expertise in the use of data to guide strategy and creative.”

Pedersen told O’Dwyer’s Grayling now has about $45 million in U.S. fee income and 300 staff here. He said Grayling plans to expand its U.S. and Asian presence and bolster its digital offerings.

With the addition of Atomic’s six U.S. offices, Grayling will have 10 offices in the U.S. in New York, Washington, Tallahassee, Denver, S.F., Sacramento, Los Angeles, Orange County and Silicon Valley.

Grayling consolidated DutkoGrayling PA/government affairs unit in September.
Heavyweight Alperowitz lands at H&K

Craig Alperowitz, who has more than two decades of PR experience, will join Hill+Knowlton Strategies on Jan. 6 as head of its U.S. marcomms practice. He’ll take over for interim head Gary Goldhammer, who is Chief of H&K’s digital strategy in the U.S.

They will work to integrate the respective practices to deliver campaigns that “deliver across paid, earned, shared and owned media channels,” according to a statement from Goldhammer.

Alperowitz has represented blue-chips such as Nestlé, Procter & Gamble, Hershey Co., Best Buy, Warner Bros. Home Video, and General Mills.

Most recently, he headed the consumer team at W20 Group, working on B2C clients for its WCG and Twist Marketing units.

Alperowitz was Executive VP at Lippe Taylor, Managing Director at DeVries and VP at FitzGerald Communications.

BP taps AP editor to lead US Comms

BP has recruited Associated Press National Political Editor Liz Sidoti to head its U.S. communications.

The hires comes three months after the energy giant reorganized its PR operation under former journalist and Pentagon public affairs staffer Geoff Morrell, who previously held the head of U.S. communications slot for BP.

Sidoti, who joined Dec. 31, exits the AP after 14 years, first as a Cincinnati staffer before moving to Washington as a political correspondent and in 2011 political editor.

The Huffington Post first reported Sidoti’s pending exit, quoting an email from Sidoti that said she was “looking for a new challenge.”

David Pace, a Washington news editor for the AP, takes the national political reins on an interim basis.

BP’s North American headquarters is in Houston, but Morrell and Sidoti are based in its Washington office.

Horn’s O’Keeffe to lead FH San Francisco

Jim O’Keeffe, GM and Senior Managing Director of tech shop Horn, has moved to FleishmanHillard to serve as San Francisco general manager.

J.J. Carter, GM of San Francisco for the past three years for FH, was elevated to President of the firm’s Western region in 2011.

San Francisco is the Omnicom unit’s largest West Coast office, trumping Sacramento, Los Angeles, San Diego and Orange County (Irvine).

O’Keeffe, who was at FH earlier in his career, exits Horn after two years. He was a Senior VP at Hill+Knowlton Strategies and earlier did a stint at Ruder Finn before starting out at Horn.

Bell sits in B-M’s global PA chair

Burson-Marsteller has hired Kevin Bell, Executive Chairman of Britain’s Maitland Political, to Chair its global PA practice.

He takes over for Jeremy Galbraith, who will remain CEO of EMEA and Global Chief Strategy Officer at the WPP property.

Based in London, Bell will report to CEO Don Baer, who praised his “seasoned judgement, relationships and ideas.”

In a career spanning more than a quarter century, Bell has supported multinationals such as British Airways, Procter & Gamble, Aviva, Tata Consultancy and BG.

At Maitland, he represented Spire Healthcare, Fleurette Group of Companies and NATS.

Earlier, Bell was Regional President for U.K, Africa and Middle East at Omnicom’s FleishmanHillard unit and Founding Director of Westminster Strategy.

MSL’s Huckman to Pure

Mike Huckman, former senior VP/director of media strategy at MSLGroup, has joined Pure Communications, the life sciences PR firm.

He takes the chief strategist role in charge of IR, story development, issues management, crisis PR, client media training and roadshow skills development.

Huckman has 27 years of TV experience including pharmaceutical/medical technology reporter at CBNC.

Pure, which has offices in Cambridge (MA) and Wilmington (NC) has developed PR programs for clients such as Sage Therapeutics, Aveo Oncology, GoodStart Genetics, OpGen and Boston Biotech Conference.

Corporate Rx pro moves to WCG

rik Hawkinson, who was VP/Global Head of Marketing for pharmaceutical/diagnostics giant Roche, is now at WCG.

As Managing Editor, he will grow the digital offerings of the San Francisco-based Top 4 independent firm.

Hawkinson, who also worked at Novartis and Bayer, helped establish Roche’s initial e-commerce site.

Chris Deri, WCG President, said Hawkinson will “contribute directly to our ‘next experience’ offerings for clients when they engage patients, providers and payors anywhere in the world.”

WCG has offices in New York, Austin, Los Angeles and London. It’s part of W20 Group, which was founded by Jim Weiss.
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The Abernathy MacGregor Group is a strategic communications firm that operates in six disciplines: crisis management, corporate restructuring and bankruptcy, investor relations, transaction communications, IPOs and corporate and financial public relations.

The firm’s crisis management practice assists clients when unplanned circumstances threaten public perception of their organizations and businesses. We offer support to clients in all phases of crisis planning and response by advocating a crisis preparedness discipline that involves identifying areas of vulnerability, establishing procedures, training spokespeople and agreeing to broad principles of crisis conduct.

The firm’s bankruptcy and restructuring practice — which includes restructurings both within and outside of Chapter 11 protection — has addressed some of the largest and most complex restructurings in corporate history. Working with management and external legal and financial advisors, we develop and implement effective communications programs that help stabilize companies during uncertain times. Properly executed, these plans can help maximize the window of time within which management and its advisors can successfully address the issues fundamental to sustained recovery.

The February issue of O’Dwyer’s will feature a company profiles section on Environmental PR and Public Affairs. If you would like your firm to be listed, contact Editor Jon Gingerich at 646/843-2080 or jon@odwyerpr.com.
nized firm.

Coyne PR’s teams of PR professionals have extensive experience developing, executing and supporting crisis communication plans for clients in the following categories:


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Sasha Boghosian, VP
Joshua Boisvert, VP

Davies Defuses Crises. We minimize damage by managing the message and the messenger — on your own team, in the media, and within government agencies. We help you avert a poor response to unexpected events by ensuring you are prepared. When a crisis does occur, we get your story out quickly and effectively, and work to frame the discussion in the direction that best complements the business. We’ve turned more than 500 crises into non-events — often transforming them into opportunities.

Since 1983, Davies has consistently ranked among the top strategic communications firms in the United States.

**DIX & EATON**

200 Public Square, Suite 1400
Cleveland, OH 44114
216/241-0405
www.dix-eaton.com

Scott Chaikin, Chairman & CEO
Matt Barkett, Senior Managing Director

The members of Dix & Eaton’s crisis team have successfully developed and executed communications strategies designed to help management teams protect their organization’s reputation and effectively navigate unprecedented corpo-
rate events — from fatal mining accidents to airline crashes and class-action litigation.

Our counsel leverages a wide range of industry best practices, and we have exposure to a full spectrum of industry issues and protocols that we consider when delivering senior crisis counsel or creating customized crisis training programs. Plus, our team is backed by seasoned practitioners in investor relations, media relations, employee communications, public affairs and more to bring to bear as situations require.

Selected services include policy/procedure audits, executive training, manual development, preparedness planning and drills, as well as strategies for dealing with community/interest group activism, labor issues, data or ID theft, litigation, environmental issues, product liability matters, intense media scrutiny, reputation management, government / regulatory hearings and investigations and workplace incidents.

**FINEMAN PR**

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San Francisco, CA 94107
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Michael Fineman, President
Lorna Bush, Vice President
Heidi White, Vice President
Travis Taylor, Vice President
Juan Lezama, Director Mosaic PR (Multicultural Division)

Founded in 1988, San Francisco-based Fineman PR is nationally renowned for its expertise and high profile work in crisis communications.

In 2013, Fineman PR worked extensively to assist in communications for private schools and outdoor adventure camps. Issues ranged from labor litigation to campus fatalities. Fineman PR’s food safety practice was also enlisted for a major, national poultry issue.

Historically, Fineman PR’s successful, high profile crisis work included addressing the public’s perception about Avian Influenza for a West Coast poultry producer; managed consequences from the Santa Barbara “Tea Fire” for a college beset by the firestorm; initiated client community relations after a tragic apartment complex explosion in Truckee, Calif.; provided communications and the resolution ending violent protests against a Berkeley, Calif., radio station; put a juice company firm public before immediately after an E.coli crisis; set the record straight after media slander of packaged salads; developed the messaging and positioning of a California university after the bombing of its researcher’s home by an animal rights terror group; helped resolve labor relations for a highly prestigious medical group in Southern California; and for so many others in which client names were kept out of the news.

**FINN PARTNERS**

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Margaret Dunning, Managing Partner
Jessica Berk Ross, Managing Partner
Shelly Holmes, Senior Partner

The evolving communications landscape presents new challenges in crisis management. Finn Partners’ crisis capabilities tap into a network of experts from across our eight offices, and has grown with the acquisition of Widmeyer Communications, a United Educators preferred provider of crisis communications counsel.

Our approach to crisis management involves strategic assessment and effective response, as well as a risk management model. We are well versed in how clients should prepare for and navigate difficult situations — local, national or global. Planning for the worst before anything occurs means that a crisis will be more manageable and a positive outcome more likely. We conduct scenario planning and simulation, messaging exercises and media training.

In times of immediate crisis, when we can’t plan ahead, we work with our clients to address issues and help them communicate with stakeholders, the media and the public to defend and preserve reputation, restore trust and mitigate concerns about the future.

**GABLE PR**

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Twitter: @GablePR

Tom Gable, President and CEO
Emily Forreger, Director of Public Relations
Anna Crowe, Account Supervisor

Gable PR is a full service public relations, reputation management and crisis PR firm based in San Diego. It was founded in 1976 by Tom Gable, APR and PRSA Fellow, former financial journalist and Pulitzer Prize nominee.

The agency has implemented long-term strategic programs to support important economic, business, cultural, civic and community initiatives, plus complex programs for regional, national and international clients. Clients have included private and public companies, organizations, institutions and government agencies at every stage in their life cycles, from start-up to a Fortune 100 company. It has launched new products, companies and industries; built image and awareness for new developments; helped start-ups gain reputations and grow; promoted breakthroughs in life sciences and technology; generated buzz for new destinations; educated millions about important national issues; built and rebuilt reputations; managed media relations for international organizations; and stopped crises in their tracks. The agency’s Guru Program® is registered with the U.S. Patent and Trademark Office as a public relations program that builds images and reputations for clients of any size and type.

Over the past three decades, Gable PR has managed more than 100 crisis, issues management and litigation support programs. Clients have included international corporations and trade associations, publicly traded companies, national fast food and lodging companies, hospitals and hospital chains, manufacturers, utilities, energy producers, chemical companies, pharmaceutical companies, real estate developers and religions. Tom Gable, CEO, has contributed to two international books on crisis PR and the agency has a crisis communication manual and proprietary system that ensure speedy, confidential and successful programs. Agency programs have earned the highest honors in the PR profession.
In 2013, Gourvitz Communications expanded its Interactive Media Tours business three fold. Gourvitz Communications is the only company currently doing IMT’s the right way. We do not do Internet Media Tours, we do Interactive ones. Video content delivered to legitimate sites with UVPM of over 50 million viewers.

Gourvitz, who invented the multiple press tour business, i.e. known as co-op SMT’s has also grown by leaps and bounds. The Key at Gourvitz is solid professional talent, such as Elizabeth Werner, Jamie Sorcher, Mark Schleireth, Alison Rhodes, Rudy Maxa, Emily Kaufman, set design, b-roll and every SMT has an ANR included and all guarantee the Daily Buzz.

The SMT biz is still the core of Gourvitz Communications. Food, Beauty, Sports and Tech. Some of the people we have worked with in 2013 are: Sophia Vergara, Allison Williams, Ali Larter, La La Anthony, Kevin and Danielle Jonas, Chris Pratt, Lisa Vanderpump, Erin Andrews, David Koechner, Mario Battali, Tim Love, Tim Gunn, Alex Morgan, Nicole Richie, Jay Bilas, Dwayne Wade, David Cooperfield, Malin Ackerman, Jordan Sparks, David Turtera and Devin Alexander and more.

And Gourvitz offers HD production and post production services 24/7. B-roll’s, webinars, sizzle reels and just about everything you need or want for PR or advertising project.

Trust in Gourvitz. You will never, ever be disappointed.

Hennes Paynter Communications is one of the few agencies in the U.S. focused exclusively on crisis communications. Since 1989, the firm has served corporations, educational and health institutions, government agencies and nonprofits “on trial” in the Court of Public Opinion. Services include media training, crisis communication plans, crisis drills and litigation communications.

Bruce Hennes is one of Ohio’s best-known crisis specialists and media trainers. He is also an in-demand speaker at law firms, universities, bar and trade associations on the subject of crisis communications, frequently training government, safety and education officials to communicate effectively during extreme crisis situations threatening public safety.

Barbara Paynter has 20+ years experience helping big-name clients resolve crisis and reputational issues. She heads up the firm’s SWAT team of battle-tested, seasoned and senior professionals.

Nora Jacobs, a three-time Silver Anvil winner, has decades of experience with consumer and industrial products, healthcare, biotechnology, education, chemicals and plastics.

Howard Fenczl also has decades of crisis communications and media training experience, with large firm experience plus five years as assistant news director for WKYC-TV, Cleveland’s NBC affiliate.

For four straight years, Hennes Paynter has won the Gold Award from the Public Relations Society of America — Greater Cleveland Chapter for its crisis-related work. In 2009, Hennes Paynter won PRSA’s coveted “Best of Show” award for its work with another agency on the national peanut butter recall. In 2012, the firm won the Gold Award for its Crisis Communications & Media Relations E-Newsletter. And in 2013, the firm again won “Best of Show” for its response when a passenger ferry crashed into a dock in New York City’s Financial District injuring more than 60 passengers.

Public relations cannot “fix” a broken organization. But management that develops an appropriate and effective operational response can mean a significant impact on the organization’s recovery by also implementing an appropriate and effective internal and external communication strategy.

ICM has been helping corporate, government and not-for-profit clients for more than 20 years. Our staff of Senior Consultants include specialists in PR/litigation, education, manufacturing, community affairs, public relations, healthcare, religion and not-for-profit organizations, as well as media/spokesperson training and coaching.

Established in 1998 and privately-held, ICR partners with companies to develop and execute strategic communications programs that achieve business goals, build credibility, and enhance the value of the enterprise. The firm’s pairing of capital markets veterans and senior communications professionals provides a highly-differentiated offering, one that continues to serve as the foundation for significant growth.

Today, ICR has approximately 400 clients across 20 industries and is one of the largest independent agencies in North America maintaining offices in Boston, Connecticut, Los Angeles, New York, San Francisco and Beijing.

In 2013, ICR once again saw double digit revenue growth driven by new client wins including Noodles & Company, Advent Software, Diamond Foods, Container Store, Inc. and AMC Entertainment Holdings. January of 2013, the ICR XChange, ICR’s annual investor conference, celebrated its 15th year with more than 150 private and public company management teams and 2,200 attendees, a record for the event. ICR marked the occasion by ringing NASDAQ’s opening bell live from the conference.

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experience in delivering unique solutions for unique situations, including earnings surprises; short attacks; accounting irregularities; regulatory actions and government investigations; management changes; facility closures and workforce reductions; labor disputes; facility disasters and workplace violence; data security breaches; consumer boycotts, and product recalls.

We are immediately available to our clients during all phases of crisis planning and response. And when a client is in the spotlight, we help determine how best to control the dialogue, take the initiative, fix what’s broken and gather support. We give our clients the training and tools necessary to hit the ground running when a crisis strikes.

Kekst and Company is one of the world’s leading strategic communications consultancies. The firm’s professionals are expert in managing all aspects of communications related to investor relations and corporate positioning, and have extracted experience in a wide range of special situations including: crisis communications, mergers & acquisitions, bankruptcies and restructurings, litigation support, and corporate governance matters, including shareholder activism. The firm has an important and growing franchise serving private equity and hedge funds. Kekst’s crisis communications experience is unmatched. For more than four decades, we have partnered with clients to navigate through challenging and complex matters such as regulatory and government investigations, high profile litigation, financial and accounting irregularities, financial disclosure issues, senior leadership changes, cyber attacks and data breaches, workforce restructurings, plant closings, product recalls and workplace misconduct, labor relations matters, sexual harassment and workplace abuse for public and private companies as well as not-for-profit educational institutions. In connection with this practice Kekst conducts crisis communications training and crisis simulations for clients’ management teams and boards of directors.

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Francie Israeli, Vice President

Crisis communications and issues management are core strengths of Kellen Communications, a public relations, public affairs and digital agency. We skillfully guide clients through critical issues, from high profile crises that threaten a company or even an entire industry to implementing compelling public affairs campaigns to influence policy makers. Kellen’s strategic approach uses the full range of digital, social and traditional media tactics to communicate with stakeholders, “truth squad” messaging and manage reputations. Our clients include consumer products, corporate entities, not-for-profit organizations, coalitions and trade associations.

We work closely with journalists, bloggers, industry influencers, academia and regulatory agencies. In addition to professionals in communications, government relations, public affairs and digital media, our staff includes regulatory code specialists; PhDs in engineering, microbiology, toxicology, and biological/biomedical science; nutritionists, registered dietitians and food technologists/scientists.

Founded in 1946 as summer rider & Associates, Kellen Communications is a division of Kellen Company, an employee-owned company with offices in New York, Washington D.C., Chicago, Atlanta, Brussels and Beijing.

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Crisis communications requires speed, sensitivity and strategy. L.C. Williams & Associates (LCWA) has successfully guided clients — from Fortune 500 companies to non-profit organizations through some of their worst-case scenarios, including product recalls, lawsuits, Chapter 11 bankruptcies, government regulations, restructuring and reorganization initiatives, employee and labor relations issues, workplace accidents, natural disasters, environmental crises and more.

A new area of concern for companies is how and when to respond to extremely negative chatter and virality expressed by bloggers and those on social media networks. LCWA counsels clients on how to best minimize the impact of such online criticism.

Our trained crisis communications professionals are available 24/7 to help prepare executives and manage communications to targeted audiences and media. We train appropriate spokespersons to handle a variety of crisis situations. We also work with clients to anticipate potential crises — a practice we call “prefense” planning — and prepare them for media interviews.

MARX LAYNE & COMPANY

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Michael Layne, Managing Partner

Marx Layne professionals have years of experience handling crisis communications issues. We are frequently retained by leading national law firms to help them guide their clients through the media frenzy that often erupts during a company’s most trying times.

Critical issues from industrial accidents, death on the premises, food-borne illness and environmental pollution, to boycotts, strikes and corporate fraud have all been expertly handled by our senior executives.

During crisis events, Marx Layne crisis counselors are on-call 24/7/365. Our team members are experienced in working with legal advisors, police departments and municipalities while keeping company executives apprised at all times of the crisis situation as it unfolds.

We also train company spokespersons in the development of key speaking points and delivery of messaging. Using the latest media technology, our executives tap into the power of social media to monitor sentiment and provide direction on how to protect and manage the client’s brand. Additionally, we understand how to leverage social media tools as part of an arsenal to respond rapidly, whether the crisis occurs in Detroit or in any other region of the nation.

From privately held entities to Fortune 500 companies, Marx Layne has a twenty-year history of successfully developing proactive, comprehensive crisis communications plans that are in place before, during and after a crisis.

MEDIA & COMMUNICATIONS STRATEGIES, INC.

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Scott Sobel, MA, President

A recent client endorsement tells you everything you need to know about Media & Communications Strategies: “Meda & Communications Strategies immediately helped our large association with an internal political and communications crisis. Their team was a catalyst in helping us make bold, thoughtful and effective decisions that got us on the right track, considering all aspects of the problem from legal to emotional. On a personal note, I don’t know what I would have done without the team to help me through this crisis.” - Cathy Atkins, Deputy Executive
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Continued from page 38

Director, CAMFT.

MAC Strategies’ counsel takes into consideration the client’s business and reputation during and after a crisis — we are holistic in our approach and provide Critical Relations™ that gets compelling results for clients. We tell the best and most persuasive story for clients that operate in B2B, B2C and virtually every other business model from Fortune level corporations, to all sizes of law firms to associations and much, much more.

We are a founding member of the Public Relations Boutiques International (prboutiques.com) network, for constant and far-reaching support in the U.S. and internationally. High profile crisis communications is one niche talent, reputation management is our core expertise and client satisfaction is the predictable outcome.

Our long list of PR and journalistic awards are testimony to our excellent performance for clients … we are, for instance, The Bulldog Crisis Agency of the Year.

MONTIETH & COMPANY

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Montieth M. Illingworth, President
Arthur P. Garner III, Senior Advisor

Montieth & Company is a special situations communications and management advisory consultancy. The firm’s Issues & Crisis Management and Litigation Communications practices are distinguished in the industry as having worked on many of the most complex, high stakes matters facing a broad array of individual and corporate clients. Montieth & Company advises on crisis and litigation strategy and provides the related corporate and financial communications and media relations counsel and services.

Montieth & Company has advised on a range of matters including the Madoff Fraud, the DOJ’s insider trading investigation and a variety of legal and regulatory issues and events. The firm has also advised on business disputes, EEOC and product liability cases, class action litigation, and shareholder activism, amongst many other types of matters. It works closely with the management and legal teams on integrating communications into the full cycle of litigation. It also advises on corporate governance and stewardship issues.

Montieth & Company is headquartered in New York, NY and maintains an office in London. It operates globally through affiliates in Boston, Washington D.C., Sao Paulo, Berlin, Zurich, Hong Kong, and Seoul.

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Michael Kempner, President and Chief Executive Officer
Carreen Winters, Executive Vice President, Corporate Communications
Richard Tauberman, Executive Vice President

When trouble hits, in just hours, or even minutes, reputations are made or broken. During this critical time, a company can protect or even enhance its standing with its customers and stakeholders, or sustain damage that is widespread and long-lasting.

MWW’s crisis counselors possess an exceptional depth of crisis communications expertise across industries, ensuring that our clients Matter More™ when the stakes are highest. We help clients with vulnerability assessments, crisis plan development, crisis simulation training, communications counsel and on-site support in the midst of incidents. And our team manages the aftermath of a crisis to restore trust and reputation.

We approach crisis engagements with reputation management best practices, total stakeholder engagement and digital media savvy. Using MWW’s proprietary Crisis Action Protocol, we thoroughly and meticulously prepare for any potential crisis, regardless of the magnitude. Our planning carefully considers the impact on all audiences including customers, employees, vendors, shareholders, government officials, NGO’s, community leaders, traditional media and social media. Consequently, when a crisis hits, we can react immediately with a multi-channel approach that addresses the diverse needs of each critical constituency.

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Richard Adler, Kathleen Buckley, Lisa-Marie Cashman, Elizabeth Haider, Robert Hughes, Ruth Maron, Craig Orsi, Victor Emmanuel, Consultants

Nicolazzo & Associates is a nationally-known, award-winning strategic communications management firm that provides high-level professional counsel and services to a diverse, national, and international client base. A boutique organization founded more than three decades ago by Richard E. Nicolazzo, the firm practices a proprietary counseling model designed to leverage an organization’s core strengths to enhance brand and enterprise value. Services include crisis communications management, strategic planning and communications, investor relations, media relations and training, management consulting, merger and acquisitions communications, corporate restructurings, issues management, litigation support, labor/employee rela-
tions, community relations, market research, executive speechwriting, and branding.

OGILVY PUBLIC RELATIONS

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Peter Hirsch, Executive Vice President, Risk & Reputation

How an organization responds to a crisis is the critical determinant of whether it emerges from that crisis with its reputation enhanced or damaged and research shows that the negative effects of a bungled response are long lasting. Our work is rooted in the philosophy that most of the mistakes organizations make in a crisis are the result of hardwired cognitive bias produced by stress and we apply new learning from neuroscience to help our clients combat its pernicious effect.

Our crisis capability is an end-to-end offering that includes everything from (when possible) preemptive communications to ongoing communications strategies that help to restore corporate reputation after an incident. We work with senior client leaders to mobilize for events and move rapidly — within minutes — to manage these events off-line and online, using traditional and digital media channels to mitigate the negative impact of an issue. We use our proprietary Porter Novelli Radar service — a made-for-speed hub that tracks broadcast coverage and online conversations — to facilitate issues tracking, strategic counsel and reputation management.

Our experience includes prominent global product recalls and safety issues; environmental disasters; data security breaches; workplace accidents; government investigations; high-visibility litigation; and unexpected executive transitions that may raise concerns in the financial community and other audiences. We pride ourselves on responding 24/7 when the situation calls for that level of intensity, and we are deeply committed to bringing the combined worldwide resources of Porter Novelli to bear on our clients’ toughest issues and crisis situations.

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KAREN VAN BERGEN, CEO

No matter how well-established or deeply respected a company’s corporate brand is, reputational threats, issues and full-blown crises can crop up at virtually any moment. With stakeholders demanding increased transparency from business, and with more and more channels available, particularly rapidly growing social channels, an effective, comprehensive response strategy is critically important.

At Porter Novelli, our crisis planning and response teams bring deep, cross-sector knowledge and best practices to bear no matter what types of issues our clients face. We develop comprehensive, custom-tailored issues and crisis management strategies, based on a deep understanding of our clients’ business, the risks inherent in the situation and how to mitigate potential damage as quickly as possible.

Our crisis capability is an end-to-end offering that includes everything from (when possible) preemptive communications to ongoing communications strategies that help to restore corporate reputation after an incident. We work with senior client leaders to mobilize for events and move rapidly — within minutes — to manage these events off-line and online, using traditional and digital media channels to mitigate the negative impact of an issue. We use our proprietary Porter Novelli Radar service — a made-for-speed hub that tracks broadcast coverage and online conversations — to facilitate issues tracking, strategic counsel and reputation management.

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DOROTHY OLIVER PIROVANO, CEO
JILL ALLRED, President

We are health care crisis specialists. We understand that issues can become crises in the blink of an eye, and when that happens health care organizations can’t afford their agency to have a learning curve. ReviveHealth has the deep industry expertise and issues management experience to navigate the complex health care legal, regulatory, and business landscape.

As one of the nation’s top 15 firms for health care strategic communication, ReviveHealth has experience in every market and on nearly every issue. Beyond the legion of crisis situations the firm...
SARD VERBINEN & CO

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George Sard, Chairman & CEO
Paul Verbinen, President

Sard Verbinen & Co is a leading strategic corporate and financial communications firm with offices in New York, Chicago, San Francisco, Los Angeles, and London. We provide communications counsel and services to clients including multinational corporations, smaller public and private companies, investment firms, financial and professional service firms, and high-profile individuals.

The firm’s highly experienced senior professionals provide sound, objective advice and execution support to clients across a broad spectrum of industries. Our work encompasses corporate positioning, media relations and investor relations, transaction communications, litigation support, crisis communications, special situations, and social media and online communications.

We are regularly cited as one of the top M&A and crisis communications advisors in North America.

Founded in 1992, our firm is recognized for delivering candid and thoughtful strategic advice, excellent written product and tactical execution, and tireless advocacy on behalf of our clients.

Our senior professionals are actively engaged in both counsel and implementation. Their diverse backgrounds and expertise, unparalleled relationships and credibility with the media, and deep understanding of the investment community drive the firm’s ability to help our clients manage complex situations and communicate to multiple constituencies successfully.

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Joan Schneider, CEO
Phil Pennellatore, President

A hallmark of Schneider Associates’ 33-year history is our ability to counsel companies and individuals during crisis situations. While we hope our clients never face a crisis, we stand ready when a major issue threatens a company’s growth or reputation. SA has been relied upon to handle communications for everything from white collar crime, product recalls, fires, accidental on-the-job deaths, securities fraud, sexual harassment, legal issues, social or digital media issues, and other business situations requiring a prompt response.

Through the years, we have been successful in averting crises through preparation and creating solid, actionable plans prior to any crisis occurring. Schneider Associates is a full-service public relations and integrated marketing firm specializing in Launch Public Relations®, a proprietary method for launching products, services, companies and communities. Learn more at www.schneiderpr.com

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Danielle Newman, Firm Member
Lt. Gen. H. Steven Blum (USA Ret.), Managing Director and Practice Lead

Sitrick And Company is widely regarded as one of North America’s leading strategic communications firms. While it has substantial practices in corporate, financial, transactional and crisis communications, Sitrick is best known for representing clients facing sensitive issues, including reputation management, complex litigation, problems emanating from short-sellers, mergers and acquisitions and restructurings. The New York Times called Sitrick “The City’s Most Preeminent Crisis Management Firm.” Sitrick is not a traditional PR firm. Business Week said, the “firm is known for going atomic on opponents, using ‘truth squads,’ ‘wheel-of-fame’ tactics and high-profile journalists (who write profiles).” The general counsel of a major publicly-traded company wrote simply in an email, “You saved the company, literally.” Please visit www.sitrick.com for more information on the firm including a list of current and former clients for which its work has been public.

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www.sloanepr.com

Elliot Sloane, CEO

Sloane & Company is a specialist public relations firm that focuses principally on corporate and financial media relations, investor relations, crisis communications, transaction support, business to business public relations, and public affairs. We provide both strategic counsel and tactical support to leading public and private companies, both domestically and around the world.

Our clients represent a wide array of industries — healthcare, financial services, technology, media, and travel to name a few. Unlike many smaller firms, we have not built practice specialties limited to one or two industries.

Because we enjoy a broad world-view and are students of our profession, we can share different approaches and best practices across our client base.

We believe in building partnerships with our clients. We work quickly and immerse ourselves fully to understand a client’s operations, culture, storylines, opportunities and issues. We then build thoughtful communications programs that deliver the right messages to the right constituencies using the right vehicles.

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With offices in Boston and New York, Solomon McCown & Company provides strategic communications and crisis management services to mission-focused businesses and organizations. We leverage all of our assets — our strategic thinking, considerable experience, successful alliance building and commitment to results — to help clients achieve the recognition, definition and protection they need to meet their goals. We believe that at the core of advancing an organization’s mission is protecting it. Crisis management is a defining strength of our organization. Our nationally-recognized senior team of crisis managers comes from journalism and politics. We have developed crisis plans for corporations, institutions, and mission-focused organizations, and have played a key role in many sensitive and complex issues including those involving public agencies and non-profits, data breaches, public health issues, labor negotiations and strikes, bankruptcies and business failures, accusations of sexual harassment and abuse, state and federal investigations, and workplace violence. We excel at working with in-house and outside legal counsel and corporate communications teams to devise communications strategies to dovetail with the legal strategy.
management team, led by partner
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by providing counsel to an extreme-

Tellem Grody PR, Inc.’s crisis management team, led by partner Susan Tellem, APR, RN, BSN, recently demonstrated our expertise by providing counsel to an extremely popular San Francisco restaurant and a produce company both involved in high profile E. coli poisonings, as well as offering reputation management to entertainment companies with union issues threatening their brands.

Our team offered its knowledge and skill during 18 months of coun-
sel to the Santa Barbara District Attorney during the Michael Jackson molestation case, the highest profile court case to date; and preventing a crisis was paramount during Pope John Paul II’s visit to Los Angeles, so we were on the media advance team credentialing more than 3,000 reporters.

We work closely with law firms providing PR counsel, press briefings and media training for their clients in crisis. Whether it’s entertain-

When a crisis does occur, TVG works with your team every step of the way to ensure the proper messages get to the right people, correct protocol is followed, and the stream of information is timely, factual and helps mitigate the effects of the crisis in the short and long term.

Our crisis practice has provided counsel to many Fortune 500 companies and we meet their needs with expertise and insight. We have successfully managed crises in a wide number of areas including environmental and safety issues, litigation, activist campaigns, political pressure at the local, regional and state level, regulatory actions, operational crises, and negative press. We have managed acts of terrorism, environmental disasters and product recalls, proxy battles, federal investigations, investigative media reports and brand disputes.

In addition to strategic counsel, Weber Shandwick offers tools and training to prepare clients for a potential crisis. FireBell, our proprietary social crisis simulator, creates an authentic, real-time experience of being under attack on social media channels. Additionally, Digital Defense, a proactive approach to protect a company’s reputation online and offline, also provides tools to minimize damage and to promote reputational recovery.

At some point, every organization faces a crisis. Your image is on the line in a moment’s notice. A fire, recall, or accident can put your busi-

Weber Shandwick helps clients promote, preserve and protect reputation and brand.

Our global crisis practice encompasses a team of senior professionals who possess an unparalleled set of experiences in the media, gov-

Alex Stanton, CEO
We are firm believers that “the best crisis is the one that never happens,” and are known by clients for bringing effective, top-level strat-
egic guidance to protect brand reputa-
tion before, during, and after trig-
ger events. With an emphasis on preparedness, Stanton PRM has deep expertise in building and executing customized training programs that provide a hands-on and real-world approach to identifying and preparing for potential crises.

Should a crisis occur, we quickly develop a proactive yet focused campaign, embracing traditional and social media channels to effec-
tively minimize negative attention and reputational damage, and avoid escalation of vulnerabilities.

Stanton PRM has proven expertise in supporting a variety of challenging crisis situations including litigation, executive illness and sudden death, labor boycotts/strikes, workplace violence, government investigations, life-threatening packaging defects and product tampering, employee misconduct, financial improprieties, and chemical spills, to name a few.

Weber Shandwick offers tools and services to minimize damage and to promote reputational recovery.

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Weber Shandwick helps clients promote, preserve and protect reputation and brand.

Our global crisis practice encompasses a team of senior professionals who possess an unparalleled set of experiences in the media, government, law and corporate management. Working in partnership with our clients, we understand that preserving corporate and brand reputations are the highest priorities.

We ensure that all constituencies that have a stake in the outcome are addressed, and are expert in managing traditional as well as social and digital media.

As such, Weber Shandwick offers the full cycle of issues and crisis management.

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TGRPR provided crisis counsel to the DA in the Michael Jackson case.
Why ‘sponsored content’ is here to stay

By Fraser Seitel

A s the curtain descended on 2013, the debate raged on about the “Death of Public Relations” as we know it.

In one corner stood the creaking PR oldsters, fighting to preserve the sanctity of media relations and freedom of the press and third-party endorsement. To these traditionalists, the mere thought of coupling advertising and marketing with public relations by paying for news was antithetical to everything for which the century-old profession stood.

In the other corner, equally certain that they were the new face of the field, stood the wet-behind-the-ears PR young bloods, eager to advance the agenda of 140-character tweets and Facebook friends and a blog on every block.

By year’s end, neither camp was willing to yield much, and 2014 promised to continue the battle. But even as the dust refused to settle, few in this now-burgeoning field realized that communications vehicles that once were considered anathema by earned media zealots were now the way of the world.

For example, sponsored content.

Sponsored content — also known as branded content or sponsored journalism or native advertising — is just that; content authored by and paid for by public relations professionals, placed in news columns, shoulder-to-shoulder with real events, to appear to look like the real thing.

In the past, no self-respecting newspaper or magazine would even consider such a blatant attack on the firewall between advertising and news. Indeed, as the Institute for Public Relations recently put it, “For lots of professional journalists, it represents a complete sell out — faux news cloaked in a fish wrapper and the antithesis of true reporting.”

Fair enough. But today, publications (if they still exist!) are more concerned with a new fact of journalistic life — viability. Publications need revenue, and sponsored content is one way to achieve it.

That’s why the most venerable names in the media — from The Washington Post to The Financial Times to the Associated Press have joined the less venerable Politico, Business Insider and Buzzfeed as repositories for sponsored content. In fact, in 2013, sponsored content — print and video — was estimated to be a $1.5 billion industry.

So like it or not, sponsored content is here to stay. Get over it.

The real question is, How should a public relations professional approach this new hybrid vehicle? Here are a few suggestions:

**Realize this isn’t really “news.”**

Consider sponsored content the advertising supplements and vanity magazine articles of the Internet Age.

Understand that readers know that these articles are “biased” in favor of the sponsoring agency — often to “pitch” a product or service or underscore a community relations or philanthropic commitment or talk up an industry for a trade association group.

So hyperbole and boastful claims and adjectives that could be questioned should be avoided. Articles should be written straight, heavy on facts and short on superlatives. Let the facts of the program about which you are writing speak for themselves.

**Place the content in context.**

Since the vast majority of readers (let’s hope) understand that sponsored content isn’t especially objective, public relations writers must take pains to place the subject matter in broader context — to underscore the “significance” of the content being discussed.

For example, CTIA — the Cellular Telecommunications Industry Association — is a regular *Washington Post* sponsored content contributor, which spotlights its wireless communication industry.

In each piece, CTIA’s Public Affairs Director John Wallis places his industry’s role into broad context — for example, the number of mobile health applications available to wireless users (40,000) or the number of U.S. smart phones by 2017 (300 million). In this way, readers might understand the importance of the content, sponsored or not.

**Emphasize consumerism.**

Much sponsored content — no surprise — concerns products and services for sale. After all, why else would an organization pay a public relations person to ghost editorial copy for a news site?

In sponsored content, the best way to “pitch” products and services is by reinforcing their “value” to society.

For example, the National Dairy Council used a famous chef to narrate a sponsored content video suggesting dairy solutions for lactose intolerant consumers. IBM’s chief health officer authored a piece on how big data can help eradicate cancer.

The point is that such creative, consumer-oriented sponsored content can be a valuable complement to a broader public relations media campaign.

Sure it’s better to convince The New York Times to write a piece on your product’s societal contribution. But if the Times ain’t biting, sponsoring the content yourself may draw readers or viewers you otherwise would have missed.

**Discuss philanthropy.**

Even when people used to read newspapers and magazines, editors were loathe to say nice things about all the good works for which those reviled capitalist giants might be responsible.

A friend of mine remembers when the very same *New York Times* purposely airbrushed out the name of the big bank sponsor of an inner-city festival featured in the paper.

So philanthropy — how big companies, in particular, “give back” to society — is an excellent topic for sponsored content. Why not share your philanthropic efforts with the world through sponsored articles citing how the money you’ve donated has been used to help the less fortunate among us.

**Avoid the hard sell.**

Finally, hard sell should be avoided at all costs. The most blatant example of overt-the-top selling was *The Atlantic’s* disastrous experience with sponsored content from those wonderful folks at the Church of Scientology.

This infamous post, which lauded Scientology leader David Miscavige for creating a “new breed of church, ideal in location, design, quality of religious service and social betterment programs,” lasted about a nanosecond before outraged critics caused a chagrined *Atlantic* to replace the Scientologist’s self-congratulatory content with a circumspect note: “We have temporarily suspended this advertising campaign pending a review of our policies that govern sponsor content and subsequent comment threads.”

To which all those aging public relations purists cooed in unison, “Amen Brother.”

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[Image: 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*.](image)
Employing cyber security for smaller PR firms

By Richard Goldstein

Large cases of cyber security breaches — such as the 2012 network infraction at online retailer Zappos that potentially exposed account information on more than 24 million customers — tend to dominate the headlines. But smaller businesses including your PR agency are at risk. In fact, businesses with up to 100 employees made up nearly one-third of the organizations that had been victims of a breach in the preceding year, according to Verizon’s 2013 Data Breach Investigations Report. As one can imagine, recovering from such an accident can be costly in terms of actual transgressions as well as damage to your business reputation.

So, what are some of the ways you can protect your agency?

Address the threat

No matter its size, every business needs to take seriously the risk that its systems might be compromised, and act to reduce the likelihood of a data breach. Some 75% of the security breaks in the Verizon report were considered opportunistic attacks. That is, the perpetrators were able to penetrate an organization’s IT network with little difficulty. No matter what size your agency, you need to take seriously the risk that its systems might be compromised.

Avoidance controls

Develop a plan for managing data. Examine how and why you acquire, use or store data. What data do you need, and how can you obtain it with minimum amount of risk? How is it transmitted and stored? When can it be destroyed?

Classify your data

It is not possible to protect every record, so focus on the information that’s truly sensitive. That requires knowing which records fall within this category. Clients’ financial information and patient records are an example of sensitive data. Limit the collection of confidential data to just what is necessary.

For example, you may ask for client — or for that matter employee — information in making a client acceptance or hiring decision. If you do not actually use all the information collected, collecting this information adds no value and exposes you to risk if a violation occurs. When you do acquire sensitive data, keep the number of devices on which it is stored to a minimum, and limit access to only those employees who require it.

If you bank online, dedicate one computer to the task. Make internet browsing, e-mailing or other cyber activities off limits from that computer. This cuts the risk that you will catch attention of cyber criminals. Limit physical access to the computer to just those employees involved in banking functions.

Educate employees on security policies

More than 75% of respondents to the report Human Factor in Data Protection from the Ponemon Institute, a research firm, said they had experienced a data breach as a result of negligent or malicious employees or other insiders. To combat such behavior, show your employees how to develop a strong password and keep it private. They also should be instructed not to download attachments from unknown sources.

Protect your network and data

Creating a firewall, for example, can prevent outsiders from gaining access to your network. Intrusion detection tools can monitor system activity, watching for attacks from both outsiders and from within. Also, harness an encryption program that converts data to a format that can’t be easily deciphered by individuals who are not supposed to see it.

Destroy data that is no longer needed and that you are not legally required to maintain. Even if information is no longer useful, it may still contain sensitive information that can put your agency at risk if an infraction occurs.

Clean computers that are no longer used

It is not enough to just delete the files, as the information may remain within the device. A more effective data destruction method is software that overwrites the existing information. Alternatively, you can physically destroy the device.

If your agency engages an outside party to provide data security, request documentation explaining how the company protects your agency’s information and systems. Also, consider auditing the firm’s data protection plans and systems.

Preparing for a break in security

No data protection plan can completely eliminate the risk of a breach. Even as you work to limit the likelihood that your records and systems will be compromised, you also want to outline the steps you will take if a violation occurs.

The first step is to create a team that will respond to the breach. While the makeup of that group will vary by company, typical members will include management, IT, legal, and your marketing group.

It is also critical that your company understand the laws that govern data violation notification in your state. You may be required to notify a client of breaches that could compromise their personal information.

You should act quickly to contain any infraction. This may require powering off a server or going offline for a period of time. In such cases, take steps immediately to recover any information that has been lost. For instance, you may need to restore data from the most recent backup. To limit the negative impact of a break in security, call in your legal, computer, or other outside experts. You may even need to hire another PR firm!

Reduce your risk

Security breaches can be devastating to your agency. However, you can reduce the risk by securing your network and devices, properly training employees and managing the data they collect.
Pfizer has ended the advertising portion of its “Get Old” campaign and switched to PR via Edelman although its building at 235 E. 42nd St. (between Second and Third Aves.) is decorated with large-size ads for the campaign.

The ad campaign, created by SS&K, asked people how they felt about getting older. More than 1,000 Americans 18 to more than 65 years of age were surveyed.

“We’re proud of the campaign we developed with Pfizer and the discussion it has generated about the evolving meaning of getting old,” said SS&K Partner Mark Kaminsky, who noted the campaign has moved to “a mostly executional PR phase.”

Pfizer announced last January that Edelman had been picked in a competitive review to handle PR for the campaign. Other firms that have worked with Pfizer in recent years include Ruder Finn, Ketchum, Hill+Knowlton Strategies and Cohn & Wolfe. The Jeffrey Group handled Latin America PR.

Pfizer, Merck and other pharmaceutical companies have been in the spotlight in recent weeks following the publication of new guidelines for prescribing statins that could double the sales of them from $30 billion to $60 billion.

Seven companies make statins with the largest producers being Pfizer, Merck and Crestor. Atorvastatin, made by Pfizer and others, is generic Lipitor. Simvastatin, made by Merck and others, is about one-third the price.

Richard Edelman discussed aging

Edelman CEO Richard Edelman, in a blog posted June 5, 2013, discussed aging, emphasizing that he had no intention of retiring and would be active in the business as long as he lived, just like his father, Daniel Edelman.

The senior Edelman died Jan. 17 at the age of 92. Richard Edelman said his father retained a keen interest in the firm and that he spoke with him every day. Family members noted the senior Edelman read three newspapers daily.

“MY father died in January with his boots on still perusing monthly financial reports,” he wrote.

The blog by Richard described a daily regimen that starts with jogging, push-ups and other exercises. “When I exercise, I sleep at night” he blogged.

He said the firm is working on the “Get Old” program of Pfizer which he described as “supporting candid conversations about aging and living better.”

Wrote Edelman: “We want to help inspire people of all ages to redefine what it means to Get Old, to break self-imposed and societal limitations, and discover a better quality of life at every age.”

He said aging can lead to the loss of physical abilities and a “gradual narrowing of interests and mental ability.”

But Edelman advises people to fight such developments by keeping a healthy lifestyle and going to new places and reading new authors.

“You work hard but you cannot live to work,” he concluded. “You live to love, to laugh, to give back and bring up the next generation with strong values.”

Drugs said to be overprescribed

Media including full-length books, are focusing on what is said to be an over-prescription of drugs of many types.

A “20-year marketing campaign” has led the rise of drug sales for attention deficit disorder from $2 billion in 2002 to nearly $9 billion last year, according to a front page story in the Dec. 15 New York Times that occupied two full inside pages.

Chief makers of such drugs are Shire, which markets Adderall; Ciba-Geigy, which markets Ritalin; and Janssen Pharmaceuticals, which markets Concerta.
Eat fats, dump carbs and statins, says best seller

“Grain Brain: The Surprising Truth about Wheat, Carbs, and Sugar — Your Brain’s Silent Killers”

By David Perlmutter, MD

Little, Brown & Co. (September, 2013) • 336 pgs.

Grain Brain: The Surprising Truth about Wheat, Carbs and Sugars — Your Brain’s Silent Killers is a New York Times best seller in the dining category by Dr. David Perlmutter, a neurologist and nutritionist.

Perlmutter says fat is the “brain’s best friend” while its enemies are wheat, sugar and carbohydrates. He says the statins that are being taken by tens of millions of Americans are robbing their brains of much-needed cholesterol while failing to cut down on heart disease.

Perlmutter says “Modern food manufacturing, including bio-engineering and specifically hybridization, have allowed us to grow structurally-modified grains that contain gluten that’s less tolerable than the gluten that’s found in grains cultivated just a few decades ago … modern gluten-containing grains are more problematic than ever.”

Perlmutter quotes numerous studies showing no cause-and-effect between lower cholesterol and lower rates of heart disease. Women who are on statins are 48% lower cholesterol and lower rates of heart disease. “Friends” while its enemies are wheat, sugar and carbohydrates. He says the statins that are being taken by tens of millions of Americans are robbing their brains of much-needed cholesterol while failing to cut down on heart disease.

Perlmutter says doctors and health groups have been wrong before about diet and disease. The American Diabetes Assn. in 1994 said that people should take 60-70% of their calories from carbs, he noted. That advice resulted in the number of diabetes cases doubling between 1997 and 2007. The number with diabetes more than tripled from 1980-2011.

Dr. Harlan Krumholz, Yale cardiologist, said, “Now, one in four Americans will be experiencing memory loss after taking Lipitor. It it’s a battle royal is shaping up between the two schools of nutrition.

Other books on the NYT’s list of best-sellers in the Dining category include Wheat Belly by Dr. William Davis, whose theme is “Wheat is ruining your life,” and Against All Grain by Danielle Walker, who advocates grain-free, dairy-free and gluten-free cooking.

Salt Sugar Fat: How the Food Giants Hooked Us, by Jeff Dunn, ex-CEO of North and South America for Coca-Cola, was the subject of a Feb. 20, 2013 NYT review.


The website says it “arms you with real science so you can make healthy food choices for yourself and your family. It’s time you felt good about what you eat.” Wheat producers say carbohydrates provide glycogen, which is needed for brain function.

Also among those advocating a switch from grains to “healthy fats” is Dr. Frank Lipman of New York who told the NYT Dec. 5 that “gluten and sugar are the devil” and that “junk food is modern-day cigarette: they’re the same thing.”

Lipman is against any grains — even those that are “gluten-free.”

Perlmutter also advocates a list of daily over-the-counter vitamin supplements that should be taken for life.

Declaring that most Americans are “Vitamin D deficient,” he advocates taking 5,000 International Units daily. The correct Vitamin D dosage has been a matter of controversy in recent months.

Also on the list is Docosahexaenoic Acid, also known as DHA, an Omega3 fatty acid that is a primary structural component of the brain. 1,000 milligrams are recommended. To be taken up to three times daily are probiotics while resveratrol (100 mg) and turmeric (350 mg) are to be taken twice daily. One teaspoon of coconut-oil is to be taken daily, either straight or used in cooking.

— Jack O’Dwyer
Political PR shops merge

The Strategy Group Company, an Ohio-based political PR shop, is acquiring strategic partner Murphy Linville, the firm of the former DCI Group president Jim Murphy and ex-AT&T VP of public affairs Billy Linville.

The firms entered a partnership five months ago before deciding to merge.

Rex Ellass, a veteran GOP operative, is CEO of TSGC.

Murphy and Linville in a statement said their experience is a “strong strategic match with the corporate and political aspirations of TSGC.”

Florida-based Murphy, a former Senior Advisor to Bob Dole’s 1988 and ’96 presidential campaigns, takes a Senior Counselor role at his new home. Linville, based in Atlanta, becomes EVP of corporate and public affairs. He has counseled Gov. Roy Barnes (GA) and Democrats Sens. Mary Landrieu and Zell Miller (LA), among others.

TSGC has offices in Texas and Washington, in addition to its Delaware, Ohio, base.

Ohio marriage equality push recruits PR firm

Why Marriage Matters Ohio, the four-month old campaign by a coalition of civil and human rights groups, has brought on PR counsel and a political strategist to lead its campaign to repeal a state constitutional amendment and legalize same-sex marriage in the Buckeye State.

Paul Werth Associates of Columbus was tapped for strategic communications. Senior VP Kimber Perfect, who was Ohio’s Chief Marketing Officer, leads the account with support from A/S Amanda Wurst, former Press Secretary for ex-Gov. Ted Strickland.

WMMO, backed by the Equality Ohio Education Fund, the American Civil Liberties Union Foundation of Ohio and the Human Rights Campaign Foundation, among others, has also hired strategist Michael Premo to manage the campaign. Premo is fresh off a successful legal campaign for marriage equality in New Jersey.

Sixteen states and the District of Columbia have legalized same-sex marriage, an effort that gained steam in the wake of the Supreme Court’s U.S. v. Windsor decision in June.

Ohio voters in 2004 amended the state constitution to define marriage as between one man and one woman and forbid civil unions and domestic partnerships. The WMMO campaign seeks to repeal the amendment, likely via a ballot initiative in 2014.

Polls have Ohio residents evenly split on the issue.

Nickels blasts off with SpaceX

The Nickles Group is repping SpaceX, the rocket ship company of Tesla Motors Elon Musk, for a broad range of issues including aerospace, defense, budgetary, intellectual property and science & technology.

Former Oklahoma Senator Don Nickles leads the lobbying team. He’s assisted by Hazen Marshall, former Deputy Chief of Staff to Nickles; Emily Porter, ex-Policy Advisor to House Speaker John Boehner, Don Kent, one-time Advisor to Wisconsin Republican Sen. Ron Johnson and ex-Homeland Security Dept. boss Tom Ridge.

TNG joins Patton Boggs, a $90,000 quarterly retainer client, on SpaceX’s payroll.

NASA on Dec. 13 picked SpaceX to run its mothballed launch pad 39A at the Kennedy Space Center in Florida for the next five years.

That facility launched the Apollo moon crafts Space shuttle, but was deemed by NASA as too expensive to maintain.

NASA said the deal which allows the use of “this valuable national asset by a private-sector, commercial space partner will ensure its continued use in support of U.S. space activities.”

Space X, which has launched more than 50 rockets from Cape Canaveral Air Station and Vandenburg Air Force Base.

It won rights to pad 39A in a pitch against Blue Origin, the venture of Amazon Founder Jeff Bezos, which plans to launch its first rocket in 2018.

She called it quits at yearend after a 30-year career.

Kornbluh assumes oversight for government/PA, corporate social responsibility, multicultural market development and privacy issues.

The former U.S. ambassador to the Organisation for Economic Co-operation and Development (2009-12) worked with ex-Secretary of State Hillary Clinton’s staff on the global Internet Policymaking Principles and launched Gender Initiative and the Middle East-North Africa Women’s Business Forum.

Earlier, she was Policy Director to then-Senator Barack Obama and Treasury Dept. Chief of Staff and Federal Communications Commission legislative and Intergovernmental Affairs Director during the Clinton Administration.

Kornbluh will report to incoming CEO Mitch Barnes, who took over in January from David Calhoun, who exited to Blackstone.

Niesen, which does business in 100 countries, has headquarters in Diemen (Holland) and New York.
Saudi PR spending rebounds

Saudi Arabia spent $825,000 at Qorvis Communications during the six-month period that ended Sept. 30, a big jump from the $390,000 outlays received by the D.C. firm during its earlier Justice Dept. reporting period.

The D.C. firm, which the Kingdom turned to in the days following the 9/11 terror attacks, facilitated media interviews for Saudi ambassador Al-Jubeir with the New York Times’ Steven Myers, Washington Post’s Joby Warrick, Washington Post’s Jay Solomon and Reuters’ Paul Eckhart and did outreach to the offices of Sen. John McCain and Congressman Ed Royce (R-CA).

Qorvis developed YouTube and Twitter content and arranged think tank meetings for Saudi officials.

Bahrain, the Kingdom’s troubled satellite, held spending steady at $240 million. That outlay covered items such as creation of PR Newswire-distributed releases concerning set-up of an organ donor database and efforts to improve ties with NATO. Bahrain’s king asked the Saudis for military assistance in 2011 to squash an uprising by the island state’s majority Shitte population.

Somaliland seeks US nod

Somaliland, which declared independence from Somalia in 1991, is using Omnicom’s Mercury PA to gain U.S. recognition of its sovereignty and territorial integrity. Somalia views it as a illegitimate state.

The former British protectorate split from Somalia during the chaos of its civil war and ensuing disintegration of the country’s central government in Mogadishu. Its 3.5 million people are dominantly Islamic.

Mercury has a $20,000-per-month contract through June. Polling and media/advertising outlays are to be billed separately and must receive prior approval by the Ministry of Foreign Affairs.

The U.S. State Dept. in 2010 modified its relationship with Somalia and announced plans for a deeper engagement with Somaliland.

While open to development and aid projects, the U.S. said then it had no plans to extend formal recognition to Somaliland.

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.

- Mercury Public Affairs, LLC (dba Mercury/Clark & Weinstock), New York, NY, registered December 11, 2013 for Ministry of Foreign Affairs of the Government of Somaliland, to provide strategic consulting and management services in the areas of government relations and issues management to promote trade and investment to U.S. government officials, the business community, and the media.


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.


- Americans for Responsible Solutions, Washington, D.C., registered December 16, 2013 on behalf of itself regarding background checks; firearms trafficking; intimate partner violence and violence against women, as related to firearms; mental health, as related to firearms; other firearms legislation, regulations and appropriations.


52- Annual Reports/Design/Branding
52- Associations
54- Awards/Programs
55- Broadcast Monitoring Services
56- Camera-Ready Releases/Art
56- Celebrities
56- Clipping Services
57- Content Marketing
57- Conventions/Conference Planners
57- Copywriters
57- Corporate Image Consultants
57- CPA/Consulting Services
57- Crisis Management
58- Directories
59- Directory Publishers
60- Editorial Distribution & Services
60- Education
61- Electronic Newsfeeds/Satellite Svcs.
62- Employment Services
62- Executive Search
63- Fulfillment
63 - Graphic Services
64 - Interactive/Multimedia Services
64- Management Consultants
64- Measurement and Evaluation
65- Media (Speech) Training
Media Lists - 66
Media Monitoring - 67
Media Tours/Roadshows - 67
Mergers & Acquisitions - 68
Newsletters - 68
Newswires/Press Services - 68
Photo Distribution - 68
Photographers/Stock Photo - 69
Press Release Distribution - 69
Printing - 70
Promotions - 70
Public Relations Networks - 71
Public Service Announcements - 71
Radio - 72
Research (Marketing Research) - 73
Satellite Media Tours - 75
Search Engine Optimization (SEO) - 77
Social Media - 77
Software Products - 79
Speakers Service (Talent) - 79
Special Events - 79
Speechwriting - 81
(Television) TV Production - 81
Translation Services - 82
Video - 82
Webcasting - 84
Website Development - 85
Annual Reports/Design/Branding


**Lippincott**, 499 Park Ave., New York, NY, 10022. 212/521-0000. info@lippincott.com. Rick Wise, CEO.


**American Marketing Association**, The, 311 South Wacker Dr., #5800, Chicago, IL, 60606. 312/542-9000. www.marketingpower.com. Dennis Dunlap, CEO.


**Association of Strategic Alliance Professionals**, 960 Turnpike St., #3A, Canton, MA, 02021. 781/562-1630. info@strategic-alliances.org; www.strategy-alliances.org. Mike Leonetti, Pres. & CEO.


Institute for PR, Univ. of Florida, P.O. Box 118400, 2096 Weimer Hall, Gainesville, FL, 32611-8400. 352/392-0280. www.instituteforpr.org. Frank Ovaitt, Pres. & CEO.


National Association of Government Communicators


The National Association of Government Communicators (NAGC) is a national not-for-profit professional association of government employees who disseminate information within and outside government. Members are editors, writers, graphic artists, video professionals, producers, photographers, information specialists and agency spokespersons.

NAGC’s Blue Pencil & Gold Screen Awards program honors the creative excellence of government communicators and demonstrates to top executives that the work is high quality, effective and deserving of continued support.

NAGC awards the Government Communicator of the Year to one who has helped instill public trust by effectively presenting accurate, timely and meaningful information, sometimes under exceptional circumstances. It is presented at the NAGC Communications School, June 2014 in Washington, DC.


National Hispanic Media Coalition, 55 S. Grand Ave., Padadena, CA, 91105. 626/792-6462. info@nhmc.org; info@nhmc.org. Alex Nogales, Pres. & CEO.


## ASSOCIATIONS

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<tr>
<td>Publicity Club of Chicago</td>
<td>P.O. Box 484, Park Ridge, IL, 60068. 773/463-5560; fax: 773/463-5570. <a href="mailto:office@publicity.org">office@publicity.org</a>; <a href="http://www.publicity.org">www.publicity.org</a>. Kim Biederman.</td>
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<td>Washington Women in PR</td>
<td>Washington Square, P.O. Box 65297, Washington, DC, 20035. <a href="mailto:info@wwpr.org">info@wwpr.org</a>; <a href="http://www.wwpr.org">www.wwpr.org</a>.</td>
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### Awards/Programs

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BROADCAST MONITORING


Golden Trumpet Awards, Publicity Club of Chicago, P.O. Box 484, Park Ridge, IL, 60068. 773/463-5560; fax: 773/463-5570. office@publicity.org; www.publicity.org. Kim Biederman.


Outstanding Educator Award of PR Society of America, 33 Maiden Lane, 11th flr., New York, NY, 10038. 212/460-1400. www.prssa.org. Stephanie Cigielski, Assoc. Dir. of PR.


Broadcast Monitoring Services

Broadcast Monitors, P.O. Box 101, Dumont, NJ, 07628. 888/887-1684. robc@broadcastmonitors.net. Rob Carpenter, Owner.


Critical Mention is a media monitoring service that provides email updates of the latest relevant TV and radio results, based on your queries. You can search, view, edit and share video from the same cloud infrastructure used by 30% of local U.S. TV stations. More than 1,500 brands — from McDonald’s and Southwest Airlines to Goodyear and the EPA — access online services dynamically updated with 40 hours of video every minute. It’s the world’s largest online news video ecosystem, for anyone needing to tell a story with owned or earned media.


Broadcaster Monitoring

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29 Hopkins Rd.,

News Data Service is the industry’s largest and most experienced cooperative of media monitoring organizations providing comprehensive reporting, clipping and analysis services from all media types (TV, Radio, Online and Print).

News Data Service clients (including the world's largest PR and Marketing Firms, Fortune 500 organizations, Government, the entertainment industry and many others in the public and private sectors) receive the highest level of customer service, easy-to-use tools, speed, content depth and accuracy that enables them to focus on their primary objectives.

**ShadowTV**

630 Ninth Ave., Suite 1000,
New York, NY, 10036. 212/445-2540. sales@shadowtv.com; info@shadowtv.com; www.shadowtv.com. Kevin Riley.

**Home Improvement Time Inc.**


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**Cavanaugh & Associates, Inc.**


Cavanaugh & Associates, Inc. provides celebrities in any category for everything from product launches, promotional events, SMTs and full scale endorsements, to personal appearances, speeches and performances. We provide personalized service in ensuring a perfect celebrity fit for all target demographic needs. With over 20 years experience in the entertainment industry, our celebrity relationships make the difference.

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**Celebrity Service Int’l Inc.**


**Celebrity Source, The**

8033 Sunset Blvd., #2500, Los Angeles, CA, 90046. 323/651-3300. info@celebritysource.com; www.celebritysource.com. Rita Tateel, Pres.

**CelebrityFOCUS**

3357 Commercial Ave., Northbrook, IL, 60062. 847/291-0095. generalinformation@celebrityFOCUS.com; www.celebrityFOCUS.com. Ric Bachrach, CEO.

**Greater Talent Network**


**Lloyd Kolmer Enterprises**

65 West 55th St., New York, NY, 10019. 212/582-4735. Lloyd Kolmer, Pres.

**Rx Entertainment Inc.**


**Speakers On Healthcare**

10870 NW Laurinda Court, Portland, OR, 97229. 503/345-9164; 800/697-732. info@speakersonhealthcare.com; www.speakersonhealthcare.com.

**Westport Entertainment Associates**


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Cision’s media clipping services include news, blog, internet and broadcast clips - all delivered through a single platform. See where your placements appeared in newspapers and magazines, and get real-time alerts of your online and social media coverage. Also gain access to the LexisNexis library of content to search an archive of tens of thousands of print publications.

**CustomScoop**


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2 Rector Street, Suite 1200, New York, NY 10006. (646) 722-1200. usrequests@gorkana.com; www.gorkana.us. Jeni Chapman, Managing Director.

Gorkana offers a more effective way for PR and communications professionals to access customized media intelligence. Our clients become part of our unique community. This connects them to everything from industry experts and the latest news, insights and events, jobs and journalists, not to mention our own essential media intelligence services. It’s why PR professionals, as well as journalists, rely on us every day. Whether they’re launching a campaign, managing reputations, or...
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Cision’s Content Marketing Suite gives you all the tools necessary to market your branded content to your target audience. Create and publish your content to your customized social newswire. Then amplify your content to thousands of publisher sites including Time, CNN and Rolling Stone where your audience is already engaged. Finally, measure your content marketing efforts and see what worked and where there are opportunities for improvement.


Content used for lead capture, seminar sign-ups or educational materials to garner visibility among referral sources and verticals.

“I would say I know about good PR and marketing. I worked for Fleishman-Hillard in the early 80s. Fact is, it’s hard to find someone with industry knowledge rather than a generalist to handle content marketing projects for us now and then.”

- VP, National Accounts, Atlanta-based financial services company


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PropRCopy, 544 East Ogden Ave., 700-120, Milwaukee, WI, 53202. 800/746-3121. joedonovan@proprcopy.com; www.proprcopy.com. Joe Donovan.

Corporate Image Consultants

Camille Lavington, 1009 Muirfield Dr., Newport Beach, CA, 92660. 949/706-7846.


CPA/Consulting Svcs.


Crisis Management


Feintuch Communications enjoys Continued at top of next page
Crisis management continued

We work with your team to develop customized, crisis communications plans; crisis preparation training; and 24/7 crisis counseling and communications support. We are well versed in helping organizations work their way through challenging crises including shareholder and corporate governance issues, employee or community problems, product recalls, litigation and government investigations. The best crisis plan? It’s the one developed NOW - before your organization’s reputation is under attack.

Directories


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Gorkana offers a more effective way for PR and communications professionals to access customized media intelligence. Our clients become part of our unique community. This connects them to everything from industry experts and the latest news, insights and events, jobs and journalists, not to mention our own essential media intelligence services. It’s why PR professionals, as well as journalists, rely on us every day. Whether they’re launching a campaign, managing reputations, or needing around-the-clock response during a crisis, we help clients keep up-to-speed, stay focused, and be connected to experts. Gorkana provides the personal touch and confidence clients need to make clear, informed decisions—and drive their businesses forward.

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Headquarters USA 2010, Omnigraphics, P.O. Box 31-1640, Detroit, MI, 48231. 800/234-1340. info@omnigraphics.com; www.omnigraphics.com.


Hispanic Market Weekly, Solemark Media Group, 2332 Galliano St., Coral Cables, FL, 33134. 305/448-5838.


Law Firms Yellow Book, Leadership Directories, 1667 K St., NW, #801, Washington, DC, 20006. 202/347-7757. Imogene Akins Hutchinson, VP, Wash., DC.


Media Pro (Online Media Directory), Infocom Group, 124 Linden St., Oakland, CA, 94607. 510/596-9300; 800/959-105.


World Radio TV Handbook, WRTH Publications Ltd., 8 King Edward St., Oxford, U.K., OX1 4HL. 44 (0) 1865 514405. sales@wrth.com; www.wrth.com.


Directory Publishers


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**Gorkana Inc. continued**

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**Educational Distribution & Services**


EdgeWise (www.ledgerside.us.com), a venture of Edge Communications, Inc., draws on the talent of senior writers and journalists to develop quality, publishable content for businesses large and small. We help organizations tell their stories in a compelling way, crafting messages for any number of audiences: customers, prospects, employees, investors, senior management, consumer and the media.

Our writing services are offered on a sustaining basis or per project, and can augment ongoing communications efforts.


Jennifer Flack.


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**Bowling Green University, School of Media and Communication**, 1001 East Wooster St., West Hall 302, Bowling Green, OH, 43402. 419/372-6144; 419/372-253. www.bgsu.edu. Laura Stafford, Director.

**Butler University, Online Degree in Leadership**, 4600 Sunset Ave., Indianapolis, IN, 46208. 888/782-1044. online.butler.edu.


**Concordia University, Online Master in Human Services Leadership**, 800 North Columbia Ave., Seward, NE, 68434. 877/497-5848. onlineprograms.cune.edu.

**Creighton University, Online Doctorate in Educational Leadership**, 2500 California Plaza, Omaha, NE, 68178. 866/717-6365. online.creighton.edu.


**Lubbock Christian University, Online Degree in Organizational Leadership**, 5601 19th St., Lubbock, TX, 79407. 877/307-5894. onlineprograms.lcu.edu.


**Our Lady of The Lake University, Online Master in Organizational Leadership**, 411 S.W. 24th St., San Antonio, TX, 78207. 855/275-1082. onlineprograms.ollusa.edu.

**Queens University, Online Masters in Communication**, 1900 Selwyn Ave., Charlotte, NC, 28274. 866/312-2356. online.queens.edu.

**Quinnipiac University**, 275 Mount Carmel Ave., #SB-MCM, Hamden, CT, 06518. 203/582-8200. john.morgan@quinnipiac.edu. Joseph Catrino, Asst. Dean for Career Dev.; John Morgan, Associate VP for PR.


**Saint Joseph’s University, Online Masters Degree in Leadership**, 5600 City Ave., Philadelphia, PA, 19131. 610/660-1000. online.sju.edu.


**Syracuse University, S.I. Newhouse School of Public Communications,** 215 University Place, Syracuse, NY, 13244-2100. 315/443-2302. www.newhouse.syr.edu. Lorraine Branham, Dean.

**Tufts University, Gerald J. & Dorothy R. Friedman School of Nutrition Science,** 150 Harrison Ave., #325, Boston, MA, 02111. 617/636-3737. nutritionadmissions@tufts.edu; www.nutrition.tufts.edu.


**University of Maryland, College Park,** The Department of Communication, 2130 Skinner Bldg., College Park, MD, 20742. 301/405-0862. www.comomm.umd.edu. Elizabeth Toth, Professor & Chair.

**University of Memphis, The,** Bachelor of Arts degree in journalism with concentration in public relations, 300 Meeman Journalism Building, Memphis, TN(231,776),(750,945)


**Electronic Newsfeeds/Satellite Services**

**AKA Media Inc.,** 142 East Ontario, Suite 1600, Chicago, IL, 60611. 800/996-9432. info@akamediainc.com; www.akamediainc.com. Andrew Krause, Exec. Producer, CEO.

We create content for Video, Radio, Web, TV and Social Media campaigns. Our clients rely on our counseling and experience to produce online video, live broadcasts and webcasts, satellite media tours, and much, much more.

Follow us on Twitter @AKAMEDIAINC or Facebook/AKAMEDIAINC.

- Video, Radio, Web and Social Media Campaigns
- Web Video Production and Distribution (Online Video)
- Corporate Video Storytelling (Image, Sales, Marketing, Employee)
- Satellite Media Tours (SMT/RMT/IMT)
- Social Media News Releases (SMNRs)
- Internet Press Kits (IPKs)
- Digital Video Distribution (Video Sharing)
- Broadcast B-Roll Packages (B-Roll)
- Public Service Announcements (PSAs)
- Video Editing, Graphics and Effects (Highlights Reels)
- Webcasting (Live Video Streaming)

**Corporate Video Storytelling**

Our business clients use online videos to engage, inform, inspire and educate. We produce brand anthems, company culture videos, global corporate responsibility videos, sales and product videos, how-to and training videos, and much, much, more.

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AP’s worldwide reach and its network of well-connected journalists mean AP produces news that very few can match but that everyone needs. A well-earned reputation for independence and accuracy, a fierce commitment to the people’s right to know, and an unmatched expertise in global newsgathering, distribution and service makes AP the world’s most trusted, definitive source for news in all formats. Learn more about AP’s products at www.ap.org.


**PremiereTV,** 429 Santa Monica Blvd., Suite 300, Santa Monica, CA, 90401. 310/899-9090. info@premieretv.com; www.premieretv.com. Shayne Fraeke, CEO.

**DELIVER YOUR MESSAGE TO THE MASSES.**

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Additional PremiereTV specialties include:

- Online Audio / Video Distribution
- Creative Video Production / "Highlight Reels"

Continued at top of next page.
PremiereTV continued
- B-Roll Packages
- ENG Crews
- International Services
- Webcasting
- Satellite Media Tours
- Radio Media Tours
- Audio News Releases
Contact us for references, quotes, or information on an integrated broadcast publicity strategy that accommodates your budget.


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**Lynn Hazan & Associates inc.,** 55 E. Washington, #715, Chicago, IL, 60602. 312/863-5401. lynn@lhan.com; www.lhan.com; Lynn Hazan, Pres.


**Marshall Consultants, LLC,** 330 East Butler Lane, Ashland, OR, 97520. 541/488-3121. marshbcns@gmail.com; www.marshallconsultants.com. Larry Marshall, CEO/Mng. Partner.


**Neil Frank & Co.,** P.O. Box 3570, Redondo Beach, CA, 90277-1570. 310/543-1611. neil@neilfrank.com; www.neilfrank.com. Neil Frank.

**Peter Bell & Assoc s., LLC,** 51 E. 42nd St., #500, New York, NY, 10017. 212/371-0992, ext. 206. peter@peterbellassociates.com; www.peterbellassociates.com. Peter Bell, Pres.


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• Social Media News Releases (SMNRs)
• Internet Press Kits (IPKs)

• Digital Video Distribution (Video Sharing)
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• Public Service Announcements (PSAs)
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Satellite Media Tours

We produce integrated SMT/RMT/IMTs delivering your message to millions of people. With celebrities, hot trends, premier events and locations, our producers and media relations experts help you pull it all together.


See full listing under Special Events.


Synaptic Digital, a Definition 6 company, 79 Fifth Ave., New York, NY, 10003. 212/682-8300. learnmore@synapticdigital.com; www.synapticdigital.com.

Wieck Media Services, 12700 Park Central Dr., #510, Dallas, TX, 75251. 972/392-0888; fax: 972/934-8848. info@wieck.com; www.wieck.com. Tim Roberts, Pres.

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Management Consultants


Louw’s Management Corp., P.O. Box 130, Vail, AZ, 85641. 520/554-1881. toni@louwsmangement.com; www.louwsmangement.com. Tony Louw.


Select Resources Intl’, 3000 Ocean Park Blvd., #3000, Santa Monica, CA, 90405. 310/450-5777. Catherine Bension, Pres./CEO.


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MediaMiser Ltd., 11 Holland Ave., Ottawa, Ontario, K1Y 4S1, Canada. 866/545-3745. info@mediamiser.com; www.mediamiser.com. Chris Morrison.


Media (Speech) Training

Clarity Media Group, 166 Fifth Ave. Floors 6 & 7, New York, NY, 10010. 212/262-7015. info@claritymediagroup.com; www.claritymediagroup.com. Lucy Cherkases, Exec. Dir.

Clarity Media Group is the go-to, global communications coaching firm, with offices in New York, San Francisco, Singapore, and Los Angeles.

Founder Bill McGowan has assembled a team of 15 coaches who expertly craft our clients’ most compelling, authentic and memorable narrative, whether it’s being communicated during a media interview, a key speech or presentation, or an industry panel. Clients also learn the communication techniques necessary to deliver their narrative with clarity, conviction and passion. Our approach goes far beyond key messages and talking points and unearths the persuasive storyteller in all of us.

Our regular clients include Facebook, Campbell’s Soup, Estee Lauder, Burberry, Conde Nast, and Deutsche Bank.


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MEDIA (SPEECH) TRAINING

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IMPACT COMMUNICATIONS

Your Presentation & Media Training Solution

Impact Communications, 11 Bristol Place, Wilton, CT, 06897-1524. 203/529-3047; cell: 917/208-0720; fax: 203/529-3048. JRImpact@aol.com. Jon Rosen, President.

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Continued at top of next page
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**Where Do the Leaders Go for Business Presentation Training?**

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Media and PR pros know that the best media lists come from Cision’s media database. We wrote the book on how to target the media. From our beginnings back in 1932 as the “Bacon’s Directories” to the Cision global media database now with over 1.6 million influencers and outlets — including emerging and social media. We are the industry’s must-have resource and your secret weapon.

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Gorkana offers a more effective way for PR and communications professionals to access customized media intelligence. Our clients become part of our unique community. This connects them to everything from industry experts and the latest news, insights and events, jobs and journalists, not to mention our own essential media intelligence services. It’s why PR professionals, as well as journalists, rely on us every day. Whether they’re launching a campaign, managing reputations, or needing around-the-clock response during a crisis, we help clients keep up-to-speed, stay focused, and be connected to experts. Gorkana provides the personal touch and confidence clients need to make clear, informed decisions—and drive their businesses forward.

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Fred Woolf List Co. Inc., PO Box 346, Somers, NY, 10589-0346. 914/694-4466. sheila@woolflist.com; www.woolflist.com. Sheila Woolf, Sr. VP, Sales.

MyMediaInfo, Thomson Reuters, 22 Thomson Place, Boston, MA, 02210. 888/901-3332. sales@mymediainfo.com; www.mymediainfo.com.


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Infoition News Services Inc., 1900 Campus Commons Drive, Suite 100, Reston, VA, 20191. 877/404-9403. www.infoition.com. Jeff Trexel, CEO.

Infoition News Services provides a range of services from all media types (TV, Radio, Online and Print).

Media Vantage, Water Park Place, 20 Bay St., #1500, Toronto, Ontario, M5J 2NB, Canada. 866/842-1723. www.medivantage.com. Nicole Guillot, CEO.

ShadowTV, 630 Ninth Ave., Suite 1000, New York, NY, 10036. 212/445-2540. sales@shadotv.com; info@shadowtv.com; www.shadowtv.com. Kevin Riley.

TV Eyes, 2150 Post Rd., Fairfield, CT, 06824. 203/254-3600. sales@tveyes.com; info@tveyes.com. David Ives, Founder.


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TV Eyes, 2150 Post Rd., Fairfield, CT, 06824. 203/254-3600. sales@tveyes.com; info@tveyes.com. David Ives, Founder.


Media Tours/ Roadshows


See full listing under SMTs.


Los Angeles, CA. 626/794-1350. losangeles@straussmedia.com; www.straussmedia.com.

See full listing under Radio.

Mergers & Acquisitions


Newsletters

BizBash Media, 8 W. 38th St., #200, New York, NY, 10018. 646/638-3600. www.bizbash.com. David Adler, CEO.


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Multicultural Marketing News.

NewsWare, Track Data, 1122 Coney Island Ave., Brooklyn, NY, 11230.


RushPR Newswire, 3630 Avenue Laval, Montreal, Quebec, H2X 3C9, Canada. 514/523-3771. news@rushprnews.com; www.rushprnews.com. Anne Howard.

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Int’l PR Network


See full listing under Associations.

PR World Alliance, c/o Feintuch Communications, 245 Park Ave., 39th flr., New York, NY, 10167.
perran@personapr.com; henry@feintuchpr.com; www.PRWorldAlliance.com.
Perran Ersu, Chmn., 212/287-4678; Henry Feintuch, Vice Chmn., 212/808-4901.

PR World Alliance is an international network of premier independent communication consultancies. Partners are carefully selected and represent established, respected and accomplished firms with a solid reputation for producing superior results for clients. The 20 member, 19-country network encompasses public relations companies and offices in North America, South America, Europe, Asia and Africa with offices and joint venture partners in Pakistan, India and China. The network continues to seek new members in strategic locations.

Public Relations Boutiques Int’l.
646/607-4492. lsiegel@bridgeny.com; www.prboutiques.com. Dan Leinweber, Pres., Lucy Siegel, Treasurer.

estevens@stevensstrategic.com; www.prgn.com. Edward Stevens.

Worldcom Public Relations Group, 500 Fifth Ave., Suite 300, New York, NY, 10110. 800/955-9675; 212/286-9550.
toddlynch@worldcomgroup.com; www.worldcomgroup.com. Todd M. Lynch, Managing Dir.

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• Corporate Video Storytelling (Image, Sales, Marketing, Employee)
• Satellite Media Tours (SMT/RMT/IMT)
• Social Media News Releases (SMNRs)
• Internet Press Kits (IPKs)
• Digital Video Distribution (Video Sharing)
• Broadcast B-Roll Packages (B-Roll)
• Public Service Announcements (PSAs)
• Video Editing, Graphics and Effects (Highlights Reels)
• Webcasting (Live Video Streaming)

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Our business clients use online videos to engage, inform, inspire and educate. We produce brand anthems, company culture videos, global corporate responsibility videos, sales and product videos, how-to and training videos, and much, much, more.

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See full listing under Satellite Media Tours.

RCM Broadcast Comms., Inc., 20 West 22nd St., #1510, New York, NY, 10010.
Continued at top of next page
PUBLIC SERVICE ANNOUNCEMENTS

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- Creative multimedia production solutions for their complex communication needs.
- Access to top-notch media markets and the highest quality bookings.
- Peace of mind with confidence that all their expectations will be met with our full attention, best strategy and reliable delivery of services.
- The most cost-effective solution to increase their brand awareness and audience reach.

We are producers first. Trust, quality and results have garnered our soaring client retention rates now for more than 20 years.

ACG’s many services include:
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- Media Training
- TV Satellite, Radio and Online Media Tours
- Integrated Media Tours™
- Social Media Campaigns, Blogger Connects and Twitter Parties
- Web Videos, Webcasts and Live-Streamed Interactive Events
- Video, Audio and Multimedia New Releases
- B-roll Packages
- PSAs

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Liv Davick, a Publicity and Production Boutique, Inc. specializes in all of your broadcast public relations and social media needs. Our expertise includes satellite media tours, radio media tours, audio news releases, public service announcements (PSAs), Internet media tours (IMTs), Spanish smts/rmts/anrs, integrated marketing, ground tours, aircheck and airings’ monitoring services, and video production and distribution.

All pitching, booking, and follow-up is done in-house, and we handle all of your production needs for your satellite and radio media tours. We offer the highest-quality, most personalized servicing with unparalleled organization and a strict attention to every detail. We provide superior results in everything we do, are available to our clients at all times, and work within every budget.

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Your Message On-Air and Online
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aircheck@national-aircheck.com;
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York, NY, 10010. 212/206-8160; fax: 212/
206-8168. nweissman@plusmedia.com;
www.plusmedia.com. Natalie Weissman,
Melodie Sisk.

PremiereTV, 429 Santa Monica Blvd.,
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301/661-0900.
mt@tobincommunications.com;
Maury Tobin, Pres.
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rise@zpr.com; www.zpr.com. Rise
Birnbaum, CEO.

Research

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Cogent Reports, Market Strategies Int’l,
125 Cambridge Park Dr., Cambridge,
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RESEARCH

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- **Google**, 1600 Amphitheatre Pkwy., Mountain View, CA, 94043. 650/253-0000; fax: 650/253-0001. Larry Page, CEO.
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- Access to top-notch media markets and the highest quality bookings.
- Peace of mind with confidence that all their expectations will be met with our full attention, best strategy and reliable delivery of services.

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- Web Videos, Webcasts and Live-Streamed Interactive Events
- Video, Audio and Multimedia New Releases
- B-roll Packages
- PSAs


Broadcast Direct Communications, Inc. specializes in media relations for:
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- Radio Media Tours
- In-Market Tours
- The Web

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- Satellite Media Tours
- Radio Media Tours
- In-Market Tours
- The Web

As television, radio and internet professionals, we offer media strategy, creative writing and pitching, strong media relationships and over 30 years of experience in broadcast public relations.


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Continued at top of next page
SATELLITE MEDIA TOURS

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you need experienced pros, call DNA. With over 20 years experience we offer expert advice, strategic planning, quality production and distribution for all your broadcast and Internet PR needs. Our services include satellite media tours, Internet and viral video production and distribution, Internet media tours, webcasts, radio tours, corporate videos and many other services. Call or email for ideas, quotes and testimonials from our satisfied clients.


Once again Gourvitz Communications is providing its public relations clients with a new, cost effective and unique way of getting media coverage. It’s called an Interactive Media Tour. And what makes it different from what is currently being called an Internet or blogger tour is that it actually includes video and is a digital delivery to only major Internet sites. In just two years, GSH, a division of GCI, has not only set the standard for this service, it is the standard. And the co-op SMT business, created and invented by GCI, is now doing more business than ever before.

The key is using only major talent, booking mainly big markets, and having every co-op available to view live on UstreamTV. GCI’s core business is still SMTs/RMTs. Now more than ever before TV stations want, need and will do satellite interviews if you give them a good spokesperson, a compelling story, sprinkle in some b-roll, use two cameras and create a set. B-rolls are now being done again with a unique angle to TV station websites, newspaper chains and blogs. There is very little actual TV placement for a b-roll. GCI shoots and edits everything in HD and now has added a fourth edit bay to accommodate its clients’ needs for comp, sizzle and in-house video reels. And when GCI says it’s 24/7, it means 24/7.


Liv Davick, a Publicity and Production Boutique, Inc.

Liv Davick, 88 South Broadway, Suite #1206, Millbrae, CA, 94030. 650/689-5479; 661/600-2254. liv@livdavick.com; shana@livdavick.com; www.livdavick.com. Liv Davick, Pres., Shana Davick, VP.

Liv Davick, a Publicity and Production Boutique, Inc. specializes in all of your broadcast public relations and social media needs. Our expertise includes satellite media tours, radio media tours, audio news releases, public service announcements (PSAs), Internet media tours (IMTs), Spanish smts/rmts/anrs, integrated marketing, ground tours, aircheck and airings’ monitoring services, and video production and distribution.

All pitching, booking, and follow-up is done in-house, and we handle all of your production needs for your satellite and radio media tours. We offer the highest-quality, most personalized servicing with unparalleled organization and a strict attention to every detail. We provide superior results in everything we do, are available to our clients at all times, and work within every budget.


•Satellite Media Tours
•EPK’s
•Press Conferences
•Radio tours
•Product Launches
•Camera crews Beta SP/DV
•Cam/HD
•In house production and editing
•Duplication DVD/Beta SP/VHS
•Red carpet crews
•Marketing tapes

Entire Staff with major network news experience.
Specializing in newsworthy event production.
Guaranteed results, on any budget.
Contact: Eric at 212-505-7666
www.livestarvt.com
ericdrath@lsetv.com

Media Connect, formerly Planned Television Arts, 301 E. 57th St., New York, NY, 10022. 212/583-2718. brian.feinblum@finnpartners.com; www.media-connect.com. Brian Feinblum, SVP, CMO.

Incredible value provided by the firm that trademarked satellite radio and television tours over 20 years ago! We’re proficient at promoting experts, authors, CEOs, non-profits, and topics focused on books, entertainment, health, business, consumer and advocacy.


See full listing under Webcasting.


See full listing under Special Events.


PremiereTV, 429 Santa Monica Blvd., Suite 300, Santa Monica, CA, 90401. 310/999-9090. info@premierevtv.com; www.premieretv.com. Shayne Fraeke, CEO.

25+ YEARS OF EXPERIENCE, UNMATCHED EXPERTISE, EXCEPTIONAL CLIENT SERVICE

PremiereTV delivers outstanding satellite media tours to clients across the U.S. and around the globe. Whether your SMT originates from a TV studio, a hotel room, a desert, or any remote location, PremiereTV’s media and production teams always deliver with professionalism, diligence, and creativity.

Our media experts are trusted by the top newsroom producers in the industry. We maintain strong relation-
ships with all the national networks and newsfeeds, top market local affiliates, and independent and regional cable outlets.

As a result, you get the best line-ups for your SMT. Additional PremiereTV specialties include:
- Radio Media Tours
- Audio News Releases
- On-Air Radio Promotions
- Online Audio & Video Distribution
- B-Roll Packages
- ENG Crews
- Creative Video Production / “Highlight Reels”

Contact us for references, quotes, or information on an integrated broadcast publicity strategy that accommodates your budget.


Thunk!Media, Inc. delivers your message to the audience you want to target. Thunk!Media clients have achieved impressive results through our innovative and creative co-op media tours. Our boutique service offers a personal touch and provides the highest quality production values and top-market bookings — all delivered by the celebrity spokespeople and news outlets turn to for advice.


Search Engine Optimization


Monument Optimization helps organizations achieve their goals online through an analytics-based approach to search engine marketing and online reputation management.

Schneider Associates, 2 Oliver St., Suite 901, Boston, MA, 02109. 617/536-3300; fax: 617/536-3180. launch@schneiderpr.com; www.schneiderpr.com. Joan Schneider, CEO, Phil Pinnellatore, Pres.

When leading companies, professional services organizations and entrepreneurs seek a trusted communications partner, they turn to Schneider Associates, a full-service public relations and integrated marketing agency. Specializing in Launch Public Relations®, a proprietary method of successfully launching and sustaining visibility for new products, services, companies and communities, or revitalizing existing ones, Schneider Associates represents a wide range of clients in education, professional services, consumer food and retail, and home products/home improvement. CEO Joan Schneider has written two books on launching new products, including The NEW Launch Plan, as well as an article for the Harvard Business Review entitled “Why Most Product Launches Fail.”

Agency services include integrated marketing and PR campaigns, messaging, converged media strategy and execution, content marketing for digital and social campaigns, public affairs, influencer programs, special events, crisis communications, spokesperson training, brand development, launch consulting, and creative services. Learn more at www.schneiderpr.com.

Social Media

AKA Media Inc. 142 East Ontario, Suite 1600, Chicago, IL, 60611. 800/996-9432. info@akamediainc.com; www.akamediainc.com. Andrew Krause, Exec. Producer, CEO.

We create content for Video, Radio, Web, TV and Social Media campaigns. Our clients rely on our counseling and experience to produce online video, live broadcasts and webcasts, satellite media tours, and much, much, more.

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- Video Editing, Graphics and Effects (Highlights Reels)
- Webcasting (Live Video Streaming)

Corporate Video Storytelling

Our business clients use online videos to engage, inform, inspire and educate. We produce brand anthems,
AKA Media Inc. continued

company culture videos, global corporate responsibility videos, sales and product videos, how-to and training videos, and much, much more.

Digital Content
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Satellite Media Tours
We produce integrated SMT/RMT/IMTs delivering your message to millions of people. With celebrities, hot trends, premier events and locations, our producers and media relations experts help you pull it all together.

AmericanPOP, 1207 W. Magnolia Ave., #D, Burbank, CA, 91506. 818/840-1030. info@americanpopdigital.com; www.americanpopdigital.com.


Digital Park, a division of rbb Public Relations, 355 Alhambra Circle, Suite 800, Miami, FL, 33134. 305/448-7450. info@digitalpark.com.


Gorkana offers a more effective way for PR and communications professionals to access customized media intelligence. Our clients become part of our unique community. This connects them to everything happening across the Web, so why not join the conversation?


Let us help you strategically communicate with clients, prospects, partners, employees, journalists and those impacted by the company.


Feintuch Communications offers a comprehensive solution for b-to-b companies looking to incorporate or enhance their social media presence in their marketing arsenal. Each program is designed to support the company’s business objectives and PR/marketing goals. Programs include an analysis of the current industry landscape and competitors; a calendar of planned updates; content creation; community building and management; and measurement.

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Jeni Chapman, Managing Director.


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Chatter about your company is happening across the Web, so why not join the conversation?

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SOFTWARE PRODUCTS


IGEL Technology America LLC, 2106 Florence Ave., Cincinnati, OH, 45206. 954/739-9990. info@igelamerica.com; www.igelamerica.com.


SPEAKERS SERVICE (Talent)


Authors Unlimited, 31 E. 32nd St., #300, New York, NY, 10016. 212/481-8484. Arlynn Greenbaum, Pres.

Capitol City Speakers Bureau, 1620 South 5th St., Springfield, IL, 62703. 217/544-1496. info@capcityspeakers.com; www.capcityspeakers.com. Mike Klemm.


Leigh Bureau, The, 92 E. Main St., #200, Summerville, NJ, 08876. 908/253-8600. info@leighbureau.com; www.leighbureau.com.


Corporate Events, 7431 114th Ave. No. #102, Largo, FL, 33773. 727/548-7200. corporateevents@tampabay.rr.com; www.corporateeventsonline.com.


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Authors Unlimited, 31 E. 32nd St., #300, New York, NY, 10016. 212/481-8484. Arlynn Greenbaum, Pres.

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SPECIAL EVENTS

Editor Showcase continued

works, radio, and online bloggers.
2014 Editor Showcase Series:
• Health & Nutrition - February 20, 2014
• Eat This! Hot New Products - April 7, 2014
• Snack Attack - July 14, 2014
• Cooking & Entertaining - October, 2014


Let us help you reach a highly targeted audience and watch your brand come to life! Fast Forward Event Productions is an award-winning turnkey event management and marketing solutions provider specializing in the creation of world-class trade and special consumer events, brand activation and experiential marketing strategies, and mobile marketing tours for the luxury marketplace.

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Feats Inc. offers the personal touch and their businesses forward. Gorkana provides the personal touch and watch your brand evolve! Gorkana offers a more effective way for PR and communications professionals to access customized media intelligence. Our clients become part of our unique community. This connects them to everything from industry experts and the latest news, insights and events, jobs and journalists, not to mention our own essential media intelligence services. It's why PR professionals, as well as journalists, rely on us every day. Whether they're launching a campaign, managing reputations, or needing around-the-clock response during a crisis, we help clients keep up-to-speed, stay focused, and be connected to experts. Gorkana provides the personal touch and confidence clients need to make clear, informed decisions—and drive their businesses forward.

Follow us at @GorkanaConnects, @GorkanaUS, or visit us at www.gorkana.us.


IEG LLC, 640 N. LaSalle, #450, Chicago, IL, 60610. 312/944-1727. ieg@sponsorship.com; www.sponsorship.com.


THE NATIONAL PRESS CLUB


The National Press Club, a private club for journalists and communicators, has been “Where News Happens” for more than a century. Each year, the Club hosts over 250,000 visitors at more than 2,000 events that are curated to global audiences in print, television and online. Our journalist members work with the NPC staff to create an ideal facility for news coverage – from a full service broadcast operation, to fiber and wireless connectivity, to audio-visual services.


Paulette Wolf Events & Entertainment, 1165 N. Clark St., #613, Chicago, IL, 60610. 312/981-2600. lombardo@pwe-e.com; www.pwe-e.com. Adam Lombardo, VP, Production.


Speechwriting


Television (TV) Production

Accent Media, 1657 Strine Dr., McLean, VA, 22101. 703/356-9427. jackjorgens@accentmediainc.com; www.accentmediainc.com. Dr. Jack Jorgens, VP.


We create content for Video, Radio, Web, TV and Social Media campaigns. Our clients rely on our counseling and experience to produce online video, live broadcasts and webcasts, satellite media tours, and much, much, more.

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Satellite Media Tours

We produce integrated SMT/RMT/IMTs delivering your message to millions of people. With celebrities, hot trends, premier events and locations, our producers and media relations experts help you pull it all together.


AP’s worldwide reach and its network of well-connected journalists mean AP produces news that very few can match but that everyone needs. A well-earned reputation for independence and accuracy, a fierce commitment to the people’s right to know, and an unmatched expertise in global newsgathering, distribution and service makes AP the world’s most trusted, definitive source for news in all formats. Learn more about AP’s products at www.ap.org.

Cover Edge Television News Service, 4325 Dean Martin Dr., #375, Las Vegas, NV, 89103. 800/822-6397. bookings@coveredge.com; www.coveredge.com. Rich Travis, CEO.


See full listing under Webcasting.


PremiereTV, 429 Santa Monica Blvd., Suite 300, Santa Monica, CA, 90401. 310/899-9090. info@premiertv.com; www.premiertv.com. Shayne Fraeke, CEO.

OUTSTANDING PRODUCTION FOR TV, FILM, BROADCAST, AND THE INTERNET.

PremiereTV’s talented team of production experts can deliver a full range of services, from B-roll shoots and EPKs to press conferences, remotes, and highlight reels. With over 25 years of experience, PremiereTV coordinates every detail of TV production with professionalism, diligence, and creativity.

Additional PremiereTV specialties include:

• Creative Video Production / “Highlight Reels”
• B-Roll Packages
• ENG Crews
• International Services
• Webcasting
• Satellite Media Tours
• Radio Media Tours
• Audio News Releases

Contact us for references, quotes, or information on how our production experts can maximize your PR ROI!


TRANSLATION SERVICES


French Into English

TRANSLATION SERVICES

Translation Services


Video

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Andrew Krause, Exec. Producer, CEO.

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myacoub@awpty.com. Marilou Yacoub.

Allied Vaughn, 7600 Parklawn Ave., #300, Minneapolis, MN, 55435. 952/832-3100; 800/323-0281; fax: 952/832-3179.


At (@) Large Films, 807 N.E. Couch St., Portland, OR, 97232. 503/287-5387. 3612. info@audioproductions.com; www.alllargefilms.com. Juliana Lukasik, Principal.


ACG is a high-quality, results-oriented multimedia production company specializing in P.R. and marketing services for healthcare, food and consumer, entertainment and hi-tech. Staffed by innovative and relationship-focused experts, our clients receive:

• Creative multimedia production solutions for their complex communication needs.
• Access to top-notch media markets and the highest quality bookings.
• Peace of mind with confidence that all their expectations will be met with our full attention, best strategy and reliable delivery of services.
• The most cost-effective solution to increase their brand awareness and audience reach.

We are producers first. Trust, quality and results have garnered our soaring client retention rates now for more than 20 years.

ACG’s many services include:

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• Media Training
• TV Satellite, Radio and Online Media Tours
• Integrated Media Tours™
• Social Media Campaigns, Blogger Connects and Twitter Parties
• Web Videos, Webcasts and Live-Streamed Interactive Events
• Video, Audio and Multimedia New Releases
• B-roll Packages
• PSAs


At Boom, we realize that even the best creative “outside-the-box” solutions don’t amount to much unless they end up “in-the-box”, on television, on radio or online. To reach your desired audience, Boom creates and
distributes content whether a news announcement, event, cause or public awareness campaign. We'll help you identify the right strategy, produce the right asset, and get your message to the right media.

Services include:
- Television (SMT), Radio (RMT) and Online media tours
- Television and radio news releases/packages
- Public Service Announcement strategy, production, distribution, tracking and reporting
- Broadcast and online Media Relations
- Online content strategy and distribution
- Video strategy and production

Whatever your unique objectives, your Boom team will work to meet or exceed expectations from planning, to implementation, to results. For more information visit www.boombroadcast.com.


Broadcast Productions, 44 Beechwood Dr., Robbinsville, NJ, 08691. 609/443-1501. 609/443-1503


Coastal Media Group, P.O. Box 8751, Calabasas, CA, 91372. 818/880-9800; 888/570-LIV. www.coastalmediagroup.com. Bob Adler, Pres./CEO.


Crews Control, 8161 Maple Lawn Blvd., #120, Fulton, MD, 20759. 301/604-1200; 800/545-CREW. info@crewscontrol.com; www.crewscontrol.com. Andrea Keating, Founder/CEO.


See full listing under Satellite Media Tours.

Dominion Productions, 4893 Halwell Drive, Virginia Beach, VA, 23464. 757/424-4523. dominionproductions@yahoo.com; www.dominionproductions.tv. Kevin O’Sullivan.


See full listing under Webcasting.


Production Masters Inc., The Buhl Bldg., 205 Fifth Ave., Pittsburgh, PA, 15222. 412/281-9500. dcase@pmi.tv; www.pmi.tv. David Case, Pres./CEO.

RCM Broadcast Communications Inc., 20 West 22nd St., #1510, New York, NY, 10010. 212/924-1006. russell@rcmbroadcast.com; www.rcmbroadcast.com. Russell Check, Pres.


Synaptic Digital, a Definition 6 company, 79 Fifth Ave., New York, NY, 10003. 212/682-8300. learnmore@synapticdigital.com; www.synapticdigital.com.

Take One Productions, 17581 Irvine Blvd., #107, Tustin, CA, 92780. 877/825-3146. info@takeonedigital.com; www.takeonedigital.com.


Ventana Productions, 1819 L St., N.W., #100, Washington, DC, 20036. 202/785-5112. info@ventanadc.com; wwww.ventanadc.com. Armando Almanza, Pres.


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Connex International Inc., 50 Federal Rd., Danbury, CT, 06810. 800/426-6639. karen@connexintl.com; www.connexintl.com.


Murray Hill Studios is a full-service production facility in New York City providing high-end webcasting services and traditional broadcast production services to the Entertainment, PR, Educational, Political, Corporate, Financial, Legal, and Medical industries. These services include interactive webcasting, studio production, live shots with international and domestic broadcast transmission, satellite and internet media tours, and many more. We also have Kitchen sets with a full prep-kitchen available for food/cooking related productions. Please visit us at www.murrayhillstudios.com.
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PrecisionIR Group, 9011 Arboretum Parkway, #295, Richmond, VA, 23236. 804/327-3400. info@precisionir.com; www.precisionir.com.

Synaptic Digital, a Definition 6 company, 79 Fifth Ave., New York, NY, 10003. 212/682-8300. learnmore@synapticdigital.com; www.synapticdigital.com.


Website Development

At Point Inc., P.O. Box 361, Roseland, NJ, 07068. 973/324-0866; fax: 973/324-0778. services@atpoint.com; www.atpoint.com. Mick Gyure.

At Point provides the services of developing websites and managing the Internet operations of businesses, both small and large, that do not have the experience or the resources in-house to perform these functions. Clients receive personalized and high quality customer service, solutions that fit their budgets, and the assurance of At Point’s reliability.


Data-Scribe, P.O. Box 15361, Rio Rancho, NM, 87174. 505/333-8546. info@datascribe.com; www.datascribe.com. Leila Johnson.


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AdMedia Partners Inc.: Management Consultants
Adrian Awards: Awards
Advertising Club of New York: Associations
Advertising Specialty Institute: Associations
Advertising Woman of the Year Award: Awards
Advertising Women of New York: Associations
Adweek Directories: Directory Publishers
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Alan Weiss Productions: Television (TV) Production, Video
All-In-One Media Directory: Directories
Allerton, Heneghan & O’Neill: Executive Search
Allhealth Public Relations: Promotions
Alliance for Women in Media: Associations
Allied Vaught: Video
AME - Advertising & Marketing Effectiveness Awards: Awards
American Association of Advertising Agencies (4As): Associations
American Association of Political Consultants: Associations
American Hotel & Lodging Association’s Stars of the Industry Awards: Awards
American League of Lobbyists: Associations
American Marketing Association, The: Associations
American Program Bureau, Inc.: Speakers Service (Talent)
American Strategic Management Institute: Conventions/Conference Planners
American University, School of Communication: Education
AmericanPOP: Social Media
ANEW Marketing Group: Graphic Services
AP Books/The Associated Press: Directories
APEX Awards: Awards
ARC Awards: Awards
Arthur W. Page Society: Associations
ASAE & The Center For Assn. Leadership: Associations
ASAE & The Center for Assn. Leadership: Education
Aspen Marketing Services: Special Events
Association for Conflict Resolution: Associations
Association for Education in Journalism and Mass Communications: Associations
Association for Women in Communications: Associations
Association for Women in Media: Associations
Association of Strategic Alliance Professionals: Associations
Association TRENDS Annual All-Media Contest: Awards
Astrid Awards: Awards
At & (r) Large Films: Video
At Point Inc.: Website Development
Audio Productions Inc.: Video
Audio-Visual Awards (AVA): Awards
Auritt Communications Group: Radio, Satellite Media Tours, Video
Authors Unlimited: Speakers Service (Talent)

Bader TV News: Video
Bell Ringer Awards: Awards
Bella PR: Public Relations Networks
Ben Asen Photography: Photographers/Stock Photo
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Bernhardt Fudyma Design Group: Annual Reports/Design/Branding
Big Voice Unlimited: Social Media
BizBash Media: Newsletters
Black PR Wire Inc.: Newswires/Press Services
Bloom Gross & Associates: Executive Search
Bonnie Ott Promotions: Promotions
Boom Broadcast & Media Relations: Video
Booz Allen Hamilton: Management Consultants
Bowling Green University, School of Media and Communication: Education
Brand Union, The: Annual Reports/Design/Branding
Bravo Productions: Special Events
British American Business Inc.: Associations
Broad Street Productions: Video
Broadcast Direct Communications Inc.: Satellite Media Tours
Broadcast Monitors: Broadcast Monitoring Services
Broadcast Productions: Video
Bronze Anvil Award of PR Society of America: Awards
Brown Brothers: Photographers/Stock Photo
Bruce Wodder Photography: Photographers/Stock Photo
Buchbinder Tunick & Company LLP: CPA/Consulting Services
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**NEW YORK CITY:**

- **M** Media Vantage: Media Monitoring
  - **M** MediaMiser Ltd.: Measurement & Evaluation, Media Monitoring, Social Media
  - **M** MEDIAmbz: Video
  - **M** Medianet: Media (Speech) Training
  - **M** MediaPrep: Media (Speech) Training
  - **M** MediaTracks Communications, Inc.: Radio
  - **M** MediaWorks Resource Group: Media (Speech) Training
  - **M** Meredith Xcelerated Marketing (MXM): Website Development
  - **M** Merri Makers Catering: Special Events
  - **M** Metro Editorial Services: Editorial Distribution & Services
  - **M** MHP/Mark Haefeli Productions: Interactive/Multimedia Services
  - **M** Microspace Communications Corp.: Electronic Newsfeeds/Satellite Services
  - **M** Millward Brown: Research
  - **M** Monument Optimization: Search Engine Optimization
  - **M** Moreover Technologies: Media Monitoring
  - **M** Moyer, Sherwood Associates, Inc.: Executive Search
  - **M** Multicultural Marketing News: Press Release Distribution
  - **M** Multilingual Solutions: Translation Services
  - **M** Murray Hill Studios: Satellite Media Tours, Television (TV) Production, Video, Webcasting
  - **M** MVP Collaborative: Special Events
  - **M** MyMediaInfo: Media Lists
  - **M** MyPRGenie: Social Media
  - **M** M/A/R/C Research: Research

**NATIONAL:**

- **N** National Aircheck: Media Monitoring, Radio
  - **N** National Association of Broadcasters: Associations
  - **N** National Association of Business Political Action Committees: Associations
  - **N** National Association of Government Communicators: Associations, Awards, Public Relations Networks
  - **N** National Association of Personnel Services: Associations
  - **N** National Black PR Society: Associations
  - **N** National Directory of Corporate Public Affairs: Directories

**Oxford:**

- **O** O’ConnorPR: Advocacy
  - **O** O’ConnorPR: Public Affairs
  - **O** O’ConnorPR: Social Media
  - **O** O’ConnorPR: Strategic Communications
  - **O** Ogilvy Public Relations: Associates

**P**

- **P** Paladin Staffing Services: Employment Services
  - **P** Parallax Productions Inc.: Television (TV)

**Q**

- **Q** Queens College: Media Monitoring
  - **Q** Queen’s University, Online Masters in Communication: Education
  - **Q** Questar Awards: Awards
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If you would like to be listed in O’Dwyer’s 2015 PR Buyer’s Guide, which will be published in the January 2015 issue of O’Dwyer’s magazine, provide your information on this form. O’Dwyer’s magazine is read by more than 10,000 PR professionals each month and is now in its 28th year. Your entry will also appear on PR’s No. 1 website, odwyerpr.com, throughout 2015. This is where communicators shop online for services and products and it is the one web database you need to be part of. odwyerpr.com averages 60,000 visits per month. Basic listing cost is $25 per category (each additional category is $20). Feel free to suggest a new one.

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Broadcast Monitoring  Fax Services  Newswires/Press Services  Social Media
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Celebrities  Graphic Services  Photographers & Stock Photo  Speakers Service (Talent)
Clipping Services  Interactive/Multimedia Services  Press Release Distribution  Special Events
Copywriters  Mailing Services  Printing  Speechwriting
CPA/Consulting Services  Mgmt. Consultants  Promotions  Translation Services
Crisis Management  Measurement & Evaluation  PR Networks  TV Production
Directories & Directory Publishers  Media Lists  Public Service Announcements  Video
Editorial Distribution & Services  Media Monitoring  Radio  Webcasting
Education  Electronic Newsfeeds/Sat. Svcs.  Executive Search  Media (Speech) Training
Fax Services  Fulfillment  Graphic Services  Media Tours/Roadshows
File Services  Interactive/Multimedia Services  Mailing Services  Newsletters
Graphic Services  Mailing Services  Measurement & Evaluation  Newswires/Press Services
Interactive/Multimedia Services  Mailing Services  Measurement & Evaluation  Photo Distribution
Mailing Services  Measurement & Evaluation  Media (Speech) Training  Photographers & Stock Photo
Media Monitoring  Media Monitoring  Media Monitoring  Printing
Media Monitoring  Media Monitoring  Media Monitoring  Promotions
Media Monitoring  Media Monitoring  Media Monitoring  PR Networks
Media Monitoring  Media Monitoring  Media Monitoring  Public Service Announcements
Media Monitoring  Media Monitoring  Media Monitoring  Radio
Media Monitoring  Media Monitoring  Media Monitoring  Research (Marketing Research)
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Media Monitoring  Media Monitoring  Media Monitoring  Social Media
Media Monitoring  Media Monitoring  Media Monitoring  Software Products
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