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O'Dwyer's Newsletter



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PUBLICIS TO UNLOAD 'NO FIT' HEALTH UNIT

Publicis Groupe CEO Arthur Sadoun wants to unload the volatile Publicis Health Solutions (contract sales group) to enable the French ad/PR combine to focus exclusively on its creative and technology offerings.



Arthur Sadoun

Reporting flat third-quarter revenues of \$2.5B, Sadoun said organic growth moved ahead at a "very satisfactory" 2.2 percent clip, excluding PHS. Reported organic growth was 1.3 percent.

Europe grew 4.2 percent organically during Q3. North America rose 1.0 percent, after factoring out PHS.

Marriott, Campbell's Soup, Daimler and Carrefour sparked the organic growth upswing.

Publicis picked up key client wins during Q3 including Cathay Pacific globally, Western Union's worldwide creative, Nestle media in Southeast Asia, Government of Singapore, GSK global media and Mondelez International media in several markets.

Following up on the PHS divestment, Sadoun said Publicis has launched a review of its asset portfolio to optimize the allocation of resources. He has targeted a four percent annual growth rate by 2020.

IPG POSTS 3.4% Q3 GROWTH

Interpublic CEO Michael Roth reported a 3.4 percent increase in Q3 net revenues to \$1.9B and a 2.6 percent jump in operating income to \$261.7M.

Organic growth moved up 5.4 percent. US grew 5.0 percent, while international rose 6.0 percent organically.

Roth attributed Q3 growth to a strong performance in the US and key international markets.

IPG's constituency management group registered 4.7 percent growth to \$315.2M during the period. It rose 3.9 percent on an organic basis.

Andy Polansky, Weber Shandwick CEO, said the PR units of the CMG group registered mid-single digit growth on both a reported and organic basis. Weber and Golin reported solid gains from clients tapping their integrated communications offerings, while R&C benefitted from companies using its brand and entertainment expertise, according to Polansky.

With the completion of the Acxiom acquisition, Roth said IPG is "in a strengthened position to help clients succeed in a world where data-driving marketing solutions are increasingly core to brands' success."

He reiterated the firm's goal of achieving annual organic growth from 4.0 to 4.5 percent.

GLOVER PARK, BGR QUIT SAUDI ARABIA

WPP's Glover Park Group and BGR Group have quit their Saudi Arabia accounts following the alleged torture, murder and dismemberment of Jamal Khashoggi, Saudi dissident and *Washington Post* columnist, by Saudi agents in the Kingdom's consulate in Istanbul.



Glover Park's \$150K per-month pact was for counsel regarding foreign policy, as well as legislative, public policy and media-related activities, according to Justice Dept. filings. It also agreed to conduct advocacy programs selected by the client.

BGR Government Affairs received \$80K monthly for strategic counsel on issues of concern to Saudi Arabia and advice on US policies. It also maintained contact with Members of Congress and their staffers.

FACEBOOK LIKES TOP UK POLITICO CLEGG

Embattled Facebook has hired Nick Clegg, a former UK deputy prime minister, to head its global affairs operation. The 51-year-old ex-leader of Britain's Liberal Democrat party, will succeed Elliot Schrage.

Clegg, who lost his seat in parliament in 2017, will move to Facebook's Silicon Valley headquarters next year. He'll join Facebook in London in the next few weeks.

A one-time European Commission trade negotiator, Clegg has close ties with officials in Brussels, where Facebook faces regulatory challenges.

The *Financial Times* reported that Facebook CEO Mark Zuckerberg personally recruited Clegg for the PA position with the promise that he will play a major role in shaping policy.

VIRGINIA WINE BOARD PICKS PADILLA

The Virginia Wine Board, the marketing entity that promotes and represents the Commonwealth's burgeoning wine industry, has named Padilla its agency of record for all marketing and communication efforts.

Padilla will work to elevate Virginia's wineries through an integrated marketing and communication plan, consumer media relations and other strategies. Virginia's wine region is the sixth-largest in the United States.

Padilla's Richmond, VA-based brand strategy consultancy, Joe Smith, had previously worked with the region to establish a new visual identity.

Padilla's work for VWB will be carried out by the agency's Richmond and New York offices.



#METOO MOVEMENT IMPACTS BOTTOM LINE

The #MeToo movement is going to have a financial effect on businesses, according to a new study from FTI Consulting and Mine The Gap, a group that helps companies develop gender-inclusive work environments.



About half (49 percent) of the 4,764 professional women surveyed said they would be less likely to make a purchase from a company facing MeToo allegations. In addition, 50 percent said they would be less likely to purchase stock in a company with a public MeToo issue.

A sizeable number of men also said a company facing MeToo charges is one that they would be less likely to purchase from (38 percent) or invest in (43 percent).

“The research shows that professional women will wield their purchasing power and their talent as leverage for change,” said Elizabeth Alexander, senior managing director in the strategic communications segment at FTI.

When it comes to attracting employees, MeToo is also making its presence known. About 55 percent of the women surveyed said they would be less inclined to apply for a job at a company facing allegations, with 42 percent of men in agreement.

The study’s respondents say sexual harassment, sexual misconduct and unwanted physical contact are still prevalent. More than one in four of the women surveyed said they have experienced or witnessed unwanted physical contact in the workplace in the past year, with 19 percent saying they have personally experienced such an incident.

The study also found that some groups of women are more affected by harassment than others. While 45 percent of white women in senior-level positions report that they have witnessed or experienced sexual harassment or misconduct, that number rises to 58 percent for women of color. Also, women working in the tech and energy sectors were more likely to have experienced sexual harassment or misconduct in the last five years.

MARCHICK EYES EXITS AT CARLYLE GROUP

David Marchick is leaving his managing director and global head of external affairs post at Carlyle Group at the end of the year. He will take a senior advisor post at the firm as it completes the transition to a new management team.

Glenn Youngkin and Kewsong Lee took co-CEO positions in January.

Marchick plans to move into the non-profit sector, according to the *Washington Post*. At Carlyle, he helped plot the company’s shift from a privately held firm to a public company traded on the NASDAQ.

Prior to joining the DC-based firm, Marchick handled international affairs at law firm Covington & Burlington and spent seven years in the Clinton administration at the White House, Office of the US Trade Representative and Depts. of Commerce and State.

Carlyle has \$210B in assets under management.



David Marchick

PARSONS STEPS DOWN AT CBS

Richard Parsons has stepped down as interim chairman of CBS Corp after six weeks due to health issues.

The former Time Warner chief is fighting unanticipated complications from multiple myeloma and was advised by his doctor to reduce his corporate commitments.

Strauss Zelnick, who also joined CBS’ board in September is taking over the interim chairman spot. He’s CEO of Take-Two Interactive Software and a former top executive at BMG Entertainment, Columbia Pictures and 20thCentury Fox.

Parsons joined CBS following the resignation of CEO Les Moonves, who resigned amid charges of sexual harassment.



Richard Parsons

MEDIA MANEUVERS

Gizmodo Media Group is being sued for \$100 million by former White House communications director and CNN commentator **Jason Miller**. The suit claims that Splinter, one of GMG’s news sites, colluded with Miller’s ex-lover to plant a false story that he slipped an abortion pill into the smoothie of a pregnant stripper. It goes on to say that “the false accusations ended Miller’s



Jason Miller

relationship with CNN and put his entire career in serious jeopardy.” The *Daily Beast* reports that a source with direct knowledge said that Miller is being represented in the suit by Ken Turkel and Shane Vogt. Turker and Vogt were on the legal team that represented Hulk Hogan in his successful lawsuit against Gawker over its publishing a sex tape featuring Hogan.

That team was led by Charles Harder, who is now an attorney for president Trump. Following that decision, parts of Gawker Media were spun off to become GMG.

Talent agency **Endeavor** is attempting to call off a deal under which the Saudi government would have invested \$400 million in the company. Earlier this year, Saudi Crown Prince Mohammed bin Salman visited Los Angeles, meeting with a series of Hollywood execs that included Endeavor CEO Ari Emanuel. In addition to Endeavor, such Hollywood companies as AMC and Imax have financial dealings with the Saudis. According to *The Hollywood Reporter*, most have either refused to comment, or say they are monitoring the situation.

Facebook inflated ad viewing time averages it reported by as much as 900 percent and then lied about doing so, according to a lawsuit filed on Oct. 16. The inflated numbers were due to what the company says was a calculating error. Facebook says it did not discover the error until August 2016, and fixed it by the time the company made a public statement about the issue the following month. However, the lawsuit claims that Facebook knew about the miscalculated metrics in January 2015, keeping the problem secret for well over a year.

IS DC HEALTHCARE AGENDA BACK ON TRACK?

To many, Washington has never looked so dysfunctional. For nearly a decade, the healthcare agenda has reflected this political reality. However, new leaders with well-honed communication and management skills have helped return the agenda to near normalcy.



William Pierce

It's hard to remember a time of regular order since the passage of the Affordable Care Act. From its passage the landmark health care bill has been symbolic of the industry's turbulence and that of the greater political landscape. However, since the late Senator McCain's deciding vote on repeal and replace last summer, things have been relatively quiet.

Are we returning to a more "regular order?"

Recent developments at HHS provide a partial explanation why the healthcare agenda has calmed somewhat. In becoming HHS Secretary, Alex Azar brought with him six years of experience at the Department as the former General Counsel and Deputy Secretary and over a decade of management experience leading Eli Lilly's US business. Upon confirmation Azar quickly asserted his leadership, put a clear agenda in place and set about managing the department.

That's not to say there haven't been political fire drills. The separation of immigrant families at the border dominated headlines for months and placed an immense responsibility on Azar and HHS to communicate the administration's response to the agency and public. All the while he was working to advance the mission of the department and his agenda. Similarly, FDA officials have seen great public pressure to address rising prescription drug costs and the opioid crisis. Despite these challenges, Azar and Gottlieb have seemingly managed to control the narrative of these events.

For Republicans, there is a challenge – the November elections. If Democrats gain control of the House, it is expected they will use their new-found chairmanships to initiate and conduct investigations of policy decisions, programs and regulations. A Democratic house majority could pass legislation that supports their agenda by shoring up the ACA and maybe drug reimportation and/or government negotiation of drug prices in Medicare. As long as Republicans control the Senate, most legislation will go no further than the House, though the investigations could provide strong political resonance.

Given this scenario, the question is can this return to "regular order" last? Time – and events — will tell.

William Pierce has worked for two members of Congress and was the spokesman for HHS from 2001-2005. He has worked at APCO Worldwide since 2005.

Jennifer Sunshine has worked for two leading health care trade associations, and advised clients at CMS, FDA, and VA on various Congressionally mandated health initiatives.



Jennifer Sunshine

MANAGING MEDIA EXPOSURE

There's a joke about the shortest distance in Washington being between a microphone and an ambitious politician. We see the scenario daily in national and local politics — so many media darlings, so many microphones.

But the same punchline can be used in business for aspiring or current C-suite members. Usually, it's not the CEO who spends more time than he should in building a public image; it's those who want to be CEO.

If executive function exists to deliver results and value to the shareholder or other key stakeholders, what role do we as communicators and PR professionals play in ensuring the right levels of exposure for the executive team? What answer is accretive to company results?

Building Brand Confidence: If you want to show the markets who you are, nothing can humanize your brand like a skilled executive who knows their stuff and exudes a genuine like for customers and clients. This is certainly true in a crisis, but also true as you communicate and build confidence in the basic products and services your company sells.

Developing the Future CEO: Another key reason for creating regular and meaningful media exposure for the company's leadership team is to develop skills needed in the CEO succession chart. You don't want an executive's first appearance on a major broadcast to be welcoming them to their new role as CEO.

Load Leveling: It's your job to use executive talent in a smart way to tell your company's story. Don't contribute to the darker side of internal politics by favoring one executive over another. That said, you should only be using the best talent. Not every executive who is successful in his discipline will be successful in a high-pressured Bloomberg or WSJ interview.

Gate Keeper: When you see someone on the team who has deployed his own publicity machine, it's your role to nip it in the bud. Remind them that it's your job to set up the "air traffic control" system for executive exposure, and it's theirs to trust you to manage the tarmac. The only other person who has authority over it is the CEO.

Save the Selfies for Instagram: Another role you have as the chief communications officer or PR firm support is to make sure everyone understands the motivation behind all this face time. It's not about making one person famous — no matter how telegenic they are.

Ambition is a Good Thing: The ambitious executive is more likely to be willing to take the risks of engaging with the media and will work harder to be ready and present a strong, credible image for your company. Use ambition, channel it. Use it to tell a better story for your company.

Ultimately, it's your job to help ambitious executives (and executives-to-be) make good choices. If you're doing it right and you have their trust, these choices will put the company and executive in the best possible light.

Mike Clement is managing director of Strait Insights, LLC in Charlotte.



Mike Clement

OMC REPORTS 13.4% Q3 PROFIT GAIN

Omnicom CEO John Wren reported a 13.4 percent rise to \$298.4M in third-quarter net income on flat revenues of \$3.7B. Organic growth clocked in at 2.9 percent.



John Wren

The US region, which accounts for 53.7 percent of revenues, registered a flat quarterly performance, though organic growth ticked up by 0.6 percent.

The FleishmanHillard, Ketchum, Porter Novelli-led PR group showed a 0.7 percent advance in Q3 revenues to \$356M. Organic growth was up 2.3 percent.

PR, which accounts for 9.5 percent of OMC revenues, reported a 2.5 percent nine-month revenue gain to \$1.1B.

BCW HIRES CHIEF CULTURE OFFICER LISANTI

Burson Cohn & Wolfe has hired Kristen Lisanti as chief culture officer with the task of making the WPP unit the best place to work around the world.

“BCW will be among the first in our industry to hire a global chief culture officer whose sole focus will be to ensure our talent is a priority and that BCW is the best place to work,” said CEO Donna Imperato in a statement.

Lisanti most recently was VP-talent, international at Vision 7, which is part of Blue Focus International, where she updated its performance management approach and launched a diversity, individuality & inclusion initiative.

Lisanti said now that BCW has established its brand and go-to-market offering, it can begin “the complex work of organically but systematically clarifying and cultivating the strengths of our people, the ways we work together and the purpose that drives our performance.”



Kristen Lisanti

EDELMAN VETS LAUNCH NUMBER TWELVE

Maggie Perlich and Pilaar Terry, who were VPs at Daniel J. Edelman Co.’s United Entertainment Group, have launched Number Twelve Marketing in Los Angeles to specialize in entertainment and sports programming.

As VP-talent at the Edelman unit, Perlich handled celebrity/influencer engagement activities for clients such as JCPenney and Michaels. In her role as VP-client management, Terry worked on brand strategy, CRM, partnerships and PR for accounts including AT&T’s Cricket Wireless operation.

At NTM, Perlich heads talent & influencer marketing, while Terry leads communications & strategy.

Their firm is targeting lifestyle, retail, digital/tech, CPG, health & beauty and hospitality brands. Charter clients are Nymbus Media, Ingenio, Total Wine & More and Act One.

Perlich and Terry met at Edelman’s entertainment/PR/marketing practice in 2008 after stints at PMK*BNC and FleishmanHillard, respectively.

PEPPERCOMM STANDS SMART

Peppercomm has developed a system designed to help companies stay ahead of the curve on the hot-button societal issues that impact their business.

Developed in conjunction with branding and organization development firm BrandFoundations, StandSmart combines computer analytics with human expertise to give users a game plan for pinpointing the societal issues that could affect them and putting together a course of action in advance of any emerging crisis.

StandSmart aims to equip its users with an “early-warning system”—an analytics tool that shows upcoming issues. BrandFoundations chief brand architect Steve Goodwin says the warning system is the result of an audit that addresses the client’s corporate purpose, the topics that matter to its audience and the appropriate channels for delivering its message on a particular issue.

Clients then sit down with the experts to discuss strategies and devise ways to stress-test the principles that have been learned.

Peppercomm CEO Steve Cody says that having that clear sense of purpose and doing your homework before a crisis has already paid off for such companies as Nike, which he credits with orchestrating a “really smart” response to the Colin Kaepernick controversy.

ACG REPS UAE ALUMINUM

Emirates Global Aluminium, one of the five largest aluminum producers in the world, has retained government affairs and consulting firm American Continental Group to provide advice and counsel as well as to assist the Abu Dhabi-based conglomerate in talks with U.S. government officials.

EGA is the biggest industrial company in the United Arab Emirates that doesn’t produce oil and gas.

ACG will provide counsel and advice to EGA regarding interactions with United States government officials regarding potential investments in the U.S., according to Foreign Agents Registration Acts documents. The firm will also assist EGA with a license request to the United States Department of the Treasury, Office of Foreign Assets Control on behalf of mining company Guinea Alumina Corporation, an EGA subsidiary.

The pact fetches ACG \$50,000 a month.



TECH PRO BARCLAY JOINS GRAYLING

Grayling has hired enterprise tech specialist Sharon Barclay as a senior vice president in the firm’s San Francisco office.

Most recently, Barclay has been principal at Blue Trumpet Group. She has previously held senior positions at MWWPR and MSL, in addition to in-house positions in her native Australia.

Barclay has worked with such clients as HP, Compaq, Blackhawk Network and the Wireless Power Consortium.

In her new post, she will become the lead consultant on some of Grayling’s top clients.

RETURNING TRUST TO LOCAL HEALTH

Seemingly calm on the surface from a global perspective, trust in healthcare and its sub-sectors tells quite a different story when a deeper dive is made into local market data, according to Edelman's 2018 Trust Barometer. Now in its 18th year, the firm's annual trust and credibility survey found major fluctuations across the 28 markets we study.



Susan Isenberg

Globally, trust in healthcare lost only two points from the previous year, remaining well within the trusted range, with a score of 63. On a local level, however, trust in healthcare declined in 17 of the 28 markets. And, healthcare was the least trusted industry sector of 15 studied in the Trust Barometer in key markets such as the

U.S., Brazil and Japan, among others.

Drilling down even further, trust in the five sub-sectors of healthcare Edelman studies made minimal progress globally, if any, compared to the previous year. Pharma and Consumer Health maintained neutral scores of 55 and 56, respectively, from the previous year; Biotech / Life Sciences dropped one point to a score of 62, although it remained trusted; Insurance gained one point to 58; and Hospitals / Clinics gained three points, moving to a score of 72.

However, when viewed market by market, trust scores varied much more dramatically. For example, trust in Pharma plummeted in the United States, dropping 13 points from the previous year to 38, its lowest score ever in the Trust Barometer. This sub-sector saw declines across 13 markets in total, as well as the largest gap between the most trusting country (Indonesia, with a score of 85) and the least (Germany, with a score of 30).

What's causing these local swings in trust? Around the world, healthcare companies — and pharmaceutical companies particularly — have been thrown into a war of words about who's to blame for the high cost of healthcare. While the blame game may seem to be the most heated in the U.S., it's spreading on a worldwide scale. Edelman believes that this ongoing public argument has had the unintended consequence of lowering trust across the entire healthcare industry.

To regain footing from this year's global and local drops in trust, the health industry must pivot from the blame game around cost and show how they're part of the solution. The Trust Barometer also shows companies must address the demands of an increasingly global yet polarized world.

There are a number of ways to build trust:

Be the lab, not the sales force. Edelman's Trust data show that while people tend to trust the sub-sectors of healthcare they associate with innovation, like Biotech, goodwill may evaporate at the prescription counter. Health companies must double down on messaging around their benefits to society or run the risk of promising advances being overpowered by pricing outrage.

Sell more than the product. Patients are looking to health companies to build and create solutions beyond the pill. While developing new treatments is expected of

the industry, providing holistic solutions will further build trust. Health companies must show how they are treating the whole person.

Humanize the approach. Healthcare companies should look to those trusted within the industry — like hospitals and clinics — and determine how they could establish a more personal connection with patients.

Localization leads. Despite the global footprint of many companies across the industry, healthcare is always a local experience; availability of care, treatments, insurance and more varies considerably by market. Communications marketing activities must be tailored locally, by country and by audience, meeting local standards and local expectations.

To regain trust, healthcare companies must address both unmet patient needs and the costs of care, as well as provide solutions beyond products to improve patient outcomes. Healthcare companies have ample room to share how they're doing this through their own content and platforms. This is a clear opportunity for health companies to use their own media channels and share their stories through interactive, creative content.

Susan Isenberg is Edelman global health sector chair.

NEWS OF FIRMS

Cookerly is handling the launch of the Mercedes-Benz A-Class Bucket List campaign. In conjunction with the early 2019 debut of the A-Class, a small sedan from the German automaker, Mercedes-Benz is giving people a chance to incorporate the new car into their personal bucket lists. Until Nov. 9, participants can grab a template from the Mercedes-Benz website, customize it with the details of one of their biggest dreams, and post it to their Instagram account using #AClassBucketListEntry and @MercedesBenzUSA. Winners will be selected from the posted entries, and the company says it will use the A-Class to make their bucket list wishes come true.

Ruiz Strategies has formed a partnership with **H Code**, a comScore entity that connects advertisers with the US Hispanic audience. H Code will serve as Ruiz Strategies' digital partner for branded content, media execution, and social media influencer marketing. H Code will provide Ruiz Strategies with a turnkey solution for connecting brands with US Hispanics across digital platforms. Ruiz Strategies will leverage its strategic multicultural communications expertise to assist H Code with media relations, content creation, social media strategy and implementation, crisis communications and community outreach.



ruizstrategies

Burson Cohn & Wolfe has expanded its footprint in Greater China with the opening of a new office in Shenzhen. The office will be led by Veeco Tang, market leader, and Brenda Zhang, deputy market leader. Tang reports to Qu Hong, market leader, BCW Beijing. The expansion is in response to what the agency says is the growing demand for international communications services from its clients, which include Tencent, OPPO and BGI.

COMMENTARY

PRESIDENT TRUMP SPINS SAUDI YARN

Let's hope Donald Trump is kowtowing before Saudi crown prince Mohammed bin Salman because the president really believes he's the triggerman on the \$110B weapons deal that would result in the employment of thousands of Americans.

"Those are the biggest orders in the history of the country, probably the history of the world," boasted Trump.

The reality: the \$110B is "largely aspirational and years away from fruition," according to the Oct. 17 Huffington Post.

The alternative scenario to why is Trump licking the sandals of the 33-year-old crown prince is not a very attractive option.



Mohammad bin Salman, the Crown Prince of Saudi Arabia.

What do the Saudis have on Trump?

The president moved to nip such speculation in the bud via Twitter on Oct. 15 with this message:

"For the record, I have no financial interests in Saudi Arabia (or Russia, for that matter). Any suggestion that I have is just more FAKE NEWS (of which there is plenty)!"

Trump may not have interests in Saudi Arabia, but the royal family certainly has had its tentacles into TrumpWorld.

The HuffPost reported that the Saudi royals and their allies have spent tens of millions for Trump condos and stays/events at Trump hotels.

The royals helped Trump while he was facing personal bankruptcy in 1991 by buying his yacht and then purchasing the entire floor of one of his buildings in NYC.

More recently, the Saudis have been hosting large entourages at his hotels in NY and Chicago.

The Economist (Oct. 18) ridicules the US president as the crown prince's "champion." E.g., shades of former British PM Tony Blair lambasted as George W. Bush's poodle during the run-up to the invasion of Iraq.

Trump and western bankers have flocked to pay homage to the 33-year-old Prince Muhammad ever since, in 2016, he set out his "Vision 2030" to modernize the economy, but the optics are dreadful.

"His desire to sell a stake in Saudi Aramco, the world's largest oil company, valuing it at \$2trn, in order to raise a whopping investment fund to diversify the economy away from oil, seduced some of the planet's biggest dealmakers. Now they have no choice but to consider the reputational risk of associating with a

regime that not only may have blood on its hands in Istanbul, but is also waging a war in Yemen that has caused a humanitarian crisis."

Other than being the ringleader of OPEC, Saudi Arabia is "insignificant" from a business standpoint, noted the magazine.

The Economist's "Schumpeter" wrote that for all its oil wealth and with the exception of the arms business, Saudi Arabia is not as important to western companies as it thinks it is.

And from a PR perspective, Schumpeter wrote that companies "have no choice but to consider the reputational risk of associating with a regime that not only may have blood on its hands in Istanbul, but is also waging a war in Yemen that has caused a humanitarian crisis."

And neither does the U.S.

PEN America has sued president Trump, claiming his threats to punish the media as retribution for coverage that he doesn't like is a violation of the First Amendment.

The writers' organization agrees the president has every right to criticize the media.

"Our country's broad protections for free speech allow the president to denigrate the press and even go after individual journalists by name," wrote PEN America president Jennifer Egan and CEO Suzanne Nossel in an Oct. 16 blog.

"However, when President Trump crosses the line and threatens to use his authority to punish the media, or actually does so, it is vital for the courts to step in and affirm that such threats and reprisals are unconstitutional."

Noting that the president has branded the media as "the enemy of the people," Egan and Nossel wrote that "an environment of hostility toward the media" has been created where "journalists are subject to death threats and need bodyguards to cover Trump's political rallies."

While media outlets such as the *New York Times*, *Washington Post*, *Los Angeles Times*, CNN and MSNBC have vigorously covered Team Trump, PEN America fears that individual journalists and writers may think twice before publishing reports that might put them in the White House's crosshairs.

Represented by the nonprofit Protect Democracy as well as the Yale Law School Media Freedom and Information Access Clinic, PEN America filed its complaint in the US District Court for the Southern District of New York.

The suit seeks to stop Trump from using the machinery of government to retaliate or threaten reprisals against journalists and media outlets.

—Kevin McCauley