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Communications & new media

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PR education is being oversold

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.

"PR is like plumbing, sales and journalism," she writes.

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 fountain-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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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 overstepping 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 how exposure to different brands of media influences users' political beliefs.

The findings were part of a larger study aimed to identify levels of misinformation held by American voters, released in December and titled “Misinformation and 2010 Elections.” It was conducted by WorldPublicOpinion.org and Knowledge Networks, and managed by the Program in International Policy Attitudes at the University of Maryland.

If the findings are any indication, the media brands users choose to consume plays an undisputed role in shaping opinion. In most cases, the study found that Americans who had greater levels of expo-

sure to varied news sources were more likely to possess higher levels of accurate information.

On the other hand, those who consume primarily one particular brand of media are more likely to be misinformed on a wide range of political topics. Notably, the study found that those who view 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 watch 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 ques-

tion 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 said they 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. ●

FTC calls for “do not track” tool

By Kevin McCauley

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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Media Briefs

2010 NETS 17 NEW MAGS

Seventeen more magazines were created than folded in 2010, according to Oxbridge Communications' publication database MediaFinder.com.

For the year, 193 new mags debuted, including 28 in the food category, while 176 closed up shop, a sharp drop off from the whopping 596 publications that ceased in 2009.

Oxbridge president Trish Hagood noted the debut of several iPad titles in 2010, which gave publishers another way of getting content to readers.

Twenty-eight print titles went online-only during the year, compared with 81 in 2009.

Behind new food titles like *Northeast Flavor* and *ChopChop*, regional magazines were the next largest category for new publications. The home category continues to suffer the worst as 13 titles folded in 2010, while lifestyle also took a hit with seven closures.

While B2B mags showed a surge of 34 new titles this year, 47 also folded and 15 went from print to online only.

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 reputational hit. NPR CEO Vivian Schiller dismissed Williams over the phone and, according to the *Washington Post*, later publicly

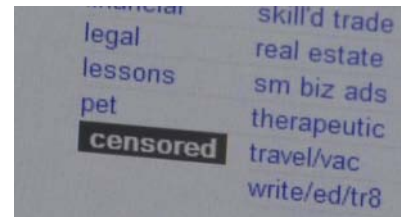
implied that Williams needed psychological help. His supporters framed the firing as a First Amendment issue and called for cuts



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."

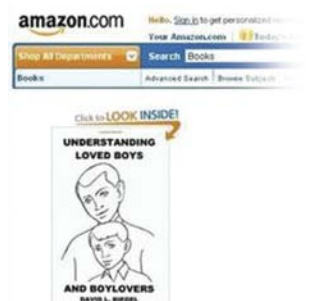
Craigslist "misses connection" on "adult services"

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



Continued on next page

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 inves-

tigation. 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 mem-

bers, 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 appreciation 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 requires practice, as evidenced by BP’s PR-inept CEO Hayward. Second, he, said, moaning about the media is pointless and smacks of self-pity.

In an ironic twist, Johnson & Johnson was among 2010’s crisis victims as its McNeil Consumer Healthcare unit issued a confusing series of recalls for products like Children’s Tylenol that was so poorly handled that the Food and Drug Administration mulled criminal charges.

WikiLeaks sparks debate

The digital database Wikileaks has caused headaches for the U.S. Dept. of Defense by leaking classified documents about the wars in Iraq and Afghanistan. But the site fired a loud salvo in April and sparked a global debate — with significant helpings of praise and scorn — by publishing a video titled “Collateral Murder,” an edited film of footage from a 2007 incident in which U.S. forces.

Of course, the simmer of strong feelings about Wikileaks and its founder Julian Assange elicited by the video’s release would reach a boil in December, with the steady trickle of U.S. diplomatic cables which were released by the site.

The U.S. government was forced into damage control for dispatches as diverse as one depicting French President Nicolas Sarkozy as “mercurial” and another questioning Russian Prime Minister Vladimir Putin’s work ethic. President Barack Obama even took part in the fence mending as he placed calls to the leaders of Mexico and Turkey to smooth over embarrassing revelations from the documents.

But the true crisis PR trembles could be felt in the other shoe that has yet to drop. Assange has said Wikileaks has reams of corporate documents, some reported to be from Bank of America. As tech PR titan Don Middleberg pondered, “What happens if some bright enterprising, anti-business student decides to follow suit by creating a WikiLeaks-type website aimed at business? Or more specifically, at public relations agencies?”

Outside of the corporate realm, Mexico was among the more image-battered countries of 2010. The ongoing narco-war con-

tinued to draw headlines through the year as its tourism entities and operators scrambled to stem the damage and change the conversation from border-town beheadings to sandy beaches and foamy surf.

Mexico’s Committee of Tourism and Conventions hired Allison & Partners and Crossborder Group in September as part of a lucrative cross-border PR blitz focused on border areas like Tijuana, Rosarito and Ensenada. APCO Worldwide and Qorvis Communications tried their hands at PR work in 2009.

Mexico’s Finance Minister said in September that the drug-related violence has sliced \$1.2 billion off the country’s GDP.

Twitter as a crisis

While the PR and marketing sectors see promise in social media like Twitter and Facebook, those feeding hands also showed a propensity to bite back in 2010.

The apex of crisis-sparking Twitter misbehavior was, of course, @BPGlobalPR, the satirical feed that raised hackles, tickled funny bones, and gave the nightsweats to corporate communicators and crisis pros across the globe, especially those at BP headquarters in London.

As oil gushed from the floor of the Gulf of Mexico and BP scrambled to mount a PR response, a comedian took to Twitter to give voice to the company as a snide, rose-lensed fountain of corporatespeak that glossed over the gush and found the bright side of things like dead

sea animals and a tone-deaf CEO.

“Please do NOT take or clean any oil you find on the beach. That is the property of British Petroleum and we WILL sue you.” — @BPGlobalPR

The spoof Twitter BP feed amplified the emotions of a world watching how BP would fix the mess and made a struggling response look even more out of touch.

Aside from the big case studies, other crises of note in 2010 were the Transportation Security Authority’s seeming surprise at the public backlash against its airport scanners and alternative “pat-downs,” as well as Nestlé coping with Facebook attacks by environmental activists over the company’s use of palm oil. Honorable mention goes to Jet Blue and its emergency-exiting flight attendant, who personified frustration over airline delays.

Looking ahead to 2011, we wonder about the fate of WikiLeaks, BP’s ongoing push to recover its brand, and the NFL’s potentially awkward situation if Michael Vick wins the Super Bowl. ●



Julian Assange



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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.

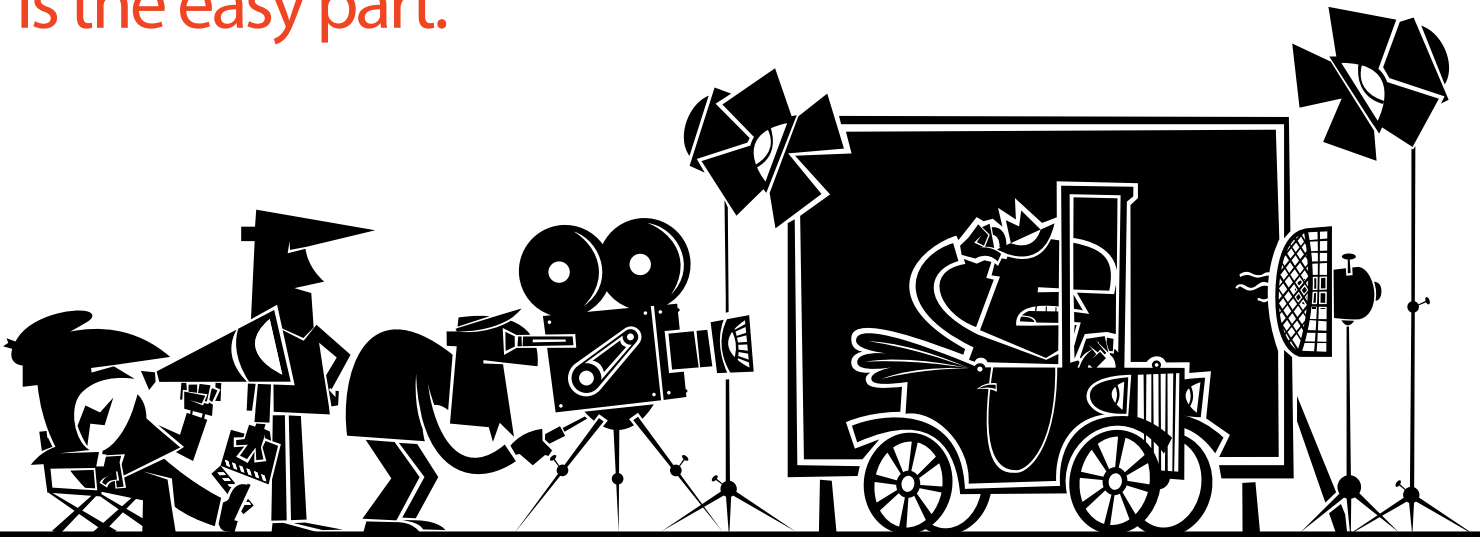
You actually don't have much of a choice. The risks of not securing your brand's presence in social media are too great. BP waited seven days after the oil spill to tweet, which is far too long in an era of instantaneous information exchange. The twitter account "BPGlobalPR," run not by a BP employee but instead a fast-acting individual, stepped into that vacuum and entertained the Twitterverse 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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content and writing the publicity release
is the hard part...

Getting it seen & read by the right people
is the easy part.



Industry movers and shakers shown above [L to R]: The Director (member of DGA, AMPAS), the producer (member of PGA, AMPAS, AICP), the cinematographer (member of ASC, ICG, AMPAS), the actor (member of SAG, AMPAS). Not shown: the Screenwriter (member of WGA, AMPAS), the Art Director (member ADG), the Editors (members of ACE, MPEG, AMPAS, AICE), the VFX Animators (member of VES, AMPAS), the Musicians & Audio talent (members IBT, RMA, CAS, AMP, AMPAS), the Set Director (member SDSA), talent in the Casting department (members of CSA, AMPAS), Locations Scout (member of LMGA), Wardrobe & Makeup talent (members MAHS, AMPAS), legal & accounting departments, Studio Management and Agents (members AMPAS), and of course, the PR talent (some members AMPAS).

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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 for not foreseeing the economic nosedive, claimed no one listens to them anyway. *Barron's* reporter Erin Arvedlund nailed Bernie Madoff in 2001 but said only silence met her research that included 100 interviews.

The Committee to Protect Journalists raised \$1.47 million at a banquet Nov. 23 but it's almost 100% focused on persecution of journalists abroad while (figurative) slaughter of U.S. journalists gathers steam.



Bill Margaritis

Despairing U.S. journalists need help but so far CPJ chair Paul Steiger is turning a deaf ear to our calls to him on this.

Steiger and his fellow executives at ProPublica are under fire from journalists for taking "eye-pop-

ping" salaries. Dan Gillmor of Mediactive says the \$570,000 pay of Steiger and high pay for other staffers "hurts" the credibility of ProPublica. Small non-profits do not pay anywhere near such salaries, he says.

Some journalists say ProPublica is not publicly-funded at all but gets almost all of its money from Herbert and Marion Sandler who gave it \$10 million. The money is tainted because the Sandlers made \$2.4 billion by dumping Golden West Financial on Wachovia Bank in 2006. A huge portfolio of bad loans was discovered at GW that caused an almost immediate "fire sale" of Wachovia to Wells Fargo.

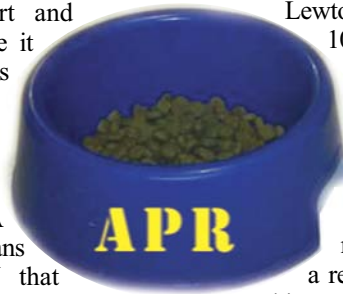
CPJ, New York Financial Writers Assn. and the Overseas Press Club raise lots of money via \$400-plus tickets to the banquets mostly supported by blue chips. But so far we have been unable to interest leadership of the groups in the plight of U.S. journalists. They don't want to rattle the cages of their corporate sugar daddies.

Customer Relationship Management, which can be an insidious practice, became a buzzword. Basically it means lavish attention on your best, most profitable, easiest-to-deal-with customers and either dump or slight those small, pesky, unprofitable ones.

PR Society of America practices CRM on its Assembly delegates, since they elect the board and pass bylaws. No one else really counts. So the 110 chapter presidents, who under the new bylaws are the delegates, get \$550 each in cash and five free meals including a dinner at the Leadership Rally in New York each June. Plenty of other "goodies" are available to them. Rank-and-file members get short shrift — barred from knowing who is in the Assembly, what the delegates said, or how they voted.

Healthcare PR continued to boom with 80 firms reporting fees in this category topped by \$98.3 million for Edelman. No. 2 was Ruder Finn at \$50.6 million and No. 3 was APCO Worldwide at \$24.3 million.

An odwyerpr.com poll found New York PR pros want a neutral midtown library/meeting place (rather than having to use offices of PR firms). Uninterested (so far) are any of the PR groups including Arthur Page, Council of PR Firms, IPR, PRSA, etc., whose cash/savings total about \$13 million.



Failed "putsch" of the year was the attempt to remove the APR rule for the national board of the PRSA after 35 years. The drive crippled itself by praising APR as "a hallmark for professional improvement." Perplexed APR fans asked, "How can you devalue something and value it at the same time?" Only one of the 110 chapter presidents supported the drive.

Ferocious arguments took place in a PRSA e-group with 2001 chair Kathy Lewton alone posting more than 10,000 words.

Referring to APR, Sam Lubetkin said it was a case of "eating our own dog food," a remark he no doubt regrets.

Lubetkin also said (correctly) that removing APR as a requirement for national leadership would probably be the death of 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 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 disingenuous \$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-

— Continued on next page

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 develop-

ing 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, barnstorming 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.

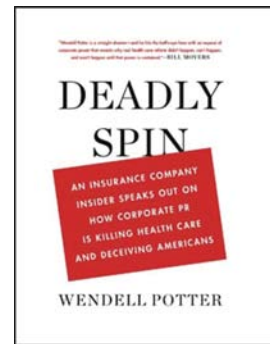
About 200 leaders of a half dozen PR groups met in Barcelona in June and decided that "outcomes" are what counts — not communication. Working behind the scenes or keeping something secret might be the answer to a client's problem.

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. ●



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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

IN THE UNITED STATES DISTRICT COURT FOR THE DISTRICT OF COLUMBIA	
Greenpeace, Inc., 702 H Street N.W. Washington, D.C. 20001	Civil Action No. _____ Jury Trial Demanded _____
Plaintiff,	
v.	
The Dow Chemical Company c/o The Corporation Trust Company Corporation Trust Center 1209 Orange Street Wilmington, DE 19801,	COMPLAINT
Sasol North America, Inc., c/o The Corporation Trust Company Corporation Trust Center 1209 Orange Street Wilmington, DE 19801,	
Dezenhall Resources, Ltd., c/o The Corporation Trust Company Corporation Trust Center 1209 Orange Street Wilmington, DE 19801,	
Ketchum, Inc. c/o The Prentice-Hall Corporation System, Inc. 2711 Centerville Road, Suite 400 Wilmington, DE 19808,	
Timothy Ward 28860 Almschouse Road Oxford, MD 21654,	
Jay Arthur Bly 8231 Horton Point Drive Millersville, MD 21108,	
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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

While 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.



Martin Murtland

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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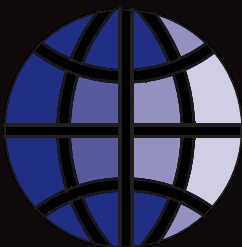
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Crisis across cultures, business without borders

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 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 coupe 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. ●



Scott Sobel

PR Services Briefs

CROSBY WINS THREE FEDERAL CONTRACTS

Annapolis, Md.-based Crosby Marketing Communications has won contracts with three Federal agencies: the Federal Motor Carrier Safety Administration (FMCSA), the Health Resources and Services Administration (HRSA) and the Social Security Administration (SSA).

For FMCSA, a body within the Department of Transportation, Crosby will develop marketing communications and social media campaigns for the agency’s motor carrier safety outreach programs.

For HRSA, the agency responsible for improving access to health services for those who are uninsured, Crosby will provide communications support for the agency’s organ donation programs.

Crosby will also support the SSA’s ongoing public information campaigns, which includes public service advertising campaigns, search engine marketing and interactive promotions to encourage SSA beneficiaries to use the agency’s online resources.

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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 communications. 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. If employees post about the organization on their personal profiles, they need to disclose their connection to the organization and their role within it.

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. ●



Kathleen Wahlbin

Media briefs

STUDY PREDICTS DEATH OF U.S. PHONE BOOK

A recent poll found more than 60% of Americans now believe the phone book is an irrelevant source for finding local phone numbers, and nearly a quarter said they immediately throw the phone book in the trash every year. These were just some of the findings in a national poll conducted by Tallahassee, FL-based Ron Sachs Communications in conjunction with Mason-Dixon.

Among the poll's key findings: Approximately 75% of Americans now use the Internet or cell phones for finding telephone numbers instead of a phone book; only 3% of Americans reported using a phone book in the last week; and nearly 8 out of 10 Americans between the ages of 18-29 years cited any current use for a phone book.

More than half of respondents claimed phone books have no influence on their purchasing decisions. The poll found that seniors are the demographic most likely to still use a phone book.

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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 policy in the following ways:

Mistake Number One: Lack of Preparedness

BP CEO Tony Hayward noted in a *Financial Times* interview: "What is undoubtedly true is that we did not have the tools you would want in your tool kit" — a shocking oversight!

A crisis plan is grounded in conceiving a range of likely scenarios, ranked in terms of importance and probability, with detailed responses to each, so that no time is lost in the crucial opening rounds of the incident. Committing pen to paper also forces a company to assemble, in advance, the tools needed to manage a situation, including preliminary statements, sources of information, composition of key teams and consultants. Finally, the scenarios must be periodically tested through "war game" exercises, where participants at all levels of the organization assume their roles in simulated crises.

One positive repercussion of the BP spill — as well as related reputation disasters at Toyota (product safety) and HP (CEO conduct) — is that crisis preparedness could increasingly be viewed as a standard risk management strategy of the company's directors.

Mistake Number Two: Creating Unreasonable Expectations

Early on, BP backed a government estimate of the oil leak at 5,000 barrels a day. The figure was quickly contested by independent scientists and was soon found to understate the leak by a factor of 10.

It's always difficult, in the fog of crisis, for leadership to gather facts ... and it's especially true early on, when outside questioning is most intense, crucial first public impressions are formed and management is eager to project an image of competence and control. The result: spokespersons often make well-inten-

tioned, 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

— Continued on next page

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, misemploying 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. ●

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Privacy becomes number-one communications concern

In yet another prescription for what ails us, the U.S. Department of Commerce has proposed a consumer “bill of rights” that pertains to advertising and protecting privacy online.

By John Berard

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 fat-test?) or the demographics of a zip code (BMW's 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 differ-

ent.

That “something” is the ability of digital technology to track and assemble a dossier that can make each of us 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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Potter: insurance biz would be upended without mandate

By Kevin McCauley

Conservatives wanting to junk the individual mandate of the health-care law are not acting in the best interests of the insurance industry, accord-

PR Services Briefs

WAL-MART HIRES B-M

Burson-Marsteller's Prime Policy Group lobbying and public affairs unit now represents Wal-Mart Stores as the Bentonville, Ark.-based giant positions to deal with the incoming Republican Congress.

PPG chairman Charlie Black spearheads the seven-member team. He is former advisor to the Reagan/Bush 1 White Houses and chief spokesperson for the Republican National Committee.

Wal-Mart's PA staff is led by Leslie Dach, advisor in the Clinton White House and former vice chairman of Edelman. The No. 1 independent PR firm represents Wal-Mart on PA and environmental issues.

The giant retailer also has PR business at GolinHarris, Cohn & Wolfe and Porter Novelli.

ing 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 free 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 ACLU “bless” the “profile,” but a New York Federal Court would rule it did not violate the 4th Amendment to the Constitution on search and seizure.

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 were “at war” with Iraq, the protection against illegal search would have led to multiple law suits.

Ironically, from all reports I have seen, all 19 Middle East terrorists evi-

denced at least those six elements. Had our “profile” still been Step One, they no doubt would not have been able to board their flights.

The government’s security officials claim everyone old and young needs those intrusive searches to prevent another 9/11. But, they never laid the groundwork we did and tested a theory — which is what that claim really is. We anticipated almost every concern and devised a coordinated response both to the news media and the public. By the way, our 1978 Final Report predicted that terrorists (yes, that was the term used) would hijack a U.S. aircraft.

Our testing at nine airports produced unanticipated side results. At San Juan, we discovered there was an agriculture inspection procedure, which we agreed could be used for passenger screening. At the old LaGuardia Airport, we were told a number of weapons and even narcotics were being discarded in potted plants near the boarding gates by people who believed the “profile” would nab them.

A gate attendant called me to complain that he was told the Mafia would stop flying from that airport because of the “profile.” Our “psychological” approach worked.

Also, while I arranged for warning signs to be printed in Spanish as well as English, I discovered slight changes in wording were needed along the East Coast than from the West Coast — “Hispanic” versus “Latino.”

Finally, a recent online news story revealed that the chief of security of El Al Airlines is convinced the intrusive searches are not necessary in favor to passenger “profiles.” Thus, we have come full circle, but the government is obstinate. This total pre-boarding search never has caught a Middle East terrorist, but has nabbed domestic nut cases.

Our task force succeeded because we 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. ●

PR Services Briefs

JSH&A LATCHES SKIL

National electric power tool manufacturer SKIL Power Tools has retained Chicago-based JSH&A Public Relations as its agency of record.

Founded in 1924, the Mr. Prospect, IL-based SKIL manufactures a line of portable electric power tools.

JSH&A will provide ongoing traditional and social media relations support for the company's extensive product portfolio, which includes traditional media initiatives, blogger outreach, Facebook and Twitter management and development of the company's e-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 presenter 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 Facebooks 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, reflects 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 (\$2.5 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 Flowtown, the sources of which are to be deemed reliable, people using Facebook on their phones are twice more 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 has come of 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 Fischgrund

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 slew 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 rele-

vant 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.



Eric Fischgrund

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 Fischgrund is a Senior Account Executive at Beckerman in Hackensack, NJ. ●



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O'Dwyer's Guide to: Crisis Communications

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Matthew Della Croce, *Managing Director, Corporate Communications*

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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.

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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.

FINEMAN PR

330 Townsend St., Ste. 119
San Francisco, CA 94107
415/392-1000 Ext. 12
www.finemanpr.com

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, issues management, community relations and multicultural outreach.

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

High profile crisis work has included: the Avian Influenza threat for a large poultry producer, attacks against clients by animal activists, a college falsely accused in the 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.

View and download profiles from our online database of PR firms, featuring hundreds of firms listed in 12 different specialty areas:

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

FLEISHMAN- HILLARD

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Dave Senay, President & CEO
Matthew Doering, Ben
Kincannon and Franz Paasche,
Co-Chairs, Litigation
Communications 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, mini-

mize 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- and best-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.

GRAYLING

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Grayling is the world's second largest independent Investor Relations, Public Relations, Public Affairs and Events consultancy 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 expert-

ise 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.

HENNES PAYNTER COMMUNICATIONS

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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.



Liz Kaplow, President and CEO of Kaplow.

We create programs that put consumers first by identifying the media, events and people that influence them and ensuring our brands are front and center in those places.

Kaplow is creating the communications agency of the future, redefining the PR practice in the changing media landscape. Kaplow's digital services division, Kdrive, pushes PR beyond the edges of traditional media to build word of mouth buzz, fueling the conversations where they occur. Kstudio, Kaplow's content creation and distribution center, uses video development to allow a brand to act as its own storyteller. Kaplow controls the media message and uses our stories to help people fall in love with our clients' brands.

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Kim Blazek Dahlborn, President and CEO
Mary Mosier, Senior Vice President

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 bank-

ruptcies, 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 spokespeople 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.

MARX LAYNE & COMPANY

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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

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

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 communication plans for the commercial nuclear power industry, Ciba-Geigy and Novartis Pharmaceuticals, and various MCS pharma company clients. Learn more at www.mcspr.com

MEDIA AND COMMUNICATIONS STRATEGIES

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www.macstrategies.com

Scott Sobel, President

A business or reputation crisis can be a company-ending or career-ending event. This tipping-point moment can also be a time for redefinition and a fulcrum for rejuvenation. You can't learn how to handle crisis from reading concepts from a textbook. You can't handle crisis by being complacent or overly cautious. You have to be prudent but sometimes aggressive. Decisive actions need to be taken with a cool, professional attitude by experienced counselors who are not



Michael Layne, Managing Partner of Marx Layne & Company.

afraid to tell the boss, “Houston, we have a problem.” MAC Strategies counselors are on a mission for our clients and support their legal, personal and businesses goals. When the “crisis managers” are worried, they call us. Award-winning crisis counseling, public and media relations, voted the best in D.C. and internationally.

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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-

— Continued on page 44



Richard E. Nicolazzo, Managing Partner of Nicolazzo and Associates.

NICOLAZZO & ASSOCS.

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tions management, strategic planning and communications, investor relations, media relations and training, management consulting, merger and acquisitions communications, corporate restructurings, issues management, litigation support, labor/employee relations, community relations, market research, executive speechwriting, and branding.

The Company provides crisis and strategic communications counsel to major regional, national, and international organizations, including legal, financial/accounting, healthcare, education, retail, insurance, corporate, and other entities that encompass the professional services marketplace. Representative major clients served include: Amica Insurance, Aviva USA, Babson College, Bain Capital, Caturano and Company (now McGladrey), Children's Hospital-Boston, Deloitte, Donohue Barrett & Singal P.C., Edwards Angell Palmer & Dodge LLP, Ernst & Young, FleetBoston Financial Group, Foley Hoag LLP, Jackson Lewis LLP, Jordan Hospital, KPMG, Lahey Clinic, LibbyHoopes P.C., MetLife Healthcare, Nortek, Inc., Pharmaceutical Research and Manufacturers of America (PhRMA), PricewaterhouseCoopers, Provident Healthcare Partners/Provident Healthcare Ventures, Ropes & Gray LLP, Saints Medical Center, Sun Life of Canada, Tufts Medical Center, UGL Unico, UniFirst Corporation, Weil Gotshal &

Manges LLP, and Wentworth Institute of Technology.

QORVIS COMMUNICATIONS

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www.damagecontrol101.com
@damagecontrol10

Qorvis' specialists have managed the most high-profile crisis situations of the last 20 years—from the Clinton White House to the Gulf Oil spill. We work with international corporations, individuals and sovereign governments to manage communications to critical audiences, including the media, Wall Street, the public, Congress and federal agencies. The Qorvis crisis process of "Insulate, Inoculate & Prepare" has been widely adopted, as we have proven how crisis communications, whether proactive or reactive, can actually serve as a long-term investment in our clients' reputations. As such, we also conduct intensive Online Reputation Management campaigns—an area that Qorvis pioneered—to protect our clients' enduring image. To support all programs, we feature in-house research and polling, interactive/website design, computer scientists, media training, media and public relations, advertising and investor relations.

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

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

to be one of the 25 largest health-care-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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Amy Binder, CEO
David Kalson, Executive Managing Director, Crisis Management

When a crisis in any form occurs, RF|Binder's crisis team is ready, bringing decades of experience in helping organizations manage their crises. Whatever the crisis—financial, product recalls, battles for corporate control, EEOC issues, or situations where the organization is victimized by an act of God or maliciousness, our goal is to help our clients put their crises into the past as quickly as possible, their reputations intact, their business mission continued.

We've built our Crisis Management practice on two principles: Preventing crises before they occur and being well prepared for them if and when they do. As an agency acutely sensitive to the reputational and branding imperatives of our clients, we work in close collaboration to help them track and manage difficult issues before they grow to crisis proportions. At the same time we create Crisis Preparedness Plans that identify potential crisis scenarios and develop messaging and communications around each scenario that, should a crisis occur, can be quickly adjusted, finalized and deployed. We work with organizations to identify their vulnerabilities, many of which can be mitigated during the crisis preparedness phase. With a Crisis Plan in hand we can then hold tabletop training drills to strengthen

the organization's crisis response.

RON SACHS COMMUNICATIONS

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www.ronsachs.com

Ron Sachs Communications is Florida's leading public affairs communications firm, building public and opinion leader support for issues of local, state and regional importance. As an integrated communications firm, the firm combines public relations, marketing, advertising, grassroots and social media strategies, creating effective campaigns for corporate, non-profit and government clients.

With offices in Tallahassee and Orlando, our team approach ensures deep senior management involvement in all client accounts and access to the expertise of all team members, including our award-winning creative design, Web and video production staff.

The senior team comes from the ranks of the media and government, giving the firm outstanding media relationships to draw upon and excellent news judgment in devising effective media strategies.

Considered Florida's "go to" firm for public affairs communications and issues management, the company also has significant expertise in corporate marketing and is among the nation's leading producer of public service and public safety initiatives.

RUDER FINN

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

Ruder Finn is a privately owned, full-service, global agency that specializes in building, shaping and improving reputations through strategic communications. Our Corporate Advisory Group specializes in managing issues and crisis communications for corporate, financial, non-profit, trade association and other clients. Our services span a full range of issues support

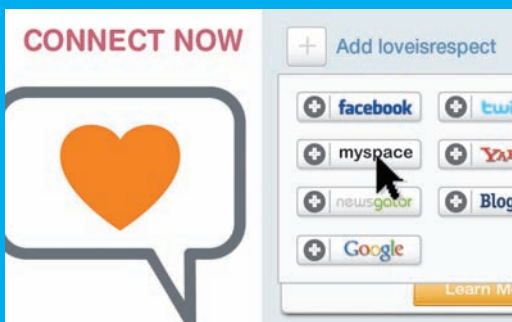
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Donna Vandiver, President & CEO of The Vandiver Group Inc., and Amy Crump, Chief Financial Officer.

RUDER FINN

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from proactive to reactive and we excel in conducting full spectrum risk assessments which help our clients identify and prepare for issues before they arise. Our proven approach — focused on communicating transparently, consistently, credibly and rapidly — helps maintain the confidence of stakeholders and ultimately safeguards reputations. Our experience includes regulatory, legal, financial, corporate and activist actions — most recently involving consumer product regulatory scrutiny, product launch issues planning, and high-profile class action litigation. Our clients include leading Pharmaceutical, Consumer Products, Technology and Financial companies.

SARD VERBINNEN & CO.

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George Sard, Chairman & CEO
Paul Verbinnen, President

Sard Verbinnen & Co. is a leading strategic corporate and financial communications firm with offices in New York, Chicago and San Francisco. We provide communications counsel and services to clients including multinational corporations, smaller public and private companies, investment firms, financial and professional service firms, and high-profile individuals.

The firm's highly experienced senior professionals provide sound, objective advice and ex-

cution support to clients across a broad spectrum of industries. Our work encompasses corporate positioning, media relations and investor relations, transaction communications, litigation support, crisis communications, and other special situations.

We are regularly cited as one of the top M&A and crisis communications advisors in North America.

Founded in 1992, our firm is recognized for delivering candid and thoughtful strategic advice, excellent written product and tactical execution, and tireless advocacy on behalf of our clients. Our senior professionals are actively engaged in both counsel and implementation. Their diverse backgrounds and expertise, unparalleled relationships and credibility with the media, and deep understanding of the investment community drive the firm's ability to help our clients manage complex situations and communicate to multiple constituencies successfully.

SLOANE & COMPANY

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Elliot Sloane, CEO

Sloane & Company is an industry-leading strategic communications firm specializing in corporate and financial public relations, investor relations, transaction support, public affairs, crisis and litigation support. Differentiating us from the crowd, the key to the firm's success is bringing a fluid and experienced capital markets orienta-

tion to all our assignments.

Over the past ten years, the firm has earned a reputation for providing strategic counsel to "C" level executives of *Fortune* 500 public companies, as well as large and mid-sized private businesses and associations. Our clients include leading consumer products, pharmaceutical, technology and financial companies.

Sloane & Company provides expertise to clients across a wide range of industries in crafting their communications strategies. The firm's diverse portfolio inspires our professionals to think outside of the traditional bounds to reach clients' key constituencies including customers, employees, investors, global and local opinion leaders, industry experts and political decision makers. Sloane's team recognizes the dynamic relationships between these crucial audiences and knows how to best develop and generate value from them.

Our professionals understand and recognize the impact that media coverage has on a client's valuation and reputation, particularly as it relates to key issues in national, state and local governments. Sloane & Company's public relations programs are effective because they begin with a complete understanding of each client's business fundamentals and future goals. Every decision is tied to these strategic objectives, helping our clients shape their core positioning in the marketplace while aggressively and creatively pushing that positioning through global, national and regional media outlets.

SOLOMON MCCOWN & COMPANY

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Helene Solomon, CEO
E. Ashley McCown, President

Based in Boston, Solomon McCown & Company provides strategic communications and crisis management services to mission-focused businesses and organizations. We leverage all of our assets — our strategic

thinking, considerable experience, successful alliance building and commitment to results — to help clients achieve the recognition, definition and protection they need to meet their goals. We believe that at the core of advancing an organization's mission is protecting it. Crisis management is a defining strength of our organization. Our nationally-recognized senior team of crisis managers comes from journalism and politics. We have developed crisis plans for corporations, institutions, and mission-focused organizations, and have played a key role in many sensitive and complex issues including those involving public agencies and non-profits, public health issues, labor negotiations and strikes, bankruptcies and business failures, accusations of sexual harassment and abuse, state and federal investigations, and workplace violence. We excel at working with in-house and outside legal counsel and corporate communications teams to devise communications strategies to dovetail with the legal strategy.

TIERNEY

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At Tierney, we believe in the art of conversation. But given this is a magazine, this conversation will be a bit one-sided. First, a few words about us: We are a full-service agency with skills in crisis and issues management, public relations, advertising, interactive and media. We work with clients that are large and small, public and private to help create and shape their dialogue with consumers across all channels.

Building your image and increasing sales is only part of the story. What happens when a crisis hits? Well, you can't just stick your head in the sand. You have to participate in the conversation, direct the conversation and sometimes even play a role in ending it. Because sometimes keeping you out of the press is maybe more important than getting you in it. Learn more and join the conversation at www.hellotierney.com



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The Crisis Communications team at Zeppos & Associates includes John Gardner, Senior Account Executive; Brenna Kriviskey Sadler, Vice President; Brian Knox, Vice President; Mikaela Balfany, Account Executive; Kris Naidl, Executive Vice President; and Evan N. Zeppos, President.

TREVELINO/ KELLER

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Immersed in the nation's biggest environmental disaster — the BP Oil Spill — Trevelino/Keller worked around the clock to counsel, media train and manage the national and local media frenzy, as well as develop consumer facing messaging and materials to keep the public informed on behalf of the small business owners affected by the spill. The agency was selected based on its extensive background in crisis work, which includes criminal deaths, financial fallout, lawsuits, food-related accidents, executive mishaps, product recalls, and employee reductions.

Since starting Trevelino/Keller in 2003, we have managed crises on average monthly across the country, representing clients in 25+ states. Our crisis specialty is focused on minimizing any negative impact with a company's key constituents and ultimately, converting the situation into a brand asset. We appreciate the financial burden a crisis can cause a company which is why we provide crisis clients with our non-profit rates. If we need arms and legs on the ground, we'll find qualified support in the same spirit. For more info, visit www.trevelinokeller.com.

THE VANDIVER GROUP INC.

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vandivergroup.com/threat_assessment

At some point, every organization faces a crisis. A fire, recall, or accident can put your business squarely in the public and media spotlight.

The Vandiver Group Inc.'s (TVG) Threat Assessment is a quick and easy tool to determine your organization's threat level. Developed by our crisis communications team, this free assessment asks a few short questions to help determine your "at risk" level. The assessment covers everything from your crisis communications plan to how well prepared your leaders and spokespeople are. Have they been media trained? Do they have their key messages prepared and are they ready to deliver them in the most appropriate way?

The assessment calculates your level of risk and suggests ways to lower your risk. It can save you time and money. During a crisis, TVG works quickly to help you organize your messages, relay accurate information to the media, and uncover potential hazards before they can create problems for you, your employees or your clients.

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Thomas Walek, President
Armel Leslie and Mary Beth Kissane, Principals

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.

WEBER SHANDWICK

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Micho Spring, Chairperson,
Global Corporate Practice and President, New England
Peter Duda, Executive VP
Lance Morgan, Chief Communications Strategist

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 man-

agement. 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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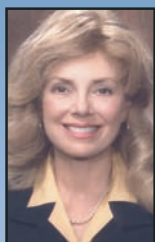
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2010 PR sinners & winners awards

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



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

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 over-exposed 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 unbri-dled 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 prefaced 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 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 throwing arm.

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.

— Continued on next page

Small business can become adept at social media

By Ron Torossian

Naturally, 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



Ron Torossian is CEO of 5W Public Relations in New York.

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

— depending on your business size — **for new 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 Wikileaker, born in Australia and now residing at London’s festive Wandsworth prison, has cornered the market on repugnance. Even FirstAmendment 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 noose 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.” ●

Worst PR offender of 2010: the NYC MTA

By Jon Gingerich

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 wearily familiar at this point. For once, it's a rule I'm willing to overlook.



Jon Gingerich is Editor of O'Dwyer's.

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, natch) 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 transit-problem-solving faculty that has grafted onto many New Yorkers' frontal lobes, that I could take a cab across 14th Street to the 1st Ave station, where I could catch the resuming Brooklyn-bound train. I did. Note that by this point I was out \$2.25, plus the \$6 it would cost in cab fare to make the trek to the operating station.

When I arrived at the Brooklyn-bound side of the 1st Ave stop I noticed there was no attendant on duty. Big surprise. I swiped my card, descended the stairs and waited. And waited. The platform began to fill with commuters. Several minutes later, riders from the opposing platform began to yell at

us from across the tracks: the Brooklyn-bound train was coming into the station. On the Manhattan-bound side.

What followed was a kind of animated, 2010 rendition of a Rockwell painting: Imagine fifty people running up the stairs and into 14th Street's oncoming traffic, to a chorus of screeching tires and honking horns. By the time most of us got into the Manhattan-bound station the Brooklyn-bound train had left. Meanwhile, on the other side of the platform, unsuspecting subway riders were still entering (and paying for) a train that would never come.

No signs. No announcements. Unlike the regularity of their mobile fleet, the MTA's penchant for comedic timing never faltered: a lone attendant, who sat in a booth at the Manhattan bound terminal, screamed at us as she filed her nails. "No Brooklyn-bound trains!" No kidding. A second cab back to Brooklyn, coupled with a second wasted train fare, and by the time I got home my losses totaled about \$20.

I called the MTA customer service hotline to make a complaint. Their offices were closed for the evening. I called again the following morning. After some keypad finagling I finally managed to speak with a representative, with whom I lodged a formal complaint. He took my name and address and promised the MTA would reimburse me for my lost fare. Several weeks have gone by. I'm still waiting for 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 near-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 shorted 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 ole' 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



Going ... going ... gone.

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 afoul 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 that 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.

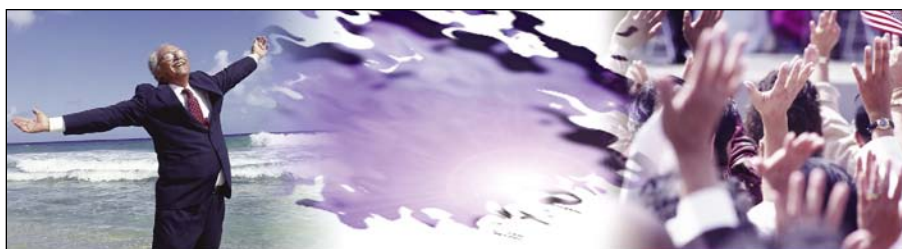
Trimming \$100 million of fat is not an easy task. It's that kind of noble effort that the MTA needs to flaunt to the public,

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. ●



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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 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 Honduras Ambassador to the U.S. Jorge Ramon Hernandez-Alcerro. ●

FARA News



NEW FOREIGN AGENTS REGISTRATION ACT FILINGS

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

Lanny J. Davis & Associates LLC, Washington, D.C., **registered December 8, 2010 for Ambassador Jorge Ramon Hernandez-Alcerro** on behalf of the Government of Honduras, Washington, D.C., regarding providing legal services and strategic advice with the objective of improving relations between Honduras and the United States.

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.

Fierce, Isakowitz & Blalock, Washington, D.C., **registered November 1, 2010 for Republic of Korea**, Washington, D.C., regarding representing the country of Korea on the Free Trade Agreement between the United States and Korea.

Lobbying News



NEW LOBBYING DISCLOSURE ACT FILINGS

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

Capitol Tax Partners, LLP, Washington, D.C., **registered December 13, 2010 for FedEx Corporation**, Washington, D.C., regarding legislative and regulatory services related to domestic and international tax issues.

Duetto Group, LLC, Washington, D.C., **registered December 7, 2010 for Unmanned Applications Institute International**, Grand Forks, N.D., regarding development of unmanned robotic technology, training and data storage.

GolinHarris, Arlington, Va., **registered December 7, 2010 for T-Mobile USA**, Bellevue, Wash., regarding all matters concerning the FCC's proposed Broadband Plan for America.

Innovative Federal Strategies, LLC, Washington, D.C., **registered December 10, 2010 for Northrop Grumman Corporation**, Los Angeles, Calif., regarding all issues relating to federal aerospace, electronics, information systems, shipbuilding and technical services.

McAllister & Quinn LLC, Washington, D.C., **registered December 10, 2010 for National Women's Hall of Fame**, Seneca Falls, N.Y., regarding appropriations issues.

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. ●

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.



Vada Manager

During a dozen years at Nike, Manager navigated labor practices, global sourcing 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 communicator Kiki McLean, handling new business and counseling clients.



Debra Cabral

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. ●

Rothenberg tapped as Time Inc's digital czar

Randy Rothenberg, CEO of the Interactive Advertising Bureau for the past three years, has been named Chief Digital Officer of Time Inc.

The former *New York Times* ad columnist is to scout for acquisitions and map new revenues opportunities for the Time Warner unit when he begins the job next month.

He also served as Chief Marketing Officer and Senior Director of Intellectual Capital at Booz Allen & Hamilton.

Jack Griffin, CEO of Time Inc., believes Rothenberg is the ideal person to position brands such as *People*, *Sports Illustrated* and *Time* as innovators in the tablet and other emerging digital categories. He took over for Ann Moore in August.

At the IAB, Patrick Dolan, Executive VP and COO, will lead the trade group until Rothenberg's replacement is hired. ●

MSLGroup's Eakins to GCI Health

Robert Eakins, who was Senior VP and healthcare practice leader of MS&LGroup'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 is the firm of former Clinton White House troubleshooter Lanny Davis and political strategist Josh Block.

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.

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The Brand Union, 114 Fifth Ave., 11th flr., New York, NY 10011. 212/755-4200. www.thebrandunion.com. Rob Scalea, CEO.

Eisenberg & Assocs., 3311 Oak Lawn Ave., #300, Dallas, TX 75219. 214/528-5990. www.eisenberginc.com. Arthur Eisenberg, Pres.

Galperin Design, Inc., 105 W. 73rd St., #10A, New York, NY 10023. 212/873-1121. peter@galperindesign.com; www.galperindesign.com. Peter Galperin, Pres.

INC Design, 35 West 35th St., New York, NY 10001. 212/599-2222. WilliamF@incdesign.com; www.incdesign.com. Bill Ferguson, Mng. Partner.

Johnson Strategic Comms. Inc., P.O. Box 27227, Overland Park, KS 66225-7227. 913/649-8885; fax: 913/649-5581. www.johnsonstrategic.com. Richard Johnson, Pres.

John Kneapler Design, 151 W. 19th St., #11C, New York, NY 10011. 212/463-9774. www.johnkneaplerdesign.com. John Kneapler.

Lippincott, 499 Park Ave., New York, NY 10022. 212/521-0000. www.lippincott.com; info@lippincott.com. Rick Wise, CEO.

Point Five Design, 118 E. 25th St., 10th flr., New York, NY 10010. 212/414-4309. alevin@point5.com; www.point5.com. Alissa Levin, Prin.

Taylor & Ives, 48 W. 37th St., 7th flr., New York, NY 10018. 212/921-9300; fax: 212/921-9509. Murray Balley, Pres.

ASSOCIATIONS/ CLUBS/SOCIETIES

Advertising Club of New York, 235 Park Ave. South, 6th flr., New York, NY 10003. 212/533-8080. www.theadvertisingclub.org. Gina Grillo, Exec. Dir.

Advertising Specialty Institute, 4800 Street Rd., Trevese, PA 19053. 800/546-1350, 215/953-4000. www.asicentral.com. Timothy M. Andrews, Pres. & CEO.

Advertising Women of New York, 25 W. 45th St., #403, New York, NY 10036. 212/221-7969; fax: 212/221-8296. www.awny.org. Liz Shroeder, Exec. Dir.

Alliance for Women in Media, 1760 Old Meadow Rd., #500, McLean, VA 22102. 703/506-3290; fax: 703/506-3266. www.allwomeninmedia.org. Erin Fuller, Pres.

Alliance for Women in Media/New York Chapter, 96 Fifth Ave., New York, NY 10011. www.awmnyc.org.

American Assn. of Advertising Agencies (4As), 405 Lexington Ave., 18th flr., New York, NY 10174-1801. 212/682-2500; fax: 212/682-8391. www.aaaa.org. Nancy Hill, Pres. & CEO.

American Assn. of Political Consultants, 8400 Westpark Dr., 2nd flr., McLean, VA 22102. 703/245-8020. www.theaapc.org. Angela McMillen, Exec. Dir.

American Independent Writers, 1001 Conn. Ave., NW, #701, Washington, DC 20036. 202/775-5150. www.aiwriters.org. Donald O. Graul Jr., Exec. Dir.

American League of Lobbyists, P.O. Box 30005, Alexandria, VA 22310. 703/960-3011; fax: 703/960-4070. www.alldc.org. Patti Jo Baber, Exec. Dir.

American Marketing Assn., The, 311 South Wacker Dr., #5800, Chicago, IL 60606. 312/542-9000. www.marketingpower.com. Dennis Dunlap, CEO.

Arthur W. Page Society, 317 Madison Ave., #2320, New York, NY 10017. 212/400-7959. www.awpagesociety.com. Julia Hood, President.

ASAE & The Center For Assn. Leadership, 1575 I St., N.W., #1100, Washington, DC 20005. 202/626-2723. www.asaecenter.org. John H. Graham, Pres. & CEO; Jakub Konysz, Mgr., PR

Association for Conflict Resolution, 12100 Sunset Hills Rd., #130, Reston, VA 20190. 703/234-4141; fax: 703/435-4390. Lou Gieszl, Pres.

Assn. for Education in Journalism and Mass Comms., 234 Outlet Pointe Blvd., Ste. A, Columbia, SC 29210. 803/798-0271; fax: 803/772-3509. www.aejmc.org. Jennifer McGill, Exec. Dir.

Assn. of Strategic Alliance Professionals, 960 Turnpike St., #3A, Canton, MA 02021. 781/562-1630 (membership svcs.) info@strategic-alliances.org; www.strategic-alliances.org. Art Canter, Pres. & CEO.

Assn. for Women in Communications, 3337 Duke St., Alexandria, VA 22314. 703/370-7436. www.womcom.org. Pamela Valenzuela, Exec. Dir.

Black PR Society of Washington, D.C., 7215 16th St., NW, Washington, DC 20017. 202/291-1640. Dr. Linda Boyd.

British American Business Inc., 52 Vanderbilt Ave., 20th flr., New York, NY 10017. 212/661-4060; fax: 212/661-4074. www.babinc.org. Richard Fursland, CEO; Colleen Maloney, Sr. Mgr., Membership & Comms.

Business Marketing Assn., 1833 Centre Point Circle, #123, Naperville, IL 60563. 630/544-5054, www.marketing.org. Patrick Farrey, Exec. Dir.

Chief Marketing Officer Council, c/o Donovan Neale-May, 4151 Middlefield Rd., Palo Alto, CA 94303. 650/328-5555. www.cmocouncil.org. Liz Miller, VP, Programs & Operations.

Council of Comms. Mgmt., 65 Enterprise, Aliso Viejo, CA 92656. 866/463-6226; fax: 949/715-6931. www.ccmconnection.com. Fred Droz, Exec. Dir.

COUNCIL of PUBLIC RELATIONS FIRMS

Council of PR Firms, 317 Madison Ave., #2320, New York, NY 10017. 877/773-4767. Kathy Cripps, President.

U.S. trade association with 100+ member agencies. Mission: build the market and firms' value as strategic business partners. See "Find-A-Firm" at www.prfrms.org. Also see RFP Builder (<http://rfp.prfrms.org>).

CPR, The International Institute For Conflict Prevention and Resolution, 575 Lexington Ave., 21st fl., New York, NY 10022. 212/949-6490; fax: 212/949-8859. www.cpradr.org. Kathleen Bryan, Pres./CEO.

Direct Marketing Assn., 1120 Ave. of the Americas, 13th flr., New York, NY 10036. 212/768-7277. www.the-dma.org. Lawrence Kimmel, CEO.

Direct Marketing Club of New York, 54 Adams St., Garden City, NY 11530. 516/746-6700; fax: 516/294-8141. www.dmcny.org. Stuart Boysen, Exec. Dir.

Editorial Freelancers Assn., 71 West 23rd St., 4th flr., New York, NY 10010. 212/929-5400; fax: 212/929-5439. www.the-efa.org. J.P. Partland, Margaret Moser, Co-Execs.

Electronic Retailing Assn., 2000 N. 14th St., #300, Arlington, VA 22201. 800/987-6462; 703/841-1751. www.retailing.org. Julie Coons, Pres. & CEO.

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

Fair Media Council, c/o Briarcliffe College, 1055 Stewart Ave., Bethpage, NY 11714. 516/224-1860. www.fairmedia.council.org. Jaci Clement, Exec. Dir.

Florida PR Assn., 40 Sarasota Ctr. Blvd., #107, Sarasota, FL 34240. 941/365-2135. www.fpra.org. Cheray Keyes-Shima, Christopher Carroll, Co-Exec. Directors.

Healthcare Businesswomen's Assn., 373 Route 46 West, Bldg. E, #215, Fairfield, NJ 07004. 973/575-0606; fax: 973/575-1445. www.hbanet.org. Carol Davis-Grossman, Exec. Dir.

Hospitality Sales & Mktg. Assn. Int'l., 1760 Old Meadow Rd., #500, McLean, VA 22102. 703/506-3280; fax: 703/506-3266. www.hsmi.org. Fran Brasseux, Exec. Dir.; Jason Smith, VP, Comms.

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International Association of Business Communicators, 601 Montgomery St., #1900, San Francisco, CA 94111. 415/544-4700; fax: 415/544-4747. www.iabc.com. Julie Freeman, Pres; Paige Wesley, VP, Mktg. & Comms.

International Assn. of Business Communicators, Washington, D.C. Chapter, 10378 Democracy Lane, Ste. A, Fairfax, VA 22030. 703/267-2322; fax: 703/691-0866. www.iabcdc.org. Sherri Core, Dir. of Administration.

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

International Assn. of Speakers Bureaus, 3933 S. McClintock Dr., #505, Tempe, AZ 85282. 480/839-1423; fax: 480/603-4141. www.iasbweb.org. Marie Fredette, Exec. Dir.

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LACP - League of American Comms. Professionals, 11622 El Camino Real, #100, San Diego, CA 92130. 800/709-LACP. www.lacp.com. Tyson Heyn, Founder.

National Assn. of Broadcasters, 1771 N St., N.W., Washington, DC 20036. 202/429-5300. www.nab.org. Dennis Wharton, Exec. VP, Media Rels.

National Assn. of Business Political Action Committees, 101 Constitution Ave., N.W., #L-110, Washington, DC 20001. 202/341-3780. www.nabpac.org. Geoff Ziebart, Exec. Dir.

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New England Society for Healthcare Comms., PO Box 336, Rowley, MA 01969. 978/948-8600. www.neshco.org. Kelly Woodsum, Exec. Dir.

New York Financial Writers Assn., P.O. Box 338, Ridgewood, NJ 07451. 201/612-0100. www.nyfw.org.

New York Market Radio Assn., 125 W. 55th St., 21st fl., New York, NY 10019. 646/254-4493. www.nymrad.org. Deborah Beagan, Exec. Dir.

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PRSA/Georgia, 4971 Staverly Lane, Norcross, GA 30092. 770/449-6369; fax: 770/449-6589. www.prsageorgia.org. Denise Grant.

PRSA/New York Chapter, 41 Madison Ave., 5th fl., New York, NY 10010. 212/228-7228; fax: 973/575-1445. www.prsany.org. info@prsany.org. 2010 Pres.: Irene Z. Maslowski, APR.

PRSA/National Capital Chapter, 10378 Democracy Lane, Ste. A, Fairfax, VA 22030. 703/691-9212. www.prsa-ncc.org. Sherri Core, Chapter Mgr.

Publicity Club of Chicago, PO Box 18187, Chicago, IL 60618. 773/463-5560; fax: 773/463-5570. www.publicity.org. Suzanne Woolford.

Publicity Club of New England, 131 DW Hwy., #521, Nashua, NH 03060. 603/718-8675. www.pubclub.org. Lauren Howe, Pres.

Publicity Club of New York, P.O. Box 6765, FDR Station, New York, NY 10150-6765. 212/978-7269. www.publicityclub.org. Peter Himler, Pres.

Radio Television Digital News Assn., 529 14th St., N.W., #425, Washington, DC 20045. 202/659-6510; fax: 202/223-4007. www.rtnda.org. Jane Nassiri, Exec. Dir.

Society for Healthcare Strategy & Market Development, 155 N. Wacker Dr., #400, Chicago, IL 60606. 312/422-3888. www.shsmd.org. Lauren Barnett, Exec. Dir.

Society of American Business Editors and Writers, Inc., Walter Cronkite School of Journalism and Mass Comms., Arizona State Univ., 555 N. Central Ave., #302, Phoenix, AZ 85004. 602/496-7862.

Society of American Travel Writers (SATW), 11950 W. Lake Park Dr., #320, Milwaukee, WI 53224. 414/359-1625. www.satw.org. Dale Leatherman, Pres.

Society of Professional Journalists, 3909 N. Meridian St., Indianapolis, IN 46208-4045; 317/927-8000; fax: 317/920-4789. www.spj.org. Joe Skeel, Exec. Dir.

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Texas PR Assn., 1809 Connors Cove, Cedar Park, TX 78613. 512/479-0425. www.tpra.com.

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

Word of Mouth Marketing Assn., 65 East Wacker Pl., #500, Chicago, IL 60601. 312/853-4400. www.womma.org. Kristen Smith, Exec. Dir.

Women in Government Relations, 801 N. Fairfax St., #211, Alexandria, VA 22314. 703/299-8546; fax: 703/299-9233. www.wgr.org. Emily Bardach, Exec. Dir.

AWARDS/PROGRAMS

Adrian Awards, Hospitality Sales & Mktg Assn. Int'l, 1760 Old Meadow Rd., #500, McLean, VA 22102. 703/506-3280; fax: 703/506-3266. www.hsmi.org. Fran Brasseux, Exec. VP; Jason Smith, VP, Comms.

Advertising Woman of the Year Award, Advertising Women of New York, 25 W. 45th St., #403, New York, NY 10036. 212/221-7969. www.awny.org. Liz Schroeder, Exec. Dir.

AME - Adv. & Marketing Effectiveness Awards, Adv., Marketing and PR campaigns, 260 W. 39th St., 10th fl., New York, NY 10018. 212/643-4800. www.AMEawards.com. Rose Anderson, Exec. Dir.

American Hotel & Lodging Assn.'s Stars of the Industry Awards, 1201 New York Ave., NW, #600, Washington, DC 20005. 202/289-3100; 202/289-3199. www.ahla.com. Kathryn Potter, Sr. VP, Mktg. & Comms.

ARC Awards, Sponsored by MerComm, Inc. 500 Executive Blvd., Ossining-on-Hudson, NY 10562. 914/923-9400. www.mercommawards.com. Reni L. Witt, Pres.

APEX Awards, Communication Concepts, Inc., 7481 Huntsman Blvd., #720, Springfield, VA 22153-1648; 703/643-2200; fax: 703/643-2329. info@ApexAwards; www.ApexAwards.com. John De Lellis, Editor and Publisher.

Association TRENDS Annual All-Media Contest, a division of Columbia Books, 8120 Woodmont Ave., #110, Bethesda, MD 20814. 202/464-1662. Fee: \$85 per entry. www.associationtrends.com. Brittany Carter.

Associations Advance America Awards, ASAE & The Center for Assn. Leadership, 1575 I St., N.W., #1100, Washington, DC 20005-1103. 202/626-2723; fax: 202/371-8315. www.asaecenter.org. Robert Hay, Mgr., Public Policy.

Astrid Awards, Sponsored by MerComm, Inc., 500 Executive Blvd., Ossining-on-Hudson, NY 10562. 914/923-9400. www.mercommawards.com. Reni L. Witt, Pres.

Audio-Visual Awards (AVA), Association of Marketing and Communication Professionals, 2320 Superior Dr., Ste A, Arlington, TX 76013. 817/276-9829. www.avaawards.com.

Bell Ringer Awards, Publicity Club of New England, 131 DW Hwy., #521, Nashua, NH 03060. 603/718-8675. www.pubclub.org/bellringer-awards. Lauren Howe, Pres.; Donna Gulick, VP, Awards.

Big Apple Awards, Public Relations Society of America-N.Y. Chapter, 41 Madison Ave., 5th fl., New York, NY 10010. 212/228-7228. info@prsany.org; www.prsany.org. Irene Maslowski, Pres.

Blackbook AR100 Award Show, c/o The Black Book, 27 W. 20th St., #701, New York, NY 10011. 212/979-6700. www.blackbook.com. Joe Resudek, Pres. & CEO.

Blue Pencil & Gold Screen Awards, National Assn. of Government Communicators, 201 Park Washington Court, Falls Church, VA 22046. 703/538-1787. www.nagc.com. Elizabeth Armstrong, Exec. Dir.

Bronze Anvil Award of PR Society of America, 33 Maiden Lane, 11th fl., New York, NY 10038. 212/460-1400. www.prsa.org. Arthur Yann, VP, PR.

Bulldog Awards for Media Relations, Bulldog Reporter, 124 Linden St., Oakland, CA 94607. 510/596-9300. 800/959-1059. www.bulldogreporter.com.

Chase Award, Issue Management Council, 207 Loudoun St. S.E., Leesburg, VA 20175. 703/777-8450. www.issuemanagement.org. Teresa Yancey Crane.

Clarion Awards, Assn. for Women in Communications, 3337 Duke St., Alexandria, VA 22314. 703/370-7436. www.womcom.org. Pamela Valenzuela, Exec. Dir.

CLIO Awards, 770 Broadway, 7th fl., New York, NY 10003. 212/683-4300. www.cliaoawards.com. Karl Vontz, Dir., CLIO Awards.

CODiE Awards, Software & Information Industry Assn., 1090 Vermont Ave., N.W., 6th fl., Washington, DC 20005. 202/289-7442. www.siiia.net/codies. Ken Wasch, Pres.

ECHO Awards, Direct Marketing Assn., 1120 Ave. of the Americas, 13th fl., New York, NY 10036. 212/768-7277. www.dma-echo.org. Lawrence Kimmel, CEO.

Excellence in Automotive PR Awards, Automotive PR Council, 1301 W. Long Lake, #225, Troy, MI 48098. 248/952-6401, ext 225. www.autopr.org. Glenn Stevens, Exec. Director

Galaxy Awards, sponsored by MerComm Inc., 500 Executive Blvd., Ossining-on-Hudson, NY 10562. 914/923-9400. www.mercommawards.com. Reni L. Witt, Pres.

Gold Anvil Award of PR Society of America, 33 Maiden Lane, 11th fl., New York, NY 10038. 212/460-1400. www.prsa.org. Arthur Yann, VP, PR

Gold Circle Awards, ASAE & The Center for Assn. Leadership, 1575 I St., NW, #1100, Washington, DC 20005. 202/626-2723. www.asaecenter.org. John H. Graham, Pres. & CEO; Jakub Konysz, Mgr., Public Relations

Gold Ink Awards, North American Publishing Co., 1500 Spring Garden St., 12th fl., Philadelphia, PA 19130. 215/238-5300; 888/627-2630; fax: 215/409-0100. www.goldink.com. Mike Cooper.

Gold Quill Awards, International Assn. of Business Communicators, 601 Montgomery St., #900, San Francisco, CA 94111. 415/544-4700. www.iabc.com. Julie Freeman, Pres.

Jack Felton Golden Ruler Award, Institute for PR, Univ. of Fla., P.O. Box 118400, 2096 Weimer Hall, Gainesville, FL 32611-8400. 352/392-0280. www.instituteforpr.org. Robert Grupp, Pres. & CEO.

Golden Trumpet Awards, Publicity Club of Chicago, PO Box 18187, Chicago, IL 60618. 773/463-5560; fax: 773/463-5570. Suzanne Woolford.

Golden World Awards, International PR Assn., 12 Dunley Hill Court, Rammore Common, Dorking, Surrey RH5 6SX, U.K. 44 1483 280 130. www.ipra.org.

Hermes Creative Awards, Association of Marketing and Communication Professionals, 2320 Superior Dr., Ste A, Arlington, TX 76013. 817/277-4040. www.hermesawards.com.

iNova Awards, Sponsored by MerComm, Inc., 500 Executive Blvd., Ossining-on-Hudson, NY 10562. 914/923-9400. www.mercommawards.com. Reni L. Witt, Pres.

Magellan Awards, LACP - League of American Comms. Professionals, 11622 El Camino Real, #100, San Diego, CA 92130. 858/227-9200; 800/709-LACP. www.lacp.com.

MarCom Awards, Association of Marketing and Communication Professionals, 2320 Superior Dr., Ste A, Arlington, TX 76013. 817/303-2769. www.marcomawards.com.

Matrix Awards, NY WICI, 355 Lexington Ave., 15th fl., New York, NY 10017. 212/297-2133; fax: 212/370-9047. www.nywici.org. Maria Ungaro, Exec. Dir.

Mercury Awards, Sponsored by MerComm, Inc., 500 Executive Blvd., Ossining-on-Hudson, NY 10562. 914/923-9400. www.mercommawards.com. Reni L. Witt, Pres.

NAGC Communicator of the Year Award, National Assn. of Government Communicators, 201 Park Washington Ct., Falls Church, VA 22046. 703/538-1787. www.nagc.com. Elizabeth Armstrong, Exec. Dir.

New Jersey Awards, New Jersey Adv. Club, 199 Prospect Ave., P.O. Box 7250, North Arlington, NJ 07031. 201/998-5133; fax: 201/998-7839. www.njadclub.org.

New York Festivals, International Television & Film Awards, International Advertising Awards, and more. 260 W. 39th St., 10th fl., New York, NY 10018. 212/643-4800. www.newyorkfestivals.com.

New York Int'l Assn. of Business Communicators, Communicator of the Year Award, PO Box 7928, FDR Station, New York, NY 10150-7928. 212/253-4092. www.nyiabc.com. Barbara Coen, Chapter Admin.

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Silver Anvil Awards of PR Society of America, 33 Maiden Lane, 11th fl., New York, NY 10038. 212/460-1400. www.prsa.org. Arthur Yann, VP, PR

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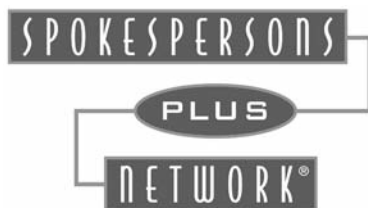
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Alan Weiss Productions, 355 W. 52nd St., 3rd flr., New York, NY 10019. 212/974-0606. awpinfo@awptv.com; www.awptv.com. Marilou Yacoub.

WestGlen Communications, 1430 Broadway, 9th floor, New York, NY 10018. 212/921-2800. www.westglen.com. Ed Lamoureux, Sr. VP.

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.

zcomm, 7830 Old Georgetown Rd., Bethesda, MD 20814. 240/395-0225. rise@zpr.com; www.zpr.com. Risë Birnbaum, CEO.

WEBCASTING

Connex International, Inc., 50 Federal Rd., Danbury, CT 06810. 800/426-6639. Karen@connexintl.com; www.connexintl.com.



KEF Media, 512 Means St., Suite 102, Atlanta, GA 30318. 404/605-0009. www.kefmedia.com. Yvonne Goforth-Hanak.

Have employees all over the world who want to hear your CEO speak? We'll set up a webcast and everybody can watch live.

Looking for more action? Try a webinar so participants can submit questions, take polls, and even help answer questions along the way.

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

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

THE NATIONAL PRESS CLUB

National Press Club, 529 14th St., N.W., Washington, DC, 20045. 202/662-7580. www.press.org. Joshua Funk, Dir., Bus. Dev.

Online Video Service, 815 First Ave., Suite 157, Seattle, WA 98104. 206/652-5360. info@onlinevideoservice.com; www.onlinevideoservice.com. Tim Treanor, Chmn./CEO.

PrecisionIR Group, 601 Moorefield Park Dr., Richmond, VA 23235. 804/327-3400. info@precisionir.com; www.precisionir.com.



Synaptic Digital (formerly Medialink & The NewsMarket), 708 Third Ave., New York, NY 10017. 800/843-0677. www.synapticdigital.com; learnmore@synapticdigital.com.

Reach your target audience locally or globally during a live video or audio Webcast of your internal communications, earnings, event, product launch or conference. A Webcast is an ideal way to communicate with your employees, shareholders, media, consumers, analysts and investors in a direct, personal and

cost-effective way.

From concept and rehearsal to streaming, polling and reporting, our team will provide you with a full-service Webcast from a remote location or from one of our global video or radio studios. Webcasting is a smart alternative to expensive travel and provides priceless personalization and interactivity with your audience. Your Webcast can be added to your own Website or linked to a custom page we create.



VIDEO LINK

when your image is on the line

VideoLink, Inc., 1230 Washington St., Newton, MA 02465. 800/452-5565; fax: 617/340-4201. kendra.dennis@videolink.tv; www.videolink.tv. Kendra Dennis.

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.

WEBSITE DEVELOPMENT



At Point, Inc., P.O. Box 361, Roseland, NJ 07068. 973/324-0866; fax: 973/324-0778. services@atpoint.com; www.atpoint.com. Mick Gyure.

At Point provides the services of developing websites and managing the Internet operations of businesses, both small and large, that do not have the experience or the resources

in-house to perform these functions.

Clients receive personalized and high quality customer service, solutions that fit their budgets, and the assurance of At Point's reliability.

Corchia Woliner Rhoda, 130 West 56th St., Penthouse, New York, NY 10019. 212/977-9778. www.cleverdesign.com. Todd Rhoda, Mng. Partner.

Digital Positions, Inc., 2289 Peachtree Rd., NE, Atlanta, GA 30309-1101. 404/351-2366; fax: 404/351-4055. info@d-p.com; www.d-p.com. Beth Cooper.

Genex, 800 Corporate Pointe, Culver City, CA 90230. 424/672-9500. losangeles-info@genex.com; www.genex.com.

Kinetic Comms., 2017 Morris Ave., Birmingham, AL 35203. 205/324-5858. info@kinetic.com; www.kinetic.com. Jay Brandrup, Pres.



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

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.

Trinity Marketing, 180 Canal St., Boston, MA 02114. 617/292-7300. info@trinitynet.com; www.trinitynet.com. Dan Logan, Founder & Mng. Partner.

A

24-7PressRelease.com: Press Release Distribution
 A.C. Croft and Assocs. Inc.: Management Consultants
 ABC Radio/Lincoln Square Media: Satellite Media Tours
 Abracadabra Productions: Video
 Accent Media: TV Production
 Addison Design Company: Graphic Svcs.
 AdMedia Partners: Management Consultants
 Adrian Awards Hospitality Sales & Mktg Assn. Int'l: Awards/Programs
 Advertising Club of New York: Assns./Clubs/Societies
 Advertising Specialty Institute: Assns./Clubs/Societies
 Advertising Woman of the Year Award: Awards/Programs
 Advertising Women of New York: Assns./Clubs/Societies
 Adweek Directories: Directory Publishers
 Adweek Directory: Directories
 Affiliated Photographic Services Inc.: Photographers
 AKA Media Inc.: Video
 All American Speakers Bureau: Speakers Service
 All-In-One Media Directory: Directories
 Allerton, Heneghan & O'Neill: Executive Search
 Allhealth Public Relations: Promotions
 Alliance for Women in Media: Assns./Clubs/Societies
 Allied Vaughn: Video
 AME - Adv. & Marketing Effectiveness Awards: Awards/Programs
 American Assn. of Advertising Agencies: Assns./Clubs/Societies
 American Assn. of Political Consultants: Assns./Clubs/Societies
 American Hotel & Lodging Assn.'s Stars of the Lodging Industry Awards: Awards/Programs
 American Independent Writers: Assns./Clubs/Societies
 American League of Lobbyists: Assns./Clubs/Societies
 American Marketing Assn.: Assns./Clubs/Societies
 American Program Bureau, Inc.: Speakers Service
 American Society of Association Executives: Education
 American Strategic Management Institute: Conventions/Conf. Planners
 American University, School of Communication: Education
 Andriotis Photography LLC, Katharine: Photographers
 ANEW Marketing Group: Graphic Svcs.
 AP Images: Photo Distribution, Photographers, Video
 APEX Awards: Awards/Programs
 ARAcontent: Editorial Distribution, Social Media
 Arbitron Inc.: Research

ARC Awards: Awards/Programs
 Arden, Mary Dawne: Corporate Image Consultants, Media (Speech) Training
 Arndt, People, Places & Things, Diane: Photographers
 Arthur W. Page Society: Assns./Clubs/Societies
 Artworks Design: Graphic Svcs.
 ASAE & The Center For Assn. Leadership: Assns./Clubs/Societies
 AScribe Public Interest Newswire: Newswires/Press Svcs., Press Release Distribution
 Asen Photography, Ben: Photographers
 Aspen Marketing Services: Special Events
 Associated Press Information Services: Newswires/Press Svcs.
 Associated Press Stylebook: Directories
 Association for Conflict Resolution: Assns./Clubs/Societies
 Association for Education in Journalism and Mass Comms., Assns./Clubs/Societies
 Association for Women in Communications: Assns./Clubs/Societies
 Association TRENDS Annual All-Media Contest: Awards/Programs
 Associations Advance America Awards: Awards/Programs
 Astrid Awards: Awards/Programs
 Astron Systems Inc.: Graphic Svcs.
 At (@) Large Films: Video
 At Point, Inc.: Website Development
 Atlantic Video Inc.: Video
 Audio Productions Inc.: Video
 Audio-Visual Awards (AVA): Awards/Programs
 Auritt Comms. Group: Radio, Satellite Media Tours, Video
 Authors Unlimited: Speakers Service
 Automatic Mail Services: Mailing Services

B

Bader TV News: Video
 Barks Communications: Media (Speech) Training
 Bell Ringer Awards: Awards/Programs
 Bella PR: Public Relations Networks
 Bernhardt Fudyma Design Group: Annual Reports/Design/Branding
 Big Apple Awards: Awards/Programs
 BigVoice Unlimited: Social Media
 BizBash Media: Newsletters
 Black PR Society of Washington, D.C.: Assns./Clubs/Societies
 Black PR Wire, Inc.: Newswires/Press Svcs.
 Black Star: Photographers
 Blackbook AR100 Award Show: Awards/Programs
 Bloom, Gross & Assocs. : Executive Search
 Blue Pencil & Gold Screen Awards: Awards/Programs
 Boom Broadcast and Media Relations: Video
 Bravo Productions: Special Events
 British American Business Inc.: Assns./Clubs/Societies
 Broad Street Productions: Video
 Broadcast Direct Communications, Inc.: Satellite Media Tours

Broadcast Media Monitoring: Broadcast Monitoring
 Broadcast Monitors: Broadcast Monitoring
 Broadcast Productions: Video
 Bronze Anvil Award: Awards/Programs
 Brown Brothers: Photographers
 Buchbinder Tunick & Company LLP: CPA/Consulting Services
 Buckalew Media, Inc.: Video
 Bulldog Awards for Media Relations: Awards
 Bulldog Reporter: Newsletters
 Burke Marketing Research Inc.: Research
 Burrelles: Directory Publishers
 BurrellesLuce: Broadcast Monitoring, Clipping Svcs., Internet Svcs., Measurement & Evaluation, Media Monitoring, Press Release Distribution
 Burson-Marsteller Production Group: Video
 Business Development Institute: Special Events
 Business Marketing Assn.: Assns./Clubs/Societies

C

C. Lewis Shows & Events: Special Events
 Cable & TV Station Coverage Atlas: Directories
 Cambridge Information Group: Directory Publishers
 Camera One: Photographers
 Cameron Communications Inc.: Media (Speech) Training
 Camille Lavington: Corporate Image Consultants
 Campaign Media Analysis Group: Broadcast Monitoring
 Cantor Executive Search Solutions Inc.: Executive Search
 Capital Speakers Inc.: Celebrities, Speakers Service
 Caplan Communications LLC: Books, Radio, Satellite Media Tours
 Career Press: Directory Publishers
 Carma Int'l: Measurement & Evaluation
 Cavanaugh & Assocs., Inc.: Celebrities
 Celeb Brokers: Celebrities
 Celebrities Plus, Inc.: Media Tours/Roadshows
 Celebrity Access, Inc.: Celebrities
 Celebrity Endorsement Network: Celebrities
 Celebrity Service Int'l Inc.: Celebrities
 Celebrity Suppliers: Celebrities
 CelebrityFOCUS: Celebrities
 Center City Film & Video: Video
 Charet & Associates: Executive Search
 Charles, Janet: Photographers
 Chase Award: Awards/Programs
 Chief Marketing Officer Council: Assns./Clubs/Societies
 Cision: Broadcast Monitoring, Clipping Svcs., Internet Svcs., Measurement & Evaluation, Media Lists, Media Monitoring, Online Info/Databases, Press Release Distribution, Research (Mktg. Research), Software Products
 Clarion Awards: Awards/Programs
 Clark Associates Inc., Toby: Executive Search

CLIO Awards: Awards/Programs
 CMG Productions: Media (Speech) Training
 Coastal Media Group: Video
 CODiE Awards: Awards/Programs
 Cogent Research: Research (Mktg. Research)
 Collegiate Presswire by Marketwire: Press Release Distribution
 CommCore, Inc.: Media (Speech) Training
 Communication Briefings: Newsletters
 Communication Center: Media Training
 Communications Plus Digital: Satellite Media Tours, Video
 Company Agenda: Special Events
 Competitive Edge Newsletter: Newsletters
 CompetitivEdge: Clipping Services
 Conectus: Newswires/Press Svcs.
 Conference Board: Special Events
 Congressional Yellow Book: Directories
 Connectus: Internet Svcs., Press Release Distribution, Software Products
 Connex International, Inc.: Webcasting
 Consultants and Consulting Organizations Directory: Directories
 Consultants News: Newsletters
 Conus Archive: Video
 CONVERGE: Public Relations Networks
 Corchia Woliner Rhoda: Website Dev.
 Corporate Communications Institute at Baruch College/CUNY: Education
 Corporate Events: Special Events
 Corporate Public Issues: Newsletters
 Council of American Survey Research Organizations: Research (Mktg. Research)
 Council of Communications Management: Assns./Clubs/Societies
 Council of PR Firms: Assns./Clubs/Societies
 Cover Edge Television News Service: TV Production
 CPR, The International Institute For Conflict Prevention and Resolution: Assns./Clubs/Societies
 Cramer & Co.: Executive Search
 Creative Civilizations: Research Creative Communications & Training, Inc.: Speechwriting, Media (Speech) Training
 Creators News Service/Creators Syndicate: Newswires/Press Svcs.
 Crews Control: Video
 Critical Mention, Inc.: Broadcast Monitoring, Radio
 Custom Image Agency Inc.: Photo Distribution
 CustomScoop: Clipping Services
 CW& Co.: Special Events

D

D S Simon Productions: Elec. Newsfeeds/Satellite Svcs., Interactive/Multimedia Svcs., Radio, Satellite Media Tours, Social Media, TV Production, Video
 D.K. Shifflet & Assocs.: Research
 Detz Speechwriting, Joan: Speechwriting
 Development Resource Group: Executive Search
 DHR Int'l: Executive Search
 Dialog: Internet Svcs.
 Dietrich Nelson & Associates, Inc.: Internet Svcs., Media Tours/Roadshows, Elec.

Newsfeeds/Satellite Svcs., Public Svc.
 Announcements, Satellite Media Tours, Video
 DigiClips: Broadcast Monitoring
 Digital Positions, Inc.: Website Development
 Direct Marketing Assn.: Assns./Clubs/Societies
 Direct Marketing Club of New York: Assns./Clubs/Societies
 Directory of Business Information Resources: Directories
 Directory of Executive Recruiters: Directories
 Directory of Major Mailers & What They Mail: Directories
 Dominion Productions: Video
 Double R Productions: Video
 Dow Jones & Co.: Measurement & Evaluation, Media Lists, Media Monitoring
 DSN Communications: Internet Svcs., Elec. Newsfeeds/Satellite Svcs., Radio, Satellite Media Tours, TV Production
 DWJ Television: Public Service Announcements, Satellite Media Tours

E

E.J. Krause & Assocs. Inc.: Conventions/Conf. Planners
 Eagles Talent Connection: Speakers Service
 EBSCO Information Services: Online Info/Databases
 ECES, Inc.: Camera-Ready Releases/Art, Editorial Distribution, Editorial Svcs.
 ECHO Awards: Awards/Programs
 Echo Research: Research
 Edelman: Special Events, Video
 Editor & Publisher Int'l Yearbook: Directories
 Editorial Freelancers Assn.: Assns./Clubs/Societies
 EFX Media: Video
 EHM Group LLC: CPA/Consulting Services
 Eisenberg & Assocs.: Annual Reports/Design/Branding
 Electronic Retailing Assn.: Assns./Clubs/Societies
 Elion Associates: Executive Search
 Emergency Public Relations Manual: Directories
 EMS Incorporated: Radio
 Encyclopedia of Associations: Directories
 Encyclopedia of Int'l Media and Comms.: Directories
 Engel Entertainment, Inc.: TV Production
 Entertainment Consultants: Special Events
 Entertainment Publicists Professional Society: Assns./Clubs/Societies
 EurekAlert!: Newswires/Press Svcs.
 Event Planners Plus!: Special Events
 Eventage Event Production: Special Events
 Excellence in Automotive PR Awards: Awards/Programs
 ExecuRead.: Education

F

Factiva: Research
 Facts on File Publications, Inc.: Directory Publishers
 Fair Media Council: Assns./Clubs/Societies
 Family Features: Editorial Distribution,

Editorial Services
 FastSigns Int'l Inc.: Graphic Svcs.
 Feature Photo Service Inc.: Photo Distribution, Photographers, Video
 Finger Design Assocs.: Graphic Svcs.
 Fischer Ross Group, Inc.: Speakers Service
 Flesher & Assocs.: Executive Search
 Florida PR Assn.: Assns./Clubs/Societies
 Formula PR: Special Events
 Forrester Institute: Media (Speech) Training
 Forum Personnel: Executive Search
 Frank & Co., Neil: Executive Search
 French Into English: Translation Svcs.
 Friedman Enterprises, Inc., Karen: Media (Speech) Training
 Fry Group: Executive Search
 Full Spectrum Communications: Editorial Svcs.
 Fusia Comms.: Special Events

G

Galaxy Awards: Awards/Programs
 Gale: Directories, Directory Publishers
 Gallup Organization: Research
 Galperin Design, Inc.: Annual Reports/Design
 Genex: Website Development
 George Washington University, The, Graduate School of Political Mgmt.: Education
 Get Ahead Productions Speakers Bureau: Speakers Service
 Getty Images: Photo Distribution
 GfK Custom Research North America: Research
 Gina Lennon Associates, Inc.: Celebrities
 Gold Anvil Award: Awards/Programs
 Gold Circle Awards: Awards/Programs
 Gold Ink Awards: Awards/Programs
 Gold Quill Awards: Awards/Programs
 Golden Trumpet Awards: Awards/Programs
 Golden World Awards: Awards/Programs
 Goldstein Comms.: Special Events
 Gordon Photography, David: Photographers
 Gordon Productions: Video
 Gourvitz Communications, Inc.: Satellite Media Tours
 Government Phone Book USA 2008: Directories
 Greater Talent Network: Celebrities, Speakers Service
 Greater Talent Network: Speakers Service
 GreenBook Directory of Marketing Research and Focus Group Companies: Directories
 Greenfield Online: Research
 Group IV Graphics: Graphic Svcs.
 GRS Systems Inc.: Video

H

Haas, Peter: Speechwriting
 Hampton Group: Media (Speech) Training
 Hansen Comms.: Editorial Services
 Harris Interactive: Research
 Hazan & Assocs. Inc., Lynn: Executive Search
 Headquarters USA 2008: Directories
 Healthcare Businesswomen's Assn.: Assns./Clubs/Societies
 Hedquist Productions: Radio

Helping Hands Network Inc.: Special Events
 Hemingway Media Group: Media Training
 Hennes Paynter Communications: Crisis Management, Media (Speech) Training
 Henninger Media Services: Video
 Hermes Creative Awards: Awards/Programs
 Herr Communications: Media Training
 Heyman Associates Inc.: Executive Search
 Hispanic Americans: A Statistical Sourcebook: Directories
 Hispanic Market Weekly: Directories
 Holding Company: Promotions
 Hollywood-Madison Group: Celebrities
 Home Improvement Time Inc.: Camera-Ready Releases/Art
 Hospitality Sales & Mktg. Assn. Int'l.: Assns./Clubs/Societies
 Howard-Sloan-Koller Group: Executive Search
 Hudson's Washington News Media Group, Inc.: Directories

I

IEG Sponsorship Sourcebook: Directories
 IEG, Inc.: Special Events
 Illumination Group, Inc.: Speakers Service
 IMC2: Interactive/Multimedia Svcs.
 IMG Speakers: Speakers Service
 IMN (iMakeNews, Inc.): Editorial Distribution, Newsletters
 Impact Communications: Media Training
 INC Design: Annual Reports/Design/Branding
 Infocom Group: Education
 iNova Awards: Awards/Programs
 Inside Out Creative: Promotions
 Institute for Crisis Management: Crisis Management
 Institute for PR: Assns./Clubs/Societies
 Institute For Public Relations: Education
 Int'l Women's Media Foundation: Assns./Clubs/Societies
 Integrity Search: Executive Search
 Interface Media Group: Video
 Int'l Assn. of Business Communicators: Assns./Clubs/Societies
 Int'l Assn. of Online Communicators: Assns./Clubs/Societies
 Int'l Assn. of Speakers Bureaus: Assns./Clubs/Societies
 Int'l Communications Research: Research
 Int'l PR Assn., IPRA: Assns./Clubs/Societies
 Intersource Executive Search: Executive Search
 IPREX: Public Relations Networks
 Issue Management Council: Assns./Clubs/Societies
 Ivanhoe Broadcast News Inc.: Video
 Iverson Language Assocs. Inc.: Translation Svcs.

J

J Tech: Executive Search
 J.D. Power & Assocs.: Research
 Jack Felton Golden Ruler Award: Awards
 Jack O'Dwyer's Newsletter: Newsletters
 JCH Enterprises: Crisis Management

John Kneapler Design: Annual Reports/Design/Branding
 Johnson Co., George P.: Special Events
 Johnson Strategic Comms. Inc.: Annual Reports/Design/Branding
 Joy Reed Belt Search Consultants: Executive Search
 Judith Cushman & Assocs.: Executive Search

K

Karin Bacon Event: Conventions/Conf. Planners
 Keep in Touch: Broadcast Monitoring
 KEF Media: Interactive/Multimedia Svcs., Internet Svcs., Radio, Satellite Media Tours, Video, Webcasting
 Keppler Speakers: Speakers Service
 Keynote Speakers Inc: Speakers Service
 Kinetic Comms.: Website Development
 Kneapler Design, John: Graphic Svcs.
 Kolar Adv. & Marketing: Research
 Korn-Ferry International: Executive Search
 KRC Research: Research
 Kundell Communications: Media Training

L

LACP - League of American Comms. Professionals: Associations/Clubs/Societies
 Lagrant Communications: Promotions
 Language Bank: Translation Svcs.
 Laskin Media, Inc.: Media (Speech) Training
 Laurie Mitchell & Company, Inc.: Executive Search
 Law Firms Yellow Book: Directories
 LCWA Research: Research
 Leadership Directories: Directory Publishers
 Leading Authorities Inc.: Speakers Service
 Lee Hecht Harrison: Executive Search
 Leigh Bureau: Speakers Service
 Lennon Associates, Inc., Gina: Speakers Service
 LexisNexis: Research
 Lipari Production Group: Special Events
 Lippincott: Annual Reports/Design/Branding
 Lisa McCafferty Business Comm.: Speechwriting
 Liv Davick, Publicity & Production Boutique, Inc.: Elec. Newsfeeds/Satellite Svcs., Media Tours/Roadshows, Radio, Satellite Media Tours
 Live Star Entertainment: Satellite Media Tours
 Lloyd Kolmer Enterprises: Celebrities
 Lloyd Staffing: Executive Search
 LOG-ON: E-mail & Fax Svcs., Fulfillment, Mailing Services, Media Lists, Press Release Distribution, Printing
 London Misher PR: Special Events
 Louw's Management Corp.: Management Consultants
 Lovett Productions: Video
 Lukaszewski Group Inc.: Crisis Management

M

M Guide Services Directory: Directories
 M. Young Comms.: Promotions, Special Events

M|A|R|C Research: Research
 Maconomy: Software Products
 Magellan Awards: Awards/Programs
 Magnolia Broadcast Monitoring Service: Broadcast Monitoring
 Management Recruiters International of Boston: Executive Search
 Management Solutions Plus: Management Consultants
 Management Strategies for Public Relations Firms: Newsletters
 Manning Productions, Inc.: Video
 MarCom Awards: Awards/Programs
 Maritz Research: Research
 Market Wire: Newswires/Press Svcs., Press Release Distribution
 Marketing Werks: Promotions
 Marketing with Distinction LLC: Executive Search
 Marshall Consultants, LLC: Executive Search
 Mastermedia Speakers Bureau: Speakers Service
 Matrix Awards: Awards/Programs
 Mattgo Enterprises Inc.: Celebrities
 McHugh, John: Speechwriting
 McWilliams Productions, Inc., Robert: TV Production, Video
 Measurement Standard, The: Newsletters
 Media Pro (Online Media Directory): Directories
 Media Training Worldwide: Media (Speech) Training
 Medianet: Media (Speech) Training
 MediaPrep: Media (Speech) Training
 MediaTracks Communications, Inc.: Radio
 Medstar Television: Elec. Newsfeeds/Satellite Svcs.
 Megaphone Media: Elec. Newsfeeds/Satellite Svcs., Interactive/Multimedia Svcs., Internet Svcs., Media Tours/Roadshows, Public Svc. Announcements, Radio, Satellite Media Tours, TV Production, Video, Webcasting, Website Development
 MEI Enterprises Inc.: Editorial Services
 Mendoza Group: Translation Svcs.
 Mercury Awards: Awards/Programs
 Merri Makers Caterers: Special Events
 Metro Editorial Services: Camera-Ready Releases/Art, Editorial Distribution, Editorial Svcs., Graphic Svcs., Interactive/Multimedia Svcs., Internet Svcs., Press Release Distribution, Translation Svcs.
 MHP/Mark Haefeli Productions: Elec. Newsfeeds/Satellite Svcs., Interactive/Multimedia Svcs., Satellite Media Tours, Social Media, TV Production, Video
 Microspace Communications Corp.: Elec. Newsfeeds/Satellite Svcs., Satellite Media Tours
 Millward Brown Int'l: Research
 Mines Associates, Herbert: Executive Search
 Monument Optimization: Search Engine Optimization (SEO)
 Moyer, Sherwood Assocs. Inc.: Executive Search
 Multicultural Marketing News: Press Release Distribution

Multilingual Solutions: Translation Svcs.
Murray Hill Studios: Video
MVP Collaborative: Special Events
MyMediaInfo: Media Lists

N

NAGC Communicator of the Year Award: Awards/Programs
Nat'l Telecommunications Svcs.: Information Distribution
Nat'l Aircheck: Radio
Nat'l Assn. of Broadcasters: Assns./Clubs/Societies
Nat'l Assn. of Business Political Action Committees: Assns./Clubs/Societies
Nat'l Assn. of Government Communicators: Assns./Clubs/Societies, Public Relations Networks
Nat'l Assn. of Personnel Services: Assns./Clubs/Societies
Nat'l Black PR Society: Assns./Clubs/Societies
Nat'l Directory of Corporate Public Affairs: Directories
Nat'l Directory of Magazines: Directories
Nat'l Foundation for Women Legislators: Assns./Clubs/Societies
Nat'l Hispanic Media Coalition: Assns./Clubs/Societies
Nat'l Investor Relations Institute: Assns./Clubs/Societies
Nat'l Investor Rels. Institute: Education
Nat'l Press Club: Interactive/Multimedia Svcs., Satellite Media Tours, Special Events, Video, Webcasting
Nat'l School PR Assn.: Assns./Clubs
Nat'l Speakers Bureau: Speakers Service
Nat'l Writers Assn.: Assns./Clubs/Societies
New England Society for Healthcare Communications: Assns./Clubs/Societies
New Jersey Awards: Awards/Programs
New Jersey Business Source Book: Directories
New York Festivals/International Film & Video Awards: Awards/Programs
New York Financial Writers Assn.: Assns./Clubs/Societies
New York Int'l Assn. of Business Communicators, Communicator of the Year Award: Awards/Programs
New York Market Radio Broadcasters Assn.: Assns./Clubs/Societies
New York Publicity Outlets: Directories
New York University, School of Continuing Education and Prof. Studies: Education
New York Women in Communications: Assns./Clubs/Societies
Newman Group Inc.: Media Training
News Analysis Institute: Media Lists
News Generation, Inc.: Radio
News Group: Clipping Services
News North America: Camera-Ready Releases/Art
NewsBios: Media Lists
Newscast US: Photographers, Video
Newsletter on Newsletters: Newsletters
NewsUSA: Camera-Ready Releases/Art
NewsWare: Press Release Distribution

Nextpert News Network: Video
Nielsen Company: Research
Nikki Richardson: Media Training
North American Precise Syndicate, Inc.: Camera-Ready Releases/Art, Radio, Video
nVision: Special Events

O

O'Dwyer Co., Inc.: Directories, Directory Publishers
O'Sullivan Comms.: Translation Svcs.
Olken Digital Design, Steve: Graphic Svcs.
Omnigraphics: Directory Publishers
Online News Assn. Assns./Clubs/Societies
Online Video Service: Webcasting
Online VNR: Video
Opinion Research Corp.: Research
Osprey Communications: Video
Ott Promotions Inc., Bonnie: Promotions
Outstanding Educator Award of PR Society of America: Awards/Programs
Oxbridge Communications Inc.: Directory Publishers, Research
Oxbridge Directory of Newsletters: Directories

P

P.W. Feats Inc.: Special Events
P&V Enterprises: Special Events
Paladin Staffing Services: Employment Svcs.
Parallax Productions, Inc.: TV Production, Video
Park Avenue Post Inc.: Video
Partnership in Print Production: Assns./Clubs/Societies
Paul M. Lund Public Service Award: Awards
Paulette Wolf Events & Entertainment: Special Events
Penn, Schoen and Berland Assocs.: Research
Pennsylvania Assn. for Gov't Relations: Assns./Clubs/Societies
Pennsylvania Newspaper Directory: Directories
Peter Bell & Assocs., LLC: Executive Search
Peter Haas/Company & Executive Profiles: Editorial Services
Philadelphia PR Assn.: Assns./Clubs/Societies
PhotoBureau Inc.: Photographers
PhotoShot: Photographers
Pile & Co.: Executive Search
PIMS: Fulfillment, Interactive/Multimedia Svcs., Mailing Svcs., Printing, Promotions
Planned Television Arts (PTA) and PTA*Satellite: Books, Internet Svcs., Satellite Media Tours
Plessner Assocs., Rene: Executive Search
PLUS Media, Inc.: Media Tours/Roadshows, Radio, Satellite Media Tours
PMTV: Special Events
Point Five Design: Annual Reports/Design
PR News Platinum PR Awards: Awards
PR News: Newsletters
PR Talent: Executive Search
PR Week Awards: Awards/Programs
PrecisionIR Group: Webcasting
Preston-Osborne Research: Research
Product 101: Promotions

Production Masters Inc.: Video
Professional Marketing Forum: Assns./Clubs/Societies
Promotional Products Assn. Int'l.: Assns./Clubs/Societies
Provideo Productions, Inc.: TV Production, Video
Prowlfe Partners: Graphic Svcs.
PRSA-New York Chapter: Assns./Clubs/Societies
PRSA/Georgia: Assns./Clubs/Societies
PRSA/National Capital Chapter: Assns./Clubs/Societies
Public Affairs Council: Assns./Clubs/Societies
Public Relations Global Network: Public Relations Networks
Public Relations Office Managers Assn. (PROMA): Assns./Clubs/Societies
Public Relations Organisation Int'l Ltd: Public Relations Networks
Public Relations Professional of the Year Award: Awards/Programs
Public Relations Society of America (PRSA): Assns./Clubs/Societies, Education
Publicity Club of Chicago: Assns./Clubs/Societies
Publicity Club of New England: Assns./Clubs/Societies
Publicity Club of New York: Assns./Clubs/Societies

Q

Quinn & Co.: Social Media

R

R.L. Repass & Partners, Inc.: Research
R3:JLB: Management Consultants
Radio Actuality News Service: Radio
Ragan Comms., Lawrence: Education
Ragan Report: Newsletters
Rainbow Video Productions: Video
Rappy & Co. Inc.: Graphic Svcs.
RCM Broadcast Communications Inc.: Public Service Announcements, Satellite Media Tours, Video
readMedia: Press Release Distribution
ReBrand 100 Global Awards: Awards
Regatta Inc.: Special Events
Reputation Management Assocs.: Crisis Management, Media Training
RitaSue Siegel Resources: Executive Search
Robin Lewin Productions: Video
Royce Carlton Inc.: Speakers Service
RPM Media Inc.: TV Production
RushPR Newswire: Press Release Dist.
Russell Photography Inc., Maryanne: Photographers
Russell Reynolds Assocs.: Executive Search
Rx Entertainment Inc.: Celebrities

S

Sachs Comms., Ron: Crisis Management, Public Service Announcements

Sadler Productions: Video
 Sard Verbinen & Co.: Crisis Management
 SC Search Consultants: Executive Search
 Schneck PR Photography, Paul: Photographers
 Schwab Consulting, Stephanie: Social Media
 Schwartz PR: Special Events
 Scudder & Assocs., Virgil: Media Training
 Select Information Exchange: Online Info/Databases
 Select Resources Int'l: Management Consultants
 Send2Press® Newswire: Press Release Distribution
 Seton Hall University: Education
 Shannon Prompting Service: TV Production
 SHOOT Publicity Wire: Newswires/Press Svcs.
 Sigma Delta Chi Awards: Awards/Programs
 Silver Anvil Awards of PR Society of America: Awards/Programs
 Silver Apple Awards: Awards/Programs
 Silver Spur/Best of Texas Awards: Awards/Programs
 Simmons College: Education
 SJ Miller Group: Executive Search
 Society for Healthcare Strategy & Market Development: Assns./Clubs/Societies
 Society for Technical Comms., Newsletter Competition: Awards/Programs
 Society of American Business Editors and Writers, Inc.: Assns./Clubs/Societies
 Society of American Travel Writers: Assns./Clubs/Societies, Directories
 Society of Professional Journalists: Assns./Clubs/Societies
 Software and Information Industry Assn.: Assns./Clubs/Societies
 Sorkins Directory of Business & Government: Directories
 Speakers Guild: Speakers Service
 Speakers Network: Celebrities
 Speakers On Healthcare: Speakers Service
 Speechwriter's Newsletter: Newsletters
 Spencer Stuart & Assocs.: Executive Search
 Spokespersons Plus Network LLC: Speakers Service
 Sports Newssatellite./Phoenix Comms.: Elec. Newsfeeds/Satellite Svcs.
 Spring Associates, Inc.: Executive Search
 Spring Inc.: Research (Mktg. Research)
 Standard & Poor's Research Reports: Research
 Standard Periodical Directory: Directories
 StevensGouldPincus LLC: CPA/Consulting Services, Management Consultants, Mergers & Acquisitions
 Stowe Co., The: Executive Search
 StrategyOne: Research (Mktg. Research)
 Strauss Radio Strategies Inc: Electronic Newsfeeds/Satellite Svcs., Media Tours/Roadshows, Public Service Announcements, Radio
 StreetSpeak: Media (Speech) Training
 Swerling & Assocs.: Management Consultants
 Synaptic Digital: Interactive/Multimedia Svcs., Radio, SMTs, Video, Webcasting

Syntaxis Inc.: Education, Speakers Service
 Syracuse University: Education

T

T-Line TV Inc.: TV Production
 Take One Productions: Video
 Talent U Seek: Executive Search
 TANE Digital Video: Video
 Taylor & Ives: Annual Reports/Design
 TBA Global Events: Special Events
 Teatown Comms. Group: Video
 TED-TV Productions: Video
 Teen Kids News, LLC: TV Production
 TEKgroup International Inc.: Internet Svcs., Software Products
 Tekrati Industry Analyst Reporter: Directories
 Television & Cable Factbook: Directories
 Tesar-Reynolds Inc.: Executive Search
 Texas Media Directory: Directories
 Texas PR Assn.: Assns./Clubs/Societies
 The Brand Union: Annual Reports/Design
 The Celebrity Source: Celebrities
 The Conference Board: Conventions/Conf. Planners
 The Entertainment Marketing Sourcebook: Directories
 The Federal Yellow Book: Directories
 The Helen Akullian Agency: Executive Search
 The Holding Company: Corporate Image Consultants
 The Telly Awards: Awards/Programs
 The Ward Group: Executive Search
 Thomas Productions, Bob: Satellite Media Tours
 Tobin Communications, Inc.: Radio
 Towers Watson: Management Consultants, Research
 Travaille Executive Search: Executive Search
 Travelwriters.com: Newsletters
 Trinity Marketing: Website Development
 TV Access: Public Service Announcements
 TVA Productions: Video
 Tweed Assocs., Gilbert: Executive Search

U

University of Maryland, College Park, The Department of Communication: Education
 USC Annenberg School for Communications: Education

V

Ventana Productions: Video
 Veronis Suhler Stevenson Communications Industry Forecast: Directories
 Very Special Events: Promotions
 Very Special Events: Special Events
 Video Image Productions: Video
 VideoLink, Inc.: Conventions/Conf. Planners, Satellite Media Tours, TV Production, Video, Webcasting
 Vidicom, Inc.: Video
 Virilion: Interactive/Multimedia Svcs.
 Visible Technologies: Media Monitoring

VISTA Satellite Communications: Elec. Newsfeeds/Satellite Svcs., Special Events, TV Production, Video
 VMS: Broadcast Monitoring, Measurement & Evaluation, Media Monitoring, Social Media
 VNR-1 Communications, Inc.: Press Release Distribution, Public Svc. Announcements, Radio, Satellite Media Tours, Video
 Vocus, Inc.: Software Products
 VoiceLogic: E-mail & Fax Svcs.
 Votenet Solutions Inc.: Software Products

W

Wagner International Photos: Photographers
 Walker Agency, Harry: Speakers Service
 Ward's Business Directory of U.S. Private and Public Companies: Directories
 Washington Independent Productions: Video
 Washington Representatives Directory: Directories
 Washington Speakers Bureau: Speakers Service
 Washington Women in PR: Assns./Clubs/Societies
 Weiss Productions, Alan: Video
 Weschler Ross & Partners: Graphic Svcs.
 West Virginia University, Integrated Marketing Communications Graduate Program: Education
 Western New York Who's Who Directory: Directories
 WestGlen Communications: Interactive/Multimedia Svcs., Radio, TV Production, Video
 Westport Entertainment Assocs.: Celebrities
 Who's Who in America: Directories
 Wieck Media Services: Interactive/Multimedia Svcs., Internet Svcs., Photo Distribution, Social Media, Video
 Wills Consulting Associates, Inc.: Executive Search
 Women in Government Relations: Assns./Clubs/Societies
 Woolf List Co. Inc., Fred: Media Lists
 Word Assembly: Copywriters
 Word of Mouth Marketing Assn.: Assns./Clubs/Societies
 Workhouse Publicity: Special Events
 World Class Speakers & Entertainers: Speakers Service
 World Radio/TV Handbook: Directories
 Worldcom Public Relations Group: Public Relations Networks
 Wyatt Photography, Ron: Photographers

Y

Yankelovich Inc.: Research
 Yearbook of Experts: Directories

Z

zcomm: Public Service Announcements, Radio, Satellite Media Tours, Social Media, Video



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