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WASHINGTON REPORT

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2011 PR BUYER’S GUIDE

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(top people) + (super efficient systems)

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www.atomicpr.com/results
PR students and recent grads need practical job advice. But if what they read in PR textbooks is any indication, they’re not getting it. Veteran writer and PR pro Jane Genova wrote a Dec. 7 column for odwyerpr.com that is worth a stack of textbooks and years of college PR courses.

She quotes an article on the “Education Bubble” that compares it to the real estate bubble — an over-priced, over-hyped commodity fueled by excessive credit mostly underwritten by the government.

Genova says PR is an intensely practical and personal activity and that time in the trenches trumps anything that comes out of a book or instructor.

“This writer’s experience with PR is that if someone knows what’s working, they’re going to keep it to themselves. Writers don’t go around telling the competition how to pen good articles or novels.”

Genova tells fledgling PR pros to knock on doors — “cold call” all the merchants and businesspeople in town and offer what they can do to publicize and promote their businesses.

The best “textbook” for a PR careerist is the bio of “America’s Greatest Publicist” — Ben Sonnenberg — “Always Live Better Than Your Clients” by New York Timesman Isadore Barmash.

Sonnenberg, who became rich enough to fill a 12-story townhouse with valuable art objects, was a fountaint-head of ideas. He would give as many as 100 to a client. His goal was to get as close as possible to clients — be the first person they saw in the morning and the last one they saw at night. He found out what was in their “heart of hearts” and worked on that. For well-off businesspeople, it wasn’t more sales or profits. It might have been a son or daughter who couldn’t get into college.

Do a favor for a client’s child and you’ll never lose the account, he advised.

For many years he did the humblest of PR chores but eventually worked for many blue chip CEOs. The title of his book was the “revenge” he got for all those years of humiliation.

We recently gave away O’Dwyer’s Directory of PR Firms to about 60 PR grads and undergrads in return for them telling us about their job-hunting experiences and how their educations suited them for that.

None ever heard of Sonnenberg nor did any teacher ever tell them to knock on doors and talk to proprietors. What they got was a lot of theory, process and methodology. They read a lot about how national PR crises were handled although such materials were readily available in the press.

What employers were interested in, they told us, was not what they majored in but how many PR internships they had served. Two were good but three were better. Only a small percentage of PR grads are going to get “real” jobs these days. The rest are going to have to fend for themselves. What’s ironic about this essay is that almost no PR professors would allow their students to see it.

— Jack O’Dwyer
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MEDIA NOTES

FCC unveils new Internet “neutrality” regulations

By Jon Gingerich

The Federal Communications Commission on December 21 approved a series of new rules that would prevent telecommunications companies from interfering with the data that flows on their networks.

It’s a landmark ruling for the commission, one that effectively ends a five-year battle between consumer rights groups, Internet service providers and a hodgepodge of partisan supporters and detractors. Some praised the decision, saying it ensures the survival of an “open” and “free” Internet for consumers and small-sized developers. Others criticized it, saying the new regulations would hamper job growth and future business initiatives, calling the FCC’s decision a hubristic over-stepping by a Federal agency to exercise partisan controls it doesn’t have the power to enforce. Others still say the new regulations are a compromise in disguise, and don’t go far enough.

In a 3-2 vote, the FCC approved its so-called “net neutral” regulations. The new rules would prevent telecom companies from exercising “unreasonable discrimination” over what legal content flows on their networks, thereby preventing favoritism of certain content which ISPs may have monetary affiliation. The idea is to keep the Internet a level playing field, one where, for example, Google would not receive preferred treatment on Verizon’s network in lieu of the companies’ recent partnership.

Internet service providers must also disclose to consumers more details regarding how their networks are run.

FCC Chairman Julius Genachowski praised the passage of the new rules, stating that “for the first time, we’ll have enforceable rules of the road to preserve Internet freedom and openness.”

The new laws however, do not currently apply to wireless networks, and thus do not govern how data flows on mobile devices such as cell phones. Genachowski said wireless technology currently poses “unique technical issues,” and are thus exempt from the changes.

It’s for this reason many say the new rules are little more than “semi-neutrality” at best. Particularly critical was Senator Al Franken (D-Minn.), who said from the Senate floor in December said “if the FCC passes this weak rule, Verizon will be able to cut off access to the Google Maps app on your phone and force you to use their own mapping program, Verizon Navigator, even if it is not as good. And even if they charge money, when Google Maps is free.”

Moreover, the new regulations do not rule out the future possibility of “paid prioritization,” or tiered networks created by ISPs in concert with content providers that offer closed systems where preferred content is transmitted to consumers at a premium rate, a scenario critics say could turn the Internet into a new version of cable TV.

The FCC’s December 21 vote was divided by party lines. The commission’s three Democrats, Genachowski as well as commissioners Michael Copps and Mignon Clyburn, supported it. It received noted dissent from its Republican commissioners, Robert McDowell and Meredith A. Baker.

Republicans have vowed to squash the new rules when Congress convenes in January.

“Today’s action by the FCC will hurt our economy, stifle private-sector job creation, and undermine the entrepreneurship and innovation of Internet-related American employers,” said incoming House majority leader John Boehner in a December statement. “Federal bureaucrats should not be in the business of regulating the Internet.”

The rules are set to take effect early in 2011.

Study finds Fox viewers “uninformed”

By Jon Gingerich

Those who watch Fox news on a daily basis are “significantly more likely” to be misinformed on current events than those who consume news from competing broadcast and media outlets, according to a recent study that graded exposure to different brands of media on their networks.

The study bore similar patterns in regards to other news sources. Those who watch MSNBC on a daily basis were 34 points more likely to watch Fox News on a daily basis were “significantly more likely” to possess false information. Those polled who said they watch Fox News on a daily basis were at times twice as likely to be incorrect as those who never watched the channel.

Among the study’s key findings: viewers of Fox News were 12 points more likely to think most economists believe the stimulus caused job losses; 12 points more likely to believe most Republicans opposed the TARP vote; 13 points more likely to believe the auto bailout only occurred under Obama; and 30 points more likely to believe most scientists do not agree that climate change is occurring.

The study also found that Fox News viewers were 31 points more likely to question whether President Obama was born in the United States, and 31 points more likely to believe most economists think recent Federal healthcare reforms will worsen the deficit.

The study bore similar patterns in regards to other news sources. Those who watch MSNBC on a daily basis were 34 points more likely to believe that it was proven that the U.S. Chamber of Commerce spent money raised from foreign sources to support Republican candidates. Daily listeners of NPR were 25 point more likely to believe this.

Unlike other media outlets however, viewers of Fox were more likely to be incorrect on current political events with each incremental increase of their exposure to the channel.

The study also found that viewer political bias was not solely responsible for its results: those who watch Fox and claim they vote Democratic were also more likely to hold misinformed views, though by lesser a margin than those who claimed they voted Republican.
The Federal Trade Commission on December 1 released a preliminary draft report calling for a “do not track” mechanism for the Internet to allow consumers to prevent marketers from tracking their viewing habits on the web and other personal data in a bid to better target advertising.

The idea mimics the “do not call” registry for telephones.

According to the FTC, the “do not track” option is a way to “balance the privacy interests of consumers with innovation that relies on consumer information to develop beneficial new products and services.”

Said a statement from FTC chairman Jon Leibowitz: “Technological and business ingenuity have spawned a whole new online culture and vocabulary — email, IMs, apps and blogs — that consumers have come to expect and enjoy. The FTC wants to help ensure that the growing, changing, thriving information marketplace is built on a framework that promotes privacy, transparency, business innovation and consumer choice. We believe that’s what most Americans want as well.”

Leibowitz testified in Congress earlier this year about how “do not track” is a tool to provide consumers control over data collection.

The FTC criticized marketers, ad agencies and retailers for not coming up with a self-regulatory scheme that would protect privacy. The report says industry efforts to address privacy through self-regulation “have been too slow, and up to now have failed to provide adequate and meaningful protection.”

The FTC does not have the authority to put a “do not track” system in place. The report is “intended to inform policymakers, including Congress, as they develop solutions, policies, and potential laws governing privacy, and guide and motivate industry as it develops more robust and effective best practices and self-regulatory guidelines.”

Congress has been debating a simple universal measure to allow people to “opt out” of being tracked online.

The FTC has now opened a two-month comment period on the report called “Protecting Consumer Privacy in an Era of Rapid Change: A Proposed Framework for Businesses and Policymakers.”

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REPORT

BP, Toyota, NPR top 2010 PR blunders

Ponderous product recalls, free speech fallout, historic environmental disasters and companies that should know better than taking on mommy bloggers top our PR blunders list of 2010.

BP Execs Pass the Buck

All eyes were on British Petroleum this year for its role in the protracted oil spill crisis in the Gulf of Mexico. Although credited by some public relations professionals for speaking out early and often, CEO Tony Hayward hurt BP’s corporate image by downplaying the damage and issuing thoughtless sound bites, including “it wasn’t our accident” and “I just want my life back” ... after 11 workers lost their lives in the explosion of oil rig Deepwater Horizon. But according to the Wall Street Journal, replacement CEO Bob Dudley continued courting backlash by accusing media and competing oil companies of “a rush to judgment” in condemning BP’s crisis response and refusing to testify before a congressional committee. U.S. Rep. Edward J. Markey, head of that committee, fired back, saying that “BP is continuing to point the finger at everyone but themselves. Since this disaster began, BP has stood for ‘Blame Passed.’”

“Moving forward ... uncontrollably”

“Unintended acceleration” in best-selling Toyota vehicles plagued the world’s largest automaker in 2010, with the Los Angeles Times attributing over 100 deaths to crash-causing manufacturing defects. Like the affected models, the public relations debacle quickly escalated, with Toyota eventually “at the center of the biggest product recall since the Firestone tire fiasco in 2000,” according to Motor Trend. The company stumbled through months of multistage recalls and poor communications, promoting inconsistent solutions that had few discernable effects on the situation, blaming parts suppliers and at one point targeting drivers themselves with the help of a National Highway Traffic Safety Administration report. “If you look at what they did it was clear that they didn’t really understand the magnitude of the issue and the potential PR risk,” Tim Calkins, clinical professor of marketing at Northwestern University, told MSNBC.com.

Fired up over NPR

Although National Public Radio commentator Juan Williams raised eyebrows when he told Bill O’Reilly of FOX News’ “The O’Reilly Factor” that flying on airplanes with overt Muslims made him nervous, it was NPR that took the damaging reputation hit. NPR CEO Vivian Schiller dismissed Williams over the phone and, according to the Washington Post, later publicly implied that Williams needed psychological help. His supporters framed the firing as a First Amendment issue and called for cuts to NPR’s budget while FOX News capitalized on the situation by awarding Williams a multi-year contract and promising to protect his freedom of speech. Jon Stewart of “The Daily Show” declared FOX News “the winner,” exclaiming, “Are you kidding me NPR? You’re picking a fight with FOX News? They gave Juan Williams a $2 million contract just for you firing him! ... You just brought a tote bag of David Sedaris books to a knife fight.”

Craigslist “misses connection” on “adult services”

Popular classifieds website Craigslist came under public, media and governmental scrutiny for longtime insistence on retaining its “Adult Services” category. Andrea Powell, founder of human rights organization FAIR Fund, called the website “the Wal-Mart of online sex trafficking,” as reported by the Washington Post, among others. Founder Craig Newmark performed poorly when interviewed on the topic by investigating CNN reporter Amber Lyon, eventually falling silent and walking away. Craigslist CEO Jim Buckmaster blasted Lyon for her “ambush,” but the company eventually pulled the category in the U.S. — though not overseas — after coming under pressure from the public and the House of Representatives. House members Ted Poe (R–Texas) and Loretta Sanchez (D–Calif.), took the fight to the pages of Politico.com, writing that “Buckmaster and Newmark need to change their tone and join, rather than debate, those who are trying to fight this problem.” Elizabeth Hovde of the Oregonian agreed, writing that “Craigslist didn’t take the high road without some public pushback.”

Amazon bans porn, but promotes pedophilia

While public relations and the practice of law both involve client defense, it’s important to select the correct tool for the job. When Amazon.com employed anti-censorship arguments in a stilted statement to the Business Insider to defend its decision to sell an author’s self-published guide for pedophiles, the online retail giant left itself open to massive public
retaliation via social media, including calls for a boycott of the site. CNN’s Anderson Cooper joined the fray, blasting Amazon for “profiting from pedophilia,” accusing it of a double-standard given its “blanket ban on porn” and deriding the company for citing free speech while not responding to his or other journalists’ calls for comment. Amazon quickly pulled the book but not before sales of it had risen 101,000% in less than a day. Nick Saint of the Business Insider wrote that “keeping the pedophilia … while banning simple smut is a pretty tough policy to justify.”

**Sticky situation at Nestlé**

Besieged by Greenpeace supporters protesting its use of environmentally questionable palm oil, international food giant Nestlé dropped the social media ball. Instead of immediately addressing public concerns, the company first lobbied to have the video removed from YouTube and then accused Facebook posters of copyright infringement, initiating a combative online exchange with opponents and publicly debating the “rules of engagement.” This heavy-handed approach won Nestlé no sympathy, and as reported in the Wall Street Journal, drew thousands of protesting “fans” to the company’s Facebook page. According to the Holmes Report, “There’s not much question that [Nestlé’s] response – first silence the critics, then descend to their level — exacerbated the crisis, generating additional criticism in the digital arena and inevitably attracting the attention of the mainstream media.”

**Public recalls Johnson & Johnson**

Misleading claims from health-care giant Johnson & Johnson and subsidiary McNeil Consumer Healthcare may have originated a damaging series of issues with well-known products such as Tylenol, Motrin and Benadryl, but delayed corporate action, “phantom recalls,” and a glaring lack of corporate transparency turned a bad situation into a nightmare crisis culminating in social media uproar and a congressional investigation. Mina Kimes of Fortune reported that House Rep. Edolphus Towns (D–N.Y.) took the giant to task in a May hearing, saying “the information I’ve seen during the course of our investigation raises questions about the integrity of the company … it paints a picture of a company that is deceptive, dishonest, and has risked the health of many of our children.” This is in striking contrast with Johnson & Johnson’s actions during its case-study-worthy 1982 Tylenol recall. As Newsweek blogger Raina Kelley wrote, it “looks like we’re going to need a new example of good corporate public relations.”

**James makes “the decision”**

Reigning NBA MVP LeBron James made news for the clueless handling of his free agency choice, when he announced that he was leaving the Cleveland Cavaliers for the Miami Heat during a highly publicized, live ESPN special entitled “The Decision” … without giving the Cavaliers any prior notice. James’ actions enraged his most ardent supporters and drew media criticism for perceived arrogance, including from Time reporter Sean Gregory, who wrote that “this isn’t about the actual game. This is all about the ego of King James.” Clevelanders screamed “traitor,” burned jerseys sporting James’ No. 23 in the streets and accused James of believing he was “bigger than the game” while Charles Barkley called the announcement “a punk move.” Cleveland native Derrick Tatum summed it up, telling the Miami Herald “[James] just disrespected the whole city by embarrassing [Cleveland] on national television.”

**Glenn Beck: beyond belief**

Political commentator and prominent conservative Glenn Beck offended many by holding his “Restoring Honor” rally in Washington D.C. on August 28, the same location and date as Dr. Martin Luther King Jr.’s historic freedom march. Beck claimed that the event, which was dominated by high-profile conservatives such as Sarah Palin and attended by Tea Party members, was non-political and not racially divisive. But many media weren’t convinced, including Ben Adler of Newsweek, who wrote that “the next time a conservative makes a racially inflammatory remark, perhaps he shouldn’t wonder why he doesn’t get the benefit of the doubt.”

**“Alaska Airlines hates families”**

Alaska Airlines stranded Dan Blais’ family in Las Vegas when his wife returned to the gate after rushing away to deal with a diaper emergency, coldly informing him that he could still board the waiting plane but that his wife’s ticket had been given to a stand-by customer because she was “one minute late.” Unwilling to abandon his family or wait two or three days for a stand-by flight, Blais purchased seats with an alternative carrier, returned home and then detailed his unsatisfying experience in the now defunct blog entitled “Alaska Airlines Hates Families” (excerpts from the original post can be found on Business Insider). When the media caught wind of the couple’s experience, their story began appearing in daily newspapers such as the Vancouver Sun and the Edmonton Journal and among mommy bloggers.

While Alaska Airlines social media manager Elliott Pesut did respond promptly in the blog’s comment section, he did so without compassion, citing rigid policy and offering a future travel voucher for less than half the family’s losses. Alaska Airlines later agreed to give the couple the amount spent on new plane tickets.

**Michael Fineman is President of Fineman PR in San Francisco.**
Crisis 2010: are we out of the woods yet?

As 2010 began to close the book on what *Time* dubbed the “Worst Decade Ever,” a series of crises — both monumental and mundane — sent communicators scrambling and even broke new ground in ways clients can slip into hot water. While corporate bungling often translates into business for crisis pros, the practitioners themselves couldn’t escape scrutiny this year, either, as the length and depth of two particular crises — BP and Toyota — stretched from news cycle to news cycle across print, broadcast, and especially, digital media.

By Greg Hazley

In July, Slate’s Matt DeBord wondered if crisis PR was enmeshed in a crisis itself.

“The profession, quite simply, is at a crossroads,” he said. “And it isn’t in a position to ride out the bumps, because it’s up against the kind of high-altitude turbulence that can shred the airframe.”

Toyota, which has yet to recover from a crisis sparked by unintended acceleration in its vehicles, was a particularly dire case study of ineffective PR, much to the appre- ciation of Tiger Woods, whose own travails were knocked off the crisis front pages by the automaker’s plight. Toyota’s problems started in 2009 but hit a critical mass last year. “A tsunami of outrage didn’t just catch the company off-guard — it flummoxed Toyota’s entire corporate culture,” said DeBord.

Time to move on from TYLENOL?

Even some of PR’s sacred cows were in the crosshairs last year.

In November, *Financial Times* columnist Michael Skapinker called for an end to placing Johnson & Johnson’s 1982 TYLENOL recall on a PR pedestal for the simple reason that most corporate crises are “messier than that.”

Skapinker drew four key conclusions about corporate crises from the BP fiasco. Along with identifying potential risks, not shirking responsibility, Skapinker had two key points. First, words matter and that shirking responsibility, Skapinker had two key points. First, words matter and that Skapinker had two key points. First, words matter and that①②③④⑤⑥⑦⑧⑨⑩⑪⑫⑬⑭⑮⑯⑰⑱⑲⑳㉑㉒㉓㉔㉕㉖㉗㉘㉙㉚㉛㉜㉝㉞㉟㉠㊠㉡㊡㉢㊢㉣㊣㉤㊤㉥㊥㉦㊦㉧㊧㉨㊨㉩㊩㉪㊪㉫㊫㉬㊬㉭㊭㉮㊮㉯㊯㉱㊱㉱㊲㉲㉳㉴㉵㉶㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉸㉹㉷㉘㊡㊟㊢㊣㊤㊥㊦㊧㊨㊩㊪㊫㊬㊭㊮㊯㊱㊲㊳㊴㊵㊶㷄rored 1 2:40 PM Page 12
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FEATURE

Stones from the public, crisis in the glass house

We watch them suffer. We may even contribute. While putting our two-cents in the Twitosphere about BP, joining Steven Slater’s Facebook page to spite Jet Blue, or savoring Dave Carroll’s YouTube attack on United Airlines, many have failed to learn a larger lesson: this could happen to us.

By Ashley McCown

Information — verified or pure gossip — is available almost instantaneously. It can be shared through vast networks with a click of a mouse. Private details quickly and easily become public knowledge. Individuals leverage technology to force change in the largest organizations. Nothing is secret or confidential. We all live in glass houses.

Just ask WikiLeaks’ Julian Assange. At the end of November, the whistleblowing site released U.S. State Department diplomatic cables that offended and angered people and organizations around the world. The delicate content was shared not only virally but also with well-timed press coverage in key newspapers in several countries.

The attacked parties responded poorly. The White House Office of Management and Budget published a memo that forbade employees from reading the classified documents that were publicly available on WikiLeaks. It explained: “classified information, whether or not already posted on public websites or disclosed to the media remains classified, and must be treated as such by federal employees and contractors, until it is declassified by an appropriate U.S. Government authority.”

Meanwhile, the United States Department of Justice launched a criminal investigation and considered issuing charges against Assange. Even if WikiLeaks was forced to shut down, others would take its place. As with Napster and other pioneers of sharing, there will be copycat models to continue the work.

There are important lessons for all to learn from the Government’s response — especially as WikiLeaks has made it clear that its targets extend far beyond the Government. Rumors of an “attack” on Bank of America were enough to cause its stock prices to drop and the company to create a legal team prepped for response. Assange has also promised that WikiLeaks has stockpiles of data for companies across sectors, from pharmaceutical to tech development.

Organizations too small for WikiLeaks are not safe either. Activists, competitors, and disgruntled employees all have free access to an arsenal of web 2.0 tools that can cause serious damage. One ordinary man — Dave Carroll — used social media to tell the world of United Airlines’ poor customer service in response to his broken guitar. Less than four days after the videos appeared on YouTube, United’s stock dropped 10%.

The conclusion: Anyone with something to hide or a reputation to protect should prepare for the worst. Even if you don’t want to participate in social media, a third party — be it WikiLeaks or your ex-secretary — may bring your brand into the limelight without asking your permission. Are you ready?

A recent Harris Interactive poll revealed only 9% of companies have crisis protocols in place. This means most organizations are grossly under-prepared for the onslaughts that web 2.0 has made so easy to issue. Don’t be one of them.

Today’s technology hasn’t changed everything; some basic rules remain. Don’t write anything in internal communications that you don’t want the public to read. Almost all crises can be anticipated so have a plan in place well in advance. And proactive engagement may be your saving grace.

It’s the last — and arguably most important — rule that has grown the most in the age of social media. Today, to adequately prevent and/or respond to a threat or crisis, you must engage your friends, your enemies, your employees and the virtual community as a whole.

Begin by looking inside. Respect, embrace and train employees so they become brand advocates. A clear social media protocol will help them understand what they can and cannot say on-line, and thorough brand messaging will help create a unified front. If your people feel they are a valued part of your organization, they might just prove to be your most loyal, vocal and relevant spokespeople. Plus, your employees are the first line between your organization and the general public; they often know the buzz before you do, and their voice — when sent out to the masses — carries extra credibility.

The relationships should be strong from bottom to top. In this age of transparency, boards and investors want their organizations to be protected. Reassure them by including them in crisis planning, part of which includes accepting that the skeletons in the closet will eventually be revealed. A strategic crisis plan should prepare an organization for when the information becomes public.

It’s important to remember that challenges come in all shapes and sizes; something you deem insignificant may cause the next crisis. Would you be embarrassed if your e-mails were published? Today’s crisis management means having a plan to explain yourself to the general public, consumers, partners, your board, the media, and so on.

If trouble does come, don’t slip into blaming or prosecution. Share information. Respond to comments. Apologize and make public efforts that acknowledge the outcry. Granted, an integral part of crisis preparation is engaging in social media before trouble strikes. By participating in these platforms, organizations have the opportunity to increase brand awareness, listen to what’s being said, take part in important discussions with consumers, and keep an eye on competitors. Plus, building communities before a crisis means you already have direct communication channels established to convey your message when urgent needs arise.

You actually don’t have much of a choice. The risks of not securing your brand’s presence in social media are too great. BP waited seven days after the oil spill to tweet, which is far too long in an era of instantaneous information exchange. The Twitter account “BPGlobalPR,” run not by a BP employee but instead a fast-acting individual, stepped into that vacuum and entertained the Twittersphere with a slew of dry tweets covering the situation. The mock-handle was entertaining enough to attract more followers than the company’s official account. Talk about damaging.

Armed with web 2.0, anyone with something powerful to say can find an audience to listen and spread the news. Secrets, no matter how well hidden, are not safe forever. If you want to protect yourself in the face of today’s technology, embrace transparency and increase engagement. People are sharing and consuming information all the time; the best we can do is partake in the exchange.

Ashley McCown is President of Solomon McCown & Co in Boston.
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PR in 2010: the year in review

By Jack O’Dwyer

With PR increasingly being asked to build employee morale, we liked this advice from David Ridley of Southwest Airlines: “The best way to have happy employees is to hire people who are already happy.”

Bill Margaritis of FedEx said companies should get their employees, suppliers, stockholders, etc., to tell good stories about the company to each other and the outside world. In other words get the choir to do the preaching.

Companies should also create their own “modern media companies” to reach audiences since traditional media have both shrunk and become fractionated, he added.

PR pros paid big to learn how to use “social media” including a $1,195 session at Coca-Cola h.q. in Atlanta Feb. 22-24 co-sponsored with Ragan Comms.; $1,900 for the Social Media World Forum in London March 15-16; $1,495 for the SM Newcomm Forum April 20-23 in San Mateo, and $999 for PRSA SM session Jan. 27-28 in D.C. PR pro Doug Fenichel reported receiving 27 SM pitches from Sept. 27-Oct. 1.

Coke and other soft drink companies were targeted by Michelle Obama who is leading a $10 billion “Let’s Move” campaign against childhood obesity.

Financial writers, who took a beating on this.

Barron’s reporter Erin Arvedlund nailed it. “The best way to have happy employees is to hire people who are already happy.”

APR. Yes — killed by democracy.

Julia Hood ended a ten-year editorial career at PR Week by joining Page with the title of President (upgraded from executive director).

Page’s status as a 501/c/3 “charity” is open to question since members receive benefits and strict membership rules are applied. Charities normally let anyone “belong” and “benefits” of membership are open to question since members receive benefits and strict membership rules are applied. Charities normally let anyone “belong” and “benefits” of membership are nil. They don’t charge yearly dues of $1,395 as Page does.

Johnson & Johnson got hit repeatedly by the New York Times and others as about 136 million of its Children’s Tylenol and other products were recalled. FDA is conducting a criminal investigation.

At least eight major media including the NYT, Economist, Financial Times and Christian Science Monitor played J&J’s current troubles off the backboard of its supposed expert handling of the Tylenol murders in 1982-86.

But Prof. Tony Jaques of Australia and former employee Scott Bartz are arguing that J&J’s marketing of Tylenols in easily-spiked capsules was anything but admirable and especially not after seven people were murdered with them. J&J offered a disproportionate $100,000 award both times.

Deaths in 2010 included: AT&T PR executive Marilyn Laurie; Harvey Greisman, corporate PR veteran (GTE, IBM, MasterCard); John Beardsley, retired CEO of Padilla Speer Beardsley and 1995 PR Society President; Betsy Ann Plank, 1973 PRS President Active with PR students, and Joseph Cerrell, L.A. counselor.

Laurie’s death, from brain cancer, focused interest on the suspicion that cell-
phones cause such cancers. Harper’s predicted an epidemic of brain cancers in about 20 years, saying cellphones emit the same radiation as microwave ovens.

“Social media” (meaning electronic socializing) may be booming but real socializing and in-person meetings are a fraction of what they once were. Only half of the 24 New York PR chat groups that met in the 1970s are still left.

Socializing in the 1960s and ’70s meant PR and press couples going “out-on-the-town,” trading home-and-home visits and dinners, and companies hosting sporting and other events at which spouses were welcome.

Social skills used to be sharpened at college but students have become grinds immersed in their own worlds, wrote the New York Post’s Andrea Peyser Nov. 15. College is now “an alienated pressure cooker where developing social graces, making friends or simple conversation seems the last item on a long list,” she said. Peyser describe a game at Columbia University called “The Social Experiment” designed to bring students out of their shells.

A good exercise for a PR student would be cold-calling all the merchants, businesses and organizations in his or her hometown, offering promotional help or to do whatever is needed by the organization. A PR student who is too shy or is repelled by this idea should seek another career.

Ben Sonnenberg, one of New York’s most successful PR pros, sought to find out what clients “really” wanted and often it wasn’t more money or sales. It might be getting an offspring in college. Do a favor for a client’s child and you’ll never lose the account, he advised. One of his first jobs was door-to-door salesman. “He frequented Broadway, seeking doors that were ajar and could be pushed in,” wrote biographer Isadore Barmash.

PR pros, especially at corporations and institutions, have become serious, formal and tight-lipped. They remind us of the guards in front of Buckingham Palace.

Organizational PR pros are on a short leash — confined to e-mail “conversations” with reporters that are supervised by legal. So wrote PR pro-turned journalist Wendell Potter, author of “Deadly Spin,” a critique of healthcare industry PR.

Potter, who is on a nationwide, barn-storming tour for his book, has some key statistics in it: the big five insurers (Wellpoint, United Healthcare, Aetna, Cigna, Humana) had $12.2 billion in profits in 2009, up 56% from 2008. Their family plans have risen 97% from 2000-2008 or 4.6X as fast as general inflation.

“PR specialists” outnumber “reporter/correspondents” by nearly five-to-one, according to 2008 U.S. Bureau of Labor statistics quoted by Potter: 240,610 to 50,690.

PR has also emerged as the “corporate gestapo, poised to jump on anyone who dares to speak about the company without permission including not only employees but suppliers. Viacom’s 48-page “gag” booklet was called “corporate terrorism” by the Village Voice.

The PR Society warned members of its confidential e-mail groups that if they forwarded any posting to someone else or made more than one copy of a posting that they faced prosecution under New York State laws as well as the “intellectual property laws of the United States.”

In the same vein, a “Media Policy” directive to PRSA members as well as national officers and directors says “all unsolicited telephone, e-mail and postal inquiries” from journalists about the Society can only be handled with the permission of the VP-PR (Arthur Yann) or a PR staffer. Not even the elected chair can give such permission.

Driving “PR” away from engaging personalities and towards numbers are the “measurers” led by Katie Paine of Berlin, N.H., the “Measurement Queen.” Any PR awards entry that cites the value of press clips in terms of ad dollars should be tossed, she said.

About 200 leaders of a half dozen PR groups met in Barcelona in June and decided that “outcomes” are what counts — not communication. Working behind the scenes or keeping something secret might be the answer to a client’s problem.

Want to know what is destroying the country? Boards of directors, which are hotbeds of bone-crushing, teeth-rattling conformity and timidity. So wrote the New Yorker’s James Surowiecki, who noted that boards of the financial giants were silent as they engaged in reckless speculation that brought the country to its knees. Even worse are the non-profit boards.
Greenpeace files suit against Ketchum, Dezenhall

By Kevin McCauley

Greenpeace claims in a complaint filed in U.S. District Court for the District of Columbia that Ketchum and Dezenhall Resources engaged in an unlawful campaign to steal confidential information about the environmental group on behalf of fellow co-defendants and chemical giants Dow Chemical and Sasol North America.

It sees violations of the Racketeer Influenced and Corrupt Organizations Act in the alleged effort to undermine Greenpeace from 1998 to 2000 while it was charging Dow and Sasol with polluting the environment.

Ketchum spokeswoman Jackie Burton, who responded to an inquiry to agency CEO Ray Kotcher, said: “We understand that a complaint has been filed. We have not formally received the papers yet and, therefore, cannot speak to any of the specifics in the complaint. We will review it thoroughly and address it in the appropriate venue. As a company that views integrity as fundamental to our values, we take this matter seriously.”

Dezenhall declined to comment.

Greenpeace alleges that the defendants enlisted the services of a private security firm, Beckett Brown International, to engage in unlawful surveillance activity that featured “dumpster dives.”

According to the complaint: “Defendants obtained a steady stream of inside information from Greenpeace as a result of BBI stealing confidential documents and internal records from dumpsters and recycling bins located at Greenpeace’s offices.”

Greenpeace contends that each “dive” “involved trespassing on private property and stealing documents where Greenpeace had a reasonable expectation of privacy.”

The complaint says the defendants’ “U Street Project Objectives” (Greenpeace was headquartered on U St. in Washington, D.C.) aimed to obtain financial information about funding including donors and “money trails.”

Greenpeace says some of the documents illegally obtained included its global warming strategy, genetically modified organisms campaign, climate campaign ship tour draft schedule, and preservation of whales campaign. It sees a scheme that “in all likelihood, included the unlawful breaking and entering into Greenpeace offices” to secure documentation.

According to the complaint, BBI representatives met with Ketchum and Dow executives in Annapolis on July 28, 1999 to discuss ongoing surveillance of Greenpeace.

Following the meeting, “Ketchum established the ‘Dow Global Tracking System’ and created a ‘Dow Chemical Trends Tracking Team’ comprised of employees of BBI, Dow, Ketchum and research firm Allis Information Management.”

Greenpeace is looking for an injunction enjoining defendants from “committing the trespass, intrusion, conversion, trespass to chattel, misappropriation of trade secrets and RICO violations.”

It wants punitive damages in an amount to be determined at trial.
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Managing digital risks, uncovering opportunities

The past year has taught us that the more things change, the harder it is to pretend they’ve stayed the same. For communications executives, this means replacing reactive or complacent strategies with those that are nimble enough to evolve as quickly as online conversations and the technologies that drive them — that is, in real time. With that, communications professionals need to sidestep risks and seize opportunities in today’s profoundly unpredictable digital landscape. Those that are successful will be able to prove their value to their organizations.

By Martin Murtland

W hile it is impossible for an organization to avoid risk all together, assuming you’ve considered all the necessary risk assessments and scenario planning ahead of time, here are four steps that you can use as a roadmap to using online tools to help better manage risk and take advantage of opportunities as soon as they arise in the digital landscape.

Choose metrics, performance indicators

The most meaningful KPIs in today’s universe of online conversations mirror communications executives’ standard measures of success: engagement, reach, productivity, trust/loyalty, influence, message penetration, authority — each carries significant weight in determining an effort’s relative success or failure. However, traditional communications models didn’t lend themselves to assigning specific values to these KPIs; an absence of metrics was — and, in some cases, still is — a sticking point that couldn’t be bypassed.

Now with the new process of social media, quantifying these KPIs is an attainable feat, thanks in large part to the built-in metrics accompanying many online platforms. Whether it’s traffic, bounce rates, time on site, changes in sentiment/awareness/preference, or the number of page views, in-bound links or Twitter followers, these metrics can give context to chosen KPIs relative to the communications goals set forth at the beginning of an initiative.

Select tools, initiate data collection

The built-in features of social media platforms give communicators the mechanisms for listening to online conversations. Looking ahead to the analysis portion of the process, though, these mechanisms begin to lose traction — not because they aren’t effective in their own right, but because their natural ability to analyze and inform future strategies lacks depth and insight.

Social media tools, along with their built-in metrics, give executives a leg up, but they can’t deliver a comprehensive picture of risks and opportunities in the online universe, nor can they marry online results with those gathered from offline sources. After all, no matter how important social media has become, it cannot operate independently of traditional outreach; rather, it must be an integrated element of the overall model. In fact, according to a recent report from the Pew Research Center’s Project for Excellence in Journalism, “New Media, Old Media,” more than 99% of the stories linked to in blogs came from legacy outlets such as newspapers and broadcast networks. This is where customized services like Dow Jones Insight, for example, that speak to the entire media landscape both traditional and social media, become relevant.

Analyze results

Based on the established objectives and predetermined benchmarks, executives can use the insights gathered to evaluate the success of their efforts. These insights, coupled with those gathered while monitoring and analyzing traditional media and online conversations, help executives track and evaluate drivers of corporate reputation, understand issues and trends in time to act, visualize “hot spots” in media coverage, and defend budgets and measure ROI of efforts.

Collectively, this gives communicators the information they need to prove their worth to senior management, as well as the insights required to revise their social media strategies and, in turn, protect and enhance their organizations’ reputation.

Using social media to manage risks

Finally, to complete the social media process, executives must manage the considerable issues presented by the modern business climate — that is, they must enter the discovery phase, in which all mined and analyzed data are used to assess the company’s present position within the broader risk environment.

Issues management is equal parts risk assessment and opportunity identification. Especially in the context of social media, “issues” — an umbrella term for potential and actual events that could impact reputation — are prolific, and much of the communications process revolves around identifying them and taking appropriate action. For example, during the “monitor” stage, online tools can aid in bringing issues to light, but it’s during the discovery phase — when communications executives have robust data at their disposal — that the most effective response strategies will be shaped and executed. From this point, an organization can put the proper people and processes in place to act on the insights provided by the tools.

Since a one-size-fits-all approach to communications success is a nebulous concept, it is important to consider that the full spectrum — engaging, monitoring, analyzing and discovering audiences and conversations in both traditional and social media sources — may be the closest thing to a definitive roadmap.

Regardless of executives’ modifications and adaptations, the process continues to rely on one immutable fact: The time when control over a company’s brand, reputation or bottom line was possible is gone. In its place is a new reality, defined by empowered stakeholders, two-way conversations and a competitive landscape in which the savviest players are those who expect the unexpected.

Martin Murtland is VP and Managing Director of Dow Jones & Company.
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Crisis across cultures, business without borders

Recent headlines say it all: the definition of “public” in public relations is changing. As practitioners and businesspeople we must adapt to the expanding demographic of our international stakeholders or become irrelevant.

By Scott Sobel

We’ve become a more diverse society in America. Societies are changing globally too: immigration is a hot topic in virtually every nation. Many countries — if not most — have and are becoming increasingly globalized, interdependent and demographically sensitive. America’s financial crisis is the world’s financial crisis. What happens with the European Union or Chinese exports dramatically impact our stock exchanges and manufacturing values. Climate conditions in South America affect our national security and our pocketbooks. If overseas political and religious instability washes ashore in America in the form of overseas political and religious instability, we’ve become a more diverse society in America. Societies are changing globally too: immigration is a hot topic in virtually every nation. Many countries — if not most — have and are becoming increasingly globalized, interdependent and demographically sensitive. America’s financial crisis is the world’s financial crisis. What happens with the European Union or Chinese exports dramatically impact our stock exchanges and manufacturing values. Climate conditions in South America impact our grocery shelves and our commodity markets. And, as everyone knows, climate conditions in South America impact our grocery shelves and our commodity markets. And, as everyone knows, overseas political and religious instability washes ashore in America in the form of terrorism or at the cost of commodities, affecting our national security and our pocketbooks.

If public relations practitioners are to remain viable we must know what the world’s ballooning interdependence means for our business now and what opportunities lay ahead. Businesses that stand still or don’t adapt die and all of us in the public relations field must consider adapting to an expanding international environment. That goes for PR firms in the less populated states or our urban areas. As common sense proof, literally every state we’ve researched has a governor’s office for international economic development.

My business, Media & Communications Strategies LLC, has seen a marked increase in our international business growth over the last few years, because crisis knows no borders.

The BP oil spill, a good example, brought us some business but the general globalization trend has touched crisis and other business development as well. Legal clients, for instance, needed increased visibility because of their ability to handle offshore taxable accounts reference the UBS storyline. We worked transportation accounts from a plane crash in Ohio (an international manufacturer’s aircraft) to one high profile case involving terrorism and travel and several airport people-mover launches at U.S. airports in the U.S. by foreign-based companies.

I can recount some lessons learned during the service or development of those representative accounts and others, which highlight the need for certain skills and precautions if your practice has international client interests or if you anticipate an international influence for a crisis issue or otherwise.

Investigate the potential impact of these factors:

Politics. Is there a coup or political conflict on the horizon or active? Are the U.S. Departments of State or Commerce involved in tariff, trade or travel concerns that could mean trouble for your public or media relations?

Culture. Do language, religion, gender or legal differences impact your handling of a client? Holidays of note? Is there a gender respect issue? Do you have to hire an agent or partner with another PR agency in a specific country or region and have that entity act as a “fixer?”

Language and meaning. You may have to hire a translator for not only a press releases or setting up a news conference but also to interpret cultural language. Case in point, in Japan a nod of the head or an “Ah so” response doesn’t necessarily mean agreement; it can mean, “I heard you” and there was no permission or agreement at all.

Law. In Islamic countries, will you have problems with Sharia Law guidelines that may complicate billing or impede timely actions? Always be aware of U.S. Foreign Corrupt Practices Act implications, which involve a lot more than just bribes.

Health and travel. Make sure there are no travel alerts regarding dangerous situations or outbreaks (cholera now in Haiti, for instance). Practitioners who may travel should have their shots, passports, visa, etc. up to date or know where you can get requirement completed on a moment’s notice.

News media. Research the difference in media styles and reputation depending on which country is in play. Again, it is always good to have someone on the ground, another in-country agency or “fixer” who can help with knowing how things work; whether the media is controlled by governments and/or businesses or mirrors U.S. or western cultures, differences in power and equipment — NTSC or PAL formats for video — and how information is gathered or distributed.

Get help or advice from the U.S. departments of Justice, State, Commerce and Health or other agencies that can answer your questions and it is a good idea to develop contacts before you are involved in a crisis.

Globalization and change can be good, very good for business. Understanding and preparing for all outcomes is essential. And frankly, crisis can also be good for business if you know how to manage crisis for clients and keep crises from becoming disasters. Our shifting demographic and business landscape provide an opportunities for nimble and receptive public relation practitioners as long as we anticipate those culturally seismic shifts and live in the future rather than being paralyzed by inevitable change.

Scott Sobel is the Co-Founder and President of Media & Communications Strategies LLC, in Washington, DC.
Crisis is a word of Indo-European derivation from before the 1500s. Loosely translated it means call tierney.
Assets and liabilities of social media policy

Rumors run on social media networks like a bull market. Seemingly innocent posts can lead to unintended leaks of sensitive company information. With corporate communications becoming increasingly entrenched in social media, we are forced to reconcile the unprecedented benefits of quickly reaching millions with content, coupled with the severe drawback of fighting false rumors and unintended leaks.

By Kathleen Wahlbin

Over the past five years, online communications have greatly expanded from good old fashion email to include text messages, blog posts, comments on blogs, posts on Facebook, tweets, bulletin boards and other niche groups. More than ever, people are sharing files and links, collaborating using wikis and similar tools, and tapping mobile applications to interact with a broader user community. You get the point: people are using all sorts of digital communications and they aren’t just doing it from their personal computer at home. Because of the informal nature of social media, employees often become lax and don’t think about how they could damage the organization’s reputation or offend its contacts with their post. Critical, false or disparaging comments about employers, vendors, patients or customers can negatively affect an organization’s products, services, good will and image.

Recent publicity around Facebook’s privacy issues is just one example of how an employee can lose control of his or her information. Some users complained that system updates had, without their knowledge, reset the settings that control what information — including posts — was shared with whom, and that they were not aware the Facebook applications they used were sharing certain types of information.

Yes, there are risks and it can be tempting to impose strict restrictions for how employees operate online. But, it’s not all bad. In fact, several studies have demonstrated significant benefits of employees participating in conversations online.

Because most businesses already have guidelines for employee communications etiquette, developing a brand new policy may be redundant. Rather, companies can save resources by incorporating social media into established protocols. When developing social media guidelines, here are a few things to consider:

**Emphasize accountability.** Employers should stress to their staff that the company can be held accountable for information sent out by them regardless of how it is disseminated. In accordance, guidelines should state all communications need to follow copyright policies and security laws, and should conform to public relations and marketing direction regarding timing and content of sensitive information.

**Explain why it matters.** Employees generally don’t want to harm their companies, but often don’t understand the potentially negative effect of their communiqués. Take time to speak with your employees about the risks that loose-lipped social media may pose to the greater good.

**Encourage communication.** Social media policies should not suppress communications or make employees apprehensive, but encourage thoughtful and engaging communications to the organization, partners and affiliates, employees, clients, customers, competitors and others. Simply put, employees should think before publishing.

**Include all communications.** Policies need to include all social media communications on any platform including anonymous contributions. Anonymous contributions can be traced back to the poster using the Internet Protocol (IP) address, so it is important to be open and up-front about who is commenting or publishing topics related to the organization.

**Separate personal from business.** When employees participate in social media for personal use, they should write in the first person, use their personal contact information and add a disclaimer that the views expressed are their own and do not represent the views of the organization.

**Be flexible.** Policies will need to be reviewed and revised over time as the organization becomes more involved in social media and online behaviors change. Don’t write policies that just include today’s technologies because tomorrow there will be something new.

Certainly, employees will continue to share personal and corporate information through social media, but that’s not necessarily a bad thing. Employees who are aligned with the communication direction of the organization can promote a positive, grassroots message that can resonate with the public. Some may even consider the information shared as sincere, spontaneous and honest.

The key takeaway is that it can be a real asset for employees to engage in social media. But, unmonitored and unguided, it can be a liability.

*Kathy Wahlbin is a Senior Vice President at Jones Public Affairs in Washington, D.C.*
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FEATURE

Looking back at BP: lessons learned in crisis PR

It’s been almost a year since the explosion on BP’s Deepwater Horizon offshore oil drilling rig, which killed 11 and became what President Obama called the worst environmental disaster in U.S. history. Looking back, it’s prudent to ask: what lessons could the communications community learn from the incident, and have we?

By Robbin Goodman

For British Petroleum, that reckoning includes loss of life, revenue and a CEO’s job, in addition to environmental damage. But high on that list is also the loss of reputation for what was once considered the greenest oil company in America. For nine of the 14 weeks since it occurred, the oil spill was the lead news story; and a poll found that 76% of Americans disapproved of BP’s response to the spill.

What are the communications lessons from this situation? Does the 100-year-flood quality of the oil spill make it less relevant for managers who may feel the need to prepare for less epochal industrial accidents and ecological crises?

In fact, it’s the outsized quality of the BP crisis that makes it instructive. The spill galvanized environmental activists worldwide and showcased their advocacy strategies. It demonstrated creative new ways that digital graphics and other technology can be used to educate (and in the process inflame) public opinion. In short, the oil spill reminds us that companies persist — at their own peril — in ignoring the time-tested principles of crisis management.

Crisis public relations, in any industry, is not about “spinning” the truth or whitewashing a company’s actions. It’s about communicating in a clear, consistent and transparent fashion the technical actions the firm is taking to end the disaster and the obligations it will assume to amend the damage it has caused. Fundamentally, then, crisis communication can only be as strong as the corporate policies that stand behind it. No public relations can redress weak and evasive policy. But poorly-planned communication can destroy public confidence in well-intentioned, but ill-advised, statements. One of the great challenges of crisis communication is having the skill, discipline and courage to say “we don’t know yet” in a way that still communicates candor, compassion and a determination to find answers. This is not easy to do, which is why spokesperson preparation and practice before a crisis hits is obligatory for any company in an environmentally sensitive business.

Mistake Number Three: Mis-Employing the CEO

Chief Executive Tony Hayward, with his comments about “wanting his life back,” turned out to be a tremendous PR liability for BP. In retrospect, his poor performance was somewhat surprising, given that he was a seasoned CEO, respected by the British press. He may have been a victim of lack of preparedness and overconfidence.

CEOs are often surprised to find that, in crisis, they have implacable enemies whose sole mission is to look for damaging sound bites. This is especially true in the blogosphere. A study by the Pew Research Center, for example, found a pervasive “lack of confidence and trust in the capacity and intentions of BP.” In a more balanced climate, Hayward’s comment about wanting his life back might have been viewed as a well-intended but clumsy expression of his wish to bring the disaster to an end.

The decision to field the CEO is one of the riskiest moves in any environmental crisis. It’s necessary, of course, because a company’s top executive must be accountable. But it’s dangerous because of “gotcha” journalism and the fact that CEOs often combine a combustible mixture of can-do self-confidence, technical imprecision and media inexperience that make them less than ideal crisis spokespersons. Careful training and selective use of the CEO is essential.

Mistake Number Four: Ignoring the Need for Local Counsel

On paper, BP had a world-class public relations capability: its head of communications is a former editor of the Financial Times and its PR agency-of-record, the UK’s largest financial specialist. Notably lacking, however, was in-depth U.S. public relations and public affairs expertise. Once crisis hit, the company faced a welter of attacks, including a criminal inquiry and charges...
of mismanagement of the $20 billion victim compensation fund.

In short, it’s essential that any firm in an environmentally sensitive business have experienced and trusted local PR and legal counsel briefed and on call. As BP learned, the heat of battle is no time to find and educate PR counsel.

**Mistake Number Five: Failing to Grasp the Full Dimension of Crisis**

The early stages of crisis are often where credibility is won or squandered. Any one-dimensional response is going to cost a company dearly. Several revealing moments early in the crisis suggest that BP failed to grasp the full scope of the crisis it faced. The company assured journalists, for example, that it had the “engineering and logistical resources” to solve its problem. And it commented, after underestimating the rate of the spill, that it was more concerned about stopping the leak than measuring it.

Most environmental crises have a head and a heart. For many companies in energy, environmental services, construction, utility and other related industries, the tendency is — understandably — to focus on the former at the expense of the latter. BP’s mistake was to view the crisis as principally an engineering failure. By failing to fully grasp that the crisis had jumped into the “heart” concerns of the general public, BP set itself up for the firestorm that was soon to follow.

**Mistake Number Six: Abdicating on Education**

Most environmental crises present the public with a set of unfamiliar technical terms and procedures. The oil spill, with its “blowout preventers” and “junk shots,” was no exception. Unfortunately, BP ceded responsibility for educating the public to the media. As a result, the company lost a golden opportunity to enlist the public as sympathetic allies.

Eventually, BP offered an array of educational tools on its own website ... but too late to make an appreciable difference in the battle for credibility. Moreover, the company’s static graphics were more difficult for a layman to understand than the interactive animations available on the website of, for example, the *New York Times*.

**Mistake Number Seven: Lack of Transparency**

BP was widely criticized in the media and by American politicians for its lack of open communication. Representative Edward Markey of the House Subcommittee on Energy and the Environment said, “This is a company not used to transparency.”

The irony was that BP was attacked for policies (e.g., denying media access to its clean-up workers and refusing to provide video of the leak) which, once rescinded, became effective tools in the company’s campaign to restore its reputation.

Obviously, transparency can never be absolute. But a company needs to always weigh the risks of disclosure with the danger of creating an impression of dishonesty. This consideration is especially important in an age when thousands of “citizen journalists” working through blogs and other social media channels have proven their ability to expose “proprietary” company information to the general public.

BP’s seven sins — lack of preparedness, setting unreasonable expectations, mis-employing the CEO, ignoring the need for local counsel, failing to grasp the full dimension of the crisis, abdicating education, and lack of transparency — illustrate why it is so important to embrace crisis communications planning as part of a regular business continuity plan. Such forethought can save much more than your reputation — it may also save your business.

Robbin Goodman is EVP of Makovsky + Company’s Technology, Energy + The Environment practice in New York.
The idea seems to have merit, but ignores the single biggest step business can take to bring privacy and data collection practices into balance: making the case for their value to consumers.

Targeting consumers with ads of personal interest is a time-honored tradition. Linked to content (why was the Sports Illustrated swimsuit issue always the fattest?) or the demographics of a zip code (BMWs in Buckhead) or affinity (fly United, get a discount from Hertz), our personal preferences have long been of great interest to advertisers.

I once had a pal who wistfully said he’d love to live in the world created by the ads in the New York Times Sunday Magazine. But now something is different.

That “something” is the ability of digital technology to track and assemble a dossier that can make each of us to wonder, as Rick did in Casablanca, “Are my eyes really brown?”

In a hyper-competitive market, the ability to know all that can be known about consumers in the hope of better guessing their interests has driven companies to aggressively invest in new and more intrusive technology.

This is the race Commerce seeks to make fairer. In recent weeks, the Federal Trade Commission has issued its own suggestions, including support for a “do not track” database akin to the successful “do not call” program aimed at telemarketers who call at dinner time.

But a technology arms race will not get us — consumers, business and government — where we need to go. Imagine creating a “do not track” list. It would be the single biggest database of personally identifiable information ever created and become, in a stroke, a target rich environment for hackers and identity thieves. Solutions shouldn’t create bigger problems.

Fifteen years ago, companies understood the need to create consumer trust in the new technology of the Internet. Using the principles of self-governance, groups like TRUSTe set parameters for data collection and use that were made clear to consumers. Soon after, many companies organized again around the International Association of Privacy Professionals to drive a set of best practices.

We are now at a similar fork in the road. The Internet has moved off the desktop to our mobile devices. The Web is no longer a set of static pages, but a dynamic social network. And consumers have become aware that there are people shadowing us online everywhere we go. We don’t like it. We want it stopped, primarily because we don’t see the value in it. This is industry’s opening.

Legislation and regulation are blunt instruments that have not shown an ability to keep up with the pace of technology innovation. The commitments of self-governance are more palliative than a cure. A better approach is to demystify why the data is collected in the first place and making its benefit clear to consumers.

In negotiating such a practice with consumers, companies can make privacy an element of competitive advantage. Saying it’s “too hard” or that “no one else does it” won’t cut it. One need look no further than Amazon.com to see the practice and results.

Every time a customer logs onto Amazon.com, the site offers up recommendations. This is nothing more than the product of the kind of tracking and tracing done elsewhere, but on Amazon, we see the benefit. Amazon does, too. Fortune ranks it the fifth most respected company on the planet.

Who’s next?

John Berard heads San Francisco-based Credible Context. He is the former CEO of advertising software start-up Rabio Corporation and previously ran the West Coast offices and operations for Fleishman-Hillard, FitzGerald Comms. and Zeno Group.
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Conservatives wanting to junk the individual mandate of the health-care law are not acting in the best interests of the insurance industry, according to Wendell Potter, author of “Deadly Spin.”

The former Cigna PR executive told The California Endowment Dec. 14 that the insurance industry’s business model isn’t sustainable without the mandate. He has referred to the mandate as the “Insurance Industry Protection Act of 2010.”

Potter explained that without healthy individuals enrolled in healthcare plans until they become sick, insurers would be forever jacking up premiums to the point at which more and more people would be priced out of the system. That would erode bottom lines and either “hasten the demise of the insurance industry,” or “bring about something far less market-driven.”

Potter spoke in the aftermath of a federal judge’s decision to declare the mandate provision of the healthcare law unconstitutional. He anticipates the U.S. Supreme Court will ultimately decide the fate of healthcare law and will decide one way or the other based on how political it wants to be.

What about enrolling everyone in Medicare? In an email to odwyerpr.com, Potter described how past efforts to expand Medicare to cover everybody failed. Senator Ted Kennedy tried to achieve universal coverage through Medicare expansion during the Nixon years, according to Potter. “Nixon responded by offering the HMO Act, which led to the rapid movement of Americans into HMOs and other managed care places over the subsequent years,” he wrote.

Insurers and other special interests have fought a behind-the-scenes battle to fight off recent bids to expand Medicare. An expansion “would require a relatively simple bill but would lead to massive change in the financing and delivery of care, which special interests don’t want,” noted Potter.

Potter claimed Conservatives cry that expanding Medicare is a “government takeover of the healthcare system and a move that would take us down the slippery slope toward socialism.” They would “mount the mother of all spin campaigns” to prevent it from happening.

Potter concedes that expanding Medicare would increase taxes, but would reduce overall healthcare spending, especially on insurance premiums.
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Full body “scam” has airline PR in freefall

The full body scan and pat down defended by the Transportation Security Administration’s Director John Pistole as necessary for airline passengers has become a public relations disaster. Call it a simple case of miscommunication, or another instance of government forcing procedures down the throats of an unsuspecting public, either is a bitter pill to swallow.

By David Brown

During 1969-70, I was the press officer for the Federal Aviation Administration’s anti-skyjacking team called Task Force on the Deterrence of Air Piracy. We developed, tested, and verified a screening procedure that had as Step One a characteristics-based “profile.”

If a passenger ticked off at least six of the nearly two dozen elements, he/she was taken aside and thoroughly searched and interrogated. The search device we used was an off-the-shelf “mine detector” dating back to WWII.

A three-man team (I was one) traveled to nine airports to determine how many passengers would trigger those six required elements. Our conclusion was 5-10ths of 1 percent! That meant we could facilitate the boarding of the other 99.5 percent. Not only did the nearly two dozen elements, he/she had to show that he/she had the press on our side, but also the public. In my videotapings, not one passenger objected to our screening.

Not only did I hold press conferences at each airport, but I also videotaped passenger reaction. Of more than 200 newspaper articles, only a handful were negative. Reporters appreciated our openness, and did not object to our keeping secret the “profile” elements (most of which have not been revealed to this day). Their stories highlighted the “secret” profile, which fulfilled our approach as “psychological warfare.”

Our chief psychologist, Dr. John T. Dailey, believed strongly that this would be a deterrent to would-be skyjackers, and it worked. Not only did we have the press on our side, but also the public. In my videotapings, not one passenger objected to our procedure. Our multi-disciplined, nine-man task force was disbanded in August 1970 after our work was completed, replaced with a “cop shop.” Only our security representative was assigned to the new entity.

One month later, our successful approach was historically altered, which has led to what we have today — a public relations nightmare and a public rebellion. Four U.S. aircraft were skyjacked, and the Nixon administration replaced the selective “profile” as Step One with total electronic screening.

The problem is that the skyjackings took place in the Middle East, not on U.S. soil. This set the stage for the false assumption that to prevent Middle East terrorists from repeating the 9/11 catastrophe you had to believe all U.S. airline passengers were potential terrorists, and therefore had to “prove their innocence.” Had it not been for the rationale that this was legal because we agreed we never had the passengers and the airlines in mind. Also, the term “deterrence” was on purpose because we agreed we never could stop all skyjacking attempts, no more than police can stop all crime.

David Brown, a retired government information officer, was Founder and first President of the National Assn of Government Communicators. He is a former Washington correspondent for O’Dwyer’s Newsletter.
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Winds of change: from Shakespeare to smartphones

By Pau Herrera

I’ve recently found myself quoting one of Shakespeare’s characters, from his classic play Henry IV, Part Two. The character is the trigger Rumor, and the line is: “Making the winds my post-horses…”

Recently, I’ve noticed the winds are multiplying at an exponential pace. Each smartphone out there is a post-horse, with rumors sent and re-sent throughout Facebook, Twitter and the like. The ever-growing importance of online tools makes them more and more decisive for PR strategies as the online phenomenon turns mobile and immediate, and therefore, even more powerful than before.

New developments in communication, like mobile marketing, smartphone apps, and other combinations of physical and online marketing, reflect some of the most important changes in the marketplace, including precisely the exponential growth of the winds of change discussed herein.

Investment figures are rising

A year ago, several surveys by Nielsen showed that figures related to social media were growing at a spectacular pace. Time spent in social media by Internet users had multiplied by three (17%). Advertising investment had increased by 119%, and 15% of this was for social media (twice the figure of just one year before). The entertainment industry had increased its online investment on social media by 812%, the travel and leisure sector by 364%.

In addition, the global traffic to social networking sites grew by 82% between December 2008 and December 2009 (three hours to five and a half on average). Still in December 2009, the unique audience of social media sites amounted to 142 million in the US, 20 million in Spain, 30 million in the UK, and these people spent on such sites an average of six hours, five and a half and six respectively. In June 2010, the top ten sectors in share of US Internet time was led by social networks with 22.7% (15.8% in June 2009). In April 2010, more studies by Nielsen showed that advertising on Facebook was effective. The research studied the answers of 800 users about 14 different brands, and issued many valuable data that backed common-sense beliefs (you’ll be more likely to buy from a brand your friends follow, or, managing communities around a brand will ease your commercial efforts). The study also drew less common-sense conclusions. It showed for instance the value of hybrid approaches to social media, when combining a brand’s own space with its space in social networking sites.

In still more surveys, now by Emarketer, we find that worldwide advertising on social networks are expected to hit $3.3 billion in 2010. This is a 31% increase compared to 2009 ($2.2 billion).

Phones on the map

Let’s go back to the Shakespearean image of the post-horses for a bit. What changes are smartphones bringing in? According to a blog post from Flowtow, the sources of which are to be deemed reliable, people using Facebook on their phones are twice as active than non-mobile users; Facebook mobile access grew by 112% on the last year and Twitter’s grew 347%. What does this mean for business?

The expansion of smartphone and social networking sites brings about a map of information that can be very relevant to businesses. By traveling on people’s phones, social media have now become a key PR phenomenon that can be geo-located. A first attempt to do this was Trendsmap, a mash up of Twitter and Google Maps that showed in real time what issues were getting more comments per geographical area.

Another recent Nielsen study shows that regardless of the platform (iPhone, Android, BlackBerry or Windows Mobile), the most common applications among mobile Internet users are about friends (Facebook), the weather (the Weather Channel), music (Pandora) and local information (Google Maps). This makes the customer’s location a very important feature, despite another and disappointing finding: In all age groups, nearly 90% of mobile Internet users do not pay attention to the ads on their small screen.

Geo-located customers

How could we reverse that situation? In my opinion, considering the fourth main searching interest is local items, a good way to overcome mobile Internet users’ “blindness” is to make an ad geo-intelligent.

Many companies have taken the first step by creating their profile on Google Places, where you can fill details of your business, update offers or any kind of information through a tweet-like system and you can know what searches in Google are directing people to your business. As we know, there are more directories of places including AOL’s Patch, IAC’s Citygrid or Foursquare. Foursquare allows you to keep your network updated about where you are and what you think about the places and businesses you visit; by checking Fourwhere (mash up of Foursquare and Google Maps), one can read the comments left by Foursquare users on the places they visited.

The strength of geo-location

Geo-location is taken now more seriously by Internet and social media gurus, who see in it enormous marketing potential. Although some analysts like Forrester doubt that geo-located networks are strong enough to attract big investment figures, experts in respected forums consider that geo-location was born of a new age.

The first reason is technical. Application makers are turning the cheek in making the smartphone experience more implicit. That means mobile users will find it increasingly natural to be constantly and automatically located by an application on their smartphone.

The second reason is the recent arrival of Foursquare’s fearsome competitor, Facebook Places. With the clear intention of enticing advertisers, Facebook wants businesses to understand the benefits of being in Places.

The trend of geo-located customers is here and it’s up to us to see what we can do with it. I think it’s a huge opportunity for shops and small businesses. The possibilities of geo-location go well beyond having customers check in at your place. Customers who check in at businesses related in some way to your own could also receive advertisements, news, comments about your products and services. Social media has given us much more insight into the customers’ habits and interests. Geo-location allows us to have one more crucial bit of information about the customer, which is relevant to virtually any kind of business out there and opens a wide field for PR innovation.

What would Shakespeare say, to discover that word-of-mouth no longer comprises our traditional means of communication? If we care to boost our online presence, if we learn from what is said about us on the Internet and watch out that the 2.0 winds do not wisk into slanders and false reports, the multiplying power of the Internet will do much for our reputation and future interactions.

Pau Herrera is the Founder and Director General Grupo BPMO in Barcelona, Spain.
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What to do when your brand is under attack

As social media continues to play an integral part in the business world, it’s becoming increasingly evident that there’s a need for a plan when one, two or 47,000 people attack your brand online.

By Eric Fishgrund

Drawing on my own experiences as well as a few national case studies, here are a few suggestions to adhere to when Web 2.0 attacks:

Don’t freak out. It’s easy to hit the panic button, jump into a space pod and blast off to another planet still lacking modern technology. OK, it’s not that easy, but panicking is a surefire way to act impulsively, which almost always leads to bad decisions. In the social media world, a mountain can be made out of a mole hill very quickly. Don’t underestimate the power of disgruntled consumers, the investment community or the media! Immediately sit down with your colleagues and formulate a proactive plan that addresses the crisis. Set a goal(s) and assess how you’re going to go about attaining it, then execute.

What are you waiting for? Act quickly! It’s true what they say: timing is everything. If it takes you longer than 24 hours to respond, you might as well pack it up and go home. Ask Gary Vaynerchuk, wine aficionado and entrepreneur. A couple of years ago someone hacked into his website, programming the site to show pornographic images when consumers accessed it. Did Vaynerchuk just let the storm blow over? No. He immediately posted a video blog apologizing to offended parties, then tweeted the blog link to his hundreds of thousands of followers.

A Beckerman client company that is publicly traded recently fell victim to a présente of written attacks from the same individual on multiple investment related message boards. With SEO having the importance that it does within the investment community, we wanted to react quickly to “put out” false claims that were sure to be seen when Googling the company name or the CEO. We immediately tripled the blogging efforts on behalf of the client, and posted two press releases highlighting recent technological advances. We also stepped up the outreach for company blog content, making sure that all relevant trade publications and some national media picked it up. The results were immediate. While still online, the potentially damaging comments are more difficult to find — resulting in a happy client.

Don’t Censor. Seriously. Just ask Cooks Source magazine. Wait, you can’t — they’re not around anymore. Want to know why? Nestle also tried deleting negative posts on their Facebook wall and threatening to take legal action against those using a depiction of their logo as a profile image. Give me a break.

“It’s true what they say: timing is everything. If it takes you longer than 24 hours to respond, you might as well pack it up and go home.”

My agency works on a consumer client that recently came under fire from two individuals who were unhappy with political views taken on the product’s Facebook page. Understandably, as October and November yielded some historic political events that in hindsight probably had no place on there. While these two Internet crusaders took to Facebook to vent their displeasure at seeing a product take a political stance, our team addressed how to diffuse the situation. While an obvious easy and immediate solution would have been to ban the individuals from the Facebook page and delete their negative (but not profane or scandalous) comments, we elected to give them their voice. We actually reposted their content for all to see, and addressed it head-on. One of the two individuals ended up quietly leaving the page, while the other responded positively and remains a frequent visitor. The manner in which we handled the situation actually resulted in a significant increase of fans during the three-day stretch — a success in our book.

Don’t spin/be transparent. This one should be easy but alas, it’s not. You screwed up. Admit it, and go about fixing your mistake. You know who Scott Monty is, right? It’s an old story that I’ll let you Google on your own time, but essentially Monty, the resident social media expert at Ford Motors, quickly and effectively addressed a nasty situation between a few website owners and Ford’s lawyers, who were pursuing legal action to shut them down for misuse of a logo. Without waiting to watch a crisis unfold, Monty fixed the issue by publicly posting about it in a proactive manner. There was no spin, just brutal honesty about what both sides did to correct the situation and how to avoid it from happening again.

An easy way to make a bad situation worse is to get caught twisting the truth to support your viewpoint. Mike Shanahan, head coach of the Washington Redskins, recently endured a hectic two-week period in which he was accused of being a racist following his benching of quarterback Donovan McNabb. When asked why he benched McNabb, Shanahan gave a weak explanation, then backtracked on it. Twenty four hours later, Kyle Shanahan, his son and team offensive coordinator, altered the story one more time. Soon after, Washington Post columnist Josh Weinstein penned an article calling Shanahan racist for his actions. Is Shanahan racist? I don’t think so, but by not handling the situation in a transparent manner, he opened himself up for attack.

It will happen again. These examples of methods to protect/recover from an online attack of your brand have been learned from experience — either others’ or our own. You can’t predict when it will happen again, but if you choose to stay in business or a marketing profession — it will. Moving quickly, honestly and proactively are tools for success the next time your brand faces a digital crisis.

Eric Fishgrund is a Senior Account Executive at Beckerman in Hackensack, N.J.
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ODwyer's Guide to: Crisis Communications

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Matthew Della Croce, Managing Director, Corporate Communications

In a 24/7 news cycle in which rumor and online chatter can rapidly become ‘fact’, smart companies prepare for a crisis long before one occurs. The Allison & Partners team of skilled senior counselors knows how to engage with consumers, government and NGO officials, employees and communities to anticipate, identify and meet their needs in crisis situations. Our approach reaches vital audiences rapidly, and leverages our skill at using the Internet, social networks and other emerging media to establish a dialogue with customers, partners, suppliers and vendors. Allison & Partners manages corporate reputation and crisis issues for some of the leading companies in the world.

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Andy Getsey, Co-Founder & CEO

Atomic PR mixes classical PR with digital/social media, video and search optimization, enhanced with the sophisticated use of data and analytics for strategy building, creative planning and detailed program measurement.

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Atomic PR has powered numerous breakthrough campaigns for progressive technology brands from publicly traded companies like Verizon, ArcSight, NETGEAR and IMAX, to fast growing mid-sized companies such as LinkedIn, RealtyTrac and Ingres, as well as high profile start-ups like Mint.com, Smule, ShopKick and many others. Atomic has offices in San Francisco, Los Angeles, New York, London and Munich, and is closely affiliated with the Huntswourgh agency network for global assignments.

More information can be found at: www.atomicpr.com.

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Don Silver, Chief Operating Officer

Boardroom Communications is one of Florida’s top PR agencies offering statewide coverage. The firm’s experienced staff of public relations professionals and former journalists routinely handle several high profile crisis projects and public affairs campaigns each year. Examples include: investigations; hostile takeovers; litigation; product recalls; criminal charges; safety and environmental compliance; accidental deaths; project approvals; legislative campaigns.

Whether you’re developing a crisis communications plan or responding to an urgent threat, Boardroom’s trusted and respected team will help you evaluate the situation, mitigate the risks and deal with your most important audiences, i.e.; media, employees, stockholders, customers, government and others. We immediately consult with your executives to assess the situation and develop an appropriate strategy. Our team monitors traditional media, blogs and social networking sites and handles all inquiries. Call or email us if you are faced with a “Bet-the-Ranch” situation where a capable, seasoned team can help guide you to a satisfactory resolution.

BOOZ ALLEN HAMILTON

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Booz Allen Hamilton, a leading strategy and technology consulting firm, is an industry leader in risk and crisis communications helping clients anticipate, prepare for, and respond to urgent and emergent events. We provide our clients with an effective mix of services and expertise. Through Rapid Communication Assessment and Action, clients can access ready assessment and response tools such as the Quick Start Communications Plan with immediate actions to minimize harm and maximize communication opportunities. Executive Coaching and Practice provides action-oriented training to equip an organization’s leadership for effective communication before, during, and after a spectrum of high stress, high concern events. Our Best-in-Field Practice Guide provides strategies for threat-specific communications such as environmental and natural disasters, disease outbreaks, and other risk events; and best practices for communicating with specific groups, including first responders, leaders, the news media, and journalists. Visit boozallen.com to learn how Booz Allen helps clients deliver results that endure.

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Brunswick is a corporate relations and communications consultancy. We provide informed advice at a senior level to businesses and other organizations around the world, helping them to address critical communications challenges, including high profile issues, crisis and litigation situations. With specialists in key financial and regulatory centers in the U.S., Europe and Asia, we are the only firm that offers seamless, international support for interacting with the global news cycle, investor universe and regulatory authorities. Brunswick provides strategic communications counsel focused on protecting our clients’ valuation, reputation and ability to achieve their ambitions. We view critical communications as a proactive partnership with our clients to make a valuable and visible difference in achieving results.

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Julie Batliner, Managing Director Jill Schmidt, Senior Principal

Carmichael Lynch Spong’s crisis and issues management specialty group assists clients in preparing for a crisis and when unforeseen or unplanned events threaten to disrupt the public or internal perception of their business or organization.

With its headquarters in Minneapolis and staff in New York, Chicago and Denver, Carmichael Lynch Spong’s crisis and issues management experience has included: Litigation (e.g., employment matters, business disputes, shareholder lawsuits, class-action litigation, etc.); Labor disputes (e.g., strikes and other labor actions, union organizing campaigns); Product recalls, failure, tampering, etc.; Financial-related issues (e.g., earnings surprises, restatements, bankruptcies, hostile
takeover attempts, etc.); Regulatory actions and investigations involving the Securities and Exchange Commission, the Department of Justice, the Federal Trade Commission, the Food and Drug Administration, the U.S. Department of Agriculture, Environmental Protection Agency, among others; Accidents (e.g., workplace, truck and airplane mishaps, etc.); Environmental matters and real-estate site selection; Restructurings, downsizings, management changes and consumer boycotts.

At Carmichael Lynch Spong, we advocate a crisis “preparedness” discipline. We also recognize that crisis management requires a collaborative, integrated approach. Carmichael Lynch Spong is widely regarded for its ability to partner with senior executives, legal advisors and other internal and external crisis team members and partners to mitigate crises and minimize the impact on the organization’s reputation and business.

Carmichael Lynch Spong is owned by the Interpublic Group of Companies.

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Charles DeBenedittis, President

PR firms are challenged to keep up with the ways in which people consume news and information.

Last year the average person watched 182 videos a month. And, according to a Cisco forecast, video will exceed 91 percent of web traffic by 2014. And the statistics become more dramatic every time we look.

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Reputation Management

Orwig is a strategic communications consultant on reputation management, especially as it relates to sustainability, corporate social responsibility and public issues. The agency manages public, media, stakeholder and government perceptions in support of business objectives by elevating reputations, often in the face of activist, government and media pressures. Whether formulating a communications strategy around a food recall, an environmental sustainability program or a community relations initiative, Charleston/Orwig puts its public relations, reputation management and strategic planning expertise to work for clients in many categories.

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

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

Coyne PR’s teams of PR professionals have extensive experience developing, executing and supporting crisis communications plans for clients in the following categories: Electronics, Energy, Entertainment, Executive leadership, Healthcare, Restaurant, and Travel.

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Davies redefines crisis. To minimize damage, we quickly reset strategy, redefine your message, and manage your messengers. We protect your brand integrity by getting your story out quickly and concisely. Winning today is tied directly to your ability to rapidly reach out, engage others, and do so while everyone watches. Our newest mining clients in Alaska, Montana & Arizona have shown how important it is to share the story the right way — highlighting the benefits across all mediums and inoculating against opponents. We’ve turned more than 450 crises into non-events — often transforming them into opportunities. There’s no time for a learning curve when crisis threatens. To prevent a crisis or make it a win, we’re standing by at DaviesPublicAffairs.com.

Since 1983, Davies has consistently ranked among the fastest growing strategic communications firms and places in the top 25 nationally.

Davies offers public affairs expertise across multiple industries, with five specialized practice areas — Energy, Mining, Real Estate, Pharma/Biotech & Crisis Management.
The members of Dix & Eaton’s crisis team have successfully developed and executed communications strategies designed to help management teams protect their organization’s reputation and effectively navigate unprecedented corporate events—from fatal mining accidents to airline crashes and class-action litigation.

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

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

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The world’s largest independent public relations firm, Edelman maintains wholly-owned offices in 53 cities and 3,600 employees worldwide engaged in all key practice areas. Since 1952, our mission has been to provide public relations counsel and strategic communications services that enable our clients to build strong lasting relationships with their stakeholders, influence attitudes and behaviors, and effectively engage in an increasingly complex world.

In the face of game changing reputational risk, clients turn to Edelman’s Crisis & Issues Management Practice for our experiential intelligence, subject matter expertise, global reach, and proven approach to protecting their most valuable assets. Our team is comprised of a network of senior counselors and staff from each office that are completely focused on preparing for and solving critical business challenges that impact our clients’ brands, reputations and business operations.

With backgrounds in journalism, law, public affairs, labor relations and a range of industry-specific disciplines, Edelman’s crisis and issues counselors can immediately mobilize rapid response teams anywhere to help clients manage both internal and external efforts. Whether it’s a natural disaster, product recall, high-profile litigation, financial distress, labor issue, environmental issue or NGO attack, Edelman has built an award-winning capability grounded in strategic insights, sound counsel and exceptional execution. For more information visit www.edelman.com.

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Falls Communications serves the growing need for supporting clients beyond traditional public relations and marketing communications through the Falls’ Business & Reputation Management Group. This industry-leading approach helps clients build and protect their reputations and value against threatening crises and issues while strengthening their performance and returns on investment.

The Falls’ team has decades of experience helping clients in designing and actively managing their organization’s reputation. Our intentional design and readiness approach reduces brand and reputation-destroying damage through training and thoughtful employee and management action. When the unavoidable issue or event occurs, organizations can access the firm’s award-winning crisis management response skills through our 24-hour Crisis Hotline at 1-855-FALLS24.

We help clients to not only weather threatening situations, but to emerge from them with their brand loyalty, reputation and business intact.

While crisis management historically stops with the perceived “end” of a specific event, Falls Communications goes deeper to look for the cause and then identify the organizational or structural changes needed to prevent a repeat occurrence. We have deep experience with a variety of Fortune 500 companies, law firms and other professional service firms, major health care organizations, large non-profit associations and more. We assist clients facing major corporate events, including restructuring; facility closings, union organizing and other difficult labor issues; high-profile litigation; product recalls, transactions, legislative advocacy, public affairs; executive transition and more.

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Founded in 1988, San Francisco-based Fineman PR unites large-agency talent, small agency responsiveness and strategic planning. Practice areas include brand PR, crisis communications, offering battle-tested experience and strategic skills to guide companies through contentious times. Agency President Michael Fineman is ranked among the nation’s top crisis counselors. Given the urgent nature of crisis work, agency representatives are available 24 hours a day, seven days a week to act on any situation.

High profile crisis work has included: the Avian Influenza threat for a large poultry producer, attacks against clients by animal activists, a college falsely accused in the Santa Barbara fires, community relations defense against the dissolution of a healthcare district, mitigating a book smear campaign against a spiritual organization, the 1990s Odwalla food safety incident, re-opening a Berkeley radio station closed by staff insurrection, redemption of packaged salads accused by media of high bacterial counts, and, most recently, refuting allegations against a Truckee, Calif. rental housing developer after a tragic explosion.
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Dave Senay, President & CEO
Matthew Doering, Ben Kincannon and Franz Paasche, Co-Chairs, Litigation Counsel

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

Our crisis management team works closely with the client’s senior management and legal team to manage an issue in a way that protects the company’s reputation and its brand. We work to contain the issue, minimize its impact on the operations of the company, limit coverage by both traditional and digital media, and clearly explain the company’s position and actions to increase understanding by its target audiences. We quickly address the critical first steps: identification of a close-knit on-site team and the establishment of effective company reporting channels to control the gathering and dissemination of information within the company; confidential and privileged discussion and review of the facts; calculation of worst-case scenarios; preparation of media holding statements for different scenarios; development of detailed Q&A documents for a client’s spokespeople; implementation of ongoing monitoring of traditional and digital media and regular situational assessments; outreach as needed to key stakeholders; setting up customer crisis hotlines to handle complaints effectively; briefing of all customer-facing staff on how to handle queries; and the development and execution of a comprehensive online communication strategy.

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Grayling is the world’s second largest independent Investor Relations, Public Relations, Public Affairs and Events consulting firm with specialist services including CSR, environment, sustainability and digital. Around the world financial community relationships are the lifeblood of corporations; companies simply cannot grow and prosper without access to capital.

Grayling offers clients a global platform for those looking within, and beyond, their local capital markets. With Investor Relations experts in North America, Latin America, Europe, Asia and the Middle East, we deliver global perspectives matched with local expertise and language skills. Exceptional cross-border capabilities, matched with a strong emerging markets platform highlight Grayling’s ability to provide clients access to key money centers around the world.

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Bruce Hennes, Managing Partner
Barbara Paynter, APR, Partner
Nora Jacobs, APR, Vice President

Hennes Paynter Comms. is the only agency in Ohio focused exclusively on crisis communications. Since 1989, the firm has served corporations, educational and health institutions, government entities, nonprofits and small businesses that are “on trial” in the court of public opinion. Services offered include media training, crisis communication plans, crisis drills and litigation communications.

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

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

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

In 2010, Hennes Paynter won the Gold Award for Crisis Communications from PRSA Cleveland for its work on behalf of a community institution caught up in a scandal. In 2009, the firm won “Best in Show” from PRSA Cleveland for its work with another agency on the national peanut butter recall.

**THE INSTITUTE FOR CRISIS MANAGEMENT**

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Larry L. Smith, President

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

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

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

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Liz Kaplow, CEO
Evan Jacobs, CFO

Kaplow is an independent, award-winning public relations agency dedicated to changing the conversation. For nearly two decades, Kaplow has helped best-in-class companies tell their stories in the beauty & wellness, fashion, retail, lifestyle, and emerging technologies industries.
Profiles of Crisis Communications Firms

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Kim Blazek Dahlborn, President and CEO
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Crisis communications requires speed, sensitivity and strategy.

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

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

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

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Michael Layne, Managing Partner

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

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

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

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

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

MCS

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MCS Healthcare Public Relations has more than a quarter-century of experience in preparing our healthcare industry clients to effectively communicate during a crisis. The timely dissemination of critical information is integral to maintaining the trust and confidence of regulatory authorities and stakeholders who can influence the future of your company.

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

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Richard E. Nicolazzo, Managing Partner
Joe M. Grillo, Partner
Linda Harvey, Client Services Dir.
Richard Adler, Lisa-Marie Cashman, Robert Hughes, J. Peter Rizzo, Sr. Consultants

Nicolazzo & Associates is a nationally-known, award-winning strategic communications management firm that provides high-level professional counsel and services to a diverse, national, and international client base. A boutique organization founded more than three decades ago by Richard E. Nicolazzo, the firm practices a proprietary counseling model designed to leverage an organization’s core strengths to enhance brand and enterprise value. Services include crisis communica-

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when health care organizations face a crisis, there’s no time for a learning curve. The complex regulatory and legal environment, combined with a labyrinth of business relationships not found in any other industry, demands deep industry expertise and crisis experience to yield effective strategies. Revive has unparalleled Health Services crisis experience, focused on hospitals, health systems, and provider organizations.

Named New Agency of the Year in 2010, Revive has quickly grown and been one of the 25 largest healthcare-focused PR firms. Revive has earned a special expertise in managing “life events” for Health Services organizations such as payor contract issues, litigation support, crisis communications, union organizing and strikes, M&A, new service lines, and affiliations. Beyond the core of health services, Revive tackles the most challenging issues in Healthy Living. Revive’s specialized practice tackles the convergence of health care and wellness, disease management, prevention, nutrition, and fitness.

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__Continued from page 43__

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Brandon Edwards, President and Founder Joanne Thornton, SVP and Founder

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Elizabeth Cholis and Miranda Duncan, Corporate Advisory Group, Issues/Crisis Team Co-Leads

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Walek & Associates is a global, independent financial and corporate public relations firm specializing in ongoing and crisis communications. With offices in New York and Hong Kong, Walek manages media and investor relations for clients in capital markets, traditional and alternative asset management, professional and financial services, financial technology, and public companies. Whether it is litigation, restructuring, activist shareholder support, earnings or performance shortfalls, management succession, or regulatory and enforcement actions, Walek manages crisis situations with an eye toward preserving and, ultimately, strengthening client brand and franchise.

In 2010, the Walek global crisis team advised clients involved in some of the biggest breaking news stories as well as clients rebuilding brand and market position. In crisis communications, relationships matter.

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

Our global crisis practice encompasses a team of senior professionals who possess an unparalleled set of experiences in the media, government, law and corporate management. Working in partnership with our clients, we understand that public and employee safety, protection of the environment, and preserving corporate and brand reputations are the highest priorities. We ensure that all constituencies that have a stake in the outcome are addressed, and are expert in managing traditional as well as social and digital media. As such, Weber Shandwick offers the full cycle of issues and crisis management.

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

In addition to strategic counsel, Weber Shandwick offers tools to prepare clients for a potential crisis. Digital Defense, a proactive approach/toolkit, is designed to protect a company’s reputation online and offline. Additionally, FireBell, our proprietary social crisis simulator, creates an authentic, real-time experience of being under attack on social media channels.
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2010 PR sinners & winners awards

By Fraser Seitel

What kind of a year was it for PR practice? This kind: Barack Obama entered 2010 having set a new standard for political PR. In the best communications traditions of Presidents Reagan and Clinton, he was decisive, down-to-earth, and personable. By year-end, after a political season of flipping and flopping, the “public relations President” had become less credible than Donald Trump, more overexposed than Bret Favre, and less decisive than Michael Scott.

And President Obama wasn’t the only one who took it on the shnoz in terms of PR. Others who saw their reputations stumble, their credibility tumble, and their character crumble during the last year of the first decade of the 21st century include the following recipients of the 2010 Public Relations Sinners & Winner awards.

Let ’em eat cake award

For a political party that started the year off owning most state houses, both houses of Congress, and the White House, the Democrats sure took it on the chin. President Obama, himself, was kind enough to provide Republicans the sound bite they needed, when he labeled the party’s mid-term election swoon, a “shellacking.”

But while most Democrats ran for cover, at least one of their members refused to see the defeat as, well, a “defeat.” Nancy Pelosi — the Democrat answer to Dick Cheney in terms of polarizing the electorate — decided to maintain her leadership in the House. No matter that no Democrat in the universe wanted her to stay, Queen Nancy held her ground; thus providing the Republicans with their best ammunition to win back the White House in 2012, despite neither standing for much or even having a candidate for President.

The soon-to-be former Speaker’s unbridled chutzpah in refusing to allow someone else to lead Democrats in the House would have made Marie Antoinette blush. Aging Whine(r) of the Year Award

And if the American public needed a reason, beyond Speaker Pelosi, to drive Congressional popularity down below its 11% level, there was everybody’s favorite Korean War veteran, Charley Rangel.

The 20-term Harlem congressman, who set a new indoor record for “feeling sorry for oneself,” was found guilty of two things:

1. Refusing to acknowledge cheating on his income taxes, grabbing multiple rent control apartments, and using his position to shake down contributors to a school in his honor, and
2. Refusing to stop whining about it!

Rather than “manning up” to accept his punishment, Rep. Rangel seized any and all microphones to rue the ignominy, protest his colleagues’ lack of consideration for such a loyal fund-raiser, and moan as to how a “war hero” shouldn’t be subject to House censure.

Rangel’s embarrassing, self-pitying parade succeeded only in ensuring that henceforth and forever, the remorseless representative’s name will be prefixed by one word, “disgraced.”

CEO of the year award

In its hour of need, Chrysler had its legendary Lee Iacocca, Microsoft its genius Bill Gates, GE its take-no-prisoners Jack Welch, and BP...

Well, BP had Tony Hayward, a leader who would rather have been sailing off the coast of the Isle of Wight than wading through the muck in the Gulf of Mexico.

The problem with CEO Hayward was that he admitted he’d rather be elsewhere, just as he acknowledged that it was “a big ocean” and the “U.S. is a litigious country” and that all things considered, the havoc BP wrought was little more than a “modest spill.”

The nonsensical natterings of Chairman Tony doomed an otherwise laudable PR damage control performance, in which BP stepped up quickly to accept blame for the Gulf spill and to pay for the damages and cleanup.

But in a PR crisis, as in war, “loose lips sink ships.” And in few modern-day crises have lips been looser than those attached to BP’s chief executive. No wonder our CEO of the Year is now heading BP’s operation in Siberia.

Worst reaction to medication award

And if BP’s Hayward was afflicted with terminal “foot-in-mouth disease,” Hollywood’s Charley Sheen suffered from a far more mysterious ailment.

Charley’s neurosis apparently revolved around hookers and hashish and hotel rooms trashed within an inch of their lives. At least those were the general ingredients that led to the Two and A Half Men star being hauled in for observation, after New York City cops received a frantic call from a Plaza Hotel closet inhabited by a potential partner panicked by an out-of-control Charley.

While one had to feel for the closeted lady in question, the more sympathetic figure turned out to be Charley’s poor publicist Stan Rosenfield, who was obliged to explain that the real reason for his naked client’s bizarre furniture-breaking, chandelier-busting behavior was simply “an adverse reaction to some medication.” Oy vey.

And you want to work for celebrities! Not knowing when to “fold ’em” award

And speaking of “letting it all hang out,” where is Kenny Rogers when you need him?

The country singer used to caution that gamblers ought to “know when to fold ’em,” but evidently nobody mentioned that to Bret Favre.

Not only didn’t the 41-year-old beloved but battered quarterback agree to retire when his considerable skills started heading south, he compounded his waning performance on the field by turning positively Sheen-like in his off hours.

Specifically, the formerly loveable and currently married Favre was alleged by a statuesque model/TV reporter with sending her suggestive voice mails and even more suggestive emails, including a photo of an appendage that wasn’t his.

The embarrassing revelation not only caused consternation for the NFL, it also put pressure on Favre’s conservative corporate sponsors — Sears, Hyundai and Wrangler — to explain how their wholesome products could be pitched by an apparently less-than-wholesome aging quarterback.

Why, one might ask, would a hero the likes of Bret Favre risk his credibility by sticking around too long and showing up in all the wrong places? (Hint: The clueless Minnesota Vikings guaranteed him $12 million to play this year.)

PR sinner of the year

This one was unanimous.
Small business can become adept at social media

By Ron Torossian

aturally, I relate easily to small business owners. Most small businesses in the U.S. realize there is “something” about social media and online marketing, but are still extremely hesitant to treat it as seriously as other parts of their operations. I share that notion from a PR standpoint — where social media is now an integral part of any communications program with different models suggesting different outcomes.

The Ami-Partners research group has published a study called “2010 U.S. Small Business Marketing Activity and Spending Study: Where and How U.S. Small Businesses are Spending Marketing Dollars.”

The report found that social media responsibility in those businesses falls to existing marketing division and staff. The greatest challenge, though, is the time resource these staffers and managers lack, which directly impedes any possible social media planning and implementation. The bottom line: the majority of U.S. small businesses still prefer and resort to the more traditional methods of communications.

But, there is a stronger factor kicking in: the economic downturn. AMI predicts that U.S. small business social media marketing will accelerate in the near term as one of the benefits of the recovery. When communications budgets are hiked, they are projected to reflect a strong social media component.

There are 6.3 million small businesses registered in the U.S today. If they all approach social media like advertising, PR will lose the whole point of “social” and be left merely with “media.” Social media, however, was not meant to be an advertising and aggressive-marketing channel. There is more than enough TV for that.

For an effective adaptation by small businesses to social media, there is a need to check things out step by step – as small as these steps may be. Here is some insight I would like to offer:

Don’t fall into the temptation of selling something through your social media channels. Yes, people are present, but they’re tuned out of advertising slogans. To get a sense of what social media is about – even for your business pages – go back to your own private profile and skim through your connection’s posts. How often do you see people selling each other products or services? Almost never. What you witness is conversation and virtual interaction. Start a relatively private conversation with your followers; be a little informal about what they feel, read, and know of your service.

Designate a person, team, or division of media planning and implementation. It requires and deserves special attention and consideration. It can include different marketing initiatives that run occasionally, but that’s not a necessity. As you become more new media adept, you will find that marketing models on social media are based on totally different “rules” than the more traditional ones you are used to — even from recent innovations like direct email marketing. People have different expectations.

Share some of your daily thoughts and whereabouts. People need to be reminded that behind every Facebook business fan page, every twitter profile, and every business-based YouTube page there is a person, not a “bot.” The best way to show that is to share something “human” like your feelings right out of a meeting; the details of a hectic day; or a curious question regarding other people’s opinions.

Remember the often forgotten advantage of new media: a two-way communication channel. In contrast to advertising and newspaper reading, it is only through emerging new media that communications can go both ways. Engage your audience, accept and expect feedback and reactions, and encourage debate and product-related discussions.

Whatever you do — start small, start authentic, start today. Use that same spirit that got you this far in the game to play this whole new and exciting field.

2010 PR SINNERS & WINNERS

Continued from previous page

Who is the most hated man in the world, a terrorist who despises the U.S., and roams from safe house to safe house, attempting to evade the law?

No. Not him. He’s last year’s “most hated.” No, we’re talking about Wikileaks Leaker in Chief, jovial Julian Assange.

The wacky Wikileaks, born in Australia and now residing at London’s festive Wandsworth prison, has cornered the market on repugnance. Even First Amendment supporters at Assange’s extradition hearing for sexual assault seemed hard-pressed to say anything positive about the eerily-strange Assange.

Assange’s release of a tsunami of 251,287 secret cables provided the New York Times with a treasure trove of page one stories and everybody else — from PayPal and MasterCard to Twitter and Visa from the Australian prime minister to the U.S. Congress — with a new Public Enemy No. 1.

As the Internet moans tightened around his organization, Assange was unrepentant, vowing, in the greatest traditions of James Madison and the American Revolution, to continue to publish the truth.

Presuming, that is, the slammer in which he finds himself residing has Wi-Fi access.

PR winner of the year.

And speaking of social media, who could have guessed that by year-end the most prominent Internet hero would be a tough-talking, slow-moving, 300-pound Republican.

New Jersey Gov. Chris Christie’s YouTube videos — confronting a California loud mouth here, rebuffing a Garden State teacher there — are the stuff of cyber legend.

And while those YouTube videos may be edited and refined to demonstrate vintage Christie, even his critics don’t deny that the governor is that rare politician who leaves nothing on the cutting room floor.

The 2010 PR Winner of the Year tells it like it is, whether you want to hear it or not. And if you don’t like it, as they say in Joisey, “tough noogies.”

And if you ever expect to see this particular politician “whining,” as they also say in Joisey, “Fuggedaboutit.”

JAN. 2011
I want to tell you a story. I do this realizing the following violates the maxim that stories are the study of anomaly, that any tale worth mentioning involves change in the face of stagnation, the specific coinciding with the general. If you’re a New York City resident, there’s little doubt your own experiences with bureaucratic blundering — especially those involving our beloved Metropolitan Transportation Authority — are somewhat wearingly familiar at this point. For once, it’s a rule I’m willing to overlook.

Several weeks ago — it was a Monday night, to be specific — I was taking the subway home from the West Village. I entered the station and, after swiping my card, discovered the train I needed had been abruptly pulled from service to that station for the evening. In classic MTA fashion, signs informing the public of this important development had yet to be posted. Loudspeaker announcements — phonetically challenged, inaudible under waves of static — had yet to be made.

Minutes later I was told by an MTA employee (she was running yellow tape across the turnstiles to prevent further commuters from entering, not that only two stations were affected by the outage. As a solution, she said I could catch a shuttle bus upstairs that would take me across town to where the train resumed.

I went outside. There was no shuttle bus.

Very quickly I realized, in that reflexive, “Very quickly I realized, in that reflexive, that $5.50.

**Pay more, get less**

My own experience can be seen as a microcosm for the MTA’s performance in the past year. The agency’s widely reported budget woes — a staggering deficit of nearly $900 million — has placed them in the most unfavorable public position possible: we’re forced to deal with some of the worst subway and bus service cuts in recent history, and to top it off we’re expected to pay more for it, with fare hikes set to go into effect at the end of this year — now the third year in a row.

As of January, the 30-day unlimited-ride Metro Card will jump in price by a whopping 17%, from $89 to $104 (an increase of 65% since it was introduced in 1998). Meanwhile, all or part of three subway lines were killed, three dozen bus routes were terminated, more than 550 bus stops eliminated, and hundreds of station attendants were laid off. The result? While New York City has grown exponentially in the past decade, transit numbers actually dropped last year by nearly 3%.

“Subway service was pretty horrible in the early ’80s, there was terrible quality of service due to lack of support, and rider levels in 1981 had fallen to the lowest since 1917,” said Gene Russianoff, Staff Attorney for the Straphangers Campaign. “I don’t want to wax nostalgic about the bad ole’ days, but we’re getting pretty close to it again today.”

In December, Straphangers released their “Top 10 Best and Worst Events in New York City Transit in 2010,” which highlighted fare hikes, service cuts and historic deficits as partial reasons for New Yorkers’ biggest transit headaches. Commenting on the report, Russianoff referred to 2010 as “an awful year for subway and bus riders.”

Granted, not all of it is the MTA’s fault. At least part of the agency’s staggering $800 million-plus operating deficit can be blamed on the state legislature, which famously stripped them $160 million this year. The remaining $700 million-plus comes from painful losses on projected payroll tax revenues, state taxes, corporate income taxes and $2 billion in annual interest to pay off old debts.

The MTA is a public-benefit corporation. That is, it is a corporation funded partially by the state because, all joking aside, it provides a public benefit. It makes you wonder: If the MTA was a private corporation, if they were forced to abide by the free market’s ebb and flow — if there was a viable alternative to a company that offers little aside from late trains, missing busses, stations without attendants, universally rude service and neglected, rodent-infested platforms lined with discarded bags of trash — how quickly would it be put to pasture? Apparently, bailouts aren’t just for banks anymore.

Conversely, if it was a public utility, one can’t help but imagine if it would be a safer or more reliable one, or at least a service prone to more in-house oversight. Indeed, many of the MTA’s problems go deeper than budget; some can just be blamed on old-fashioned ineptitude. In December the AP reported that MTA workers failed to perform tests on thousands of subway signals and in some cases, deliberately failed to report broken subway switches, which, despite being illegal, also poses an incredible danger to riders.

Continued on next page
Then there’s the litany of capital projects the MTA has decided to embark on, hilariously, at a time when they don’t have the money to pay for them. There’s the celebrated Second Avenue Subway line (total estimated cost: $17 billion), and the 7 Line extension (total estimated cost: $2.1 billion), two projects the MTA has recently admitted they are several million short on paying for. Who do you suppose is going to pay for this? Granted, some of these projects were put into motion as far back as the ’90s. Yet a relatively primitive solution awaits: stop paying for things you can no longer afford.

Par for the course

As a journalist, I’m seldom surprised when a company’s ramshackle operations are mirrored by an equally bad communications strategy. Mind you, one doesn’t always entail the other, but the latter is often a sign that something is dreadfully afoot with the former.

For one, there’s the notably contradictory messages the MTA propagates on a day-to-day basis. Subway stations feature posters warning commuters not to run on the platform, yet to save money the MTA often enlists train cars that are shorter than the platform (on the dreadful G, for instance), causing commuters to … wait for it … run when the train comes into the station. They hang a range of Orwellian signs asking commuters to refrain from littering, posted aside ubiquitous bags of trash left on the platforms by attendants for hours, sometimes days, obstructing traffic and treating the sewer rats to a subterranean buffet.

Over the years, I’ve written several stories about the MTA. I can say, without reservation, that their communications capabilities are hopelessly inept. Their press office is essentially an extension of their customer service line; in design, it is little more than a telemarketing center: call and a random employee picks up the phone. Ask a question they can’t answer — or one they don’t want to answer — and you either get the response of a petulant child or, more often than not, promises of a returned phone call that never comes. On the three separate occasions I have called their communications office petitioning such a request, they have never returned a phone call. Not once.

Right now the MTA is public enemy number one for New York City residents, and it’s a position that’s rightfully deserved. It’s an even sadder notion when you consider that if the agency communicated their pending plans for recovery — if they told the public what they’re doing to fix the problem — they’d be much more likely to gain a sympathetic ear.

The MTA currently has a two-pronged approach which they hope will raise about $500 million in revenue during the next fiscal year: the first is the fare increases, which they hope will bring in about $420 million; the second is service cuts — less cleaning, reduced overtime, renegotiating contracts with vendors — which they hope will bring in another $100 million.

Trimming $100 million of fat is not an easy task. It’s that kind of noble effort that the MTA needs to flaunt to the public, something that says: “we know we screwed up — but we’re working on it.” That’s what PR crisis counsel is for. In case you were under a rock this year, companies and celebrities do it all the time.

“I think they have trouble getting their message out,” Russianoff said. “Part of it is they just have an unpopular position. I don’t think a lot of the public understands the MTA’s financial woes. But when you raise fares from $89 to $104, you might want to try to push the angle that at least you’re getting a better system. The only thing the public has taken away from this is we’re paying more for less.”

A good message alone isn’t a fix. Sadly, you don’t have to travel to Tokyo, Hong Kong or Singapore to see what a clean, moderately competent subway system looks like. Just take a trip to Chicago, Washington D.C. or Boston for a weekend sometime. Ours is an embarrassment, plain and simple.

It should be noted that I called the MTA communications office — again — to discuss this editorial and to give them the opportunity to reply to several comments and questions I had. This time, I was tickled to hear I could submit my questions via email, and a member of the MTA press office would respond (it’s not an interview, mind you, but it’s something). I sent the email per their request, and I’m still waiting for a reply. Not to mention my $5.50.
WASHINGTON REPORT

Iraq PR firm gets another extension

Fulcrum Worldwide, the PR firm for the U.S.-led military force in Iraq, has received an extension of its work there after it filed three protests and a complaint when the pact was re-bid and awarded to competitor SOS International in June.

The extension brings Fulcrum’s pact up to $5.3M providing media analysis, strategic communications and other PR tasks for the force based in Baghdad, now known officially as U.S. Forces-Iraq/Joint Fires and Effects Cell.

Fulcrum’s multiple protests have drawn its pact, originally slated to expire in July, from $2.2M to the newly expanded level of $5.3M because the firm is entrenched and the work is deemed “critical” by the military and therefore must continue without interruption.

Fulcrum, the current incarnation of the former Lincoln Group and Iraqex, declined to comment as the situation is now before the U.S. Court of Federal Claims. SOSI has not yet been reached.

SOSI won the assignment to take over the contract on June 10 with 45 days to put its team in place. But Fulcrum protested the award to U.S. Central Command’s contracting unit and a stop order work was issued to SOSI. The protest was denied three days later but Fulcrum then filed a protest to the Government Accountability Office, which led to corrective action and the stop work order was rescinded on July 19.

However, two days later Fulcrum submitted a supplemental protest to the GAO leading to another stop work order on July 22.

Fulcrum then filed a complaint at the U.S. Court of Federal Claims, which has deemed at least one of its grounds of protest to be “non-frivolous.” Military procurement officials said that while SOSI needs 30 days to put a team in place, lifting the stop work order could lead to a court injunction.

The USCFC expects a resolution in the matter by mid-December. The latest extension for Fulcrum runs through Jan. 22, 2011.

U.S. immigration to seek PR help for crackdown

The office of U.S. Immigration and Customs Enforcement that handles criminal illegal aliens is planning an RFP for communications and public outreach services on a pact that could stretch five years.

The work is to include strategic counsel, message development, stakeholder relationship management, media monitoring and analysis, and a speakers bureau, among other tasks. ICE’s Office of Secure Communities combines data from the Dept. of Homeland Security and the Dept. of Justice to identify aliens arrested by local authorities.

Its fingerprint/biometric sharing program — dubbed “Secure Communities” — has drawn criticism and a legal challenge in New York since its implementation by the Obama administration in 2008.

The government said 47,000 illegal immigrations had been removed under the crackdown as of August, although some communities — Arlington, Va., San Francisco and Santa Clara, Calif. — have tried to opt out citing civil liberties concerns as well as claims that the program has swept up innocent victims as well.

The Cardozo Law School has brought a suit on behalf of the National Day Laborer Organizing Network in New York which seeks to obtain government documents surrounding the program.

The resulting OSC PR contract is expected to run for 11 months with four year-long options. The Secure Communities Program is slated to go national by 2013.

Brunswick handles Blackwater sale

Brunswick Group is handling the sale of the former Blackwater — now XE Services — training and security operation to USTC Holdings, which is led by private equity firms Forte Capital and Manhattan Partners.

Blackwater lost its status as America’s go-to security contractor in Iraq and Afghanistan after its guards were accused in 2007 of slaughtering 17 Iraqi civilians in Baghdad, an event that triggered a raft of probes and lawsuits.

With the takeover, XE Services CEO and former Navy Seal Erik Prince is divesting his entire stake in the company and will neither be involved in management nor its operation, according to the agreement.

Jason DeYonker, managing partner of Forte, advised Blackwater on expansion of its world-class Moyock, N.C., training facility that was used by 50,000 U.S. government personnel and members of allied forces. He also co-managed Prince’s family office and investments.

The new XE will remain subject to a consent agreement that was signed with the State Dept. to settle violations of U.S. export control regulations.

NRCC’s Spain moves to private equity group

Ken Spain, fresh from victory as Communications Director for the National Republican Congressional Committee, has been tapped as VP of PA for the Private Equity Growth Capital Council, the trade group for the PE sector.

The three-year-old PEGC was founded as the Private Equity Council to defend private equity firms from criticism and burnish the industry’s image. Its name changed in September.

Robert Stewart, former corporate communications chief at Caesars Entertainment and Teligent, has been VP/PA for the group since its inception. He moved to TheWadeGroup as a senior VP for financial services clients.

In a statement to O’Dwyer’s, PEGCC said: “Robert helped

Continued on next page
build an effective communications program for the PEGCC during some very tumultuous times and made important contributions in this area and others over his four year tenure.”

Spain has been at the NRCC since 2007, when he joined after Communications Director stints for Reps. John Shadegg (R-Ariz.) and Mike Conaway (R-Tex.). He was New Mexico PR chief for the Bush-Cheney re-elect in 2004.

**Davis inks Honduran pact**

The Government of Honduras has signed Lanny Davis & Assocs. to a four-month $80K contract designed to improve its relations with the U.S.

While at Orrick, Herrington & Sutcliffe in ’09, President Clinton’s former legal advisor worked for the Honduran Latin American Business Council of business interests that backed the ouster of then President Manuel Zelaya.

Current Honduran president Porfirio Lobo says he wants a legal remedy for the return of Zelaya, who is currently living in the Dominican Republic.

According to WikiLeaks, former U.S. Ambassador to Honduras Charles Ford wrote a memo that said Zelaya advisors had links to organized crime. On Dec. 10, Zelaya issued a statement that called the allegations “reckless accusations that constitute the crime of defamation.”

Davis was Clinton’s chief defender during the Monica Lewinsky crisis. He reports to Honduran Ambassador to the U.S. Jorge Ramon Hernandez-Alcerro.

**Qorvis reps ‘failed state’ of Yemen**

Qorvis, which represents Saudi Arabia, is repping its poor and unruly southern neighbor, Yemen, via a subcontract with Britain’s Bell Pottinger.

*The New York Times* (Dec. 3) called Yemen a “magnet for would-be jihadists from around the globe” that “draws high-level American attention far out of proportion to its size.”

Those jihadists are part of Al-Qaeda in the Arabian Peninsula, which was formed in 2009 via the merger of Saudi and Yemeni terror groups.

The Saudis, according to U.S. cables released by WikiLeaks, consider Yemen a “dangerous failed state.”

Its president Ali Abdullah Saleh is losing grip over the rural parts of the country because “many Yemenis were more sympathetic to Al-Qaeda’s goals that were the Afghans.” He warned American officials that Yemen would be “worse than Somalia” if he did not receive requested aid.

Saleh, 68, has headed the Texas-sized country of 23M for more than three decades. He has given the U.S. the okay to launch missile strikes against suspected terrorists, but rejected General David Petraeus’ offer to send American forces into Yemen.

Saudi intelligence tipped off U.S. officials about the Fedex, UPS parcel bomb threat hatched in Yemen in October.

Yemeni militants also provided training to the would-be Nigerian terrorist who planned to blow up a plane over Detroit.

**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.


**Daniel J. Edelman, Inc.**, Chicago, Ill., registered November 23, 2010 for Russian Venture Company, Moscow, Russia, regarding providing public relations support for the 2nd Silicon Valley Trade Mission to Russia.


**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 http://sopr.senate.gov.


PEOPLE IN PR

Nike’s ex-crisis chief checks in at APCO

Vada Manager, who handled global issues management at Nike, has taken a senior VP slot at APCO Worldwide.

During a dozen years at Nike, Manager navigated labor practices, global supply procedures, product recalls, crisis management for athletes and marketing communications. He served on the nike.com launch team and helped roll out the acquisition of Converse and Starter brands to the media. Manager was Nike’s senior issues strategist during the Olympics and World Cup.

Earlier, Manager served as Senior Manager-Global Communications for Levi Strauss & Co and VP at Powell Tate. At PT, he repped PGA Tour, Major League Baseball, Court TV and the African National Congress in its rise to power in South Africa under Nelson Mandela, activity funded by the Kaiser Family Foundation.

Manager was running his own issues/sports consultancy before joining APCO.

Pelosi comms. director exits for Ogilvy

Brendan Daly, Communications Director for House Speaker Nancy Pelosi, is joining Ogilvy PR Worldwide’s D.C. office as an executive VP to direct its national public affairs division.

Ogilvy Washington President Robert Mathias called Daly “one of the nation’s top political communicators for the past eight years” with a hand in the battles over healthcare and Wall Street reform, as well as “virtually every other major issue that has moved through Congress.”

Daly, a former journalist, was chief spokesman for the California Democrat since 2002. He joined her office from the gun control advocacy group, the Brady Campaign, where he was Communications Director.

Pelosi, in a statement, said Daly was an “essential part” of her staff who is “respected on the Hill among members and the press as a skilled communicator, a dedicated public servant, and a trusted advisor.”

Earlier, Daly worked in communications for the Office of the U.S. Trade Representative, the Peace Corps. and Rep. Gerry Studds (D-Mass.).

PN names Cabral EVP for D.C.

Debra Cabral, General Manager of FD’s Washington, D.C., office, has moved to Porter Novelli Public Services in the capital as an Executive VP.

She’ll report to public affairs head and veteran Democratic communications manager Kiki McLean, handling new business and counseling clients.

Cabral was Senior Managing Director of PA at FD, and earlier worked at FD’s 2005 acquisition Dittus Communications, as well as The Capitol Group, The Jefferson Group and the National Association of Chain Drug Stores.

She also worked on the Hill for House Speaker Tip O’Neill, among other postings.

FD said Managing Director Jackson Dunn has taken over its PA practice, while Senior VP Brent McGoldrick is now GM of the D.C. outpost.

MSLGroup’s Eakins to GCI Health

Robert Eakins, who was Senior VP and healthcare practice leader of MSLGroup’s Canadian operation, has shifted to GCI Health.

At the Publicis Groupe unit, Eakins was responsible for PR/PA campaigns for hospitals/companies, social media, Health Canada approvals and Common Drug Review outcomes.

He managed programs for GlaxoSmithKline, Bayer HealthCare, Sanofi-Aventis and Sanofi Pasteur.

Wendy Lund, CEO of GCI Health, praised Eakins for his “unsurpassed therapeutic area expertise and in-depth mandate that are specific to Canada.”

GCI Health has 70 staffers in Toronto, New York, Boston, Atlanta, San Francisco, Los Angeles and the U.K. It is WPP’s only PR property that specializes in healthcare.

King producer to Davis-Block

Eleanor McManus, a veteran senior producer for “Larry King Live,” which ended its 25-year run on Dec. 16, is moving to Davis-Block as a partner in the D.C. firm’s strategic communications unit on Jan. 1.

D-B noted that in addition to her portfolio as an executive producer for “Larry King Live,” McManus was King’s top political producer, wrangling heavyweights from President Obama to Vladimir Putin for King’s show during her 10-year term on the CNN show.

“She was an invaluable resource for all things Washington — there was no one more plugged into the D.C. political scene than Eleanor,” King said in a statement.

D-B noted that in addition to her Rolodex, McManus is also widely sought as a TV and media trainer.
ANNUAL REPORTS/BRANDING


ASSOCIATIONS/CLUBS/SOCIETIES


Entertainment Publicists Professional Society, P.O. Box 5841, Beverly Hills, CA 90209. 888/399-EPPS (3777); fax: 310/452-9005. www.epsonline.org. Marilyn Finegold, Admin. Dir.


International Assn. of Online Communicators, Rowan University, 37 Bozorth Hall, 201 Mullica Hill Rd., Glassboro, NJ 08028. iaoe.news@gmail.com; www.onlinecommunicators.org.


Online News Assn., P.O. Box 65741, Washington, DC 20035. 646/290-7900. d i r e c t o r @ j o u r n a l i s t s . o r g ; www.journalists.org. Jane McDonnell, Exec. Dir.

Partnership in Print Production, a Network of IDEAlliance, 1421 Prince St, #230, Alexandria, VA 22314. 703/837-1070. www.idealliance.org. David Steinhard, CEO.


### ASSOCIATIONS


**Washington Women in PR,** Washington Square, P.O. Box 65297, Washington, DC 20035. info@wwpr.org; www.wwpr.org.


### AWARDS/PROGRAMS

**AWARDS/PROGRAMS**

**AWARDS/PROGRAMS**


**Bulldog Awards for Media Relations**


Jack Felton Golden Ruler Award, Institute for PR, Univ. of Fla., P.O. Box 118400, 2096 Weimer Hall, Gainesville, FL 32611-5400. 352/392-0280. www.instituteforpr.org. Robert Grupp, Pres. & CEO.


PRWeek Awards, 114 W. 26th St., New York, NY 10001. 646/638-6000.


**BOOKS**

**2011 PR BUYER’S GUIDE**


Beauty Bias, by Deborah Rhode, Oxford University Press, May 2010, 238 pages.


Best Practice Measurement Strategies, Melcrum Publishing Ltd., 70 W. Hubbard, #403, Chicago, IL 60610. 1-866/Melcrum. info@melcrum.com.


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In 2006, O’Dwyer’s magazine honored Caplan Communications with “O’Dwyer’s Award for Public Communications Excellence.”

Capturing Consumers, by Peter Francese, American Demographics, P.O. Box 68, Ithaca, NY 14851. 607/273-6343. 192 pages.

CEO Capital, by Leslie Gaines-Ross, John Willey & Sons, 288 pages.


Corporate Greening 2.0: Create and Communicate Your Company’s Climate Change & Sustainability Strategies, by E. Bruce Harrison, PublishingWorks, 2008, 256 pages.


Dispensing With the Truth, by Alicia Mundy, St. Martin’s Press, 402 pages.


Father of Spin, by Larry Tye, Crown Publishers, 201 East 50th St., NY, NY 10022.


Forecasting for Control & Profit, by David A. Bowers, Crisp Publications, 70 pages.


Getting Over Yourself, by Barbara Rocha, Barbara, Bouldin Hill Press, 214 pages.

Getting Your 15 Minutes of Fame and More!, by Edward Segal, John Wiley & Sons.


How to Create Winning Employee Publications, by Patrick Williams, Joe Williams Comms.


How to Win in Washington, Blackwell Publishers, o/ AIDC, P.O. Box 20, Williston, VT 05495. 800/488-2665. #27. 161 pages.


A Journalistic Approach to Good Writing: The Craft of Clarity, by Robert M. Knight, Iowa State Univ. Press, 269 pages.


How to Create Winning Employee Publications, by Patrick Williams, Joe Williams Comms.


How to Win in Washington, Blackwell Publishers, o/ AIDC, P.O. Box 20, Williston, VT 05495. 800/488-2665. #27. 161 pages.


A Journalistic Approach to Good Writing: The Craft of Clarity, by Robert M. Knight, Iowa State Univ. Press, 269 pages.


BOOKS


Managing for Results, by Peter Drucker, Peter, Harper Business, 256 pages.

Managing Public Relations, James Grunig, HBJ College Publishers, 301 Commerce, #3700, Fort Worth, TX 76102. 800/447-9479, 550 pages.


Marketing: An Introduction, Prentice Hall, P.O. Box 11071, Des Moines, IA 50336-1071, 800/947-7700, 714 pages.


Marketing With Newsletters, EFG Communications, 6614 Pernod Ave., St. Louis, MO 63139-2149. 800/264-6305.


Mind Your X’s & Y’s: Satisfying the 10 Cravings of a New Generation of Consumers, by Lisa Johnson with Cheri Hanson, Free Press, 275 pages.

Moses: CEO, Lessons in Leadership, by Robert Dilenschneider, New Millennium, 312/988-5555. 204 pages.


New Dimensions in Investor Relations, by Bruce Marcus and Sherwood Wallace, 1700 2nd St., #202, Highland Park, IL 60035, 847/296-4200.


Office Emails That Really Click, by Maureen Chase and Sandy Trupp, Aegis Publishing Group, 796 Aquidneck Ave., Newport RI, 02842. 800/828-6961, 150 pages.


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Planned Television Arts (PTA) and PTA*Satellite, 1110 Second Ave., New York, NY 10022. 212/583-2718. feinblumb@plannedtvarts.com; www.plannedtvarts.com. Brian Feinblum, VP.


Power and Influence, by Robert Dilenschneider, Prentice-Hall, P.O. Box 11071, Des Moines, IA 50336-1071.


Practical Public Relations, by Sam Black, Prentice-Hall, Box 11071, Des Moines, IA 50336. 800/947-7700.

The Practice of PR, Fraser P. Seitel, Macmillan Publishing Co., 201 West 103rd St., Indianapolis, IN 46290, 800/428-5331.


The PR Crisis Bible: How to Take Charge of The Media When All Hell Breaks Loose, by Robin Cohn, Truman Talley Books, 2000, 304 pages.


Public Relations In The Integrated Health Care Organization, by Tom Vitelli, Tom, Health Care Press, 300 pages.


Public Relations: Strategies & Tactics, by Dennis Wilcox, Allyn & Bacon, 640 pages.


The Public Relations Writer’s Handbook, by Mary Aronson, Don Spletner and Carol James, Jossey-Bass, 368 pages.


Rebuilding Brand America, by Dick Martin, AMACOM/American Management Assn., 296 pages.


Reputation Management: The Key to Successful PR and Corporate Communication, by John Doorley and Helio Fred Garcia, Taylor & Francis Group, 432 pages.

Revenge of Brand X: How To Build a Big Time Brand on the Web or Anywhere Else, by Rob Frankel. Frankel & Anderson, 275 pages.

Roving Creativity: Think New Now, by Floyd Hurt, Crisp Publications, 163 pages.


Searching For A Corporate Savior: The Irrational Quest for Charismatic CEOs, by Rakesh Khurana, Princeton Univ. Press, 320 pages.


**BOOKS**


- *Your Attention, Please: How to Appeal to Today’s Distracted, Disinterested, Disengaged, Disenchanted, and Busy Audiences*, by Paul B. Brown and Alison Adams, Davis Media, 224 pages.


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**EDUCATION**


American University, School of Communication, 4400 Massachusetts Ave., N.W., Washington, DC 20016. 202/885-2060. www.american.edu. Larry Kirkman, Dean

CCI - Corporate Communications Int’l at Baruch College/CUNY, 55 Lexington Ave., B8-233, New York, NY 10010. 646/312-3749. cci@corporatecomm.org. Michael B. Goodman, Dir.


InfoCom Group, PR University, 124 Linden St., Oakland, CA 94607. 510/959-1059.


Lawrence Ragan Comms., Workshops, 111 E. Wacker Dr., #500, Chicago, IL 60601. 800/878-5331; 312/960-4100. www.ragan.com.


West Virginia University, Integrated Marketing Communications Graduate Program, Perley Isaac Reed School of Journalism, 1511 University Ave., PO Box 6010, Morgantown, WV 26506-6010. 304/293-3505, ext. 5450. shelly.stump@mail.wvu.edu; www.imc.wvu.edu. Shelly Stump, Director of Advising.
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Megaphone Media, 26 Perry Street, New York, NY 10014. 646/452-8404. info@megaphone-media.com; www.megaphone-media.com. Kyle Carmone, Managing Director.

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Lee Hecht Harrison, 500 W. Monroe St., #1818, Chicago, IL 60661. 312/377-2300; fax: 312/930-9035. Keith Emerson, Mng. Dir.


Marketing with Distinction LLC, 37 Cortland Place, Oxford, CT 06478. 203/888-9995; fax: 203/888-9997. melissa@distinctmarketing.com. Melissa Wall, Pres.


Discreet, ethical and straightforward Executive Search Services for classical and digital/direct/database marketing, advertising, public relations, brand strategy, media, research, corporate and employee communications. Clients range from Fortune1000s to Closely-Held Companies, Advertising and Public Relations Agencies and Professional Services Firms in the Midwest. 1250+ candidates placed over 26 years.


Pile & Co., 177 Huntington Ave., 17th flr., Boston, MA 02115. 617/267-5000; fax: 617/536-4800. Rick Hooker, CEO

Rene Plessner Assoc.s, 200 E. 74th St., New York, NY 10021. 212/421-3490; fax: 212/421-3999.


Spencer Stuart & Assoc.s, 277 Park Ave. 32nd flr., New York, NY 10172. 212/336-0200; fax: 212/336-0296. David Daniel, CEO.
EXECUTIVE SEARCH


Wills Consulting Associates, Inc.


Serving the corporate communications and public relations executive search and recruitment needs of clients engaged in pharmaceuticals and the life sciences, financial services, technology, publishing, and management consulting—for more than twenty years.

FULFILLMENT

LOG-ON


How a direct mail company fulfills a client request can make all the difference between a successful campaign and a catastrophic one: because even the most exciting offers and promotions can be spoiled by slow or incorrect fulfillment.

At LOG-ON, the leading PR/Marketing and Distribution Service your orders are processed in a fast, accurate and precise manner, with a variety of quality control checks built into the process. When you place an order with us, we pick it, pack it and ship it. No more worrying about how you’re going to get it done. We’ll handle it all. From a handful to many thousands. For products, cd’s, dvd’s, books, magazines and gifts we fulfill it all.

PIMS, 245 West 17th St., 4th floor, New York, NY 10011. 212/279-5112. info@pimsinc.com; www.pimsinc.com.

PIMS is the prime source for all your assembly, sampling & fulfillment needs. Whether your campaign consists of 100’s or hundreds of thousands, no fulfillment is too small or too large. PIMS assembles your press kits, product mailers, gift baskets and event packages quickly, accurately and cost-effectively.

PIMS specializes in Fueling Brand Performance. For over 20 years our company has been one of the world’s leading production and distribution service providers catering to marketing and communications professionals. We offer a wide array of products and services that provide optimum solutions for all of your campaign needs.

Our business is built on making your business succeed!

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GRAPHIC SERVICES


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## INFORMATION DISTRIBUTION

**METRO Editorial Services**


See full listing under Editorial Distribution category.


## INTERACTIVE/MULTIMEDIA SVCS.

**D S Simon Productions INC**

New York: 212.736.2727
Chicago: 312.255.0240
Los Angeles: 310.939.7041

www.dssimon.com
E-mail: news@dssimon.com

Consumers are increasingly getting their information through online video and social media. A MultiMedia News Release with Internet Media Tour (IMT) is a comprehensive, targeted approach to promoting a campaign or initiative to the online world. IMTs are growing in popularity as a communications tool among both marketers and the media websites and bloggers that crave online video content. Increasingly, they are being used in conjunction with a satellite media tour, to turn a press conference into a video press junket, with B-Roll or as a standalone service.

IMT distribution includes:

- Pitching websites of traditional media outlets (TV, Newspapers, Magazines, Radio)
- Pitching important web media and bloggers
- Producing and distributing a multimedia release
- Syndicating the video to 20+ viral video sites
- Providing you an embed code to easily post and share the video
- Placement on 100+ social media news sites
- In addition to significantly improving your search ranking, we see pick-up of the Internet Media Tours on more than 20 viral video sites, 100 social media news sites, 500-1,000+ plus websites. IMTs deliver more than 25,000 measured views of the content. The service is affordable and can be an effective way to jump start your online initiative or provide additional support to your current campaigns.

Here are some recent success stories:

- Isaac Mizrahi's announcement is featured on Glamour.com
- The American Wind Energy Association (AWEA) Windpower 2009 Conference ends up on the Cleveland Plain Dealer web site and on the home page of Penn Energy. It's the top two videos under "Renewable Energy News" on the left of the page.
- Our IMTs have put these and other clients on the front page of Google Searches: Consumer Electronics Association, CA, Teva Pharmaceuticals, State Farm’s 50 Million Pound Challenge

Video Redefined. D S Simon Productions is an award-winning broadcast PR and social media video firm specializing in Satellite Media Tours, Internet Media Tours, B-Roll production and distribution, Corporate and Web Video, Video Players, Ground Tours, Co-Ops and Radio. Established in 1986, we are headquartered in New York with offices in Los Angeles and Chicago.


**KEF MEDIA**


KEF handles everything from Internet Media Tours to Multimedia Releases, Webisodes to Podcasts, Webcasts to Webinars. And things we haven’t even thought of yet! We’re committed to remaining ahead of the curve in order to get you the results you want.


For Megaphone’s full listing, please see the PSA Section.

**THE NATIONAL PRESS CLUB**


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

**PIMS**, 245 West 17th St., 4th floor, New York, NY 10011. 212/279-5112. info@pimsinc.com; www.pimsinc.com.

PIMS technical design team will guide you from conception & design through production & distribution in building an effective, attractive Electronic Press Kit (EPK). An EPK affords you the opportunity to send your materials quickly & efficiently, allowing recipients access to your documents, photos, videos and more at the touch of a button. PIMS creative staff will tailor the perfect EPK to suit your specific project requirement.

PIMS specializes in Fueling Brand Performance. For over 20 years our company has been one of the world’s leading production and distribution service providers catering to marketing and communications professionals. We offer a wide array of products and services that provide optimum solutions for all of your campaign needs.

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Synaptic Digital delivers a diverse range of digital media solutions for corporations, organizations and agencies globally, which help overcome challenges, build brands, and boost business development. Our goal is to deliver on your business and communication objectives. We are big thinkers with creative, strategic and technical know-how. Our interactive/multimedia offerings include:

- MediaCentre
- Global Distribution to Media via www.thenewsmarket.com
- Interactive News Releases
- Live Webcasts (Video & Audio)
- Internet Media Tour
- Web Video


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

**INTERNET SERVICES**


**Dialog**, 2250 Perimeter Park Dr., #300, Morrisville, NC 27560. 919/804-6400; 800/3-Dialog. www.dialog.com.

**DNA**


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


Need an Internet Media Tour or Multimedia Release? We’ve got it…and more! We handle everything from IMTs to MMRs, Webisodes to Podcasts, Webcasts to Webinars. Working on a project with digital strategies no one’s even heard of? We’re there for you!


For Megaphone’s full listing, please see the PSA Section.

**Mailing Services**

At LOG-ON, we employ the latest technologies and skilled professionals to assemble, address, collate, staple, fold, shrink-wrap, bind, insert and mail. Trust LOG-ON to deliver the most complex projects under the most stringent timelines.

Our inkjet and laser addressing services ensure that your piece reflects the professionalism of your company. Our automatic and hand inserting capabilities are efficient, detailed and tailored to help you enhance your message without breaking the bank. Our automatic wafer sealing service adds the required number of seals to meet USPS requirements and ensure that you receive the largest postal discount applicable.

With sophisticated programs, cutting edge technology, NCOA software and proven experience, we can pre-sort your mailing files by zip code to achieve the lowest postage rates possible that other mail-houses cannot.

PIMS understands the importance of “presentation” when it comes to the distribution of your materials. Whether your campaign is intended to reach 50 or 50,000 contacts, PIMS’ experienced staff will guide you towards reaching the maximum amount of people in the most cost-effective manner possible.

PIMS specializes in Fueling Brand Performance. For over 20 years our company has been one of the world’s leading production and distribution service providers catering to marketing and communications professionals.

We offer a wide array of products and services that provide optimum solutions for all of your campaign needs. Our business is built on making your business succeed!

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MANAGEMENT CONSULTANTS


Louw’s Management Corp., P.O. Box 130, Vail, AZ 85641. 520/664-1881. toni@louwsmanagement.com; www.louwsmanagement.com. Toni Louw.


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


MEASUREMENT AND EVALUATION


VMS, the worldwide leader in Integrated Media Intelligence Solutions, monitors and digitally captures media and advertising content in more markets and more mediums than any other company. Combining best-of-breed technologies with innovative analysis platforms, and leveraging an expert editorial staff, VMS delivers better, affordable intelligence across all key media, including social media like Facebook and Twitter.

For more information, call 800-VMS-2002, visit vmsinfo.com, or email sales@vmsinfo.com.

MEDIA LISTS


Louw’s Management Corp., P.O. Box 130, Vail, AZ 85641. 520/664-1881. toni@louwsmanagement.com; www.louwsmanagement.com. Toni Louw.


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


**MEDIA LISTS**

**MyMediaInfo**
MyMediaInfo, 375 Totten Pond Rd., Suite 402, Waltham, MA 02451. 888/901-3332. sales@mymediainfo.com; www.myimedia.com.

MyMediaInfo delivers the most comprehensive, up-to-date media contacts database available, more editorial calendar opportunities, a social media outreach database, a media monitoring platform, and customized coverage reports compiled by human analysts. With the largest research team in the industry, one-to-one account management and easy-to-use tools that provide great value, public relations and marketing professionals at organizations of all sizes depend on the MyMediaInfo Solutions Suite for the most extensive and highest quality media intelligence available.


**Fred Woolf List Co. Inc.**, PO Box 346, Somers, NY 10589-0346. 914/694-4466; fax: 914/694-1710. sheila@woolflist.com; www.woolflist.com. Sheila Woolf, Sr. VP, Sales.

**MEDIA MONITORING**


**Dow Jones & Co.**, New York, NY 10036. 800/368-8070. sales@dowjones.com; diane.thieke@dowjones.com. Diane Thieke, Marketing Director.


**VMS**

VMS, the worldwide leader in Integrated Media Intelligence Solutions, monitors and digitally captures media and advertising content in more markets and more mediums than any other company. Combining best-of-breed technologies with innovative analysis platforms, and leveraging an expert editorial staff, VMS delivers better, affordable intelligence across all key media, including social media like Facebook and Twitter.

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**MEDIA (SPEECH) TRAINING**


Cameron Communications Inc., 55 Dubois St., Darien, CT 06820. Office: 203/655-0138; Cell: 203/952-5758. Jim Cameron, Pres.; Amy Fond, Trainer.


Creative Communications & Training, 16140 Union Valley Rd., #140, W. Milford, NJ 07480; 973/697-3455. debra@businesslunchandlearn.com Debra Hamilton, Pres. businesslunchandlearn.com

The Forrester Institute, 52 Rainbow Ridge, PO Box 512, Garden Valley, ID 83622-0512. 208/462-3895; vandyefor rester@earthlink.net. Vandy J. Forrester III.

Karen Friedman Enterprises, Inc., P.O. Box 224, Blue Bell, PA 19422. 610/292-9780. karen@karenfriedman.com; www.karenfriedman.com. Karen Friedman, Pres.


The Hemingway Media Group, 321 N. Palm Dr., Beverly Hills, CA 90210. 310/274-7406. hemingroup1@aol.com. Carole Hemingway, Pres.


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

**IMPACT COMMUNICATIONS**


Kundell Communications, 2440 Broadway, #228, New York, NY 10024. 212/877-2798. speaking4u@aol.com; www.publicspeaking4u.com. Linda Kundell.

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Nikki Richardson, 3 Lancaster Ave., Chelmsford, MA 01824. 978/256-1651; fax: 978/256-0751. nikki@nikkirichardson.com; www.nikkirichardson.com.

Virgil Scudder & Assocs., 299 Broadway, Suite 1315, New York, NY 10007. 212/627-4400. ken@virgilscudder.com; www.virgilscudder.com. Ken Scudder, VP.


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**MEDIA TOURS/ROADSHOWS**


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

Liv Davick, a Publicity and Production Boutique, Inc., 88 South Broadway, Suite 1206, Millbrae, CA 94030. 650/689-5479 and 661/600-2254. Liv Davick, President, liv@livdavick.com and Shana Davick, VP, shana@livdavick.com; www.livdavick.com.

Megaphone Media, 26 Perry Street, New York, NY 10014. 646/452-8404. info@megaphone-media.com; www.megaphone-media.com. Kyle Carmone, Managing Director.

For Megaphone's full listing, please see the PSA Section.


• Broadcast PR
• Integrated Branding
• Television & Radio

**DNA)**


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

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Megaphone Media, 26 Perry Street, New York, NY 10014. 646/452-8404. info@megaphone-media.com; www.megaphone-media.com. Kyle Carmone, Managing Director.

For Megaphone's full listing, please see the PSA Section.

**MERGERS & ACQUISITIONS**


**NEWSLETTERS**


Bulldog Reporter, c/o Infocom Group, 124 Linden St., Oakland, CA 94607. 800/959-1059. Jim Sinkinson, CEO.


Competitive Edge Newsletter, Pachter & Assocs., PO Box 3680, Cherry Hill, NJ 08034. 856/751-6141. Barbara Pachter, Pres.

Consultants News, Kennedy Information, 1 Phoenix Mill Lane, 3rd flr., Peterborough, NH 03458. 800/531-0007.


IMN (iMakeNews, Inc.), 200 Fifth Avenue, Waltham, MA 02451. 866-964-NEWS. sales@iminn.com; www.iminn.com.
newsletters


The Newsletter on Newsletters, Box 224, Spencerville, MD 20868. 301/384-1573. www.newsletterbiz.com. Joel Whitaker, Publisher.


NEWSWIRES/ PRESS SERVICES


EurekAlert!, a program of AAAS, offers an effective means to disseminate news to reporters and the public. As a science-based press release distribution service it serves as an invaluable resource for press officers to reach the media worldwide. Thousands of reporters rely on EurekAlert! for information from leading research organizations.


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AP Images, 450 West 33rd St., New York, NY 10001. 212/621-1997; assignments@ap.org; www.apimages.com.

Discover why media outlets, corporations and PR companies around the world rely on AP Images Assignment Services. We will take any PR project, sponsored event, tradeshow or product launch and capture it with your vision and needs in mind. Whether the job is large or small, mainstream or off-beat - you get the benefit of our knowledge, access and integrated services for an end-to-end project solution.


Central Image Agency is a boutique Canadian entertainment news and image agency with trusted global alliances, specializing in the field of image/content management and distribution as a fully integrated solution. Central Image Agency uses a push method instead of the pull method that some of the larger agencies employ.


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

PHOTOGRAPHERS

Affiliated Photographic Services Inc., P.O. Box 61-H, Scarsdale, NY 10583. 914/946-2097. Lester Millman.
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**PRESS RELEASE DISTRIBUTION**

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Since 2004, 24-7PressRelease.com has been the premier provider of effective and affordable press release distribution. We deliver news content across traditional, digital and social channels including search engines and Google News. Since 2004, 24-7PressRelease.com has saved clients more than 120,000 press releases.


See full listing under Editorial Distribution category.


PRESS RELEASE DISTRIBUTION 2011 PR BUYER’S GUIDE

Send2Press®
Send2Press® Newswire, a service of Neotrope®, 4332 W. 230th St., Torrance, CA 90505. 310/373-4856. support@Send2Press.com; www.Send2Press.com. Christopher Simmons, Pres./CEO.

Affordable press release services since 1983, including news writing, targeted newswire and Direct-to-Editors™ distribution, search optimization, eMediaKit™, social net works and media opt-in. Exclusive news distribution via Neotrove News Network including California Newswire®, and eNewsChannels™. Top placement of news content in search since 1997 using proprietary ContextEngine® technology. Accredited staff. Member BBB.


LOG-ON offers full service offset and digital printing capabilities from simple one color to 4 colors and more.
• Our state-of-the-art presses provide the flexibility you need for any job. We recently installed the latest digital press, Igen 4, the only one located in the tri-state area. The Igen compliments our other Igen as well as the two 4-color envelope presses.
• Experienced and dedicated craftsmen insure clients the finest quality, consistent results and dependable service.
• No matter what you need: letterhead, envelopes, flyers, ad reprints, press releases, brochures, self-mailers or kit covers; we have the sources, equipment and know-how to make it happen.
• We can print on almost any type of paper. Why not let LOG-ON add personalization to your printed pieces? LOG-ON employs the latest Cannon and Xerox technology to provide striking images that will get you noticed.

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PROMOTIONS

Allhealth Public Relations, 10109 Thornwood Rd., Kensington, MD 20895. 301/948-1709. br@allhealthpr.com; www.allhealthpr.com. Brian Ruberry.


Inside Out Creative, One Marketway West, #9A, York, PA 17401. 717/848-9339. info@inside-out-consulting.com.


We are your creative source for promotional products, sales promotions and premiums. We provide a PR, advertising, sales promotion tool that employs useful merchandise imprinted with a company name, message or logo.

PIMS, 245 West 17th St., 4th floor, New York, NY 10011. 212/279-5112. info@pimsinc.com; www.pimsinc.com.

PIMS is the premiere source for corporate and event promotional gift items. From memory sticks & mugs to hats, pens & t-shirts, we can customize any number of items for conventions, trade shows, business meetings and mailings. PIMS offers the most unique assortment using the highest quality materials available to ensure your brand is enhanced.

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PUBLIC RELATIONS NETWORKS


Marla Russo, Pres.
CONVERGE™ brings together some of the country’s most respected mid-size and boutique public relations agencies in a network that was custom-designed to be a nimble organization unfettered by process. Each CONVERGE member agency has a dominant market position and a notable client portfolio. CONVERGE offers clients national reach, in-market resources and highly specialized public relations expertise on-demand – all in a flexible model. CONVERGE members can tap the network for finite projects or longer-term counsel – offering clients seamless, enhanced services and results.

CONVERGE members include 360 Public Relations (Boston), Carmichael Lynch Spong (Minneapolis, New York, San Francisco, Chicago, Denver), DIG Communications (Chicago, San Francisco, New York), The Harbour Group (Washington, DC), M Booth & Associates (New York), rbb Public Relations (Miami/Ft. Lauderdale), and The Rogers Group (Los Angeles).


Worldcom Public Relations Group, 500 Fifth Ave., #1010, New York, NY 10110. 800/955-9675. 212/286-9550. coo@worldcomgroup.com; www.worldcomgroup.com. Daisy Guthin, COO, APR.

PUBLIC SERVICE ANNOUNCEMENTS

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Megaphone Media

Megaphone Media, 26 Perry Street, New York, NY 10014. 646/452-8404. info@megaphone-media.com; www.megaphone-media.com. Kyle Carmone, Managing Director.

Megaphone Media has distinguished itself as a trusted partner and premier service provider across the full spectrum of Broadcast Public Relations, Audio/Video Production and Web Design. Corporations, Non-Profit Organizations and Agencies turn to Megaphone because of its established track record and reputation for delivering the most cost-effective and results-producing solutions available.

As a fully-integrated company, services can be streamlined to empower multifaceted campaigns. Creative and proven strategies drive Megaphone’s commitment to achieving success for your projects.


Ron Sachs Communications, 114 S. Duval St., Tallahassee, FL 32301. 850/222-1996. rsachs@ronsachs.com; www.ronsachs.com. Ron Sachs, Pres. & CEO.
RADIO

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From creative consultation through production and results reporting, every project receives the full focus of our attention. Our services include Satellite TV and Radio Media Tours, Online Media Campaigns, Web Video Production and Distribution, Webcasts, Event Coverage, Video and Audio News Releases, B-Roll Packages, PSAs and Video Production for all business categories from healthcare and food to hi-tech and entertainment.

Our Integrated Media Tours™ reach audiences on TV, Radio and Online. IMT’s include earned and guaranteed TV and radio, and Online Media Campaigns with blogger tours, video syndication and social media outreach.

CriticalTV platform lets you monitor your organization, client, competitors, industry news and more. Edit and download broadcast quality files minutes after your segments air. Our account management team is always ready to help you succeed.

D S Simon Productions Inc

New York: 212.736.2727
Chicago: 312.255.0240
Los Angeles: 310.939.7041

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Radio reaches 230 million listeners or 94% of the population in the United States. Let D S Simon Productions help strategically deliver your key messaging to targeted sections of this massive audience using Radio Media Tours (RMTs), podcasting and other audio distribution formats.

Video Redefined. D S Simon Productions is an award-winning broadcast PR and social media video firm specializing in Satellite Media Tours, Internet Media Tours, B-Roll production and distribution, Corporate and Web Video, Video Players, Ground Tours, Co-Ops and Radio. Established in 1986, we are headquartered in New York with offices in Los Angeles and Chicago.


EMS Incorporated, 1127 Grove St., Clearwater, FL 33755. 1-800-881-7342. www.emsincorporated.com. Marsha Friedman, CEO.

Hedquist Productions, P.O. Box 1475, Fairfax, IA 52556. Jeffrey Hedquist, Pres. 641/472-6708. jeffrey@hedquist.com; www.hedquist.com.

Critical Mention provides real-time searching, viewing, alerting and reporting on global broadcast coverage. Our comprehensive and industry leading

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Megaphone Media has distinguished itself as a trusted partner and preeminent service provider across the full spectrum of Broadcast Public Relations, Audio/Video Production and Web Design.

Corporations, Non-Profit Organizations
and Agencies turn to Megaphone because of its established track record and reputation for delivering the most cost-effective and results-producing solutions available.

As a fully-integrated company, services can be streamlined to empower multifaceted campaigns. Creative and proven strategies drive Megaphone’s commitment to achieving success for your projects.


NAPS sends Radio Feature Releases (RFRs) on CDs with scripts. We cover over 6,500 stations. Each RFR gets placed on 300 to 400 U.S. radio stations and includes a color usage report, including demographic information, number of listeners reached, maps, graphs and bar charts. Information comes from directories, signed usage cards, e-mails and faxes.

GUARANTEE: Complete satisfaction with the results of each release or another one free.


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We specialize in booking radio tours with national news networks, nationally syndicated shows, statewide, regional, and local radio outlets in each of the nation’s nearly 300 radio markets. We also script, produce, and distribute targeted audio news releases to the nation’s largest radio networks with the best “guaranteed-placement” in the industry. In addition, SRS provides audio actuality pitching and placement systems, radio promotions, public service announcements, podcasts, video podcasts, radio advertising production and placement, live remote broadcasts and customized broadcast e-mailing to our customized database of 12,000+ radio outlets, stations and show contacts.

Among the hundreds of clients we have worked with, we routinely work with political groups such as the DNC and the DCL; advocacy groups like the Natural Resources Defense Council (NRDC) and ACLU; award-winning PR firms like Burson-Marsteller, Edelman, and Ketchum; non-profit clients like the International Diabetes Foundation (IDF), the American Jewish Committee (AJC) and the Pew Trusts; government agencies like the Dept of Energy and Dept of Labor; associations such as the US Conference of Mayors, National Urban League, and the National Law Enforcement Officers Memorial Fund (NLEOMF); large-scale events such as the Clinton Global Initiative and the Consumer Electronics Show; Fortune-500 companies like Google, Capital One, Nike and General Motors; and we have worked on dozens of local, state and federal political campaigns. SRS is a GSA Schedule contractor.

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VideoLink, Inc (videolink.tv) offers High Definition live and on-demand video production services and transmission services, studios, post-production, web-casting and a fleet of satellite trucks. VideoLink also offers ReadyCam, a custom, remotely operated studio that can be installed in your office. Located in Boston, Philadelphia, Baltimore, Manchester NH and Irvine CA.


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Consumers are increasingly getting their information through online video and social media. An Internet Media Tour (IMT) is a comprehensive, targeted approach to promoting a campaign or initiative to the online world. IMTs are growing in popularity as a communications tool among both marketers and the media web sites and bloggers that crave online video content. Increasingly, they are being used in conjunction with a satellite media tour, to turn a press conference into a video press junket, with B-Roll or as a standalone service.

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Video Redefined. D S Simon Productions is an award-winning broadcast PR and social media video firm specializing in Satellite Media Tours, Internet Media Tours, B-Roll production and distribution, Corporate and Web Video, Video Players, Ground Tours, Co-Op’s and Radio. Established in 1986, we are headquartered in New York with offices in Los Angeles and Chicago.

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VIDEO

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- Media Tours
- Corporate Video
- B-Roll & Sound Bites
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THE NEWSMARKET

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Productions Masters Inc., The Buhl Bldg., 202 Fifth Ave., Pittsburgh, PA 15222. 412/281-8500. dcase@pmi.tv; www.pmi.tv. David Case, Pres./CEO.


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