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The Inside News of  
PR and Marketing  
Communications

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## DAYTON AREA SEEKS FIRM TO SPUR ECONOMY

Montgomery County (Ohio) is looking to hire a PR partner to stimulate economic development in the Buckeye State's fifth most populous county, which has Dayton as its key metro region, via an aggressive marketing communications program.



The firm will work closely with the Montgomery County Community & Economic Development Dept. to further its "More Speed, Less Risk, Lower Cost," messaging campaign that kicked off in 2016, according to the RFP.

It will pitch the pluses of Montgomery County being within a 600-mile radius of two-thirds of the nation's population and 60 percent of its manufacturing employment.

The firm will develop traditional/online marketing materials and coordinate a social media strategy targeted at transportation and logistics, advanced manufacturing, aerospace and defense, bioscience and medical, research and technology, startups and entrepreneurship, food and beverage sectors as well as direct foreign investment.

Proposals for RFP 900029 for PR and Marketing Communications Services are due Dec. 4.

Send the original, copy and flash drive to: Denise Burris, Buyer; Montgomery County Purchasing Department; PO Box 972; 451 W. Third Street, 9th Floor; Dayton, OH 45422-1375

[Download RFP \(PDF\)](#)

## BALLARD'S BONDI TO JOIN TEAM TRUMP

Pam Bondi, former Florida attorney general who joined the Sunshine State's Ballard Partners in January, is expected to take a communications post at the White House and work on impeachment messaging.



Pam Bondi

Bondi is a favorite of president Trump, who considered her for the AG spot vacated by Jeff Sessions.

NBC News reports that Bondi will have "special government employee" status, which lets people with special skills in the private sector work part time for the federal government under less stringent ethics rules than other staffers.

Bondi will end her lobbying work for Ballard Partners this week but will remain with the firm until her background checks are complete. She heads the corporate regulatory compliance practice at Ballard Partners, which is led by Brian Ballard, who chaired Trump's Florida 2016 campaign fundraising team.

## W2O SCOOPS UP RADIUS DIGITAL SCIENCE

W2O has acquired Radius Digital Science, the Montclair, NJ-based firm that calls itself a "scientific visualization" company.

The 25-member RDS team creates digital images that help people understand science, apps that explain diseases, animations that show how medical therapies work and materials that provide guidance for patients.



Staffers also are experienced with molecular visualization, UX design/programming, medical illustration, 3D animation and experiential media for presentations at scientific conferences and trade shows.

W2O has worked with RDS to "bring our clients' science to life through more dynamic and impactful digital media and evocative artistic expression," said CEO Jim Weiss.

He said the acquisition of the firm co-founded by Michelle Peterson and Brandon Pletsch diversifies W2O's "marketeching" toolbox and "raises the bar for how we execute on scientific creative across our suite of integrated capabilities."

W2O is O'Dwyer's No. 1 ranked healthcare firm with fees of \$168.1M in 2018.

## OBAMA COS DALEY TO RUN WELLS FARGO PA

Embattled Wells Fargo has named Bill Daley, who was president Obama's chief of staff and president Clinton's commerce secretary, vice chairman of public affairs and member of the operating committee effective Nov. 13.

He will report to Charlie Scharf, who took the CEO job last month.

Daley said he's "excited to be able to help with Wells Fargo's continued transformation and to help shape the bank's relationship with its customers, regulators and the U.S. public."

Wells was rocked by the 2016 phony customer account scandal and has operated with a cap on its balance sheet since early last year.

Daley also has served as vice chairman of BNY Mellon and JPMorgan Chase, and president of SBC Communications, which is now AT&T.

He will oversee Wells' 780 staffers in corporate communications; government relations & public policy; sustainability & corporate responsibility; and corporate philanthropy & community relations.

Founded in 1852, San Francisco-based Wells has \$1.9T in assets and 260K employees.



Bill Daley

## **MMGY NJF WINS TRAVEL TEXAS PITCH**

MMGY NJF has notched the Travel Texas account in a competitive pitch to promote the Lone Star State's "Let's Texas" marketing campaign.

The office of governor Greg Abbott issued an RFP in July for a PR firm to help Texas move beyond its "cow-boy image" by promoting "all the state has to offer including its beaches, hiking trails, historical attractions, exciting cities and five-star restaurants."

"MMGY NJF is a well-respected agency with a deep bench of experience in the travel space," said Brad Smyth, Travel Texas tourism director.

MMGY NJF, which has offices in New York, Miami, Kansas City and Los Angeles, will open an Austin office to support the Travel Texas account.

Total direct travel spending topped \$80B in Texas last year, generating \$7.5B in state/local taxes and supporting 1.2M jobs.

## **HAYDEN TO LEAD COMMS FOR BAE SYSTEMS**

BAE Systems, Inc. has named Caitlin Hayden senior vice president of communications. Hayden joins BAE from the Aerospace Industries Association, where she served as vice president of communications, leading the organization's outreach and communications functions.

She was previously executive vice president and media group director in Edelman's Washington, D.C. office. Before that, she spent 15 years in the federal government, holding such positions as special assistant to president Obama, senior director for strategic communications and press, and spokesperson for the National Security Council.

Earlier, Hayden served with the department of state in policy and communications assignments spanning embassies and offices in Washington, D.C., Afghanistan, Iraq and the United Kingdom.

At BAE, she will lead the company's external and internal communications activities in support of key business campaigns, community investment and employee engagement.



**Caitlin Hayden**

## **CISION POSTS 4.7% Q3 GROWTH**

Cision registered a 4.7 percent spurt in Q3 revenues to \$185.7M and a \$2.4M profit compared to a year ago \$6.2M loss as the PR/marketing software company prepares to revert to private ownership.

Platinum Equity on Oct. 22 announced a \$2.7B cash acquisition of Cision, which is expected to close during the first-quarter of next year, subject to shareholder approval.

The go-shop provision of the agreement expires Nov. 12.

Cision CEO Kevin Akeroyd reported a 3.3 percent uptick to \$562M in nine-month revenues and a \$6.2M profit vs. a \$13.2M 2018 loss.

Cision is going private with \$95M in cash/cash equivalents and \$1.2B long-term debt.

## **NEWS OF FIRMS**

Shirley & Banister Public Affairs, conservative powerhouse firm, has rebranded as **Shirley Banister McVicker Public Affairs**. The name change reflects the elevation of Kevin McVicker, a 20-year veteran of the firm who has served as vice president since 2015, to partner. McVicker worked to publicize major litigation in the Supreme Court cases of Hobby Lobby in 2014 and the Little Sisters of the Poor in 2016 as well as spearheading media coverage and exposure for such clients as the Texas Public Policy Foundation, Ann Coulter and the late Robert Novak.

**BCW** has launched BCW CyberTREE, a strategic model focused on helping clients develop an individualized cybersecurity crisis communications response and planning system. The new initiative enables clients to create tailored strategies based on more than 25 factors in four domains (threat considerations, response considerations, meeting media and stakeholder expectations, and engagement considerations) that influence reputation risk during a cyber event.

**Prosek Partners** is launching a dedicated HR Special Situations Practice Group for clients experiencing a crisis or other special situation which impacts their employees. The new practice will be managed by Prosek partner and chief human resources officer Karen Niovitch Davis. She will work with special situations partners Andy Merrill and Mickey Mandelbaum.

Australia-based **Bastion Collective** has acquired **db5**, a consumer insights and strategy consultancy with offices in New York and Los Angeles. The consultancy specializes in quantitative and qualitative research, brand strategy, innovation and communications. As part of the transition, it has rebranded as Bastion db5. Bastion db5 will continue to operate as their own individual agency within the Bastion Collective.

**Seven Letter** has launched Seven Letter Labs, a digital communications offering resulting from its acquisition of digital strategy firm Tessio Labs. Tessio Labs founders John Corrigan and Michael Treon will lead Seven Letter Labs, which will deliver digital strategies for clients. The launch of Seven Letter Labs follows last year's merger of Blue Engine Message & Media and JDA Frontline to form Seven Letter.

Watertown, MA-based healthcare agency **Greenough Brand Storytellers** and Cambridge, UK-based life B2B science specialists **kdm communications** announced they're sharing best practices and systems in an effort to better serve clients who seek to expand their marketing activities across global markets. Together, the two independent agencies have more than 50 staffers (including 15 scientists), offering expertise in scientific writing, video production, globally managed product launches and multilingual thought leadership campaigns.



## **TOP 10 MOVIES THAT BOOSTED REAL BRANDS**

On November 15, “Ford v Ferrari” will roar into theaters, packing a publicity boost for two great global auto brands right on the marquee. The film explores the rivalry between auto innovators Henry Ford Jr. and Enzo Ferrari.

Whether the result of a paid product placement, a screenwriter’s whim or an essential story detail, there’s a long history of big screen PR for real brands—from James Bond’s Aston Martin and Marty McFly’s DeLorean to ET gobbling Reese’s Pieces.



**Adam Dickter**

With that in mind, here’s the Top Ten (in descending order) list of big studio films in which the product was essential to the plot, boosted the brand and (as far as we know), was not part of a company marketing campaign.

**10. I, Robot (2004)** – Surprisingly, the company whose robots go berserk in this sci-fi thriller starring Will Smith are depicted as the products of US Robotics, founded in 1976 in Chicago, and currently a unit of UNICOM Global. While no one wants to see their products depicted as faulty and dangerous, the idea of the company as a leading tech innovator in the year 2035 is still arguably flattering. And you have to admit, having your stuff blown up by Will Smith is kind of a cinematic honor.

**9. The Founder (2016)** – Director John Lee Hancock didn’t set out to promote McDonald’s, but there’s much to be learned in this biopic starring Michael Keaton as Ray Kroc who singlehandedly transformed American fast food. The thousands who left theaters craving a Big Mac didn’t hurt the company’s bottom line either

**8. Moneyball (2003)** – There are plenty of movies about real sports teams. However this one, based on the book by Michael Lewis and starring Brad Pitt, showcased a brainy, metrics-based approach to fielding players by the Oakland Athletics, which resulted in the team winning the American League West title. (The postscript isn’t as rosy: The A’s lost to the Twins in the Division series, and haven’t had a World Series appearance since 1990.)

**7. Top Gun (1986)** – The Tom Cruise classic might as well have been a recruiting ad for the US Navy. The military brass cooperated with aerial footage and access to its flight school in Miramar Florida, and got great ROI – recruiting soared faster than an F-14.

**6. Sideways (2004)** – This Alexander Payne comedy did wonders for California Wine Country tourism with its offbeat depiction of two buddies on a pre-wedding road trip sampling premium vintages. Several real wineries are featured. On the flip side, Giammatti’s classic expletive-laced refusal to drink “any [expletive!] merlot” probably didn’t help sales of that variety.

**5. Steve Jobs (2015)** – Jobs, who died in 2007, was a better innovator and visionary than he was a boss, partner, husband or humanitarian. No credible account

of his life could overlook that, but this film written by Aaron Sorkin chronicles his instrumental role taking Apple from a garage operation to a global concern. Revolutionaries are often self-absorbed. What matters to investors is how their products change our lives.

**4. The Social Network (2010)** – With its casting of Jessie Eisenberg and Justin Timberlake as gutsy startup pioneers, this Sorkin-written film helped cement that platform’s cool image, while making Mark Zuckerberg’s detractors and legal adversaries look hapless. In a courtroom deposition, Zuckerberg dismisses opposing counsel with, “you are not entitled to my full attention.” Classic, as is his pejorative labeling of the twins who accused him of defrauding them as “the Winklevii.” In a striking visual, Zuckerberg stands in front of a giant display waiting for his user count to reach one million, a powerful and prophetic sign that the company’s viral growth is as inevitable as it is daunting.

**3. Blinded By The Light (2019)** – Bruce Springsteen doesn’t need help selling records. But he and Columbia Records couldn’t have asked for a better vehicle to reach new audiences than this 2019 feel-good musical based on a true story. It’s much less about Springsteen than about cultural isolation and the transformational power of well-written, timely lyrics, likely boosting sales of the now-septuagenarian rocker’s catalog.

**2. Spotlight (2015)** – There are enough flicks about print journalism to fill a Sunday supplement, from the classic All the President’s Men, to Ron Howard’s 1994 The Paper and most recently, The Post. But this Oscar-winning drama, about a Boston Globe investigation, is probably the best of the bunch, focusing less on the crusade of reporting than the humanity of the journalists, as they struggled with the emerging story of concealed abuse by priests.

And at number 1, one of my all-time favorites, **Cast Away (2000)** – Director Robert Zemeckis could have used a fake courier service as Tom Hanks’ employer when his plane crashes in the Pacific, stranding him alone on an island for years. But the Federal Express logo seen throughout the film gives this powerful drama more authenticity, as Hanks struggles with isolation and hopelessness, but prevails through resourcefulness. While the jarring image of one of its planes crashing into the sea isn’t great for Fedex, Hanks’ performance as a workaholic so focused and devoted that he (spoiler alert) ultimately manages to deliver one salvaged package from the doomed plane to its intended doorstep is PR gold, as is the long shot of the company logo at a terminal celebrating the return of “one of our family.” Wilson sporting goods also scored a win. Who knew volleyballs could double as a castaway companion?

Looking forward to the big race in “Ford v Ferrari.” Don’t tell me who wins. But I have a hunch that when it comes to brand identification in a fast-changing auto market, both companies will come out ahead.

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*Adam Dickter is a director at Dukas Linden Public Relations.*

## **AL CORRECTIONS DEPT. ISSUES RFP**

The Alabama Department of Corrections is looking for an agency to provide public relations and marketing services for an array of community engagement projects, covering public information, community outreach, safety and branding, as well as a campaign to increase recruitment numbers for the Department's corrections officers.

The ADOC wants an agency that can develop and implement these projects using earned and paid media, print, outdoor, digital/ online and other communication strategies.

Scope the work includes development of a public information campaign (to build recruitment efforts as well as raise awareness of future prison-building efforts); news media and community relations services (including earned media in key news outlets, message development, media training and crisis communications); assistance with social media efforts; development of branding materials (print and electronic graphics as well as recruitment materials); and creation of ADOC advertising materials, among other services.

Terms of the contract call for a two-year commitment, with the option of up to three additional one-year renewals to be mutually agreed upon by both parties.

Deadline for proposals is 4 p.m. (CST) on December 5. Proposals should be sent to: State of Alabama; Alabama Department of Corrections; Legal Division; Attn: Katherine Jessip; 301 South Ripley Street; Montgomery, AL 36104

Packages must be externally marked as "ADOC RFP 2019-03: Marketing Services."

Questions regarding this RFP should be directed to Katherine Jessip, [katherine.jessip@doc.alabama.gov](mailto:katherine.jessip@doc.alabama.gov), by 4:00 p.m. (CST) on Nov. 15 with the subject line "RFP 2019-03: Marketing Services."

[Download the RFP \(PDF\).](#)

## **BULLPEN PROMOTES UKRAINE TRADE RELIEF**

Bullpen Strategies is working to promote a US free trade agreement with Ukraine, Georgia and Moldova.

It pitches the FTA as a way to promote economic development and to counter growing Russian influence in the Caucasus/Black Sea region.

Under its three-month contract, Bullpen will handle media/influencer engagement, identify potential allies, promote thought leadership, engage in Congressional and White House engagement and leverage a conference to hike awareness of the benefits flowing from an FTA.

The nonprofit Foundation for Civic Education is footing Bullpen's \$13K monthly fee.

Funded by the Netherlands, Lithuania, European Union-established European Endowment for Democracy and Britain's Good Governance Fund, the Foundation promotes the principles of western liberal democracy.

Republican politico Joe Pounder heads Bullpen.

He was senior advisor to Marco Rubio's presidential run, director of rapid response for Mitt Romney's primary and John McCain's presidential run, and deputy associate director of communications in George W. Bush's White House.

## **RESPONDING TO TWITTER'S POLITICAL AD BAN**

Twitter recently announced it would ban political advertising, a move which has caused a great deal of confusion among companies, trade associations and advocacy groups. How will this impact organizations that are using social media as part of their advocacy work?

While Twitter will be announcing the details of its decision on November 15, the answer boils down to whether or not organizations have a comprehensive public affairs strategy. With Twitter making this unexpected and shocking move, it can hurt groups that are too focused on this advertising platform; putting all your eggs in one basket can create this type of risk. You would never invest your entire fortune in one stock; it's similarly important to diversify when it comes to your public affairs strategy.

What does a diversified portfolio look like in a public affairs strategy?

**A range of targets.** To achieve your campaign's goals, it's important to identify the stakeholders that matter most and focus on where you can engage with them. Policymakers, opinion leaders, constituencies and even media targets need to hear and understand the message.

**Employ strategic advertising.** Especially when budgets are a concern, determining the most important advertising platforms can make or break a campaign. Facebook, Google, LinkedIn, national and local news and radio all have their advantages and should be leveraged for the right reason and right price.

**Leverage earned media.** Generating news stories generates snackable content: links that can be shared on all platforms, including Twitter.

**Create compelling content.** In a saturated media environment—both digital and traditional—it's more important than ever for your organization to be willing to take a stand and take informed, calculated risks that will lead to organic followers, retweets, shares and engagement, even if some of it's negative.

**Continue to grow your followers.** Continually investing in sourcing new followers, through digital research, in-person engagements, paid campaigns, or otherwise, should be a goal. The content people opt-in to will continue to be prioritized by Twitter and others.

**Know how to amplify.** In an environment where political advertising is limited, you should form organic partnerships with organizations and individuals that can boost your content, particularly with those who will introduce you to a new set of users.

You don't have to rely solely on Twitter to achieve your communications goals, nor should you. There are a multitude of platforms and tools, digital and otherwise, that can help you reach your targets, amplify your message and engage with your stakeholders.

*Ron Bonjean is a partner of the bipartisan public affairs firm ROKK Solutions. He has served as the lead spokesman for both the House and the Senate, as well as the communications strategist for Supreme Court nominee Judge Neil Gorsuch.*



**Ron Bonjean**

## **INFLUENCERS MOVE THE MOST PRODUCTS**

For young consumers, the effect of influencers is already strong and is likely to increase in the years to come, according to a new study from Morning Consult.

Out of the 2,000 consumers between the ages of 13 and 38 that were surveyed for the study, nearly three quarters (72 percent) said they follow influencers on social media. That number rises for younger respondents, with 76 percent of respondents ages 13 to 15 saying they follow influencers, as opposed to 58 percent for those between 32 and 38 years of age.

More than half (56 percent) of those surveyed said that they have purchased a product after seeing a post from someone they follow on social media. In addition, 18 percent said that they most often learn about new products to buy from influencers.

Over half of Gen Z respondents (52 percent) said they trust influencers to give good advice about brands or products that they are promoting, considerably higher than the 44 percent who say the same about their favorite celebrities or athletes.

When it comes to what makes a specific influencer appealing, “authenticity” tops the list at 58 percent, followed by “funny” (53 percent), “knowledgeable” (48 percent) and “intelligent” (44 percent).

Instagram and YouTube remain the top places overall for younger consumers to go to follow their favorite influencers. For men, YouTube is most popular, while more women opt for Instagram. Facebook, which comes in second for respondents between the ages of 22 and 30, drops off for those 21 and under.

And as the “micro-influencer” trend gains steam, many of the survey respondents have considered getting into the influencer game themselves, with 86 percent saying they are willing to post sponsored content for money.

## **BRODEUR TABS BEAUDOIN TO PUSH PURPOSE**

Scott Beaudoin, a veteran of global brand building and purpose-led communications, is named head of Brodeur Partners’ new global social purpose & sustainability practice.

The Boston-based firm expects Beaudoin to help clients by “defining, practicing and documenting their organizations’ most deeply held values.”



**Scott Beaudoin**

CEO Andy Colville said: “In this new era of heightened accountability, clients understand that meaningful action around social purpose and sustainability will make them more relevant to their customers and other key audiences.”

Beaudoin exited Fenton earlier this year where he led its corporate & brand division head and counseled Body Shop, Disney, Gap, Honda and PwC.

Earlier, he was executive managing director at RF|Binder, global practice leader at MSLGroup and VP at Cone.

Beaudoin views “purpose as the new standard of doing business in an increasingly socially conscious world.”

## **NELSON EXITS PUBLICIS FOR EDELMAN**

Melissa Nelson, who headed Publicis Groupe’s Seattle outpost for the past three years, is switching to Edelman as Pacific Northwest president. She’s responsible for the more than 250 staffers in Seattle and Portland.

Nelson, who worked with clients such as Aflac and T-Mobile while at Publicis, has ad agency expertise from stints at Droga5, 72andSunny, and Goodby, Silverstein & Partners.

Kristine Boyden, head of Edelman/West, said she’s worked with Nelson on the HP account and “immediately respected her as a growth-minded collaborator and formidable competitor.”

Nelson will be based in Seattle when she joins Edelman on Nov. 18.



**Melissa Nelson**

## **PEOPLE ON THE MOVE**

Evoke has brought on **Karsten Risch**, MD, PhD, MPH as chief medical officer, a newly established role. Risch joins Evoke from Havas Health & You, where he served as CMO. He has also held medical positions at WPP agency Greyhealth Group and IPG firm Lowe Healthcare. Risch is also chairman of the Coalition for Healthcare Communication, as well as a guest lecturer at such institutions as Columbia Business School, Icahn School of Medicine at Mt. Sinai and Fairleigh Dickinson University. In his new post, he will lead the agency’s science & medicine practice, implementing standard medical approaches, providing strategic value and scaling best practices.



**Karsten Risch**

London-based **Portland** has named **Mark Flanagan** its new CEO, effective January 2020. Tim Allan, who founded the agency in 2001, is leaving at the end of this year. Flanagan was previously Portland’s UK managing director. Before coming to Portland, he served as head of strategic & digital communications in the UK prime minister’s office. Portland is also joining forces with Omnicom consultancy GPLUS in January as part of a strategic move to bolster its international footprint.



**Mark Flanagan**

**Hill+Knowlton Strategies** has appointed **Tessa Horehled** as director of content + publishing strategy for the US. Horehled most recently served as planning director and Berlin strategy lead for international design firm AKQA. She has also been an IBM cognitive commerce futurist, offering thought leadership on the future of commerce. Horehled ran a culture and entertainment blog for 11 years and has served as an influencer for many consumer brands. She will be based in H+K’s New York office.

## COMMENTARY

**The House will begin public hearings on Donald Trump's impeachment inquiry on Nov. 13**, proceedings that will have a significant impact on public opinion, according to Laurence Tribe, constitutional law professor at Harvard University.



Speaking at New York Law School on Nov. 1, Tribe recalled the impact that the impeachment proceedings of president Richard Nixon had on the public.

However, he said comparing those 1974 televised hearings with Trump's will be like comparing "apples to apple orchards," according to a report in the *New York Law Journal*.

Tribe, co-author of "To End a Presidency: The Power of Impeachment," believes if the Senate fails to remove Trump from office—if he's impeached by the House—the "high crimes and misdemeanors" standard of the US Constitution will be rendered null and void.

In his book, he wrote: "Failing to impeach a president for 'high crimes and misdemeanors' may result in irreparable damage to the constitutional system. That is particularly clear when the impeachable offenses at issue undermine democracy or threaten the separation of powers. In such cases, only by removing the president from office can Congress undo the immediate damage and prevent continuing constitutional harm."

Tribe recalled Benjamin Franklin's warning that if the US doesn't allow presidential impeachment, "the only recourse for abuse of power will be assassination."

**While Republicans have been railing against the "secret" impeachment inquiry** conducted by Democrats, the public sessions will torpedo the GOP's claim.

They may also boost the faith of the American people in the inquiry.

A Monmouth University poll released Nov. 5 found that only 24 percent trust the impeachment inquiry as it has been conducted so far. About three-in-ten (29 percent) have a little trust, while 44 percent have no trust at all.

Half the respondents though believe public hearings will hike overall trust in the impeachment inquiry. Another 29 percent say the hearings will have no impact and 17 percent say they will decrease trust.

**President Trump on Nov. 4 began making good on his ill-conceived campaign promise to withdraw the US** from the Paris Agreement on climate change.

The American Institute of Biological Sciences released a letter Nov. 5 about the threat posed by global warming. It begins:

"Scientists have a moral obligation to clearly warn humanity of any catastrophic threat and to 'tell it like it is.' On the basis of this obligation and the graphical indicators presented below, we declare, with more than 11,000 scientist signatories from around the world,

clearly and unequivocally that planet Earth is facing a climate emergency."

The US is the only country to begin the withdrawal process from the compact ratified by 187 countries.

There is a silver lining in the timing of the count-down clock. The US will be out of the Paris Agreement on Nov. 4, 2020. Election Day 2020 falls on Nov. 3.

That leaves enough time for President Biden/Warren/Sanders/Bloomberg to stop the withdrawal clock and re-engage federal Washington with the global scientific community and its effort to curtail global warming.

**Civil unrest and political instability are the toughest crisis situations** in the global travel market, according to a study from the World Travel & Tourism Council, which studied 90 different crisis events from Feb. 2001 to Aug. 2018

The study measured the duration of the drop in international visitor arrivals and spending from the start of the crisis until visitor arrivals recovered to pre-event levels.

Civil unrest and political instability had the longest average recovery time (22 months). Recovery ranged from 10 to 44.9 months.

The recovery time from a disease outbreak ranked next at 19.4 months, followed by the 16.2-month average recovery from a natural disaster. Terrorism cases showed the quickest recovery with an average of 11.5 months.

Conducted with Global Rescue Cos., the report notes that the vast majority of incidents involving travelers are high-probability, low-impact, such as petty theft and minor illness.

It predicts that digital security and resource scarcity will become increasingly important crisis areas.

**Fox Corp. sliced 88-year-old chairman Rupert Murdoch's total compensation package** 14.3 percent to \$42,156,115 during fiscal 2019.

Executive chairman/CEO Lachlan Murdoch, Rupert's son, took a 16.9 percent chop in compensation to \$42,111,103.

Rupert's pay package included \$165,178 in perquisites for items such as personal use of corporate aircraft (\$85,490) and car (\$21,684).

Lachlan chalked up \$202,992 in perks, which included \$175,282 for plane rides and \$14,400 for car trips.

Fiscal 2019 was a transformative year for Fox. On March 19, Fox became a standalone company trading on the NASDAQ following the divestiture of the Hollywood studio assets to Walt Disney Co.

The company reported Nov. 6 that revenues for its first full fiscal quarter (ended Sept. 30) jumped 5.7 percent to \$2.7B though profit slid 16.6 percent to \$513M.

Fox's shareholder meeting is slated for Nov. 14 in Los Angeles.

—Kevin McCauley