

O'Dwyer's

Communications & New Media

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SPECIAL ISSUE: SPORTS & ENTERTAINMENT

WHY SPORTS BRANDS ARE DITCHING
SPONSORS FOR
NICHE INFLUENCERS

ENTERTAINMENT MARKETING:
A STRATEGY UNTO ITSELF

HOW PR AND FOOTBALL KEEP
A SIMILAR PLAYBOOK

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SPORTS SPONSORSHIPS

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Average operating profits for small and mid-size agencies was flat last year, according to a new study.

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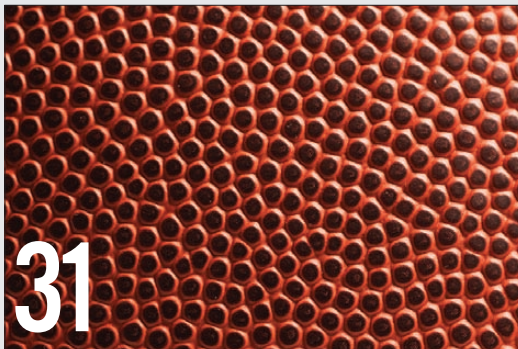
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Terrorism reveals inconsistent candidate narratives

The November 13 terrorist attacks that left nearly 130 dead across Paris shifted the political conversation in the U.S., and our cast of 2016 Presidential hopefuls quickly refined and recalibrated their campaign messages to accommodate a new fear narrative.

Rallying cries invoking Wall Street, income inequality, jobs and healthcare took a backseat to terrorism, immigration, defense and amnesty.

Sure, some made the transition easier than others. Though it's a macabre notion to suggest, it's also an indisputable fact that the Paris massacre had the unintended effect of giving a default upper hand to Republicans, candidates whose métier have left them better prepped for a national conversation that has now swung in a pro-defense, immigration-wary direction.

Arguably, Donald Trump fared better than anyone. Trump, whose platform and trademark rhetoric was already aligned to accommodate an event like the Paris tragedy months ago, offered a stark contrast to our three candidates in the Democratic camp, for whom terrorism has come off as a sort of inconvenience. For the most part they have seemed out of their element when discussing the issue, and worse, have sent voters the deathly message that domestic defense isn't something that holds their interest.

Republican candidates' good fortunes continued with Americans' collective panic over the notion of fostering Syrian refugees. As President Obama and Hillary Clinton continued their support for the admittance of refugees into the country, candidates resorted to fear mongering, and governors like Bobby Jindal blustered that he'd prevent Syrian refugees from being relocated to his state. Call it another win for the GOP.

But that opportunism has now been complicated by a spate of domestic terrorist attacks that have occurred here in the U.S., each of which harbor the inconvenient feature of being committed neither by Islamic extremists or refugees, but by homegrown terrorists whose convictions plant them firmly within the fringes of the Republican Party.

The November 27 shooting at a Colorado Springs Planned Parenthood facility that left two civilians and a police officer dead, and the November 23 white supremacist shooting at a Minneapolis Black Lives Matter vigil — a movement that has been repeatedly referred to as a "hate group" by Fox News — have either left Republican Presidential candidates in a puzzling state of silence, or turning logical feats in an attempt to downplay the role that their paranoid, extremist rhetoric toward Planned Parenthood and Black Lives Matter may have played in inciting people to commit these crimes in the first place.

Today's Republican Presidential candidates have now been placed in the unenviable position of vilifying extremists as a point of principle while agreeing with their beliefs, of distancing themselves from domestic terrorists' actions while sharing an acrimony toward their targets.

Carly Fiorina, whose repeated references to an apocryphal video that purportedly showed a fetus being kept alive so its brain could be "harvested" — which was allegedly indirectly referenced by Colorado shooter Robert Lewis Dear Jr. upon his surrender — appeared November 29 on "Fox News Sunday" to claim that suggesting a link between the Colorado Springs shooting and today's pro-life movement was indicative of "typical left-wing tactics."

In a November 24 video posted to his Facebook page, Mike Huckabee excoriated Obama for failing to align terrorists with Islam. Appearing on a November 29 broadcast of CNN's "State of the Union," however, Huckabee spent the segment attempting to disassociate Dear from the pro-life movement.

Offering the most puzzling response of all, Ted Cruz, at a November 29 Iowa rally, claimed Colorado shooter Dear was a "transgendered leftist activist."

Conservatives who were quick to suggest the Paris attacks were somehow an indictment of Obama's policies, the same politicians who lay blame on an entire religion for the acts of a militant few, now balk at the notion that there could exist a connection between extreme anti-abortionists' actions and the conservative machine that promulgates messages engendering those actions.

This rhetoric has consequences. A study released by Washington-based research organization The New America Foundation found the majority of "terrorist" attacks to occur on American soil since Sept. 11, 2001 have been committed by right-wing terrorists — white supremacists, neo-Nazis, and assorted anti-government extremists — and almost twice as many people have now died in these attacks in America than have died at the hands of Islamic extremists.

Data also shows that perhaps some Republican voters have finally found their threshold for these toxic talking points. A Reuters/Ipsos poll found Donald Trump's poll numbers tanked in late November — revealing his biggest fall since July — ever since he suggested that the U.S. require Muslims to register on a government database and claimed that closing mosques was "something you would have to seriously consider." Outright fascism, thankfully, still isn't en vogue in America. At least not yet. ○

— Jon Gingerich

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Study: profits stagnant for small, mid-sized agencies

The average operating profit for small and mid-size PR agencies was relatively flat in 2014 compared to 2013, and fell roughly 2% compared with 2012, according to study by Gould + Partners.

By Matthew Schwartz

The study, released in November, took the pulse of 111 PR agencies. The agencies range from less than \$3 million in annual revenue to more than \$25 million in annual revenue.

Overall, agencies' operating profit was 16.2% in 2014, compared to 15.8% in 2013 and 18.8% in 2012. Regardless of the size of the agency, however, profitability remains sluggish. For example, for companies with revenue between \$3 million and \$10 million, operating profit in 2014 was 16.1%, while agencies that generate between \$10 million and \$25 million in revenue had operating profit of 17%.

"Not a lot firms are hitting 20%," said Rick Gould, Managing Partner. "They're increasing their labor costs without commensurate higher fees."

Gould stressed that if agencies raise their employees' salaries they must raise rates for retainers (or however the agency charges its customers). But many agencies fail to raise

their rates because they fear blowback from clients, Gould said.

It's a fundamental problem plaguing the PR field: Managers don't pay enough attention to the hard numbers and shortchange the value of their services. What's more, retainers — as opposed to hourly rates — often slide into work that doesn't get billed.

Gould partly blames colleges and universities that offer PR as a major. "They don't

teach the business of the business," he said.

Another foreboding aspect of the study was the level of turnover: An average of nearly 20%, which is down slightly from the previous two years. But the churn in the PR field is a growing concern among agencies of all stripes.

"It's getting worse," Gould said, referring to the turnover and Millennials increasingly populating the PR field who have little to no sense of loyalty. "They want more stimulation and work that is more challenging. For Millennials, you have to keep them excited." ○

Study cites need to boost PR diversity

The National Black PR Society released a white paper during a Washington, D.C. summit, showing that while progress has been made, there are still few black communicators in leadership roles.

By Matthew Schwartz

The white paper, titled "2015 State of the PR Industry: Defining & Delivering on the Promise of Diversity," generated 199 responses among PR pros. It re-

mind the industry that diversity remains something of an Achilles' heel throughout the PR field.

Dr. Rochelle L. Ford, Professor and Chair, Newhouse School, Syracuse University, and Cedric Brown, Research Assistant, Syracuse University authored the paper. Clarke L. Caywood, professor, Medill School of Journalism, Northwestern University, worked with Ford and Brown on analyzing the results.

There were four major themes:

- Blacks are found in all market segments including: corporate (20.6%), agency (23.8%), government (6.3%), nonprofit (12.2%), education (10%). Blacks also are well represented at mid-level positions in agencies.

- However, there are still few black communicators in leadership roles where they work, the survey said.

- Black practitioners are looking for assistance from the profession for networking, professional development and career advancement, particularly understanding risks and benefits.

- There's a greater need for the industry to focus its attention on enhancing vendor relations and supplier diversity, creating more subcontracting opportunities for large agencies to collaborate with small and minority-owned businesses.

"There is no one root cause for the diversity crisis," said NBPRS President Richelle Payne in a statement. "We need a multi-layered, collaborative approach between the industry and black communicators." ○

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Entertainment marketing: a strategy unto itself

As traditional paid media continues to fade in importance, marketers will continue turning to other solutions like online advertising, influencer marketing and social media. That's why every agency is in a horse race to enhance its talent pool to include more integrated people. But are they considering talent with entertainment marketing experience?

By Denise Vitola

We've all heard the latest marketing buzzwords. These catchphrases go beyond what we talk about — they extend into the types of marketing plans being executed. They're not the only ways to reach your target audience.

Entertainment marketing is an area everyone should consider. Why? Because everyone consumes entertainment. Be it TV, film, celebrity or online, everyone engages at some point.

This isn't new, but has certainly evolved with the influx of social media and the consumer's declining attention span. Long gone are the days of simply hiring a celebrity to promote a product, brand or service. To do so is to do the bare minimum. It's been overdone and the tactic has been exposed, which means that we, as marketers, need to get more creative. Further, as consumers continue to turn off and tune in in so many different ways, the entertainment industry still provides a way to reach an engaged consumer.

Entertainment marketing is a unique way to reach your consumer. Every brand wants to be featured on the most popular network, TV or talk show, but it is not easy to get there. However, you can plan for inclusion on the hottest entertainment outlets. Just as you buy advertising, you can buy time on several entertainment properties. Dare I suggest you look at your advertising spending and get creative with how you promote your brand.

To do this, you must go beyond simply hiring a celebrity to endorse your brand or inserting yourselves into an event. Effectively popularize your brand by inserting it into the ever-growing world of film, TV and morning shows through integrations and alternative media buys, which often come through value-adds the networks offer when you spend enough media dollars.

Like other marketing tactics, this too, needs a strategic approach.

Set aside a budget

Like all other marketing initiatives, you'll need to set aside a budget. Many of my clients have taken media dollars from advertising to leverage entertainment marketing, or, as I mentioned above, spent enough with a network to get the value-adds you are looking for such as a spot

on "The Today Show." Entertainment marketing can be expensive, so it makes sense to earmark money to be able to see the impact of your spend. Make sure your budget will enable you to insert your brand into a few entertainment properties — TV, film, morning or late night shows, etc. Doing a single spend with one show at one time does not always provide the ROI you are looking for.

Determine how to reach your audiences

Your media buying company will know the most about your target consumer. However, a good social listening campaign supplements that knowledge by determining your consumers' interests in real time. I highly suggest taking a look at the social listening, as it provides the best insight into your consumer.

Spending time listening to your consumer will result in a data-supported approach to developing your entertainment strategy. For example, does your target spend most of their time at the movies or are they watching daytime TV? The answer is they are likely doing a mix of things, which is why your entertainment strategy should expand beyond one channel or medium. A good strategy will support more than one tactic, but thread through a common theme on several platforms.

Deploy your strategy

The hat trick of an entertainment strategy is multi-pronged. Here's what it looks like: identify a movie that stars someone from a TV show and secure that person as your brand spokesperson. Now, work with the production house of the movie to work your brand into the storyline. Do the same with the network television show. Connect all relevant parties as well as the celebrity agent so that all tactics are seamless and includes consistent messages.

When the celebrity is ready to promote the movie, you can partner with their agent to work your brand into their media tour. This will require very careful execution and a full commitment to the movie as well as the celebrity. This makes for an entertainment marketing slam dunk. It is not always possible, but the more you can engage with different properties in a creative way, the more your consumer will see and relate to it.

Apply an online and offline experience

The best entertainment strategies have online and offline extensions. To get the most value for your investment, layering on an online content strategy that complements the entertainment approach will extend the life of the campaign beyond the entertainment property and give the consumer ways to engage. For example, if you have a partnership with E!, you may want to include an online element with their web site and social channels that connects them to your website and social channels. You can ask consumers to engage by creating consumer generated content, participating in sweepstakes and providing unique offers.

Measure and reevaluate

Like advertising and digital, there are ways to measure the success of an entertainment strategy. For example, you can include questions in your consumer audits and sentiment studies. As with anything else in your marketing mix, measure often and evaluate your strategy.

Sometimes, small tweaks along the way will allow you to readjust your tactic enough to be more successful. Don't leave entertainment marketing out of your measurement plans. It can be evaluated, and you want to celebrate the success of your initiatives.

Brands need to think beyond the traditional communications world and look to out-of-the-box solutions that will engage the consumer in new, exciting and memorable ways. It's not always a one-size-fits-all marketing plan, and just because everyone else is focusing on digital does not mean you need to put all your dollars into that basket.

There are many ways to execute a strategic entertainment marketing campaign. Try new things that reach and resonate with your consumer in a genre that everyone pays attention to.

Denise Vitola is Managing Director at Makovsky. ○



Denise Vitola

How online betting sites can shift the conversation

New York Attorney General Eric Schneiderman in November sent cease and desist letters to online fantasy sports betting sites DraftKings and FanDuel, ordering them to halt all business operations in New York State under the cause that such operations were in violation of laws prohibiting gambling on games of chance. This leaves owners of other online sports betting businesses scrambling to figure out if they're next — and if not, what this turn of events means for their business. But a fact remains: every event is an opportunity for PR, even if it doesn't appear to bode well for your business on the surface.

By Ronn Torossian

Put another way: a lemon has a chance to make a glass of lemonade. It's no different here with the plight of FanDuel and DraftKings and the subsequent bad press regarding online sports betting. If you frame your response right, you can turn this bad news for unfortunates in your industry into a positive opportunity for your own online sports betting business in the form of boosting your existing members' morale (and their participation and commitment) and attracting new members to join in the fun.

Focus on skill

As noted in the cause for Schneiderman's cease and desist letters, the legal distinction at issue here is primarily one between skill and luck. That will be the central topic of discussion during the forthcoming battles ensuing from these events: whether online sports betting qualifies more as a game of skill or a game of luck. Therefore, that makes this the perfect time for you to highlight all the aspects of online sports betting (and on your site in particular) that involve skill.

You can highlight the "skill" aspect of

your offerings in both your advertising and your content. Here are a few suggestions to get your mental wheels turning:

- Publish new tutorials on how to develop each of the skills required to win at online sports betting.
- Instead of all your images showing people winning huge sums of money, consider using some images in your ads that show people thinking, analyzing stats and comparing players.
- Release new widgets/apps/features etc. that empower users to analyze stats on an even deeper level.
- Profile big winners on your site telling stories of how they accomplished their achievement, focusing specifically on the elements of skill involved in their wins.
- Release a poll or survey asking members to rate which skills they think are most important for succeeding at online sports betting.

Give your support, but maintain distance

Reacting to bad press in your industry requires a careful balance of flag-waving and line-drawing. That is to say: you must stand by those in your industry who are doing the same kinds of work you are doing, but you must also keep yourself from getting caught in their tailwind by distinguishing yourself from those currently in the crossfire.

Therefore, start by showing support for the situation of DraftKings and FanDuel. If given the opportunity, express your hope that the two sides can see a way to solve this problem. Avoid getting roped into too much discussion on the thorny issues at play in the debate, instead standing simply as one of many representatives of an industry that provides a legitimate and valued service. If pressured into addressing specifics you'd rather avoid, simply feign ignorance — protesting that you don't know enough about the specifics of this particular legal situation to feel comfortable going too deeply into it. But add that you would be more than happy to delve into specifics about your own business.

This gives you the opportunity to take charge of the conversation and turn it to what distinguishes your online sports bet-

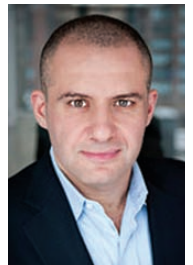
ting business from those currently under fire. Maybe it's a difference in your particular offerings (DraftKings and FanDuel offer fantasy sports betting; if this is not one of your offerings, be clear in pointing this out.) Maybe it's the localities you serve or from which you operate. Or your membership criteria. Or the size of your member base. Or your payment procedures. Whatever it is, be clear with the press and the public on all that makes you different from the companies currently under attack, which will in turn make it increasingly hard for the press and public to draw disparaging comparisons between you.

Clean up your advertising

An additional charge levied by the NY Attorney General against DraftKings and FanDuel accused them of misleading New York residents in their advertising with statements that implied unrealistic probabilities of winning. Take this as a warning sign for you to ensure that your own advertising doesn't mislead viewers with promises on which you can't deliver. Review all your ads and make sure that you can support every word and every image with cold, hard facts. Then hope that, unlike FanDuel and DraftKings, you'll never have to.

If you know your business and customers well enough, you can take almost any bad press and turn it to your advantage. In the case of the bad press regarding the recent legal issues with online sports betting, this means highlighting the skill involved to win in the games you offer, supporting your industry while distinguishing yourself from those businesses currently under attack and wiping all misleading statements and suggestions from your advertising. Remember, the harder you make it for a lawyer to build a case against you, the more likely that lawyer will be able to seek a more winnable case elsewhere.

Ronn Torossian is CEO and Founder of 5W PR. ○



Ronn Torossian

PR news brief

US, European firms forge alliance

Four agencies, including New York-based The Marino Organization, have banded together in a trans-Atlantic PR alliance dubbed Crossborders PR.

Italian firm Say what?, along with Porterfield PR and Storm Communications, both of London, joined with Marino in a network that is expected to expand in the coming months. TMO President Frank Marino said the union establishes a framework to help clients meet needs "around the world."

The firms announced the network in a ceremony at One World Trade Center.

TMO, which also has a Boston outpost, has worked with Colliers Int'l, Cushman & Wakefield and Walmart, among other clients.

Alberto Scarpetta is founder and CEO of 20-year-old Say what?, which has operations in Milan and Rome and focuses on media relations, event marketing and strategic planning. Ian Purvis leads commercial real estate specialist Porterfield. And Derek Lowe heads Storm, focused on consumer, corporate and social media work, with a roster including Cargill, EU Olives and Sara Lee.

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Why sports brands have turned to weekend warriors

Michael Jordan, Derek Jeter, Peyton Manning, Serena Williams and other successful athletes have turned influence into multi-million dollar endorsements. However, savvy communicators focusing on influencer marketing in relation with sports always look beyond the superstars. Weekend warriors and niche personalities also spread messages to the right audiences — and do it at a fraction of the cost.

By Brandon Andersen

The proliferation of social media, the continued democratization of voice and new technologies, make it easy for brands to find less expensive and perhaps even more effective influencers to engage with and nurture audiences.

A March 2015 survey showed three in five communicators planned to increase influencer marketing spending over the next 12 months, most likely because it's the most cost-effective online customer acquisition method and generates \$6.50 for every dollar invested.

In a world where only precise communication drives results, this pledge should sound alarms to any brand that hasn't fully bought in to influencer marketing. Perhaps because partnering with superstars requires a big check, brands directly related to athletics have led the way in turning non-household names into money-making advocates.

Check out a few brands that have perfected modern-day influencer marketing:

Paid, earned and loved?

In less than 20 years, Under Armour has gone from basement startup to a \$3 billion corporation with locations across the United States, Europe and Asia Pacific.

Undoubtedly, its innovative product line has fueled its growth, but the brand has relied heavily on a three-pronged influencer marketing strategy to accelerate the spread of its brand message and product line.

In the e-book "Listen: 5 Social Audiences Brands Can't Afford to Ignore," marketing expert Mark Schaefer describes the different types of influencer: the celebrity, the niche influencer, and the organic advocate.

Under Armour has relied on all three, but which it uses depends on its goals. The apparel company, which has large screen-printed images of Michael Phelps and Ray Lewis next to its Baltimore headquarters, often uses celebrity to break into markets.

For example, in 2011, Under Armour signed an agreement to become the official uniform provider of the English Premier League's Tottenham Hotspur Football Club, gaining entry to the European soccer market for the first time.

At the time, Kevin Plank, Under Armour's founder and CEO, said the \$80 million deal "demonstrates our commitment to growing

the Under Armour brand in the U.K."

In early 2014, Under Armour took a different tact, forging a relationship with Misty Copeland. A little over a year later she became the American Ballet Theater's first African-American woman to be named principal dancer.

Before Copeland became a household name, she was well known within the ballet community but didn't necessarily have a large reach. The reach she did have, though, was valuable.

As Daniel Newman writes for *Forbes*, influencer marketing "is the concept that the most powerful way to place a brand's message before an interested audience is through a voice they trust."

Copeland often references Under Armour on Twitter, generating likes and retweets each time. Soft metrics? Sure, but word-of-mouth generates two times more sales than paid advertising. Those social shares are money in the bank.

Yes, even a niche influencer has a price and perhaps only a money-driven motivation to collaborate with your brand. That's why organic advocates often make the best influencers.

Aiming to grab a larger piece of the women's athletic apparel market, Under Armour has done two types of events-based marketing, one geared to everyday athletes and the other to performance athletes. A collaboration with retailers like Lady Foot Locker aims to promote the idea to casual fitness enthusiasts that the best part of the day is spent working out. Working in conjunction with spinning studios, Under Armour engages with more serious athletes.

By supporting these two groups, Under Armour has engendered trust. With continued support, these athletes will become advocates who tell friends and family about the brand that supports their endeavors, and, oh by the way, makes great workout gear.

Celebrity not necessary

In 2013, Reebok dropped brand ambassadors like F1 driver Lewis Hamilton, cricketer MS Dhoni and media star Jack Osbourne, to focus on "celebrating individuals who find purpose by pursuing their passions," according to its VP of brand marketing.

Recently, Reebok launched ReebokONE, a contest where fitness professionals compete to become the face of the brand's fitness community by showing how they challenge themselves and inspire others physically, mentally and socially.

This move away from typical endorsers is not unprecedented. Pabst Blue Ribbon had a renaissance when it built a legion of loyal drinkers by sponsoring skateboard movie screenings, bike messenger rodeos and bike polo events.

Once PBR started finding success, it may have seemed logical to double down with a celebrity endorsement, but that may have killed the momentum it built. PBR's loyal legions, 20-somethings who strive to live outside the mainstream, would have felt betrayed by the brand whose logo they tattooed on their bodies.

The correct influencers for your brand need more than celebrity. It requires a precise knowledge of your audience: what motivates them, who they listen to and how they live their lives.

Thriving in the new influencer world

Recently, Cision CEO Peter Granat called social media listening a "moneyball marketing tactic" largely because it is an emerging practice that allows brands to identify influencers, see what they talk about and understand their relationship with their audience.

As digital media has allowed influencers to come in all shapes and sizes and across all types of media, influencer marketing is more complex than ever. Without software that will sift through the millions of conversations taking place every hour, your brand will be left in the dark ages.

The days of signing the biggest celebrity your budget will allow and simply hoping results will follow are over. Influencer marketing, like so many things, has become dependent on data. Brands that act now will position themselves as leaders within their industry, whether they sell to athletes, accountants or anyone else.

Brandon Andersen is Director of Marketing at Cision. ●



Brandon Andersen



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Successful sponsorships begin and end with good PR

Sponsorship activation is the Holy Grail of sports marketing. However, your client's association with a sports property is only one step in the process of brand activation. Here's why a sports sponsorship tied to a good public relations strategy will always result in a win.

By John Krišiukenas

There's a saying in baseball: Every team is going to win 54 games, and every team is going to lose 54 games. It's what you do with the remaining 54 games that will define your season.

This maxim can be applied to just about anything, particularly when it comes to activating sports sponsorships via public relations activities.

Today there are hundreds of articles written about sports sponsorships. They reference the how and why, the financials and obligations of working with the major sports leagues and other organizations that laud the benefits of partnering with a particular property. Many of these very same articles also criticize the lack of ROI.

However, successful sponsorship activations have one thing in common: they are able to be publicized. It's a newsworthy story if the publicist can simply tie in all of the competing aspects involved. A sports sponsorship tied to PR draws a direct line between the emotional core of the event and potential consumers. In short, it has a strong PR element within the very nature of the sponsorship. It focuses on the remaining 54 games referenced above.

In addition to elevating the experience of

each of the event's attendees, the best executed sports sponsorship activations bring the excitement of the event to those who cannot attend. Utilizing social media platforms, companies can actively engage fans before, during and after the event extending the emotional tie the sponsor has to the property.

Companies are placing more and more value of the presence of social and digital assets in their sports partnerships. This is not only integral but also adds a more focused strategic execution, where a synergistic combination of emotional driven marketing and creative execution strategies begins with clear benchmarks and ends with a positive ROI.

Unfortunately, PR professionals tend to be the last involved in developing the strategy surrounding a particular sponsorship. That is, if there is a strategy involved at all. That said, any sponsorship can be supported and enhanced through several tactics including but not limited to the following:

Creativity

Being new is news. The key here is not to be ostentations or crazy, but to constantly develop campaigns that fit the client's brand, engage its target audience in compelling ways and most importantly bring the client to where consumers live their emotional lives. Creativity also allows you to go beyond the limitations of the sponsorship contract and use the media, both traditional and social, to communicate very clear, very finite commercial messages.

Merge CSV and CSR

The concepts and beliefs that form the culture of a company can be articulated through sponsorship activation by tying into similar sports properties. In addition, your client's CSV agenda can be promoted and connect with potential consumers. "Doing good while doing well" has become a call to arms for many companies and consumers rally towards the potential to be a part of societal changes.

Hope for the best, expect the worst

Every tournament director would love to have the #1 seed play the #2 seed in the finals. However, every sponsor needs to prepare for #15 to face #16. Meaning that activating a sponsorship merely starts with the event. The campaigns you develop need to

take the excitement, passion and emotions surrounding the sport itself and expand it past the physical event.

In doing so, you not only build awareness for the event but catalyze trial and purchase, enforce images, entrench consumer loyalty, and most importantly, make the client more money. By going beyond the event, you can focus on promoting distinct elements of your client directly to any and all specific demographic subsets of their target markets.

Make it participatory

Being a part of the action is always a good goal for a sponsor. It's nearly universal that the fan watching or attending the event has participated in the sport at one point in time and has the same passion for the sport as athletes on the field. A call to action is as synonymous with marketing as it is with sports. Because the messages we communicate with a participatory campaign can be so exact and so credible, the effect is most likely to motivate behavior and in turn generate sales.

Bring the fun

When all is said, sports are fun. It's why we play them when we are kids. It's why we watch our favorite teams and athletes every season. The joy, excitement and pure pleasure of attending or watching a New England Patriots game — yes, I am a Pats fan and I did not think Brady altered the football in any way — is a visceral experience in itself. So when activating a sponsorship your goal should always be to support and enhance that experience and marry the brand's attributes and qualities to what the fans are feeling either at the stadium or on their couch.

What does this all mean? Have an activation strategy prior to your sports sponsorship and ensure you are working hand in glove as the PR team with your client's ad agency, street team and all of the other cooks in the kitchen. Otherwise, you could be missing out on a big PR win.

John Krišiukenas is Managing Director at Marketing Maven. ●



John Krišiukenas

PR news brief

5W designs PR for Fitz & Floyd

5w Public Relations has been named AOR for dinnerware and home décor designer Fitz and Floyd.

5w PR will be responsible for executing a comprehensive media relations program for the purpose of raising consumer and media awareness for Newtown, PA-based Fitz and Floyd, whose products are distributed to retailers and department stores in North America, Europe, the Middle East, Asia and Australia.

The pact also includes Australia-based homewares designer Maxwell & Williams, a Fitz and Floyd sister brand that was established in 1995.

"We are so excited to partner with 5w Public Relations," Fitz and Floyd President and CEO Steve Baram said in a statement. "We look forward to working with them to build awareness for our storied brand, as well as foster consumer knowledge of our growing sister brand, Maxwell & Williams."

Founded in 1960 by Pat Fitzpatrick and Bob Floyd, Fitz and Floyd originally operated as an import company before eventually designing and manufacturing its own line of home décor products. The company now designs approximately 500 dinnerware, giftware, entertainment and holiday collection items each year.

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PR pros or football pros, the playbook is the same

With football season in high gear, it deserves to be mentioned that the pastime offers plenty of life lessons that can be applied both on and off the field, particularly in the field of public relations.

By Jami Baker

From the vintage Bert Jones posters lining our walls to our CEO Tadd Schwartz's words of wisdom, football plays a big role in our office. As a PR pro, I'm always seeking ways to communicate better and inspire those on my team, and football provides plenty of analogies, from the players and the coaches to the fans. At Schwartz Media we apply these lessons to our public relations practice as well.

Additionally, the football industry can take a page out of our PR playbook! From the field to the PR war room — these are the top tips we take away from our favorite teams:

Practice is essential. Every athlete practices before a big game and the same goes for public relations practitioners. Reviewing a pitch or proposal before a phone call, important meeting or interview is key to success. The same goes for our clients when we prepare them for a phone call with a member of the media.

Check the tape. Teams meet every week to review video for the previous game. What worked? What didn't work? Did someone get sacked? If your pitch or your marketing initiative falls flat, go back to your team and review it. A good brainstorm session can fix almost anything.

Enact a game plan. Teams often develop

specialized game plans tailored to their opponents. In PR it's essential that you have a specific strategy to reach your key audiences.

Be on the offensive. If you only play a defensive game, it's impossible to win. The same goes for public relations. If you aren't coming up with new story lines, pitching ideas and strategizing how to get your clients into the next big story, you aren't winning.

Precision is often better than speed. Being precise is essential in football, whether it's a quarterback's pass or a receiver running a route. Slow down! It's always better to make sure you do it right instead of speed right through. From a tweet to an email, take your time to think through and check for careless mistakes. It is important, especially since errors in public relations are often documented and difficult to forget.

Stay hungry. Coaches are challenged with keeping their players motivated and the same goes with public relations professionals. Every day we come into the office ready to move the needle for our client. It's important to remember while you may have of landed the *New York Times* yesterday, clients want to know what you are doing for them today. Always look for how you can do more, stay creative and then nothing will stand between you and your touchdown!

On the other side of the field, we think football teams our PR guidelines will save them a fumble:

Strategy is everything. Firms establish goals they wish to accomplish and then develop a plan of action for their clients. This plan outlines how they will effectively put their message in front of key target audiences. Football teams need to do the same — each player has a reason to be on that field and a clear plan in mind of their role in executing the play. Games don't just win themselves — coaches and players need to collaborate to develop an effective strategy.

Be aware of any action your opponent may take. PR firms must constantly be cognizant of not only their competitors in the field but also the competitor of their clients. This is imperative to stay one step ahead of the game. Football players need to assess their competition throughout the

league not just who they're currently up against. Teams who understand their opponents best will most often win the game. Competition feeds the beast.

Learn to effectively work together as a team. Firms must work collectively amongst their teams to get the job done. Everything from brainstorming, pitching, marketing and content creating is a team effort. The most successful firms understand that their strength lies in their team. Football players must remember this if they wish to succeed on the field. Playing the sport is a collective effort. It's important to note there's no "I" in team.

No guts, no glory.

In the PR world, taking risks can have a big payoff. Pitching reporters whom you've never worked with before or taking the lead on an initiative for a client can seem scary at first but can yield the greatest rewards. The public relations industry requires creative thinking. This means successful PR pros must be willing to think outside the box in order to get the job done. Similarly in football, if you don't throw the "Hail Mary," you might not win the game.

Identify and understand your targets. This is something PR pros do all day — when we pitch stories, approach new business, attend networking events and also send out marketing materials, we tailor the message. In football, it's crucial players identify exactly who and what they're up against, as well as what their immediate goals and plan of action are in order to win the game. On the field, you have to focus on what's in front of you for a successful game.

Learn to develop a thick skin. The life of a public relations executive is full of rejection. Those in the industry know to roll with the punches as they come. This is a valuable lesson to carry to the football field as well — coaches and players will undoubtedly make errors and lose games, but the ones who let their defeats strengthen them will be the ones who rise above and leave their legacy behind.

One more tip we have to add for PR and football pros alike: always celebrate your victories. That is the law whether you are watching football or working at Schwartz Media. Cheers!

Jami Baker is a Senior Account Executive at Schwartz Media Strategies. ●



Jami Baker

PR news brief

Global Blue selects Cohn&Wolfe

Global Blue, which runs one of the biggest Tax Free Shopping networks, on Thursday tapped Cohn & Wolfe to develop a PR program to boost awareness about the brand.

The program will target a global audience and support Global Blue's growth in key markets including Asia, Europe and the Americas.

Cohn & Wolfe will handle ongoing B2B outreach to promote Global Blue's core functions and products to merchants, as well as consumer campaigns to promote its Tax Free Shopping offering.

The agency also will provide strategic guidance on media relations, content creation, issues management, crisis communications, internal communications and brand-building services.

Global Blue facilitates tax refunds for a network of thousands of the world's luxury brands and helps consumers find the best places to shop tax free in 39 countries. It also operates one of the world's largest databases on international shoppers, which it uses to support a range of customers, from retailers to banks.



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Why the PR industry requires people with answers

When interviewing a prospective hire, or talking to students interested in entering the PR industry, I usually ask them why they want to work in communications. This common question typically leads to a common response — “I’m a people person,” or something of that nature. It’s clear to me, however, that this is not a field for the “people-person,” but rather, the “answer-person.”

By Bryan Harris

When a client wants to buy a new car, we direct them to our team for a referral. If a client has a daughter looking at a college, we want to set up the tour. And if they’re going out of town and don’t ask us for a hotel or restaurant recommendation, we’ll feel we haven’t done our job. What is that job, you ask?

It’s not anything that you’d have on a business card or in an email signature. It’s about being the person that people come to for answers when there is no answer. And you don’t get that job; you earn that job. As PR professionals, we work to earn it every day.

Answers are never more important than in a time of crisis. It’s easy to have the answers when the question is about something as simple as where to eat dinner, but can you have sound judgment and make

quick decisions when your client’s reputation is on the line?

That is where our team’s background in sports comes into play. It could be argued that a sporting event is, by its very nature, a crisis. Think about it:

- There is a struggle between competing interests that can have far reaching effects on the community.
- The results are unknown and hard to accurately predict.
- Quick decisions are the norm; you rarely have time for a second opinion.
- Large sums of money could be at stake.
- In most instances, the greatest success is a team success.
- There is a lot of attention from the media and the public.
- How one handles the event can make or break their career.

Our sports team comes from diverse backgrounds in the sports world. We’re comprised of former college athletes, former television sports anchors and former sports writers. The experiences we’ve had on the track, on the course and on the field are put into play on a daily basis as we advise our clients through tough situations. Along the way there have been a number of lessons learned:

Train for situations, act on conditions

Jack Nicklaus once said, “I never hit a shot, even in practice, without having a very sharp, in-focus picture of it in my head. It’s like a color movie.” From a physical standpoint, few will ever match the skillset that Nicklaus brought to the course, but it was his mental approach that made him second to none. We have to get in the habit of making good decisions. We can’t anticipate every detail, but we can perfect our form. Nicklaus had a repeatable swing that he knew he could depend on when the pressure was high, the winds were blowing and his muscles were tired. As communicators, we need to hone our skills so that we can be trusted to make sound judgments in a time of crisis.

Know when to take a pitch

As Babe Ruth once said, “Every strike brings me closer to the next home run.” With this in mind, one of the most important skills we can bring to a crisis is offering a proper evaluation of the situation and ad-

vising the client on what pitches are worth swinging at, as well as what pitches to let go by. One of our company’s founders, Glen Jackson, likes to equate what we do as communications consultants in this way — we are the ones who advise our clients when to push the accelerator and when to step on the brake. Is it a challenge or a crisis? Wisdom in determining the level, tone and type of response required for each crisis situation can be one of the most valuable assets we bring to the table.



Bryan Harris

Don’t look back until the game is over

Being adept at communicating through a crisis means that decisive decisions must be made and not second-guessed. There will be time, once the crisis ends, to reflect and evaluate. Only 23 players have tossed a perfect game in MLB history (or 24 if, like us, you think Armando Galarraga beat the runner to the base). In much the same way, very few organizations have or will perfectly handle reputational crises. The more we become comfortable with making decisions and not getting bogged down, the more effective we become in crisis. It is incumbent upon us to step back and help clients move beyond the paralysis that happens in crisis situations and move the ball down the field.

Which gets back to being the “answer people.” As the nature of our business becomes more integrated, we must be knowledgeable enough on a host of broad issues to provide sound counsel to our clients. This is never more important than in times of crisis. If we have built up that bank of trust with our clients with regard to the small things, then we will have a seat at the table when the large decisions are being made.

Does that mean we have all of the answers? Of course not. But, being a good counselor isn’t about having all of the answers. Rather, it is about understanding the problem, offering a strong solution and then standing with our clients until the final whistle blows.

Bryan Harris Bryan Harris is Senior Counsel and Sports Practice Leader at Jackson Spalding. ○

PR news brief

Gawker rebrands as political site

Internet gossip pioneer Gawker.com is moving in a new editorial direction, as part of a massive shakeup at parent company Gawker Media Group that includes staff layoffs and the closure of several of its long-standing sites.

Gawker’s veer into politics apparently comes as a bid to boost its charm among advertisers and audiences in the wake of high-profile criticisms the gossip-centric site weathered earlier this year. In a memo to staff, Gawker Media Executive Editor John Cook said the rehaul is a means of fixing “a longstanding lack of permanent leadership” at the media group’s flagship site.

In that memo, Cook clarified the company’s vision in transitioning Gawker to a forum focused on political coverage, stating that the revamped site will “take a ‘Daily Show’ approach to covering the ever-intensifying culture wars, documenting, satirizing and reporting on the ways that political disputes are refracted in every aspect of our popular culture.”

As part of the transition, about a half-dozen staffers have been let go. New editorial staff will be brought into the fold, including at least one new political columnist, according to a report by the *New York Times*.

Gawker’s massive rehaul comes after the company was embroiled in controversy when it published in July an article detailing Condé Nast CFO David Geithner’s alleged attempts to solicit a male escort in Chicago, thereby outing Geithner — a married father of three — as gay. Criticism surrounding that story continued, albeit in different form, when Gawker Media executives decided to pull it from the site. That decision led to the resignations of several of Gawker’s top editors.

44%

of millennials say that
viewing health information
online causes them to
worry about their health

Source: 2014 Millennials and Health Study,
inVentiv Health & Harris Poll.

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Soon to be a motion picture: from CEO to film producer

In February 2009, Nick Schuyler and three friends — Oakland Raiders linebacker Marquis Cooper, Detroit Lions defensive end Corey Smith and former University of South Florida tight end Will Bleakley — boarded Cooper's 21 foot boat in the early morning hours for what was supposed to be a day-long fishing trip in the Gulf of Mexico. What transpired over the following two days became a heartbreaking story of lost lives, friendship, teamwork and a fight for survival that has since been shared by Schuyler in his *New York Times* bestselling memoir "Not Without Hope."

By Rick French

Now, Dwayne "The Rock" Johnson and I are developing the memoir into a major motion picture.

How our firm became involved in Nick's life goes back to the days and weeks following the accident, which I will detail a bit later.

The four friends, who got to know each other through Schuyler, set out off from the coast of Clearwater, Florida to fish for lumberjack and lemon shark. Nick wasn't much of a fisherman, but as a personal trainer he worked with Cooper and Smith, ex-Tampa Bay Buccaneer teammates, during their off-seasons, and he enjoyed the camaraderie with the guys. He asked Cooper if he could bring his best friend and former USF teammate Bleakley along on the trip.

The day long excursion turned tragic when their boat overturned 70 miles out to sea, just as the worst storm to hit the area in 20 years was bearing down on their position. Without a beacon to let rescuers know the boat had overturned — and with no cellular phone signal that far out — the four men fought a heroic battle against Mother Nature as one by one they succumbed to hypothermia and dehydration. In the end there was only Schuyler, who was near death when he was rescued by a Coast Guard crew that refused to give up the search after three days of being beat back by the elements.

Given that two NFL players had been reported lost at sea, the world turned its attention to the search and rescue effort. When one survivor was finally rescued, everyone clamored for details. Our Tampa office was connected to an attorney who knew the family, and he suggested they engage FWV to assist with the onslaught of media requests.

I offered Nick our pro-bono assistance because, well, it was the right thing to do. The young man had endured an unspeakable tragedy and with conspiracy theorists suggesting there must be malfeasance involved for one man to have survived, he clearly needed some professional counsel in dealing with media requests.

For many months, Nick wasn't able to grant any interviews, physically or emotionally. So we cataloged every request and told media from almost every major news outlet in the world that he would speak when the time was right.

After six months, Nick was finally able to compose himself long enough for a sit-down with HBO's "Real Sports with Bryant Gumbel." We chose one media outlet to tell Nick's story, because granting multiple interview requests would have been asking too much of the young man, who was still shell-shocked from the tragedy. Longtime contributor Bernie Goldberg was assigned the story.

Knowing that Nick was still struggling to speak about the horrors of the incident, we asked a longtime friend of the agency — legendary Buffalo Bills quarterback Jim Kelly — if he would come to Tampa the morning of the HBO taping to meet with Nick and provide some perspective on dealing with grief. Jim had lost his eight-year-old son Hunter to a fatal nervous disease four years earlier and helped convince a reticent Schuyler that talking about the accident would be the first step in his recovery. Without Kelly, I'm not sure the interview would have happened.

During the HBO taping, as Nick told his story for the first time, there wasn't a single dry eye in the room. Bernie had to stop the interview several times to compose himself. The producers were in tears and Jim and I were wiping away our own.

HBO aired the story in August 2009 as the season premiere of Real Sports, and the story smashed ratings records and earned the network an Emmy nomination. Book publishers and movie producers immediately came calling, and after listening to a number of pitches, we agreed to a publishing deal with Harper Collins. We brought on board former sportswriter and "United 93" best-selling author Jere Longman to collaborate on the book.

On the day it was released — March 2,

2010 — exactly one year to the day after Nick was rescued, the book shot to number-four on the *New York Times* best-seller list following an hour long special on Oprah and appearances on "The Today Show" and CNN with Larry King, who commented at the end of Nick's interview he was certain the book would become a blockbuster motion picture.

And so it will. As book sales reached the hundreds of thousands worldwide, movie studios and A-list actors with their own production companies began calling. After hearing pitches, we optioned the film rights to Mark Wahlberg and his Closest to the Hole Productions. That was the same year that Mark's career went to another level with the release of "The Fighter" and "Ted," but after a year and a half of little activity due to Mark's schedule, we took the rights back and again entertained studio pitches. This time we chose Relativity Media, a midsize studio whose executives shared our vision for the movie.

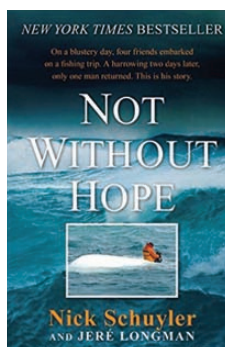
We brought aboard a hot young writer, Nick Mariani, to develop the script and Dwayne "The Rock" Johnson, one of the most bankable actors in the world, agreed to star in and produce the film. Johnson has called "Not Without Hope" the most important film project of his career, because as a former football player, he understands the teamwork required for the four guys to work together in the middle of a foreboding sea to try and survive.

Alas, Relativity got caught in a debt-financing situation and was forced into bankruptcy by its note holders. So, here we are again, taking meetings with studio executives as we decide which partner is best to help us tell Nick's story: Not a story of how the three men died; but a story of how they lived, loved and made the world a better place during the brief period we knew them.

Rick French is Chairman & CEO of French/West/Vaughan and Exec. Producer of "Not Without Hope." ○



Rick French





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Sports sponsors are wearing blinders

History has proven that if you're a sponsor of sports and you see something wrong, you usually keep it to yourself.

By Arthur Solomon

Thus far, the 21st Century has been a good one for the sports business, if you disregard Russia using the Olympics as a propaganda vehicle and invading the Ukraine immediately after the conclusion of the Sochi Olympics and the country's crackdown on human rights. Or, if you're so enamored by football that life-altering concussions and spousal abuse in the National Football League are accepted as the cost of doing business. Or, if you don't see anything wrong with Major League Baseball using thug-like tactics to get A-Rod, while giving "stand in the corner" punishments to other PED users.

History also shows that if you're a sponsor of sports you don't see anything wrong, or if you do, you keep it to yourself.

Big business is famous for patting itself on the back, and for its propaganda-like statements that have no bearing on reality. Among the most famous is the bygone Wall Street yarn that by "investing in a piece of America," you can get rich. The truth is, the people who get rich are the brokers and other "financial experts" who sell their products to naïve buyers. But Wall Street isn't the only business that doesn't mind being disingenuous with its customers regarding its public relations and advertising messages. So are many of the *Fortune* 500 companies that provide the money that fuels the sports craze.

In a virtual tie with their investment sellers' propaganda-spouting allies are the major sponsors of sporting events, especially those tied to the Olympics, whose "we're supporting our athletes" declarations camouflage the real reason these companies are spending millions of dollars on athletic events: they hope it will lead to product sales.

But there's also another commonality that the NFL and Olympics sponsors have, by spending billions of dollars on the Big Business of Sports: they're not demanding that the ruling bodies of the sports cabals clean up their acts — and I don't mean like the ludicrous public relations stunts of MLB to rid its game of steroid users or the NFL by asking the advice of female experts about its player's sexual abuse incidents. (Did the NFL have to hire women to make NFL commissioner Roger Goodell and

team owners know that slugging a woman was wrong? All they had to do was ask their wives and daughters. Or maybe they used the same disingenuous reasoning for decades that by ignoring concussions, no one will notice that they occur.)

Of course, sports have always been a magnet for brands that are now considered detrimental or unhealthy. Tobacco and alcoholic products were once frequent sponsors of sporting events, and even today the latter remains tied together at the umbilical cord. And now that fantasy sports gambling has joined the list, sports cabals remain tight-lipped while commercials on the telecasts of their games encourage betting.

But it has only been since the audience reach of television that brands have begun spending billions supporting the International Olympic Committee and the NFL, regardless of the Machiavellian and less than sportsmanlike conduct of those organizations. This situation will not change unless sponsors do more than just make meaningless PR statements and put their advertising dollars into other activities. Until that happens (and it did happen to prize fighting) don't expect to see sportsmanship in these sports.

The NFL and Olympics are not the only organizations that attract sponsors despite their unsavory activities. Joining them are MLB, the National Hockey League, the National Basketball Association, NASCAR and the so-called amateur sports scene, college athletics. But the latter five enterprises pale in comparison to the attraction that the Olympics and football have on their sponsor-enablers.

The anything goes Teflon acts of the Big Business of Sports entities and damaging effects it has on our society are well known. They range from excusing and welcoming back athletes numerous times for acts that would cost you or me our jobs after one offense to hiring former athletes as broadcasters, even though they have been in trouble with the law. Sports sponsors and leagues help in glorifying an athlete despite off-the-field misconduct acts.

The leagues are prime vehicles for beer companies, non-alcoholic beverages and snack foods to po-

sition their brands as fun products, nutritional and medical research to the contrary. Only government regulations prevent the leagues from approving tobacco products for sponsorships, as they did for years prior to the ban.

During my sports reporting and PR marketing career, sports have been promoted as if it is all milk and honey. That would be nice, if true. But the many actions of athletes, team owners, leagues, coaches and governments disprove that depiction of sports.



Arthur Solomon

The latest hypocrisy of the image sports tries to portray was unveiled by *The New York Times*, whose reporting revealed that MLB, the NFL, NBA and team owners have official relationships with the unregulated gambling of online fantasy sites. (*The Wall Street Journal* reporting about the fantasy sites is covered like an industry and is relegated to its business section, which makes sense because betting on the sites isn't a sport.) Even though the leagues vociferously proclaim they are against betting, they have always encouraged it, baseball by announcing starting pitchers ahead of games and football by making public injuries to players, which, of course, enables odds makers to set the line.

Reality shows that sports isn't and never was what athletic cabals, marketers, PR and ad agencies portray it as: An integral element of society that brings out the best in people, or as the NFL does by its over-the-top patriotic image. Better that instead of wrapping itself around the American flag, they should show their appreciation to the military by hiring veterans.

Big Sports couldn't disseminate its propaganda without their enablers: The advertising industry, the media, and sponsors and, of course, the public relations business. There is more than enough shame to be shared by all.

Arthur Solomon, a former journalist, was a Senior Vice President and senior counselor at Burson-Marsteller, and is currently a frequent contributor to public relations and sports publications. ●

Why 'Mad Men' mattered to PR

While it may not have depicted an entirely realistic portrayal of the advertising business, "Mad Men" still offered a number of lessons that can be taken to heart by today's PR professionals.

By David Nobs

Like millions of television viewers, I eagerly anticipated the final episode of AMC's "Mad Men" earlier this year.

While some will argue that it presented a far too simplistic view of advertising and ignored basic principles such as honesty, integrity and transparency that are the very foundation of our business, the Emmy Award-winning show's entertainment impact is undeniable. Masterful writing and producing, a stellar cast, careful attention to detail, and all the wonderful nuances and subtleties were signature trademarks of this highly-acclaimed series. Over the course of seven seasons, the show romanticized smoking, drinking and womanizing and pointed out the bigotry, racism and sexism that existed at that time.

I particularly enjoyed the show's final scene showing Don Draper sitting in the Lotus position with his eyes closed, chanting, before the image cut to the iconic Coca-Cola "Hilltop" TV spot, implying that the show's protagonist returned to New York and McCann-Erickson after his Jack Kerouac-esque road trip to create one of the most famous ads of all time.

While the show focused primarily on the advertising side of our business, there are a number of timeless lessons that can be taken to heart by public relations professionals. As Don said many times ... "If you don't like what's being said, change the conversation."

New business

Ah yes, the thrill of the hunt, which was an important theme of the show throughout its seven-year run.

Who can forget Don landing the Kodak account by positioning its new product not as a wheel but as a "Carousel," making an emotional connection between the product by using his own family photos to bring its benefits to life, or Peggy Olsen's nostalgic presentation to Burger Chef positioning the restaurant as a family dining "experience."

New business is the life blood of most successful agencies. But it's arguably the one aspect of our business that's changed the most from the "Mad Men" era.

Today, having a new business plan in place is essential. Processes and procedures that cover everything from targeting clients that are a good fit with an agency's

strengths and experience, asking meaningful questions to gain valuable insights into their business and buying habits of their customers, developing dynamic proposals to bring ideas to life, and creating the final pitch are exciting elements of our business. But perhaps the biggest difference these days is evaluating whether or not to participate in a competitive review and saying "no" and walking away from potential revenue when you realize it's not the right fit.

Research and strategy

The importance of research, strategy and consumer insights was highlighted throughout the series. Focus groups on which shade of lipstick women prefer, interviews with customers about their dining habits, and using computer data as a competitive advantage all underscore this critical aspect of our business.

Customer insights, actionable ideas, client guidance and innovative solutions are keys to success. The ability to leverage both analytics and creativity to answer marketing and business questions, research tools, tracking and measurement are fundamental building blocks to successful campaigns.

Perhaps most important is the ability to create a vision for the client and define what success looks like at the outset of a campaign and putting the strategies and tactics in place to deliver on that vision.

The art of storytelling

If nothing else, Don and the Sterling Cooper gang could tell a good story. Selling products and telling stories — or as Don said "make it simple, but significant" — is more important in today's complex world than ever before.

The ability to make emotional connections with the audience on behalf of a client's brand, the focus on their bottom line and understanding how they make money, and the ability to provide solutions are critical factors in achieving success. Good creative comes from good ideas, based on solid research and insights.

As Don stated so famously: "You are the product. You feeling something. That's what sells. Not them. Not sex. They can't do what we do, and they hate us for it."

Relationship building

Another recurring theme of the show was the importance of relationships. Client re-

lationships, employee relationships, and personal relationships — good and bad — were all exposed through creator Matthew Weiner's theatrical lens.

Even with our industry's advanced technologies and increased importance on social media and content, the ability to establish, nurture, sustain and enhance relationships is an essential skill in our business and, more often than not, critical components in winning new business and sustaining long-term clients.

"The day you sign a client is the day you start losing one," Don said to Pete Campbell when receiving news of a client defection. That threat is as real today as ever and reinforces the importance of relationship building.

Work and the rewards that comes with it

What I enjoyed most about this groundbreaking series was the constant focus on communications and account service. Creative briefs, project estimates, trafficking, client approvals, status reports, deadlines, presentation skills, results and what it takes to be a good "account man" — all important then and now for account men and the majority of account women in the industry.

Freddy Rumsfeld's advice to "do the work, Don" as he spiraled downward in an alcoholic blur is a vivid exclamation point to underscore how important the work is and the ability to "roll up your sleeves" to get it done. As Don is reduced to writing tags and doing work he hasn't done since he started in his career, it's an important footnote as our industry shifts from writing press releases and story pitches to creating content and producing videos for our clients.

While the metrics and KPI's have certainly changed over the years, one thing hasn't — awards and recognition for a job well done. Despite our protestations to the contrary, awards matter. They matter to us, to our clients and are still a factor in how clients select agencies.

And, I don't believe the award dinners, presentations and acceptance speeches depicted throughout the show's seven-year run have changed much — except for the smoking and drinking, of course.

Dave Nobs is Managing Director of Business Development at Lavidge, in Phoenix. ○



David Nobs

O'Dwyer's guide to ENTERTAINMENT & SPORTS PR



THE RECORDING ACADEMY®

In 2015, Finn Partners was named AOR to The Recording Academy charged with boosting the esteemed organization's music advocacy program.

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5W Public Relations is a top 20 independent PR firm with offices in New York and Denver whose client list spans across lifestyle, sports and entertainment. 5WPR has been a trusted PR partner to celebrities, business leaders, and professional sports leagues. Client experience includes Strike Ten Entertainment, FXFL, Ball Up, D'Angelico Guitars™, Luna Park, and the Wiggles. 5WPR's services include celebrity branding, event management, fashion shows, Red Carpet events, record label promotion, launch events, movie premieres, and influencer management. 5WPR has secured product placement, brand ambassador partnerships or event appearances for our clients with the following celebrities and influencers: Jessica Alba, Anna Kendrick, Usher, Halle Berry, Chrissy Teigen, Thomas Keller, Giuliana Rancic, Sean "Diddy" Combs, Kevin Durant, reality show stars, movies and a slew of others.

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Matt Kovacs, President

BLAZE is the trusted partner of choice for lifestyle contender brands hungry for a real piece of the marketshare. BLAZE has been retained by a growing number of savvy clients who want integrated PR, influencer and social media strategies — and flawless execution. BLAZE senior level professionals play a hands-on, day-to-day role with clients. With more than two decades of relationships and a solid team founded in strategic approaches, BLAZE is adroit in advancing client objectives and nimble to the quick-changing pace of media technologies.

Clients include: Adventure City, CrampsAWAY, ESPN, Great Mall, Griffin Club, KeVita Drinks, Nawan, Performance Bike, Ontario Mills, Outlets at Orange, rove hydration, Southern Bowl, and Yuneec E-GO Electronic Skateboard.

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Steve Brener & Toby Zwickel, Principals

Brener Zwickel & Associates is a PR and marketing firm with more

than 60 years of combined experience in the sports journalism and PR fields. BZA has the experience and contacts to maximize client exposure via PR, promotions, event planning, event production and marketing plans.

The firm's network of media contacts at the local, national and international levels facilitates media placements. Its service-oriented philosophy includes strategic plan development, interaction with client contacts, cultivation of media promotions to enhance advertising buys, adherence to timelines, timely progress reports, on-site execution and event results and evaluation.

Sports clients include: NFL (National Football League), NHL (National Hockey League), SHOWTIME CHAMPIONSHIP BOXING, OMEGA, MGM Resorts, CareerBuilder Challenge, Barclays, Ricoh Women's Open, Santa Anita Race Track, USTA, AVP, JDP Communications, Bellator MMA, College Football Awards, Tiger Woods Foundation and AUA (American Urological Association).

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Coyne PR's knowledge and creativity has made it one of the country's fastest-growing agencies and top award winners. Our specialized practice areas of Entertainment and Sports & Media Properties represent an impressive collection of top national brands,

high-profile events and first-class organizations. The Entertainment team works with Hard Rock International, making the brand synonymous with music by generating national and international buzz through events with top artists ranging from Karmin to Yoko Ono. The team also works with Epiphone Guitars and AEG. In addition, they've managed events with top celebrities including Eminem for Casio, KISS, Rihanna and Bret Michaels for Hard Rock, Jason Derulo for David's Bridal, Hugh Masekela for South African Tourism and Tony Danza for Wyndham Worldwide. The Sports and Media team's playbook includes winning game plans for industry-leading brands that include Daytona International Speedway, the United States Golf Association, IRONMAN, the Harlem Globetrotters, NFL Players Inc. and the USA TODAY Sports Media Group, among several others. The key to Coyne's success — and yours — is that we combine creativity and enthusiasm with a smart strategic approach and impeccable client service, resulting in outstanding coverage in both expected and aspirational places.

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At Finn Partners, entertainment is elevated to the highest of art forms. From experiential activations for leading consumer brands to advance and opening communications strategies for some of the world's finest museums, dance companies and orchestras, Finn Partners brings a unique perspective and years of combined experience to the field of entertainment and cultural marketing and communications. As the 2015 *Holmes Report* Midsize Firm of the Year,

Finn Partners is one of the fastest-growing independent communications agencies in the world with headquarters in New York City and offices in Chicago, Detroit, Fort Lauderdale, Jerusalem, London, Los Angeles, Munich, Nashville, Paris, San Francisco, and Washington, D.C., with additional international capabilities through its own global network and PROI Worldwide. The firm's work in the entertainment and cultural sectors lies within two major groups at the Agency: Polskin Arts & Communications Counselors and Media Connect, both based in New York.

A division of Finn Partners, Polskin Arts & Communications Counselors (PA&CC) is the oldest and largest practice specializing in cultural public relations and arts marketing. Clients include: the Museum of Modern Art, Solomon R. Guggenheim Museum and Foundation, Whitney Museum of American Art, the J. Paul Getty Trust, the Menil Collection, the Natural History Museum of Los Angeles County, San Francisco Museum of Modern Art, Sotheby's and Mariinsky Foundation of America.

MEDIA CONNECT is a specialty division of Finn Partners that focuses on the promotion of authors, entertainers, and artists. MEDIA CONNECT regularly promotes bestselling authors for major book publishers including Mitch Albom, Daniel Silva, and Dean Koontz. MEDIA CONNECT helps media companies such as Condé Nast, HBO, PBS, National Geographic and The Discovery Channel by providing Satellite TV and Radio Tours and online social media campaigns.

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French/West/Vaughan (FWV) is the Southeast's leading public relations, public affairs and brand communications agency, independent or otherwise. Founded in April 1997 by Agency Chairman & CEO Rick French, FWV now employs 87 public relations, public affairs, social media, advertising and

digital marketing experts among its Raleigh, N.C. headquarters and New York City, Los Angeles and Tampa offices.

Ranked as the #2 firm for sports PR and #13 for entertainment PR by *O'Dwyer's*, FWV specializes in creating maximum brand exposure for its clients through strategic partnerships, paid endorsements, sponsor relations, event management, social media, mobile and experiential marketing and traditional earned media outreach programs.

In September, FWV acquired an equity interest in Hispanic PR, marketing and branded content agency RGAA PR — started by PR industry veteran Raul Gonzalez in 2011 — which represents clients such as EA Sports, Sega Sports and the New York Red Bulls of Major League Soccer. FWV also absorbed the music and entertainment practice of NY-based former Big Hassle Media music publicist Steven Trachtenbroit, who brought a roster of high-profile artist and music-related properties including multi-platinum selling icons The Backstreet Boys, Grammy-nominated singer-songwriter Emily King, American Idol finalist Danny Gokey and critically-acclaimed indie rockers The Dears. Additionally, FWV Chairman & CEO Rick French serves on the board of trustees of the Rock & Roll Hall of Fame + Museum and is executive producing the Dwayne Johnson survival drama, "Not Without Hope."

FWV's sports and entertainment clients include Pittsburgh Steelers quarterback Michael Vick, Philadelphia Eagles cornerback Nolan Carroll, Chicago Bears starting free safety Ryan Mundy, Miami Heat forward Luol Deng, former NFL safety Terrence Holt, former NFL wide receiver Torrey Holt, NFL legend-turned-filmmaker Simeon Rice, singer-songwriter Jacob Whitesides, singer-songwriter Lucie Silvas, National Pro Fastpitch, Daytona Tortugas Baseball, the Veteran Golfers Association, *Moves Magazine*, O2 Fitness, Fleet Feet, Polar Ice House, Steinberg Sports & Entertainment, NATHAN, best-selling author Nick Schuyler and the Southwestern Athletic Conference (SWAC).

The agency has also done work on behalf of the Central Intercollegiate Athletic Association (CIAA), United States Polo Association, Professional Rodeo Cowboys Association, United States Speedskating, leading international swimwear brand Arena, Seattle Seahawks quarterback Russell Wilson, All-Pro NFL running back



In an effort to empower the one in four Americans who experience dairy sensitivity, Hunter client LACTAID® partnered with actress Judy Greer to launch the LACTAID® No More Dairy Envy campaign, where she shared her personal Dairy Envy story with media and consumers alike. The program kicked off on National Coffee Day, where Judy Greer engaged with consumers as she handed out complimentary LACTAID® Lattes at NYC Coffee shop, Birch Coffee (pictured above).

Arian Foster, Detroit Lions safety
Glover Quin, platinum-selling musician T.I., actor Brandon Mychal Smith, AstroTurf, Speedo, MoGo Mouthguards, TVG (America's Horseracing Network), the Atlantic Coast Conference (ACC), and Urban Sports and Entertainment Group.

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Hotwire is a global PR and communications agency dedicated to helping ambitious companies change their game, build their reputation, and stand out from the crowd. Our communications experts work in sector practice teams to provide our clients with in-depth knowledge and experience in a number of market categories. Our technology client line-up ranges from start-ups to *Fortune* 500 companies, spanning industries such

as fintech, consumer technology, e-commerce and software.

From Sydney to San Francisco, we're a team, with a "one office" mentality. Our international team works across our 22 locations, including the US, UK, France, Germany, Spain, Italy, Australia and New Zealand, together with affiliate partners. We bring the best of our knowledge, skills and experience to all of our clients wherever they are in the world. Hotwire's clients around the globe include GoPro, Redbull, Indeed, MapR, Workday, WorldRemit, Cisco, Mozilla, Pensco, Inrix, Thales, Nikon, Logitech, Telefonica, Qualcomm and Shazam.

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With the right celebrity association, event sponsorship or integrat-

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HUNTER PR

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ed content opportunity, the entertainment world offers added star power and sizzle, providing one of the fastest ways to drive mainstream brand awareness and build brand identity.

Hunter Entertainment & Sports is a full-service entertainment marketing practice tapped-into the worlds of pop culture, lifestyle, fashion, sports and entertainment. Drawing from a strategic public relations point-of-view, Hunter Entertainment & Sports helps to authentically position brands to attain the right amount of “cool factor,” generate impactful earned media impressions, earn consumers’ attention and keep brands top of mind.

The practice, which was formalized in 2008, consists of dedicated public relations practitioners who work across all Hunter PR consumer brands and practice areas to manage strategic alignments that solidify a brand’s role in popular culture through the practice’s core competencies: talent engagement; sponsorship negotiation and activations; integrated content and entertainment media relations & strategy.

Recent highlights include a 3-year-long relationship between allergy-sufferer, Debra Messing, and ZYRTEC®, toasting Andy Samberg with Tequila Don Julio at an intimate post-E Emmy Awards bash, building a relationship with dairy sensitive actress Judy Greer for the launch of the LACTAID® No More Dairy Envy campaign and making Tabasco-infused food and beverages to kick off the Super Bowl in Phoenix with Maxim.

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We don’t have titles. We don’t have bosses. Yep — we’re serious. We are intentionally flat, and that keeps us nimble, ego-less and focused on what actually matters — our clients, our ever-evolving capabilities and the community organizations in which we invest our time. As we have listened to our clients and anticipated their challenges over the past 20 years, we have added services and expertise to further their relationships with their target audiences. We help our clients to tell their stories clearly and effectively so that, together, we can help reach their strategic goals. Jackson Spalding’s vision is to be the most trusted and respected integrated marketing communications agency. That’s it.

Some of the JS client family includes Orkin, Delta Air Lines, Toyota, Chick-fil-A, Primrose Schools, Mattress Firm, SCANA Energy, the University System of Georgia, Google, the Atlanta Braves, The Coca-Cola Company and Children’s Healthcare of Atlanta. We work across all types of industries and commit to understanding our clients’ business as if it were our own. Our commitment to learning, along with the integrity, experience and ingenuity of our people, is reflected in the 40+ awards we have garnered over the past five years, including being the top communications agency in the *Atlanta Journal-Constitution* “Top Workplaces” study in 2014 and 2015.

But enough about us. You should drop by sometime. We’d love to hear what you’ve been up to.

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KEITH SHERMAN & ASSOCIATES provides strategic public relations counseling and marketing communications services to a diverse roster of entertainment, arts, lifestyles, sports and corporate clients.

KSA has publicized hundreds of films, network, cable and digital broadcasts, Broadway produc-

tions, national touring productions and high profile events nationally and internationally. Clients include: Universal Pictures, Focus Features, Adrian Grenier, Olympic Medalists Brian Boitano, Paul Hamm and Michelle Kwan, Tony Awards on CBS for 18 years, Colin Quinn, Lang Lang, Mike Birbiglia, Bolshoi Ballet, Kimpton Hotels, Portuguese Gourmet Food Festival, Feinstein’s/54 Below and 300 Broadway, Off-Broadway and touring shows.

KSA’s clients include: *The New York Times*, Visiting Nurse Service of New York, Hertz, Sony, *The Onion*, *Architectural Digest*, Columbia University, Memorial Sloan-Kettering Cancer Center, Samuel French, New York Marriott Marquis, The Broadway League, Bristol-Myers Squibb, Abu Dhabi Festival and the Montreal Jazz Festival, among others.

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Headquartered in New York, with an owned office in Washington, D.C., Makovsky is a leading global independent integrated communications consultancy, building businesses and reputations with ideas that cross the boundaries of traditional, digital, social and experiential media.

Makovsky has specialties in Health, Consumer, Financial & Professional Services, Technology and Energy & Sustainability. Our services include integrated public relations, digital branding, social media, crisis communications, brand building and investor relations.

In 2014, Makovsky won 39 company and campaign awards including the Bulldog Stars of PR Awards for “Agency Professional of the Year,” and the American Business Award for “Marketing Campaign of the Year” for health services and insurance. The firm has also been recognized for its “Overall Web Design” by the American Business Awards, “PR Firm of the Year” by

PR News Elite Awards, “Healthcare Agency of the Year” by *The Holmes Report*, and was ranked as one of the “Top Places to Work in PR” by *PR News*. The firm also won a PRSA Bronze Anvil, three PRSA Big Apple Awards, the Financial Communications Society Portfolio Award for client campaigns and multiple Gold, Silver and Bronze Stevies.

Makovsky is also the founder of IPREX, the second largest worldwide corporation of independent agencies in more than 30 countries and 40 US cities.

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Award-winning agency, Marketing Maven, led by former NCAA women’s soccer captain, Lindsey Carnett, combines traditional media relations and cutting-edge digital strategies for sports and entertainment clients. This fusion of online and offline marketing helps our team develop campaigns that are results-driven and measurable. By aligning with our clients’ goals, identifying and engaging with key influencers, brands and adapting to emerging trends, we consistently deliver ROI for clients.

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John Krisiukenas, Managing Director at Marketing Maven.

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Continued from page 26

With offices in both LA and NY, this bicoastal team is tapped into media at the two largest entertainment capitals of the U.S. From movie premieres, gifting suites, red carpet events, product launches to national media tours, Marketing Maven executes worldwide PR stunts, Viner engagement and viral social media competitions to generate buzz for our clients. In addition to content marketing, our digital team also executes social media advertising campaigns with analytics and insights geared toward driving consumer awareness, engagement and conversions.

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MediaMax Online (MMO) provides everything the PR Professional needs for a successful online press room, with unique distribution services for electronic press kits, promos and PSA's, as well as unsurpassed traditional and social media monitoring for the Entertainment, Sports, Automotive and Retail industries.

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Daily Buzz leads the industry in media monitoring for T.V. and motion picture studios, PR agencies, and professional sports organizations. Daily Buzz has built a reputation of exceeding the high standards required to measure, organize and share content with publicists, management, talent and filmmakers. Daily Buzz employs professional media coordinators and incorporates layers of technology to deliver accurate, edited and analyzed breaks that meet the

quality and timely needs of our clients.

MMD.TV Managed Media Distribution provides end-to-end post production services, along with Dedicated Workflow Specialists to manage clients' digital media assets. With MMD.TV, clients can host short and long form videos, images and documents in customized, branded portals.

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MWWPR boasts one of the public relations industry's top sports, entertainment, luxury lifestyle and VIP event production practices. Powered by Berk Communications' Lifestyle Entertainment division, our connections run deep throughout the entertainment industry including major studio and independent films, broadcast and cable television, digital distribution as well as branded content.

Our expertise spans from red carpet management & media relations for premieres and award shows to our ability to leverage close relationships with high-profile influencers and media. We manage reputations, drive awareness, and elevate brands and personalities with their most critical audiences. MWWPR also specializes in media training for cast and crew, with an industry leading expertise in the LGBT segment.

We have unparalleled experience partnering with leading brands and personalities including television, film, major media corporations, restaurants, nightclubs, luxury resorts, wine & spirit brands, world class entertainers and premier athletes. With an approach to communications that goes beyond the boundaries of expected thinking, we remain at the forefront of the industry and deliver results that consistently exceed our clients' expectations.

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Services include Branding, Content Strategy & Development, Creative Services, Crisis Management, Digital Solutions, Experiential, Insights & Strategy, Licensing, Public Relations & Social Media, and Research & Measurement.

Peppercomm is an independently owned 20-year-old integrated communications and marketing agency headquartered in New York with offices in San Francisco, Boulder and London.

Everyone loves a good listener—and at Peppercomm, we're always paying attention. We're a strategic partner that listens to uncover your business objectives. Then we listen to your audiences to learn what they need and how they think. We look around corners to see what's coming next, and help our clients creatively push boundaries while avoiding minefields and mitigating risk.

Founded in 1995 by Steve Cody and Ed Moed, Peppercomm began as a traditional PR agency and has evolved into a fully integrated firm with a focus on financial and professional services, B2B industrial and consumer lifestyle and the technology that serves them all.

Our combined years of deep category experience and love of what we do shapes our work. We engage your audiences on every level and set your brand apart. And we do all this to help your bottom-line and build your business. So get in touch. We're all ears.

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Michael Nyman, *Chairman & CEO*
Cindi Berger, *Chairman & CEO*
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PMK•BNC is the leading authority in Popular Culture and Entertainment. We specialize in creating ideas that move the consumer, applying our unique insights to help clients build audiences, engage consumers and become culturally relevant.

We are experts who speak a global language of popular culture driven by consumer passion points: film, television, sports, music, art, fashion and technology. We represent clients ranging from preeminent celebrities, producers, directors, cable and network TV properties, production companies, award-winning films, musicians, authors, sports figures, leading consumer brands and premier special events.

With a staff of more than 300 professionals in New York, Los Angeles and London, PMK•BNC delivers inspired communications and marketing strategies including public relations, event production, experiential marketing, celebrity and influencer outreach, sponsorship, promotions, product placement and integration, digital content creation and brand consultation.

ROGERS & COWAN

8687 Melrose Ave., 7th Floor
Los Angeles, CA 90069
310/854-8117
Fax: 310/854-8106
www.rogersandcowan.com

Mark Owens, *CEO*

Rogers & Cowan is the leading, full-service entertainment marketing and PR agency working with a diverse roster of clients ranging from A-list celebrities to content creators and consumer technology companies to social entertainment brands. The agency offers brands an entertainment insider's "POV" on evolving lifestyle, consumer, technology and social entertainment trends as well as deep relationships with media and influencers within the entertainment community.

Our core entertainment and sports expertise is in working with celebrities, athletes, recording artists, cable and network TV,

Continued on page 30



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Jeremy Westby, Sr. VP and Kirt Webster, President/CEO of Webster Public Relations pose for a quick photo with client Dolly Parton in Berlin, Germany during her 2014 Blue Smoke World Tour.

Photo: CTK Management / Dolly Parton Entertainment.

ROGERS & COWAN

Continued from page 28

film production and distribution, record labels, video game producers, sports leagues and live events as well as the evolving social entertainment ecosystem including emerging entertainment technology brands and creators of content for multiple screens.

Rogers & Cowan utilizes our proprietary EMBRACE methodology to create customized entertainment strategies for brands, including celebrity spokespeople and partnerships, branded storytelling / integration, celebrity and influencer outreach, music and culture events, social media activation, celebrity brand ambassadors, lifestyle media relations and relationship building with entertainment industry influencers. Based on the campaign, we develop an integrated media campaign to activate and amplify the message and to engage media, consumers and online communities through owned, earned, and shared media channels.

We embrace the power of traditional and social media to build brands, drive viewership for broadcast and mobile entertainment programming, increase attendance for live events, activate brand sponsorships, grow online fan communities, increase downloads of mobile apps and provoke changes in consumer purchase behavior.

Recent clients/projects have in-

cluded Rdio, Kabam, Target, 505 Games, Gibson Brands, Amazon Studios, Sonos, Dubs, 3BlackDot, HGTV & DIY Networks, Great American Country, Univision, GRAMMY and Latin GRAMMY Awards, Univision Uforia Music Festival, Billboard Music Awards, USA Pro Cycling Challenge, PGA Tour, Haunting Melissa, Hooked Digital Media, Fox Consumer Products, Sprite Refreshing Films, AEG/Katy Perry Prismatic Tour, The Coca-Cola Company, Cinemacorn, Miramax, Rock in Rio USA and Sands' China 7th Anniversary Event.

TAYLOR

The Empire State Building
350 Fifth Avenue, Suite 3800
New York, NY 10118
212/714-1280
www.taylorstrategy.com

Tony Signore, CEO & Managing Partner

Bryan Harris, COO & Managing Partner

Named "Consumer Agency of the Decade" by the Holmes Group, Taylor has forged a reputation of excellence in public relations and brand marketing for more than 30 years by partnering with the world's leading corporate marketers utilizing their sports, lifestyle, and entertainment assets to engage consumers and foster brand relationships that drive business growth. The agency's roots are firmly planted in the world of sports and its legacy

of developing and activating hundreds of award-winning campaigns for leading brands in support of sports sponsorships is unparalleled. From global properties like the Olympic Games and FIFA World Cup, to the crown jewels of U.S. sports — the World Series, Super Bowl, NBA Finals, and Daytona 500, among others — Taylor has long been a trusted counselor for many of the world's most influential sports marketers.

The agency has also successfully aligned its client partners' business goals with the most recognizable properties in the entertainment industry, including the Academy Awards, Grammy Awards, Latin Grammy Awards, Sundance Film Festival, and MTV Music Video Awards.

Taylor's client partners include Allstate, Capital One, Comcast, Diageo, Lenovo, Mercedes-Benz, NASCAR, Nestle, Nike, PVH, P&G, Starwood, and Tempur-Sealy.

WEBER SHANDWICK

909 Third Avenue
New York, NY 10022
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www.webershandwick.com

Jerry Gleason, Executive Vice President; Director, Sports Marketing North America

Weber Shandwick's Sports Marketing practice combines the agency's industry-leading consumer marketing practice with an expansive global network of sports marketing experts focused on creating award-winning programs for many of the world's best known brands in cooperation with the major sports franchises, leagues and athletes.

We bring together athletes, products and campaigns to tell engaging stories across multiple platforms that help connect with consumers and fans alike to give our clients competitive advantages enabling them to elevate their brands, enhance consumer loyalty and increase sales.

We build visibility and preference for our clients and their products and services through consumer outreach, media relations, event marketing, fan engagement, sponsorship activation and social media.

In addition, we work closely with our Interpublic Group sports marketing partner Octagon to offer our clients a full range of counsel and support surrounding sponsorships, athlete representation, on-site physical activation and hospitality,

negotiation and benchmarking.

Our sports marketing professionals have created and leveraged sports sponsorships for some of the most recognized and respected brands in the world in cooperation with the major sports franchises, leagues and athletes. Our programs give our clients competitive advantages enabling them to elevate their brands, enhance consumer loyalty and increase sales.

WEBSTER PUBLIC RELATIONS

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Webster Public Relations promotes and protects the brands and careers for icons like Dolly Parton, Hank Williams Jr. and Kenny Rogers, as well as artists as diverse as Lynyrd Skynyrd, Pat Benatar, Sam Moore and Kid Rock. Our firm is at the forefront of creating innovative campaigns, not only on behalf of established heritage artists, but actualized effective strategies to launch new careers.

Based in Nashville, Webster Public Relations uses our far reaching influence to achieve local, regional, and national media exposure. Known for being risk takers, our success stems from a desire to see all of our clients forge new paths and create new partnerships. Above all, we strive to exceed the expectations of those we serve.

Through our solid relationships with talent bookers, tastemakers, music supervisors and other industry professionals we create a customized campaign with a multidimensional approach that significantly builds our clients' profiles and also raises industry awareness. The increased media presence also helps build bridges to new ventures from corporate opportunities to new compelling projects. We have a proven track record of these results.

This broad spectrum includes Satellite Media Tours, Crisis Management and Special Events, for which we can act as sole producer or serve as consultants.

Webster Public Relations is savvy, creative, and above all, effective. ○

O'DWYER'S RANKINGS

TOP ENTERTAINMENT PR FIRMS

Firm	Net Fees (2014)	Firm	Net Fees (2014)
1. Edelman, New York, NY	\$14,177,296	18. Zeno Group, New York, NY	275,455
2. Finn Partners, New York, NY	6,363,509	19. LEVICK, Washington, DC	259,864
3. MWWPR, New York, NY	5,777,000	20. Singer Associates, Inc., San Francisco, CA	241,612
4. Taylor, New York, NY	3,455,000	21. PadillaCRT, Minneapolis, MN	235,309
5. Jackson Spalding, Atlanta, GA	3,011,621	22. McNeely Pigott & Fox PR, Nashville, TN	225,090
6. W2O Group, San Francisco, CA	1,742,000	23. Landis Communications, San Francisco, CA	125,000
7. Peppercomm, New York, NY	1,457,137	24. SPM Communications, Dallas, TX	102,560
8. Hunter PR, New York, NY	1,000,000	25. Champion Management Group, Dallas, TX	89,052
9. LaunchSquad, San Francisco, CA	895,000	26. North 6th Agency (N6A), New York, NY	80,326
10. Public Communications Inc., Chicago, IL	760,711	27. Marketing Maven PR, Camarillo, CA	77,693
11. Coyne PR, Parsippany, NJ	622,905	28. AMP3 Public Relations, New York, NY	68,813
12. 360 Public Relations, Boston, MA	555,659	29. Rosica, Paramus, NJ	44,000
13. French West Vaughan, Raleigh, NC	505,100	30. Maccabee, Minneapolis, MN	42,900
14. M/C/C, Inc., Dallas, TX	500,000	31. Schneider Associates, Boston, MA	35,000
15. rbb Public Relations, Miami, FL	498,323	32. Standing Partnership, St. Louis, MO	24,241
16. IW Group, West Hollywood, CA	451,000	33. Power Group, The, Dallas, TX	19,500
17. CooperKatz & Co., New York, NY	349,929	34. Didit Communications, LLC, New York, NY	12,523

O'DWYER'S RANKINGS

TOP SPORTS PR FIRMS

Firm	Net Fees (2014)	Firm	Net Fees (2014)
1. Taylor, New York, NY	\$10,365,000	16. Peppercomm, New York, NY	224,970
2. French West Vaughan, Raleigh, NC	5,447,959	17. 360 Public Relations, Boston, MA	162,749
3. Edelman, New York, NY	4,120,939	18. Trevelino/Keller, Atlanta, GA	120,000
4. Ruder Finn, New York, NY	3,585,191	19. PadillaCRT, Minneapolis, MN	111,898
5. Coyne PR, Parsippany, NJ	1,720,937	20. Rasky Baerlein Strategic Comms., Boston, MA	97,920
6. Racepoint Global, Boston, MA	1,210,500	21. LaunchSquad, San Francisco, CA	95,000
7. Jackson Spalding, Atlanta, GA	895,189	22. APCO Worldwide, Washington, DC	93,957
8. LEVICK, Washington, DC	646,985	23. Rosica, Paramus, NJ	89,794
9. CooperKatz & Co., New York, NY	513,758	24. Zeno Group, New York, NY	78,145
10. SS PR, Northfield, IL	419,310	25. Champion Management Group, Dallas, TX	53,451
11. BLAZE, Santa Monica, CA	336,874	26. McNeely Pigott & Fox PR, Nashville, TN	44,703
12. rbb Public Relations, Miami, FL	321,563	27. CJ Public Relations, Southington, CT	36,136
13. Konnect Public Relations, Los Angeles, CA	307,011	28. Singer Associates, Inc., San Francisco, CA	12,157
14. Sachs Media Group, Tallahassee, FL	280,895	29. Didit Communications, LLC, New York, NY	5,925
15. Finn Partners, New York, NY	275,301	30. SPM Communications, Dallas, TX	4,500

The “MAPs” of a successful TV interview

By Fraser Seitel

Richard Nixon’s Secretary of State Henry Kissinger used to begin his news conferences by asking, “Does anyone have any questions for my answers?”



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

And that’s the point; anyone who has ever participated in a television interview recognizes it’s a lot tougher to answer questions than it is to ask them.

The question is: how in the world can an interviewee be expected to know the questions he or she will be asked in an interview without somehow getting into the mind of

the interviewer asking them?

The answer herein lies in the PR writ-

er preparing the main message talking points. First, anticipate what likely areas an interviewer might probe. Second, prepare answers that serve the organization’s best interests.

These answers are what media trainers — those who counsel executives on how to deal with TV interviews — call “MAPs,” or Must Air Points. These are the answers that simply must be conveyed, regardless of the questions asked, the three or four primary message points that an interviewee wants to get across in behalf of the organization. It’s your job to create an interviewee’s MAPs and determine ways to weave them into an interview.

For example, let’s say you’re the public affairs chief for Barack Obama’s Secretary of State, John Kerry, who’s to be interviewed about the threat from the Islamic State, which has just posted a video warning of attacks to the homeland.

The MAPs that the Secretary of State would want to convey might include the following:

- We have no credible, specific threats to

the U.S. homeland from ISIS, but ...

- ISIS poses a clear and present danger to our way of life and must be stopped.
- Stopping ISIS will require the assistance of our allies around the globe, whose way of life is also threatened.
- We have no immediate plans to put American troops on the ground to fight ISIS.

Now, how might the Secretary of State incorporate these MAPs into an interview?

Perhaps in this manner:

Interviewer: “What is the State Department’s response to this threat from ISIS?”

JK: “We have received no credible, specific threats from ISIS, despite their claims in this video.”

Interviewer: “How will the U.S. respond?”

JK: “We will do whatever it takes to bring these cowards to justice. Stopping ISIS will require the assistance of our partners around the world, whose way of life is also threatened.”

Interviewer: “Does that mean sending American troops over to fight them?”

JK: “We have no immediate plans to put American troops on the ground to fight ISIS.”

Interviewer: “So you’ve ruled out ever sending American troops?”

JK: “We have no immediate plans to put American troops on the ground to fight ISIS.”

Interviewer: “In the past the President has called ISIS a ‘junior varsity’ terrorist organization. Do you agree?”

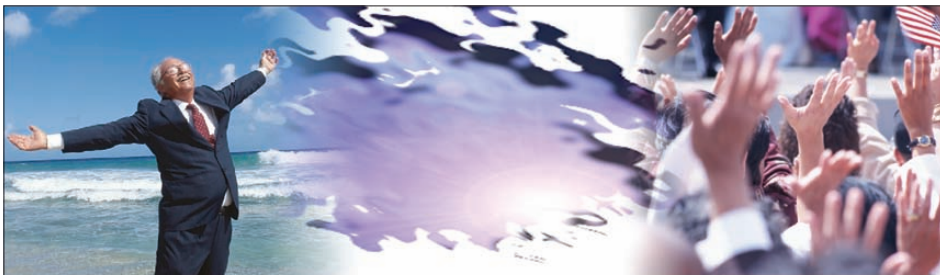
JK: “In recent months, ISIS has acquired greater resources and attracted more jihadists. Today, the Islamic State poses a clear and present danger to our way of life and must be stopped.”

In this way, an interviewee’s MAPs serve as just that — a road map for the interviewee to follow as he or she handles all manner of questions, including those that are challenging.

An interviewee must recognize that the interviewer isn’t there to be nice; rather, the interviewer is interested in one thing — a provocative, newsworthy interview.

So the questions the interviewer poses may well sound cynical in tone. No matter.

MAPs present a “safe harbor” for the interviewee to return to if bullied on air. Your challenge, as writer and orchestrator and coach, is to make sure your interviewee doesn’t fall for the bait and instead follows his or her MAPs. ○



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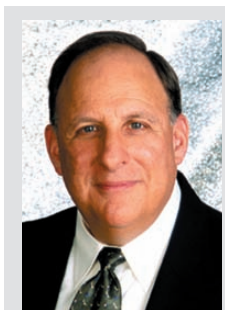
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Bitcoin transactions and PR

By Richard Goldstein

Many companies are accepting the bitcoin as currency. Some of these companies include Dell, Intuit, Microsoft, and Overstock.com, to name a few. Will PR firms be on the list of companies accepting this form of currency?



Richard Goldstein is a partner at Buchbind - er Tunick & Company LLP, New York, Certified Public Accountants.

What is a bitcoin?

Bitcoin is a form of digital currency, created and held electronically. No one controls it. They are not like real money in the sense that the bitcoin is not printed like dollars or even produced like coins. They are produced by people, and increasingly businesses,

running computers all around the world, using software that solves mathematical problems.

Bitcoin can be used to buy things electronically. It is therefore like the currency we are used to dealing with. The most important characteristic is that it is decentralized. This makes it different from conventional money. No single institution controls the bitcoin network. This may put some people at ease because it means that a large bank cannot control their money.

Who created it?

Bitcoin was developed by a software developer called Satoshi Nakamoto. His idea was to produce a currency independent of any central authority, transferable electronically, more or less instantly, with very low transaction fees. It was released as open source code in 2009 as a virtual currency based on an unlikely combination of anonymity, full transactional disclosure and mutual trust. It is positioned to compete with the world's central banks in a time of faltering banking in countries such as Greece, Spain, Italy, Argentina and of late, Puerto Rico.

How is it used?

The bitcoin is accepted just like currency and major online retailers accept it for payment. Given that the bitcoin is not legal tender by any means, it has a convertible, equivalent in currency and for now is not subject to Foreign Bank and Financial Accounts reporting.

What does a transaction look like?

I found the following on the Internet. I

would give credit to the author but none was listed.

If Alice sends some bitcoins to Bob, the transaction will have three pieces of information:

- An input. There is a record of which bitcoin address was used to send the bitcoins to Alice in the first place (she received them from her friend, Eve).

- An amount. This is the amount of bitcoins that Alice is sending to Bob.

- An output. This is Bob's bitcoin address.

How is it sent?

To send bitcoins you need two things: a bitcoin address and a private key. A bitcoin address is generated randomly, and is simply a sequence of letters and numbers. The private key is another sequence of letters and numbers, but unlike your bitcoin address, this is kept secret. Think of it as a safe deposit box with a glass front. Everyone knows what is in it, but only the private key can unlock it to take things out or put things in.

When Alice wants to send bitcoins to Bob, she uses her private key to sign a message with the input (the source transaction(s) of the coins), amount, and output (Bob's address).

She then sends them from her bitcoin wallet out to the wider bitcoin network. From there, bitcoin miners verify the transaction, putting it into a transaction block. Cutting through all the remaining procedures, they eventually end up being transferred to Bob. (If you want the remaining details of the transactions, send me an email.)

Bitcoin and IRS

The IRS has provided guidance in Notice 2014-21 in the form of frequently asked questions on the treatment of virtual currency. This guidance treats the bitcoin as property for federal tax purposes, not currency. The general tax principles that apply to property apply to transactions using virtual currency such as the bitcoin.

The following are some of the IRS positions on the taxation of a virtual currency:

1. Wages paid to employees using virtual currency are taxable to employees, must be reported by an employer on a Form W-2, and are subject to federal income tax withholding and payroll taxes. Please remember that employer remittances of payroll taxes must be paid in currency, not virtual currency.

2. Payments made to freelance and other service providers are taxable and self-employment tax rules apply.

3. The character of gain or loss from the

sale or exchange of virtual currency depends on whether the virtual currency is a "capital asset" in the hands of the taxpayer. In my view it would be considered a capital asset and treated no differently than any other investment.

The character of the gain or loss generally depends on whether the bitcoin is a capital asset as indicated above. For example, stock, bonds, and other investment property are generally capital assets.

A taxpayer generally realizes ordinary gain or loss on the sale or exchange of virtual currency that is not a capital asset. Inventory and other property held mainly for sale to customers are examples of property that is not a capital asset. Therefore, if the currency is considered a capital asset, the gain would be considered a capital gain or capital loss transaction.

The rate of tax on capital gains and the availability of deducting capital losses depend on the type of business incurring the gain or loss.

4. A payment made using virtual currency is subject to information reporting to the same extent as any other payment made in property.

Conclusion

Will virtual currency become a popular method for making and receiving this currency equivalent in the PR business? For the immediate future I do not think it will. However, a client just may come to you and say we use bitcoin for payments to our vendors. If so, you will need to understand how it works and the procedures that need to be put in place to deal with it. ○

PR news brief

Brunswick aids Diebold in \$1.8 billion bid for German IT firm

ATM and financial software provider Diebold has engaged Brunswick Group to support PR for its bid to acquire Germany's wincor Nixdorf.

Diebold, based in North Canton, Ohio, is publicly traded on the New York Stock Exchange. Its cash and stock tender offer, slated to begin in the first quarter of 2016, values Paderborn, Germany-based wincor Nixdorf at \$1.8 billion.

Brunswick is aiding Diebold in Germany and the US, including managing partner Cindy Leggett-Flynn in New York. Andreas Bruck heads corporate comms. for wN.

The companies said the combined \$5.2 billion operation, known as Diebold Nixdorf, will "shape the future of banking and retail solutions." Diebold recently divested its electronic security operation.

Diebold Chief Andy Mattes will be CEO, while wN's Eckard Heidloff takes the reins as President.

Owens becomes Rogers & Cowan CEO

Entertainment PR and marketing giant Rogers & Cowan on Nov. 4 announced it has hired content and branding veteran Mark Owens as its newest CEO.

Owens succeeds Tom Tardio, who stepped down as R&C head in early July. Tardio, who held the top slot at the Interpublic unit for 27 years, joined software developer Socialtext as Chairman. Tardio retains a Chairman Emeritus role at R&C.

Owens comes to R&C from digital content and licensing agency Corbis Entertainment, an imprint of Seattle-based Corbis Corporation, which was founded by Bill Gates. As Corbis' Chief Revenue Officer, Owens was responsible for that agency's Media, Entertainment and Images division. Corbis acquired the Norm Marshall Group in 2012, where Owens served as President. Prior to that, Owens was President of Vanguard Entertainment Media Group, and also logged leadership positions at Ketchum and Davie Brown Entertainment. ○



Owens

Saunders succeeds Senay as Fleishman CEO

FleishmanHillard on Nov. 4 announced that John Saunders, President of the agency's Europe, Middle East and Africa region, will succeed Dave Senay as President and CEO.

A 25-year FleishmanHillard veteran, Saunders in 1990 helped found Dublin, Ireland-based FleishmanHillard Saunders, which became one of that Omnicom unit's most successful offices. In 2004, he was appointed Europe Regional Director, and seven years later assumed the role of EMEA President. He was a journalist prior to his career in PR, working with Ireland national public service broadcaster Raidió Teilifís Éireann. He also formerly served as President of global PR consortium ICCO.

A Dublin native, Saunders will relocate to St. Louis, where Fleishman is headquartered.

Senay, who has held the title of President and CEO since 2006, was the third CEO in Fleishman's history. He steps down after more than three decades with the company, joining FleishmanHillard in 1984. He is specifically cited with initiating the agency's adoption of a digital platform, and launching the "Ethics as Culture" program, which

promotes ethical decision-making in PR. That program was later adopted by The PR Council, which Senay served as Chairman for two terms.

Senay will continue working with FleishmanHillard as a consultant. ○

Capstrat promotes Albritton CEO-President

Capstrat on Nov. 17 promoted Karen Albritton, currently President of the PR agency, to CEO-President, effective Jan. 1, 2016. Ken Eudy, Founder and current CEO, will become Chairman.

In her new role, Albritton will be responsible for agency strategy, operations and financial performance.

Eudy will continue to provide senior counsel to clients and contribute to agency strategy.

"Karen is the ideal person to be appointed CEO at this important stage in Capstrat's evolution," said Rob Flaherty, President-CEO of Ketchum, in a statement. "Having both Ken and Karen continue in their leadership roles is a great thing for Capstrat and its clients," said Rob Flaherty, President and CEO of Ketchum.



Albritton

Capstrat is a member of the Ketchum global network.

Albritton joined Capstrat in 2000 and was appointed President in 2007. Prior to joining Capstrat, she served as Managing Director at FGI Marketing and VP and Associate Media Director at McKinney+Silver. ○

Cervone adds duties to GM PR role

Tony Cervone, who left Volkswagen last year to guide communications at GM during the automaker's recall crisis, has added oversight of the GM Foundation to his duties.

The change comes amid the exit of Bob Ferguson, GM's public policy chief and top lobbyist who also chaired the foundation. Ferguson, who guided CEO Mary Barra through bruising Congressional hearings, is pursuing "external opportunities."

The policy role at GM goes to Executive VP and General Counsel Craig Glidden, who took that chief legal role in March.

Barra thanked Ferguson for his "significant contributions" to the company.

Cervone took the PR reins last May after GM bounced PR Chief Selim Bingol.

The GM Foundation has doled out \$265 million in grants over the past decade. ○

Blanchard takes over Condé Nast comms.

NBCUniversal's Cameron Blanchard is moving to Condé Nast as EVP of Corporate Communications, starting Dec. 7.

She takes over for Patricia Rockenwagner, who is moving to parent Advance Publications to head communications for its investment unit, AV Partners.

Blanchard is Senior VP of Corporate Comms. for NBCUniversal and earlier held top PR roles for NBCU's entertainment & digital networks, women & lifestyle networks, and Bravo Media operations. She has been with NBC since 1996, starting out in PR for MSNBC.

Rockenwagner took the top Condé Nast post in 2013, joining from McGraw-Hill.

CN president Bob Sauerberg, announcing Blanchard's appointment, noted: "Communication is central to everything we do as we transform Condé Nast to the premier media company of the future." ○

Schuerman MWW Pres., Western Region

MWWPR on Nov. 20 promoted JP Schuerman to President of MWW-PR's Western Region. He was previously Executive VP, General Manager of the Western Region.

Since joining MWWPR in 2012, Schuerman has helped to expand the agency's presence in San Francisco and Los Angeles and strengthened its consumer, technology, travel and LGBT practices through new client wins.

In his new role Schuerman will oversee the Los Angeles, San Francisco, and Dallas offices, as well as MWWPR's national LGBT, Travel and West Coast Technology practice groups.

Michael Kempner, President-CEO of MWW, said in a statement: "JP's motivating leadership, contagious positivity, and entrepreneurial spirit have been a huge asset to the company and our clients, and are invaluable as we shape an even more exciting future for MWWPR." ○



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Justice Dept. investigates Comcast over ad sales

The U.S. Department of Justice in November opened a probe to determine whether Comcast's ad sales practices violate federal trust law. The *Wall Street Journal* first reported the story Nov. 24.

The Justice Department's antitrust division issued a document known as a "civil investigative demand" — similar to a subpoena — to look into whether Comcast attempted to monopolize the sale of cable ads in local service areas where Comcast offers service.

These zones comprise what's known in the industry as the "spot market," deals made between cable companies and channels to reserve a limited number of ad slots in their programming for local advertising. These slots give regional advertisers the ability to run ads side-by-side with national advertisers over national programming.

Local ads are typically sold with the aid of cooperatives called "interconnects," ad shops run by cable companies that offer service in a particular region. These cooperatives are intended to keep costs low for local advertisers and increase ad sale efficiency, allowing rival cable companies to coordinate and arrange how local ads are sold and inserted into programming in these markets. It also means larger cable companies like Comcast negotiate local ads sales on behalf of smaller cable providers. Comcast owns interconnect Spotlight, and manages interconnects in 26 of the top 50 TV markets in the country, according to the *Wall Street Journal*.

The Justice Department probe is concerned with whether Comcast monopolizes local cable ad markets in regions where it offers cable service, and whether the company overstepped its boundaries in negotiating with competing cable providers the required use of its interconnect Spotlight for the sale of ads. ○

GOP operative heads Politico PR

Brad Dayspring, a veteran GOP congressional Aide and operative, has joined Politico as its first VP of Communications.

Dayspring, recently an advisor to Wisconsin Gov. Scott Walker's presidential super PAC, was Communications Director for the National Republican Senatorial Committee, Deputy Chief of Staff and Press Secretary to ex-Majority Leader Eric Cantor and Comms. Dir. for Reps. Christopher Smith (R-NJ) and Jeb Hensarling (R-TX.).

Politico is owned by Albritton Communications. COO Kim Kinglesy said the publication's ambitious growth strategy to six states and five countries called for an expansion of its PR team "to focus on building a robust global narrative" around its journalism and business model.

Dayspring was also Manager of Media Relations for the National Restaurant Association. ○

Jeb Bush taps media trainer

Jeb Bush has engaged New York media trainer Jon Kraushar as the former Florida governor tries to salvage his flagging presidential campaign.

Bush last month ordered a retrenchment of his campaign staff, cutting salaries and positions and reassigning workers amid low poll numbers.

New York magazine reports that Bush has brought in Kraushar to improve his television image and media savvy. Kraushar runs Jon Kraushar & Associates in New York and previously led Ailes Communications as a top lieutenant to Fox News guru Roger



Ailes. He also wrote "You Are the Message: Secrets of the Master Communicators" with Ailes in 1988.

Kraushar, who trains Fox News anchors, counts Rudy Giuliani, Steve Forbes, Dick Cheney and Eric Cantor among former clients. ○

The Recording Academy plays Finn Partners for lobbying help

The Recording Academy, which represents musical performers, songwriters and studio professionals, has selected Finn Partners to help boost its music advocacy presence on Capitol Hill. The move comes as Congress prepares to overhaul copyright laws that determine how creators are compensated for the use of their work.

"This partnership comes at a crucial time for the music industry as we address key issues resulting from the fast pace at which both the creation and distribution of music are evolving," said Neda Azarfard, VP of Marketing and Communications for The Recording Academy, in a statement.

She added, "By tapping into Finn Partners' expertise in grassroots activism, we further our commitment to our members — enabling all creators to become more effective as music advocates."

To help kick off the partnership, Finn Partners helped The Recording Academy promote its annual GRAMMYs In My District Day, which introduced 1,650 music creators to their congressmen to discuss creators' rights, copyright review and the impact that the current patchwork system of outdated regulations has on the music profession.

The account is co-managed by Finn Partners' Washington, D.C., Public Affairs and Advocacy team under Jessica Berk Ross and Finn Partners' Los Angeles entertainment practice, led by Hope Boonshaft. ○

Digital pro Dayton to H+K D.C.

Soren Dayton, a senior counselor and VP at Rasky Baerlein Strategic Communications, has moved to Hill+Knowlton Strategies in Washington as a Senior VP focused on digital advocacy.

The digital PR specialist was at Prism Public Affairs through its merger with Rasky in early 2014 and earlier was a Senior Strategist for New Media Strategies, the D.C. digital marketing shop now part of MXM Social.

Dayton was a legislative Aide to Rep. Nick Smith (R-MI.) and coordinated delegates for Sen. John McCain's 2008 presidential bid.

Ellen Moran heads H+K's DC office. ○



Dayton

DDB buys Brazil's Grupo ABC

Omnicom Group unit DDB Worldwide Communications Group Inc. will acquire Grupo ABC, Brazil's largest independent advertising and marketing network.

Terms of the deal were not disclosed, but Reuters on Friday cited a source "with direct knowledge of the transaction," who claimed the acquisition was valued at \$270 million. The deal, which adds Grupo ABC's network to DDB's roster of global agencies, is still pending regulatory approval in Brazil, and is expected to be finalized in early 2016.

Headquartered in São Paulo, Grupo ABC's network of PR, creative advertising and marketing services agencies is one of the largest in Latin America, and is ranked among the top 25 advertising companies in the world. The communications group is comprised of 30 offices and more than 2,000 employees. Agency clients include AB InBev, Johnson & Johnson, Heinz, BR Food, Walmart, Mitsubishi, Vivo, Procter & Gamble and Telefonica.

The deal furthers Omnicom's reach into the rapidly developing BRIC market. New York-headquartered DDB, which was founded in 1949, holds more than 200 offices in 90 countries. Agency clients include Volkswagen, McDonald's, Unilever, Mars, Johnson & Johnson, and Exxon Mobil, among others.

Since 1997, DDB has held a minority partnership with São Paulo-based DM9, a Grupo ABC agency.

"Grupo ABC is widely acknowledged as an outstanding company with impressive creative work and expertise in a broad range of disciplines," said Omnicom CEO John Wren in a statement. "Over the years, Grupo ABC have been great partners of Omnicom and

their depth of talent will strengthen our business capabilities not only in Brazil but around the world."

Grupo ABC founders Nizan Guanaes and Guga Valente, who began the agency group in 2002, will continue in their present roles. ○

Joele Frank, Sard work chip maker's play for Pericom

Chinese microchip maker Montage Technology Group and Silicon Valley's Pericom Semiconductor Group have engaged financial PR counsel in a three-way play to acquire Pericom.

Montage's improved \$19-per-share, \$442 million offer for Pericom this week surpassed a \$17.75-per-share September bid by Diodes Incorporated of Plano, Tex.

Pericom, however, is urging its shareholders to accept the earlier Diodes bid as a special meeting of shareholders is set for today.

Montage is working with Joele Frank and proxy firm Innisfree M&A Inc., while Pericom is relying on Sard Verbinen & Co and MacKenzie Partners.

"We are shocked that Pericom's Board of Directors would continue to deny its shareholders the opportunity to receive a full \$1.25 more per share than they would receive in the inferior Diodes transaction," the company said, adding that it has "committed financing" and would pay shareholders "promptly."

Pericom and Diodes are publicly traded on the Nasdaq, while Montage is privately held and based in China. ○

FARA News



NEW FOREIGN AGENTS REGISTRATION ACT FILINGS

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

Sanitas International, LLC, Washington, D.C., **registered Nov. 24, 2015 for Sheik Jamal al-Dhari, Peace Ambassadors for Iraq (PAFI)**, Baghdad, Iraq, to provide senior level strategic communications, digital media and stakeholder engagement to Iraqiya list and its leadership to promote their interests to U.S. and international media outlets.

Podesta Group, Inc., Washington, D.C., **registered Oct. 23, 2015 for Republic of South Sudan**, Juba, South Sudan, to provide strategic counsel on strengthening the ties to the U.S. government and institutions.

Sidley Austin, LLP, Washington, D.C. **registered Oct. 23, 2015 for JSC VTB Bank**, Moscow, Russia, to provide government strategies counsel and lobbying directed toward the U.S. Congress and administration regarding the imposition of sanctions by the U.S. government on Russian-affiliated banks.

Lobbying News



NEW LOBBYING DISCLOSURE ACT FILINGS

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

Wiley Rein LLP, Washington, D.C., **registered Nov. 24, 2015 for TrackFone Wireless, Inc.**, Miami, FL, regarding related to state 9-1-1 fees levied against Lifeline services.

Millennial Bridge Consulting, Washington, D.C., **registered Nov. 23, 2015 for Twilio**, San Francisco, CA, regarding messaging, net neutrality.

Lewis-Burke Associates, LLC, Washington, D.C., **registered Nov. 24, 2015 for Texas Tech University**, Lubbock, TX, regarding issues pertaining to higher education, science, healthcare and research.

Hayes Health Policy Strategies, PLLC, Washington, D.C., **registered Nov. 24, 2015 for DaVita HealthCare Partners Inc.**, Washington, D.C., regarding coverage of services under private health plans, employer sponsored health plans, Medicare, Medicaid, and related issues.

Bloom Strategic Counsel, Washington, D.C., **registered Nov. 16, 2015 for MillerCoors LLC**, Chicago, IL, regarding the merger between AB InBev and SABMiller, and related competition issues in sports.

PR Buyer's Guide

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SEARCH ENGINE OPTIMIZATION



Monument Optimization, Washington, DC. 202/904-5763. john@monumentoptimization.com; www.monumentoptimization.com. John Stewart, President.

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BE PREPARED! Impact Communications trains your spokespeople to successfully communicate critical messages to your targeted audiences during print, television, and radio news interviews. Your customized workshops are issue-driven and role-play based. Videotaping/critiquing. Groups/private. Face-to-face/telephone interviews/news conferences. Private label seminars for public relations agencies.

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NEWS CORP. CALLS IN EDELMAN
Embarked News Corp. has called in Edelman to handle fallout from its phone hacking scandal that has engulfed its British operation.
The No. 1 independent PR firm is providing communications and PR counsel to News International's management and standards committee handling the internal inquiry into the hacking of a murdered 15-year-old girl's voicemail, allegations of snooping into the calls of family members of soldiers killed in Afghanistan and victims of the London terror attacks.
Alex Bigg, Edelman's managing director for corporate affairs, and James Landie, managing director for PR, handle the account.
They report to Will Lewis, general manager of News International, which is responsible for Rupert Murdoch's British papers.
(More on the News Corp. crisis on page 3)

THEME PARK OPERATORS SEEK PROPOSALS
The Virginia-based, global trade group for amusement park operators is on the hunt for a PR firm with an RFP open through Aug. 3.
The International Association of Amusement Parks and Attractions represents the interests of 4,000 individual members from entities like zoos, theme and amusement parks, museums and aquariums.
The Alexandria-based group, led by new CEO Chip Clary, is looking for media relations support with experience in crisis communications and the travel/tourism PR sector as it proactively engages consumers through the media and reacts to situations ranging from financial, legislative and operational issues. The IAAP wants two on-site staffers to assist its press team and one team member versed in crisis support.
Colleen Mangone, manager of media relations, is taking pitches with in-person meetings slated for mid-August in Virginia for potential key account personnel. Work is expected to begin in early December.
Download the RFP at odwyerpr.com/rfp.

APCO Worldwide has recruited Colin Mackay, former communications and partnerships director at the European Federation of Pharmaceutical Industries and Associations, as director of its healthcare practice in Brussels. Mackay is a 20-year veteran of the healthcare scene, holding posts at Weber Shandwick, Avenalis and Organ Laboratories.

F-H SHUFFLES MANAGEMENT DECK
Fishburn-Hillard named Jack Modzelewski to the newly created position of the Americas post to coordinate activity of the unit chief of regions in the U.S., Canada and Latin America.
The founding general manager of F-H Chicago also served as COO for Europe and South Africa.
Modzelewski was president of client relations since 2004 with responsibility for F-H's practice groups and strategic planning.
F-H CEO Dave Sney also tapped J.J. Carter, GM/San Francisco, to the U.S. western president slot. Nancy Seliger, executive VP and former eastern president assumes global client relations duties. Bob Winslow, managing director for global technology, is now in charge of F-H's more than 30 practice groups and new product development.

CHIME RINGS UP HEALTHCARE DEAL
Chime Communications has acquired healthcare specialist Reynolds-MacKenzie for an initial payment \$4M, a package of \$2.5M cash and stock.
R-M says it generated \$2.4M in revenues last year and earned an operating profit of \$1.2M.
It's the firm of Alison MacKenzie and Eva Reynolds. The duo counsels clients such as Pfizer, Amgen, Bristol-Myers Squibb, Roche and Medtronic. R-M will be part of Chime's OPEN Health group that was formed in January.
The acquisition could cost Chime up to \$11M based on R-M's performance. Lord Bell's operation retains the right to pay up to a quarter of that contingent comp in newly issued shares.
Chime is parent of Bell Pottinger.

DISCOVERY BAY DISCOVERS MWW
Discovery Bay Games, the Seattle-based company that produces games, apps and accessories for Apple's iPad, has selected MWW Group as agency of record.
DBG is developer of Duo, the first integrated device for iPad. Duo makes it possible for multi-person games such as "Smithsonian Artifact or Fiction." MWW is to position the client as the top brand of gaming "apps/entertainment" for the Apple tablet.
Craig Olson, CEO of DBG, said it hired MWW for its "proven record of creating communications programs that directly influence the bottom line."
DBG became part of MWW's consumer tech practice with Samsung, Nikon and Celestion, among others.

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

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

O'Dwyer's magazine, now in its 29th year, examines a different area of PR each month. Issues include practice-area specific feature stories as well as profiles of PR firms with strengths in the focus area. The agency profiles constitute the ideal starting point for companies beginning their search for PR counsel.

2015 Editorial Calendar:

January, *PR Buyer's Guide/Crisis Comms.*
February, *Environ. PR & Public Affairs*
March, *Food & Beverage*
April, *Broadcast Media Services*
May, *PR Firm Rankings*
June, *Multicultural/Diversity*
July, *Travel & Tourism*
August, *Prof. Svcs. & Financial/I*
September, *Beauty/Fashion & Lifestyle*
October, *Healthcare & Medical*
November, *Technology*
December, *Sports & Entertainment*



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