

## ABERNATHY MACGREGOR GROUP

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**James Abernathy**, *Chairman & CEO*

**Adam Miller**, *President*

**Lex Suvanto**, *Managing Director, Strategy & Operations*

The Abernathy MacGregor Group is a strategic communications firm that operates in six disciplines: crisis communications, corporate restructuring and bankruptcy, investor relations, transaction communications, IPOs and corporate and financial public relations.

The firm's crisis communications 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 advised on 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 Feb. issue of O'Dwyer's PR Report will showcase Public Affairs & Environmental PR.**

For more info about this issue, please contact Editor

Jon Gingerich at 646/843-2080 or jon.gingerich@odwyerpr.com

## ACCESS COMMUNICATIONS

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**Susan Butenhoff**, *President/CEO*

Since its inception in 1991, Access Communications has excelled at helping startups become category leaders, guided companies through IPOs, transformed executives into thought leaders, and helped to build billions of dollars of brand equity for our clients. Frequently this has included providing clients with high value crisis communications counsel to help mitigate internal and external challenges impacting corporate reputation, investor relations or brand integrity. Combining traditional and PR 2.0 capabilities, Access' senior team provides unparalleled executive counsel, issue monitoring, media response and crisis resolution during times of market upheaval, corporate inflection or stakeholder disaffection.

## ADAM FRIEDMAN ASSOCIATES LLC

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adam@adam-friedman.com  
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**Adam Friedman**, *Principal*

What was "never going to happen" at your organization could be right around the corner. Perhaps you have a significant earnings shortfall that no one expected or a substantial layoff. Maybe the balance sheet won't bear up under the dearth of short-term credit. This is the worst financial crisis in 80 years. It is affecting everyone and, should a tsunami of extraordinary consequences suddenly roll up to your organization's doorstep, how you respond, how you communicate — your every word and action — will determine whether you emerge intact or in tatters. Adam Friedman Associates LLC

has a record of providing successful strategic communications counsel and execution in crisis situations, including financial distress, bankruptcy, change of control and product/service disruptions. Talk to us about dealing effectively with a crisis. We can help you manage perception, the media, your stakeholders and protect your corporate reputation.

## ALLISON & PARTNERS

505 Sansome St., 7th Floor  
San Francisco, CA 94111  
415/217-7500  
www.allisonpr.com

**Scott Allison**, *CEO*

In a 24/7 news cycle in which rumor and online chatter can rapidly become 'fact', smart companies prepare for crisis long before one arises. The Allison & Partners' team of skilled senior counselors knows how to engage with consumers, government and NGO officials, employees and communities to identify and meet their needs in crisis situations. Our approach reaches vital audiences rapidly, and leverages our skill at using the Internet, social networks and other emerging media to establish a dialogue with customers, partners, suppliers and vendors. Allison & Partners, a leading national independent communications firm, manages corporate reputation and crisis issues for clients that include Best Western, Boost Mobile, Goldman Environmental Prize, ARA-MARK and ZipRealty.

## THE AMMERMAN EXPERIENCE

4800 Sugar Grove Blvd., Ste. 400  
Stafford, TX 77477  
800/866-2026  
www.ammermanexperience.com

Crisis communications training isn't a sideline service we offer — it's our specialty. The Ammerman Experience multi-layered training programs are highly-targeted to prepare your people to be an asset during a crisis instead of a liability. Training modules guide your team and key individuals through crisis preparations and real-time response

strategies. Our approach tests your plan and auditions your people, in addition to improving the execution of your plan.

Ammerman media and crisis training seminars are proven — resulting from more than 35 years of experience, research and refinement. Our staff has extensive journalism, PR and corporate communications experience.

## APCO

Worldwide Headquarters  
700 12th Street, N.W., Suite 800  
Washington, D.C. 20005  
202/778-1000  
www.apcoworldwide.com

In today's 24-hour, global news cycle, the wrong actions can take seconds, but the effects can last for years. APCO Worldwide is an independent, majority employee- and women-owned global communication consultancy committed to client service, especially in times of crisis. At the local, regional, national or international level, this is what sets APCO apart from other firms and defines our approach to crisis planning and management. Our integrated, strategic approach — Crisis360 — assists clients in preparing for the worst and helps executives understand what they can do before, during and after a crisis to preserve — and even enhance — their reputations. With offices in major cities throughout the Americas, Europe, the Middle East, Africa and Asia, APCO's seasoned specialists, drawn from government, industry and media arenas all over the world, form an around-the-clock team capable of dealing with crises in all time zones. In addition to our Crisis360 service, APCO offers services related to business and finance; media, public opinion and society; and government and public policy.

## BLAZE

225 Santa Monica Blvd., 3rd Flr.  
Santa Monica, CA 90401  
310/395-5050

**Craig Rexroad**, *President*

BLAZE is the nationally recognized PR firm that attracts compelling and aggressive consumer and corporate brands that need to

## Profiles of Crisis Communications Firms

win. BLAZE develops campaigns that help our clients create relevance in the marketplace. Utilizing comprehensive strategic communications campaigns to differentiate and elevate our clients from their competitors, we are able to exceed our clients' expectations when it comes to positioning them with key audiences in times of adversity and public scrutiny.

### BOARDROOM COMMUNICATIONS

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**Don Silver**, Chief Operating Officer

Founded in 1989, Boardroom Communications is a full-service public relations and integrated marketing firm specializing in media relations, public affairs, crisis communications, media training and branding.

The firm's experienced staff of public relations professionals, former journalists, and marketing executives, routinely handles several high-profile campaigns and crisis projects each year. Examples include: investigations; hostile takeovers; litigation; product recalls; criminal charges; accusations of wrong-doing; safety compliance; accidental deaths; legislative affairs; project approval and local political campaigns.

Whether you're developing a crisis communications plan or currently responding to an urgent threat, Boardroom provides a trusted and respected team that will take charge and get you where you want to go. We immediately meet with your execs. to assess the situation and develop a strategy. Our team handles all inquiries, monitors the situation, reports often and guides you to a satisfactory resolution.

Boardroom is among the largest PR agencies in Florida.

### BRIDGEMAN COMMUNICATIONS

85 Devonshire St.  
Boston, MA 02109  
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www.Bridgeman.com

"Telling Your Story to the

People Who Matter ... To Markets That Need to Know" — Bridgeman Communications (www.bridgeman.com) delivers public relations and marketing communications solutions that help companies build markets, accelerate sales and strengthen relations with customers. The firm provides ongoing and campaign programs for a range of high-technology, B-to-B and information technology organizations from *Fortune* 100 corporations to new venture companies. Our Dual-Track™ start-up process combines need-it-yesterday results with a communications strategy that charts deliverables and details meaningful measures. Member of IPREX Global PR Network. For more information please contact Roger Bridgeman, president, at roger@bridgeman.com or 617-742-7270.

### BRUNSWICK GROUP LLC

140 East 45th Street, 30th Flr.  
New York, NY 10017  
212/333-3810  
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Brunswick is a critical communications firm. Our core competencies include corporate communications and reputation, investor and media relations, regulatory/public affairs, crisis/litigation/issues management, corporate transactions, and restructurings. With on-the-ground specialists in key financial and regulatory centers in the U.S., Europe and Asia, we are the only firm that offers a seamless, international client team to deal with the global news cycle and investor universe.

Our business is designed to meet the evolving demands of the global marketplace, where the communications issues facing companies grow daily in range and complexity, and where effective, timely communications is integral not just to success but to survival. Our role is to deliver best practices in critical communications advice. Brunswick helps clients deal with challenges that can affect their valuation, corporate reputation, or ability to achieve business objectives. Crises represent one such challenge. In crisis situations, we assist clients by devising a strategy that defends a company's integrity, business practices and assets, and by developing an effective path to weather the storm.

Critical communications is an ongoing, proactive exercise between clients and the firm. We believe such a partnership can make a valuable and visible difference in achieving results.

### BURSON - MARSTELLER

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Josh.gottheimer@bm.com  
www.burson-marsteller.com

**Josh Gottheimer**, Executive Vice President, Worldwide

Burson-Marsteller has continually redefined "best practices" for crisis management, from our pioneering work with Johnson & Johnson on the Tylenol poisonings in the early 1980s to more recent challenges such as "mad cow disease," product recalls, high-visibility pharmaceutical litigation and the tragic shootings at Virginia Tech.

We take a comprehensive and long-term view of crisis management. We work with our clients to thoroughly prepare them to handle crises and also to execute rapid crisis responses. Once the immediate crisis abates, we deploy a variety of tools to help achieve for our clients a real and sustainable recovery over time.

Our Crisis Management Network — comprised of specially certified specialists — operates in every U.S. office (and in every major market around the world), enabling us to mobilize crisis teams virtually anywhere, anytime.

Key focuses include: Civil Litigation and Criminal Prosecution; Corporate Governance / Shareholder Issues; Data Security / Privacy Issues; Merger / Acquisition / Restructuring / Bankruptcies; Pharmaceutical and Regulatory Actions; Product Liability and Recalls; State and Federal Government Investigations; Natural Disaster Response and Workplace Violence.

Products: Rapid Response Teams; Media Management / Analysis; Digital Crisis Strategies; Risk Mapping; Crisis Planning, Training and Simulations; Government Relations; Employee / Investor Communications; Opposition Research; Litigation Communications; Product Recall Strategies.



**Don Silver**, Chief Operating Officer of Boardroom Communications.

### CAPONIGRO PUBLIC RELATIONS INC.

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www.caponigro.com

Caponigro Public Relations, with offices in Michigan and Florida, is considered one of the United States' top crisis-communications firms.

Founder and CEO Jeff Caponigro has helped manage more than 500 different crisis situations. He is the author of "The Crisis Counselor: A Step-by-Step Guide to Managing a Business Crisis." — published in English, Chinese, Polish, Norwegian and Danish (www.CrisisCounselor.com).

Caponigro PR is a full-service firm specializing in media relations, event promotion, crisis affairs and media and speaker training. It is the only PR agency to have achieved the rigorous standards of ISO 9001:2000 certification. And, its quality discipline and consistently high client satisfaction helped the firm win in 2004 the top SABRE Award in the category of Client Service.

## Profiles of Crisis Communications Firms

### CATAPULT PR-IR

6560 Gunpark Drive, Suite C  
Boulder, CO 80301  
303/581-7760  
Toll Free: 877/700-7760  
www.catapultpr-ir.com

**Guy Murrel, Terri Douglas,**  
*Principals*

Catapult PR-IR provides clients with an entire spectrum of strategic public and investor relations services exclusively for high-technology companies. Services include positioning and messaging; writing, aggressive media and industry analyst relations.

In addition to traditional PR, Catapult has introduced Rich Media Webcasting services that help companies transcend their communications beyond the written word to Web-based multi-media that includes audio, video and graphic content. Catapult can quickly and easily capture presentations, including product launches, crisis communications, executive briefings and virtual press tours. Catapult's rich media services offer another dimension of "humanized" communications to the traditional PR/IR mix.

Catapult's personal and professional service along with partner-level strategy makes it the preferred agency for substantial PR results.

### CHARLESTON | ORWIG

515 W. North Shore Dr.  
Hartland, WI 53029  
262/563-5100  
www.co-issues.com

**Lyle Orwig, Mark Gale, Beth Andersen,**  
*Managing Partners*

Charleston|Orwig is a national communications consultant to companies and organizations on public issues, sustainability and corporate social responsibility. The agency manages public, media, stakeholder and government perceptions in support of business objectives by elevating reputations, often in the face of activist, government and media pressures. Whether formulating a communications strategy around a food recall, an environmental sustainability program or community rela-

tions initiatives, Charleston|Orwig puts its public relations, reputation management and strategic planning expertise to work for clients in many categories.

While the Charleston|Orwig staff are experts in crisis management and crisis communications, the most important value offered to clients lies in developing strategies that will help prevent crises through work that improves relationships with stakeholders and critics alike.

To learn more, please visit [www.co-issues.com](http://www.co-issues.com).

### COHN & WOLFE

Cohn & Wolfe Corporate Practice  
292 Madison Avenue  
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212/798-9700  
www.cohnwolfe.com

**Donna Imperato, CEO**  
**Matt Wolfrom, Executive Vice President,**  
*Corporate Practice*

At Cohn & Wolfe, we have counseled some of the world's best-known companies and brands, and we understand the issues you confront, from litigation to bankruptcy proceedings, product recalls to regulatory rulings, airline incidents to plant closings. We also understand the new world of perception and reputation: government oversight is escalating, exposing companies to more scrutiny; brand loyalty has been weakened by economic and cultural pressures; traditional media no longer seeks the truth, just "both sides of a story;" digital media extends the life of every "hot" story. In this environment, smart, fast action is critical. Cohn & Wolfe offers you the experience and expertise you need to avert or end crises.

### CONE LLC

855 Boylston Street  
Boston, MA 02116  
617/227-2111  
www.coneinc.com

**Jens Bang, President & CEO**  
**Mike Lawrence, Executive Vice President,**  
*Crisis Prevention & Management*

Cone has been managing sensitive issues for clients since its inception more than 28 years ago. Our senior crisis practitioners provide counsel to diverse clients nationwide.

They also offer crisis preparedness services that include vulnerability audits, issues / risk assessment and scenario planning, monitoring / analysis / response support for mainstream and social media, development of crisis communication plans, desktop drills, spokesperson training and Internet-based crisis counsel and tools.

We are flexible in the depth of service we provide our crisis clients, both consumer-facing and nonprofit. Some look to us for strategy recommendations or to serve as a "sounding board" for their management team during crisis-related decision making, whereas other clients consider our crisis staff an extension of their teams and look to us to execute a range of crisis response or planning activities on their behalf. We firmly believe that the best crisis management comes through preparedness.

### COYNE PR

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973/316-1665  
www.coynepr.com

1540 Broadway, Suite 1602  
New York, NY 10036  
212/938-0166

**Thomas F. Coyne, President & CEO**  
**Rich Lukis, Executive Vice President**  
**John Gogarty, Senior Vice President**

Coyne Public Relations has established itself as one of the leading independent full-service public relations firms in the country representing an impressive collection of international corporations, top national brands, high-profile events and first-class organizations. No agency possesses a better combination of unbridled creativity, limitless enthusiasm, strategic approach, impeccable integrity and client service than our nationally-recognized firm.

Coyne PR's teams of PR professionals have extensive experience developing, executing and supporting crisis communication plans for clients in the following categories: Electronics; Energy; Entertainment; Executive leadership; Health care; Restaurant; Travel.

### CRAMER-KRASSELT

225 North Michigan Ave., 24th Fl.  
Chicago, IL 60601  
312/616-9600  
www.c-k.com

**Peter Krivkovich, CEO/President**

Crisis communications is as much about preparation as it is about response. At Cramer-Krasselt, a leading independent communications and marketing agency, our crisis and issues management experience spans virtually every industry. For clients facing crises, we've helped companies dealing with everything from food poisonings and product recalls to financial irregularities and labor relations. For crisis planning, we take our partners through a proprietary planning process that examines their current crisis management process, key audiences, communications vehicles and potential crisis scenarios. We then evaluate the crisis response team and spokespeople, execute media training and practice, practice, practice. Because there can never be a problem you can't face.

### DAVIES

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bedwards@daviespublicaffairs.com  
www.DaviesPublicAffairs.com

DAVIES has managed the toughest crises for 25 years. Experienced counselors and crisis experts help guide clients through crises that can destroy reputation and devastate financial performance. We help prevent potential crises from exploding.

DAVIES handles national issues and has operated in 46 states, from Florida to California to Hawaii, protecting reputations and overcoming the toughest challenges. Ultimately, to win or lose, you must face conflict. The winner creates the agenda of debate, defining the question before it's asked. Many firms simply offer advice and sit on the sidelines. DAVIES has the audacity to act, unafraid to join the fight and win.

Four offices. 50 professionals. Unparalleled crisis expertise. DAVIES.



**Robert L. Dilenschneider,**  
President and CEO of the  
Dilenschneider Group.

### THE DILENSCHNEIDER GROUP

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**Robert L. Dilenschneider,**  
President and CEO

The Dilenschneider Group, headquartered in New York and Chicago, provides personal service to a limited and select number of clients. The Group has proven links in all major world capitals and in all major U.S. cities.

The firm brings to clients a level of communications counsel and creativity and an exposure to contacts, networks and relationships that are not available elsewhere.

The Dilenschneider Group provides access for clients to the finest communications professionals in the world, with experience in fields ranging from crisis communications to mergers and acquisitions and marketing, government affairs and international media.

Since its founding, the firm has provided timely and thoughtful research on the important issues of the day. Send for a copy of our biannual *Trend Report*.

### EDELMAN

U.S. Crisis & Issues Mgmt. Practice  
200 East Randolph Drive  
Chicago, IL 60601  
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bill.keegan@edelman.com

**Bill Keegan,** Executive Vice  
President & Director

As the world's largest independent public relations firm, Edelman maintains offices in 54 cities around the world and employs more than 3,200 professionals engaged in all key practice areas. Our mission since 1952 has been to provide public relations counsel and strategic communications services that enable our clients to build strong, lasting relationships with their stakeholders and influence attitudes and behaviors in an increasingly complex world.

Edelman's global Crisis & Issues Management Network is comprised of senior counselors and staff from each office that are completely focused on preparing for and solving complex business challenges that impact our client's brands, reputations and business operations. With professional backgrounds in journalism, law, public affairs, labor relations and a broad range of industry-specific disciplines, Edelman's crisis and issues counselors can immediately mobilize its rapid response teams anywhere in the world to help our clients manage a broad array of business challenges.

Whether it's a natural disaster, product recall, high-profile litigation, financial distress, labor issue or NGO attack, Edelman has built an award-winning reputation grounded in strategic insights, sound counsel and flawless execution. For more information on Edelman's global Crisis & Issues Management Practice, visit us at [www.edelman.com](http://www.edelman.com).

### FINEMAN PR

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San Francisco, CA 94107  
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[www.finemanpr.com](http://www.finemanpr.com)

**Michael Fineman,** President

Founded in 1988, San Francisco-based Fineman PR unites large-agency talent, small-agency responsiveness and strate-

gic planning. Practice areas include brand PR, crisis communications and issues management, community relations and multicultural outreach.

Fineman PR is nationally renowned for its expertise and high profile work in crisis communications, offering battle-tested experience and strategic skills to guide companies through contentious times. Agency President Michael Fineman is ranked among the nation's top crisis counselors. Given the urgent nature of crisis work, agency representatives are available 24 hours a day, seven days a week to act on any situation.

High profile crisis work has included: the Avian Influenza threat for a large poultry producer, attacks against clients by animal activists, a college falsely accused in the recent Santa Barbara fires, community relations defense against the dissolution of a healthcare district, mitigating a book smear campaign against a spiritual organization, the 1990s Odwalla food safety incident, re-opening a Berkeley radio station closed by staff insurrection, and redemption of packaged salads accused by media of high bacterial counts.

### FLEISHMAN - HILLARD

200 North Broadway  
St. Louis, MO 63102  
314/982-1700

**John Graham,** Chairman  
**Dave Senay,** President & CEO  
**Ben Kincannon,** Co-chair,  
Litigation Communications Counsel

Fleishman-Hillard provides a full range of crisis communications services to clients, and its worldwide team of experienced crisis counselors is available around the clock to assist companies in dealing quickly and effectively with problems and to prevent difficult situations from escalating. The team has handled a broad spectrum of crisis matters for companies in all industries and in locations throughout the world. Government investigations, white collar crime, high-profile litigation, financial improprieties, product recalls, product contamination, customer injury, employee injury, lay-offs and redundancies, discrimination, union activity, and campaigns by activist groups are a

few examples of the types of matters where we have provided assistance.

Our crisis management team works closely with the client's senior management and legal team to manage an issue in a way that protects the company's reputation and its brand. We work to contain the issue, minimize its impact on the operations of the company, limit coverage by both traditional and digital media and maximize understanding of the company's position and actions by its target audiences.

First impressions of how a company deals with crisis situations can prove nearly indelible to customers, shareholders, employees, and others in the court of public opinion. Each crisis has its own unique dynamics and we work with companies to determine immediately the best approach for a particular situation.

Critical first steps include: Identification of a close knit on-site team and establishment of effective company reporting channels to control the gathering and dissemination of information in the company; Confidential and privileged discussion and review of the facts; Calculation of worst and best case scenarios; Preparation of media holding statements for different scenarios; Development of detailed Q&A documents for client's spokespeople; Implementation of ongoing monitoring of traditional and digital media and regular situational assessments; Outreach as needed to key stakeholders; Setting up customer crisis hotlines to handle complaints effectively; Briefing of all customer facing staff on how to handle queries; Development and execution of a comprehensive online communication plan; Other steps as required.

### GIBBS & SOELL PUBLIC RELATIONS

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**Cos Mallozzi,** Chairman & CEO  
**Luke Lambert,** President

Gibbs & Soell, an independent public relations firm since 1971,

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## Profiles of Crisis Communications Firms



**The ICR team (L to R): Tom Ryan, Co-CEO; Don Duffy, President; Chad Jacobs, Co-CEO.**

### Gibbs & Soell

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has been a trusted advisor to many top-tier clients seeking effective crisis communications and reputation management. Given the agency's focus on science, industry, manufacturing and professional/financial services, we have relevant hands-on experience helping clients manage through difficult situations in a way that best preserves their company's credibility, integrity and value.

With headquarters in New York, offices in Chicago, Raleigh and Zurich (Switzerland), and affiliates serving Asia and Latin America, we collaborate as a rapid response team of senior agency leaders with proven crisis counseling skills and relevant industry experience to manage each evolving situation. This team approach ensures the most objective, creative and thorough counsel for local, regional or global impact.

From product safety issues to class action lawsuits and financial restructuring, we develop and set communications plans in motion that allow clients to manage in front of crises, not behind them. Our bottom line is to serve as the outside, independent voice you can trust.

Crisis management services include media training, issues management and counseling, corporate communications, marketing communications, event marketing, employee communications, leadership positioning, social networking/digital media outreach, and communications training including I Power™, a proven, dynamic process for cre-

ating and delivering insightful, influential and high impact communications

### HENNES COMMUNICATIONS

2841 Berkshire Road  
Cleveland, Ohio 44118  
216/321-7774  
www.crisiscommunications.com

**Bruce Hennes, Managing Partner**  
**Barbara Paynter, APR, Partner**

Hennes Communications is the only crisis communications boutique firm in Ohio. Since 1989, the firm has served corporations, government agencies, nonprofits and small businesses that are "on trial" in the court of public opinion. The firm also offers media training, crisis drills and litigation communication support services.

Managing Partner Bruce Hennes is one of Northeast Ohio's best-known crisis communication specialists and media trainers, as well as an in-demand speaker before bar and trade associations on the subjects of crisis communications and how the media manipulate the news. Hennes frequently partners with organizations like the Red Cross, Akron Canton Airport, the Cuyahoga County Emergency Management Agency and local universities to train public officials to communicate effectively during extreme crisis situations that threaten public safety.

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

Current and former Hennes Communications clients include

Avery Dennison, Degussa, Forest City Enterprises, Akron General Health System, BASF, John Carroll University, KeyBank, NASA, Northeast Ohio Regional Sewer District, Westfield Insurance, and many of Cleveland's leading law firms.

### HILL & KNOWLTON, INC.

Subsidiary of WPP Group  
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Much has changed in the practice of crisis and reputation management. The Internet is reshaping how audiences receive, process and exchange information, the role of traditional media is evolving, and the definition of "stakeholder" is expanding. Companies can no longer rely on past assumptions and models of crisis management.

Hill & Knowlton understands these changes and the shifting landscape and we are able to deliver best practices and sound counsel to our clients.

With a global network of more than 100 dedicated issues management counselors, H&K offers the focus and expertise of a specialized agency along with the breadth and scope of a global consultancy.

We have a bias for action, and a reputation for results.

### INSTITUTE FOR CRISIS MANAGEMENT

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Louisville, KY 40202  
502/587-0327  
www.crisisconsultant.com  
www.ImpactMovie.com/icm

**Larry L. Smith, President**

The Institute for Crisis Management is a specialty communications consulting practice helping organizations identify potential business crises and resolve the issue(s) before it becomes public, or when that is not possible, to prepare the organization to minimize the damage through a carefully crafted internal and external communication program.

Public relations cannot "fix" a broken organization. But management that develops an appropriate



**Larry L. Smith, President of Institute for Crisis Management**

and effective operational response can make 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 nearly 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.

### ICR

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**Tom Ryan, Co-CEO**  
**Chad Jacobs, Co-CEO**  
**Don Duffy, President**

ICR combines in-depth sector knowledge with high-level capital markets, media, and corporate communications experience to help companies communicate with their core audiences. ICR brings deep experience to helping companies assess risks, plan and prepare for all contingencies and, where necessary, manage those crises. Our approach focuses on crisis planning, crisis simulation, and crisis management and support. We assist clients with crisis planning by conduct-

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### ICR

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ing comprehensive vulnerability assessments to determine potential scenarios and develop contingency plans with complete communications materials for each potentiality. We also help companies establish crisis teams and develop internal processes and protocols. We also work with clients by creating realistic scenarios and responding in turn, to identify the strengths and weaknesses in the internal systems to ensure they are sound when the real crises occur. Our crisis management teams work hand-in-hand with senior management, helping define, develop and deliver the communications that will meet the needs of all key stakeholders. Our competitive strength lies in our professional expertise, integrated approach and commitment to senior-level client service.

### JOELE FRANK, WILKINSON BRIMMER KATCHER

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www.joelefrank.com

**Joele Frank, Managing Partner**

No two crises are the same; each requires its own communications strategy. Our general approach to crisis communications and issues management involves determining the most desirable, or acceptable, business or institutional outcome; identifying the needs and vulnerabilities of key constituencies — especially customers, employees, regulators, shareholders (if appropriate) and communities; developing contingency plans for possible event scenarios; reinforcing client procedures and training client personnel; and managing or supporting implementation and feedback thereafter. We work closely with a client's management team and its other advisors. Quick response, 24/7 professional support, and experience in delivering on both the big and small details distinguish us as a valued counselor and collaborator when a company needs help the most.

### KEKST AND COMPANY

437 Madison Avenue  
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www.kekst.com/

Kekst and Company is a leading strategic and financial public relations consultancy headquartered in New York. Founded in 1970, the firm serves a broad array of publicly traded and private enterprises in virtually every business sector around the world. Its practice areas include: crisis communications; mergers & acquisitions; bankruptcy/restructuring; litigation support; corporate governance; investor activism/proxy contests; and investor relations, to name a few. Over the past two decades Kekst has advised on more mergers and acquisitions in the North American marketplace than any other public relations agency in the world.

### KETCHUM

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**Chris Nelson, Senior VP /  
Director, North American Issues &  
Crisis Management Network**

Ketchum's global issues and crisis management network offers clients the benefit of decades of experience managing a wide variety of issues and crisis situations in virtually every industry. As trusted advisors, we counsel executive management teams as they face demanding business and reputation challenges. Our experts help *Fortune* 500 clients integrate strategic decision making and strong communications, using a research-driven understanding of stakeholder interests. Ketchum offers specialized services in litigation communications, issues management, crisis management, and crisis preparedness, including plan development and training sessions.

### KOGAN PAGE

London & Philadelphia  
525 South 4th Street, Suite 241  
Philadelphia, PA 19147  
www.koganpageusa.com

For over 40 years, Kogan

Page has brought an international perspective to business book publishing. We maintain a strong network of partner organizations with whom we collaborate to develop publications and reach target markets. Our recent release "Crisis Communication: Practical PR Strategies for Reputation Management and Company Survival," edited by Peter Anthonissen, was produced in collaboration with IPREX, the international network of independent PR firms. Other partners include the Institute of Directors, the Institute of Practitioners in Advertising, Miller Heiman, OgilvyOne, BDO Stoy Haywood, Millward Brown, and the Chartered Institute of Marketing.

### L.C. WILLIAMS & ASSOCIATES

150 N. Michigan Ave., Ste. 3800  
Chicago, IL 60601  
312/565-3900  
Fax: 312/565-1770  
info@lcwa.com  
www.lcwa.com

**Kim Blazek Dahlborn, President  
Mary Moster, Senior Vice  
President**

L.C. Williams & Associates (LCWA) has successfully guided clients large and small through some of their worst-case scenarios, including product recalls, lawsuits, industrial accidents, labor relations challenges, natural disasters, health crises and more.

If a crisis occurs, we are immediately accessible to provide onsite counsel from experienced senior practitioners on response strategies, message development and communications tactics. We provide "arms and legs" implementation to conduct the necessary outreach to external and internal audiences.

Advanced planning is an essential part of any crisis management initiative. LCWA's experienced professionals help identify members of the crisis management task force, establish a control and monitoring system, and identify important impacted audiences. Using the most probable scenarios, we then train appropriate spokespeople — including preparation for media interviews — to handle a variety of crisis situations.

### LEVICK STRATEGIC COMMUNICATIONS

Headquarters  
1900 M Street, NW, 4th Flr.  
Washington, DC 20036  
www.levick.com

Levick Strategic Comms. is a global leader in crisis communications, directing engagements in the highest-profile matters around the world for companies, countries and other entities facing threats to their reputation, valuation, liberty or life.

Amid turbulent markets and ever-shifting world events, we help our clients anticipate what's next so they can avoid worst-case scenarios, manage issues effectively and get back to business as usual.

Winners of multiple communications, public relations and crisis management awards — including top U.S. litigation and crisis communications firm — Levick's professionals are the communications counselors and issue advocates of choice for clients for whom winning is the only option. Because of that, we are trusted to play a part in the most historic events of our time.

Financial institutions embroiled in the economic meltdown turn to Levick for immediate remedies and long-term recovery. We guide companies and entire industries through front-page product recalls. On a daily basis, we handle international incidents, bet-the-company lawsuits; criminal investigations; Congressional hearings; product liability; and threats from federal regulatory agencies.

Guided by our substantial experience, creativity and breadth of talent, Levick's clients succeed by controlling their future.

### LINDEN ALSCHULER & KAPLAN

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kaplan@lakpr.com  
www.lakpr.com

**Lisa Linden, CEO  
Steven Alschuler, President  
Lloyd Kaplan, Chairman**

When a high profile crisis hits, the future operations of a business, the survival of venerable institutions, and the careers and reputations of leading individuals can all

## Profiles of Crisis Communications Firms

be on the line. Whether sparked by litigation, government investigations, financial issues, scandals involving senior executives, environmental hazards, regulatory or political scrutiny, bankruptcy or a range of other issues, an organization's communications strategy can play an important role in the outcome of the breaking crisis — enabling it to disseminate key messages and support its operations during the crisis and beyond.

LAK's approach to each situation melds our experience in legal and business issues, media relations, targeted and internal communications, politics and community relations, and our extensive track record as strategists for companies and organizations in myriad industries. Our clients include public and private companies, national associations, prominent not-for-profit organizations, high-profile individuals, healthcare institutions, law firms and property owners, among many others.

### THE LUKASZEWSKI GROUP

10 Bank Street, Suite 530  
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tlg@e911.com  
www.e911.com

**James E. Lukaszewski, ABC, APR, Fellow PRSA, Founder, Chairman and President**

Practice focuses on extraordinarily urgent circumstances, scenarios, and management crises:

Acquisitions? Bosses career in jeopardy? Culture change failure? Everybody's angry? Layoffs? Management in gridlock? Need critical spokesperson's coached? Need one voice of calm, reason, experience, and decisiveness? Need the most trusted strategic advisor? Need to convince the attorneys? Out of options? Restructuring? Simplifying your succession plan? Takeovers? Wasting time?

Call Jim Lukaszewski . . . 24/7

### MS&L WORLDWIDE

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**Mark Hass, CEO, MS&L Worldwide**  
**Dan McGinn, CEO, TMG Strategies**  
**Anders Kempe, President,**

**MS&L Europe and CEO, JKL Group**  
**Paulo Andreoli, President and CEO, Andreoli MS&L**  
**John Hong, Managing Director, MS&L China**

MS&L Worldwide is a leading global communications network of brands and consultancies with 54 offices in North America, Latin America, EMEA and Asia. MS&L Worldwide has a well established crisis and issues management division with a track record of successfully managing challenging issues for *Fortune* 500 companies, leading educational institutions, law firms and non-profits. In addition to several offices with capabilities in this sector, MS&L Worldwide has two specialty consultancies that focus on crisis communications: TMG Strategies in Arlington, VA which provides CEOs, general counsels, university and non-profit presidents, elected officials and media executives with advice on some of the most complex and high-profile disputes and reputation threats of this era; and JKL Group in the Nordic region, which provides experienced counsel for acute and unexpected crises and recovery measures within the company's framework.

Our issues management goals are to protect and strengthen the reputation of the company by adhering to core values, remaining true to corporate culture and building trust and confidence among all stakeholders. Our crisis counselors specialize in product liability litigation, product recalls, product tampering, NGO/activist boycotts, labor unrest, acquisitions, class-action lawsuits, antitrust issues, patent disputes, executive misconduct, environmental contamination and government investigations.

### MARX LAYNE & COMPANY

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Farmington Hills, MI 48334  
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www.marxlayne.com

**Michael Layne, Managing Partner**

Marx Layne professionals have years of experience handling crisis communications issues. We are frequently retained by leading 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 illnesses 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, we 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.

### MCS

1420 State Hwy. 206, #100  
Bedminster, NJ 07921  
908/234-9900  
Fax: 908/470-4490  
www.mcspr.com

MCS is a public relations agency with nearly a quarter-century of experience in preparing our healthcare industry clients to effectively communicate during a crisis. The timely dissemination of critical information is integral to maintaining the trust and confidence of regulatory authorities and stakeholders who can influence the future of your company.

The crisis planning team at MCS is led by Todd Forte, executive vice president, who in his 25-year career has developed corporate and product crisis communication plans for the commercial nuclear power industry, Ciba-Geigy and Novartis Pharmaceuticals, and various MCS pharma company clients. Learn more at [www.mcspr.com](http://www.mcspr.com)

### PADILLA SPEER BEARDSLEY

1101 West River Pkwy., #400  
Minneapolis, MN 55415  
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www.psbpr.com

**Paul Omodt, VP**

Padilla Speer Beardsley is a

full-service communications firm with offices in Minneapolis and New York City. Specializing in crisis/critical issues management, our services include media coaching for executives, spokesperson training, consumer/opinion research, employee communications, social media strategies and community relations. We apply 48 years of experience to help you tell your story clearly, coherently and credibly.

Our crisis response team is available to help at any time, day or night. Call 1-877-PR ER 911 for immediate help.

As a founding member of the Worldcom Public Relations Group, our clients with global needs have access to more than 100 partner firms in more than 90 cities on six continents.

### PEPPERCOM

470 Park Ave. South  
New York, NY 10016  
212/931-6100  
www.peppercom.com

**Steven Cody, Managing Partner**  
**Edward Moed, Managing Partner**

Peppercom is a mid-sized strategic communications agency that provides clients with crisis communications and counseling during a crisis as well as in-depth workshops that help companies understand how to effectively handle a crisis if one should occur in the future.

Peppercom's proven proprietary CrisisRx program involves a diagnostic tool that simulates, tests and prepares clients in all aspects of crisis training and measures specific behavior characteristics. Peppercom's program goes beyond communications and involves the client's entire management team, ensuring that each person understands what he/she is responsible for during a crisis.

Peppercom is ranked among the top 20 largest independent PR firms in the U.S. by *O'Dwyer's*. In addition to counseling numerous clients through a crisis, Peppercom has conducted crisis workshops for many companies — from *Fortune* 100 corporations to small businesses — as well as conferences.



**President and CEO Ron Sachs and Chief Operating Officer Michelle Ubben of Ron Sachs Communications, a public affairs communication firm, based in Tallahassee, Florida.**

### PORTER NOVELLI

75 Varick Street, 6th Floor  
New York, New York 10013  
212/601-8000  
www.porternovelli.com

**Julie Winskie**, *President, Americas; Chief Client Officer*  
**Jon Goldberg**, *Director, Corporate Affairs Practice*

The world is an unpredictable place, but hard-won reputation need not be the first casualty of fortune. With proper preparation and expert guidance, your good name can be protected and even enhanced in times of crisis.

At Porter Novelli, we think the best way to manage a crisis is to prevent it from ever happening in the first place. Our crisis planning and response teams around the globe bring deep knowledge and best-practices insight across every sector, from foods, pharmaceuticals and consumer products, to financial services, chemicals, transportation and leisure. The result: a comprehensive, custom-tailored issues and crisis management program that: Uncovers and prioritizes your organization's full inventory of risks and vulnerabilities; Introduces clear processes for intercepting and neutralizing emerging issues before they become bigger problems; Trains likely spokespersons and puts tools and systems in place to enable you to respond quickly and effectively to any situation; Uses realistic live simulations and table-top exercises to test

the plan and put personnel through their paces under conditions of escalating stress.

Our experience runs the gamut from global product recalls and safety issues, environmental disasters and data security breaches, to workplace accidents, government investigations, litigation and unanticipated executive transitions — we've seen it all. Whatever the situation, our seasoned response teams are with you 24/7, every step of the way.

### R&J PUBLIC RELATIONS

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Bridgewater, NJ 08807  
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www.randjpr.com

**John Lonsdorf**, *President*  
**Scott Marioni**, *Vice President*

R&J Public Relations LLC is a leading brand-building public relations firm specializing in assisting companies that are driven to become market leaders, or who are passionate about defending their market leadership position. R&J has a highly successful track record in the development and implementation of effective crisis communication plans that minimize damage and safeguard clients' reputations among key constituents. R&J's approach to crisis communications is based on the belief that preparedness, transparency and rapid response are the keys to successfully navigating

unavoidable crises, and weathering their potentially devastating effects.

### RON SACHS COMMUNICATIONS

114 South Duval Street  
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850/222-1996  
rsachs@ronsachs.com

**Ron Sachs**, *President/CEO*

Ron Sachs Communications is renowned for helping clients successfully navigate disaster. The key priority is to positively respond to a crisis — preventing inaction, or the wrong action, from becoming a 'crisis within a crisis.'

Calm, candor and class — our choice to enhance, not just maintain, a client's reputation. We take a client from defense to offense — leading the way to higher ground, where a foundation for the future is established. Our senior team comes from the ranks of the media and government, giving the firm outstanding relationships to draw upon and excellent news judgment in crafting effective messages. We are skilled in devising and executing quick response plans to help our clients avoid crisis — but to effectively handle them when they arise.

The difference is results at Ron Sachs Communications.

### RUDER FINN

Worldwide Headquarters  
301 East 57th Street  
New York, NY 10022  
212/593-6400  
www.ruderfinn.com

**Ed Harnaga**, *Corporate Advisory Group, Issues/Crisis Team Lead*

Ruder Finn is a privately owned, full-service, global agency that specializes in building, shaping and improving reputations through strategic communications. Our Corporate Advisory Group specializes in managing issues and crisis communications for corporate, financial, non-profit, trade association and other clients. Our services span a full range of issues support from proactive to reactive and we excel in conducting full spectrum risk assessments which help our clients identify and prepare for issues before they arise. We

know how key stakeholders' perceptions influence our client's reputations and our proven approach — focused on communicating transparently, consistently, credibly and rapidly — helps maintain the confidence of stakeholder and ultimately safeguards reputations. Our experience includes regulatory/legal, financial, corporate, and activist actions — most recently involving consumer product regulatory scrutiny, shareholders activist actions, and high-profile civil and class action litigation. Our clients include leading Pharmaceutical, Consumer Products, Technology and Financial companies.

### SARD VERBINNEN & CO.

630 3rd Avenue, 9th Floor  
New York, NY 10017  
212/687-8080  
www.sardverb.com

Sard Verbinnen & Co. provides strategic crisis, corporate and financial communications counsel and services to clients spanning the globe, including *Fortune* 500 corporations, smaller public companies, financial and professional service firms, privately held entities and high-profile individuals. With offices in New York, Chicago and San Francisco, our firm has significant experience advising clients on a broad range of high- and low-profile crises and special situations, including civil and criminal litigation, regulatory investigations, product recalls, data breaches, earnings warnings and restatements, executive departures, bankruptcies and other sensitive matters.

We recognize that all crises are inherently unique, and our experienced senior professionals are prepared to quickly assess, plan for and address each distinct situation. Our team works directly with clients and their other advisors to build a strategic communications protocol for both internal and external audiences and ensure that crisis responses are consistent, accurate and timely. We also have longstanding, close relationships with journalists, financial analysts and the investing community, which is integral to effectively helping clients manage through a crisis.

## Profiles of Crisis Communications Firms



**Donna Vandiver, President & CEO; Kelly Ferrara, Executive Vice President; and Amy Crump, Chief Financial Officer.**

### SHELTON & CAUDLE

A division of VOLLMER  
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**Tony M. Shelton, APR, ABC**  
**Allen Caudle, Executive Vice President**

Shelton & Caudle is the country's premier provider of customized communication training programs and crisis counsel. It is a division of Vollmer Public Relations, with offices in Houston, New York, Dallas and Austin.

Services include: Crisis plan development and review; Executive media and presentation training; Customized training and drills in crisis communication; Strategic crisis counsel; Reputation management; Issues management.

At Shelton & Caudle, crisis counsel and communication training are our business. Our professionals are engaged in crisis counsel on an ongoing basis, as well as

training clients in how to communicate when the worst happens. Check out our website, [www.sheltoncaudle.com](http://www.sheltoncaudle.com), or call us at 713/970-2108.

### SOLOMON MCCOWN & COMPANY, INC.

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[missionrecognition.blogspot.com/](http://missionrecognition.blogspot.com/)

**Helene Solomon, CEO**  
**E. Ashley McCown, President**

Based in Boston, with staff in Washington, D.C., 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, 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.

### TIERNEY COMMUNICATIONS

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**Steve Albertini, Executive Vice President**

For more than two decades, Tierney Communications has provided strategic counsel on the most sensitive reputation and ethical issues — the kind that can redefine the image and positioning of an organization, company brand or executive. Clients engage us to work across the spectrum of management communications and operational issues.

Tierney has worked with leaders of *Fortune* 500 companies, start-ups, major universities/ educational institutions, cultural organizations, labor unions, niche businesses, and governmental agencies. Everything from environmental disasters to labor unrest to securities fraud to the takeover of one of the nation's largest public school districts — Tierney has been there.

Our goal is to help client organizations be prepared to solve problems, manage the spotlight, learn from missteps, and avoid future crises. We can function as spokesperson, or as behind the scenes and transparent as you like during a crisis situation.



**E. Ashley McCown, President of Solomon McCown & Company, Inc.**

### TREVELINO / KELLER

949 W. Marietta St., Suite X-106  
Atlanta, GA 30318  
[www.trevelinokeller.com](http://www.trevelinokeller.com)  
[www.juxtaposedblog.com](http://www.juxtaposedblog.com)

Weber Shandwick, Golin/Harris, Ogilvy PR, Ketchum, Edelman. We got our feet wet 5, 10 and 15 years ago at these great agencies, dealing with crises on a national and local level, from criminal deaths, financial fallouts, lawsuits, food-related accidents, executive mishaps, product recalls, and employee reductions.

Since starting Trevelino/Keller in 2003, our senior team has been managing crises on average monthly across the country, representing clients in 25+ states. Our crisis specialty, called Crisis+LessTK, is focused on minimizing any negative impact with a company's key constituents and ultimately, converting the situation into a brand asset. We appreciate the financial burden a crisis can cause a company and so, rather than seize on that vulnerability; we cap our rates at \$200 an hour, regardless of the situation or time commitment. If we need arms and legs on the ground, we'll find qualified support in the same spirit. Crisis+LessTK, it's just the right thing to do.

### THE VANDIVER GROUP, INC.

510 Maryville Centre Dr., Ste. 320  
St. Louis, MO 63141  
314/991-4641  
[www.vandivergroup.com](http://www.vandivergroup.com)

A crisis is not the time to take chances. The Vandiver Group, Inc.



**Shelton & Caudle (L to R): Allen Caudle, Executive Vice President; and Tony M. Shelton, APR, ABC.**

## Profiles of Crisis Communications Firms

is a firm with the experience, media relationships and the confidence to keep cool when things heat up and to prevent a bad situation from getting worse. We work quickly to get accurate, credible information to the media, pay attention to details, and uncover potential hazards before they can create problems.

The Vandiver Group, Inc. has provided crisis communications services and media training to a diverse group of companies, industries and government agencies in the U.S. and around the world.

### VIRILION

1025 Vermont Ave., NW, 12th Fl.  
Washington, DC 20005  
202/654-0800  
www.virilion.com

Virilion is a full-service interactive agency that for more than 11 years has helped major organizations and institutions transform their ideas and issues into results through digital media.

With our foundation in online and new media, we understand better than most how quickly a small issue on a blog or social media site can blow up into a full-scale communications crisis.

CEO Dan Solomon (an attorney with experience in federal government), Editorial Director David L. Haase (a former Washington correspondent) and Media Director Jason McQueen (an SEO/SEM and online advertising expert) lead the Virilion crisis communications team.

Marshaling digital media across the spectrum, our confidential efforts have helped set the record straight for clients in finance, health care and government.

### WEBER SHANDWICK

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www.webershandwick.com

**Micho Spring**, *Chairperson, U.S. Corporate Practice and Weber Shandwick – New England*  
**Peter Duda**, *Executive Vice President*

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

Working closely with our clients, we anticipate and prepare for shifts in public and stakeholder opinion that could affect a company's ability

to achieve its business objectives, and proactively help them manage change and crisis situations.

We have a proven track record working with a wide range of clients in complex and sensitive areas of crisis and reputation management such as corporate positioning; product and drug recalls; labor negotiations and campaigns; litigation support; legislative and public affairs; mergers and acquisitions; bankruptcies and restructurings; employee communications and management transitions.

From comprehensive issues audits to real-time integrated crisis support, we work to establish the right context for strengthening corporate reputation through a dynamic, ongoing dialogue with key internal and external constituencies. In a new communications landscape with a vast array of channels where crises can take hold, our experts access an unparalleled range of resources across practices and geographies. We counsel clients in all aspects of corporate branding, positioning and communications. Industry expertise includes advertising/marketing/media, airlines, automotive, biotechnology, financial services, food & beverage, pharmaceuticals, telecommunications, education, health care and technology.

### WINNING STRATEGIES PUBLIC RELATIONS

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Fax: 973/799-0210  
www.winningstrat.com

Winning Strategies Public Relations brings decades of experience in crisis management to the world of public relations by relying on proven strategies and tactics earned in the political, government and corporate arenas. The firm's partners have successfully directed responses to natural disasters, toxic releases, allegations of corporate irresponsibility, sexual harassment, financial misdeeds and lawsuits.

WSPR's partners have provided crisis communications training to the staff of the US EPA and to officeholders throughout the nation. One of the firm's partners authored the EPA's crisis and environmental communications manual.

WSPR's services have been pre-



**Zeppos & Associates' senior crisis communication strategy team includes company president Evan N. Zeppos and vice presidents Brenna Kriviskey Sadler and Brian Knox.**

certified for reimbursement by AIG.

### WRAGG & CASAS

1000 Brickell Avenue  
Miami, FL 33131  
305/372-1234  
www.wraggcasas.com

**Otis Wragg & Ray Casas**,  
*Principals*

Florida's premier crisis and issues management firm, Wragg & Casas has helped clients emerge successfully from multifaceted, high-profile, media-intensive situations since 1991. In 2007, O'Dwyer's named Wragg & Casas one of the nation's top environmental PR firms. Oil exploration, power plant sitings, Everglades restoration, complex corporate litigation, airplane crash.... With offices in Miami, Orlando and Southwest Florida, and a staff of veteran communications professionals and former journalists, Wragg & Casas serves corporate clients throughout Florida.

### ZEPPOS & ASSOCIATES

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**Evan N. Zeppos**, *President*

Peer-ranked as the Wisconsin firm to turn to for crisis communications, Zeppos & Associates has helped clients throughout the Midwest and U.S. prepare for and effectively communicate about legal threats, construction and industrial accidents, environmental incidents, food recalls, protests and more. The firm's award-winning team – seasoned experts who have worked both as reporters and communications counselors – works collaboratively with lawyers, C-level executives and operations staff to develop and implement the right crisis communications strategies. The firm also assists clients before a crisis to design communications plans and train staff to work with media and key audiences should the unexpected occur. ■



**Winning Strategies Public Relations, a full-service communications agency with specialties in crisis communication, issues management, public affairs, corporate communications and online strategies.**