CRISIS COMMUNICATIONS ISSUE:

* TOP PR BLUNDERS OF 2012.
* PREPARING FOR A DATA BREACH.
* CRISIS HITS THE REPUBLICAN BRAND.
* THE GMO INDUSTRY’S BAD REPUTATION.
* MEDIA RELATIONS TIPS.
* TV INTERVIEW TIPS.

* SPECIAL REPORT: CRISIS, LOW MEMBERSHIP RATTLES PR NETWORKS.

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EDITORIAL

NRA blows golden PR opportunity

The National Rifle Association had a golden opportunity on December 21 to regain its footing somewhat following the massacre in Newtown, Connecticut, which left 27 people dead — 20 of them children. Instead, the organization’s decision to go silent in the immediate aftermath of the tragedy left the public with a resounding sense of guilt by association.

On December 18, the NRA took the first step on the road to reputational recovery, issuing a statement saying it is “shocked, saddened, and heartbroken by the news of the horrific and senseless murders in Newtown.”

It then promised a December 21 press conference that would “offer meaningful contributions to make sure this never happens again.”

At that conference, the NRA had a chance to receive a tremendous PR boost by throwing its support for renewing the ban on assault weapons and mandatory background checks of gun buyers. That would have been a true Nixon-goes-to-China moment.

Instead, long-time NRA chief Wayne LaPierre played the old diversion game, calling for “armed security” at schools to protect the nation’s most precious resource: its children. He blasted “good guys with a gun” as magnets for monsters and predators who are probably already planning their next attacks. “Politicians pass laws for gun-free school zones, they issue press releases bragging about them and in doing so they tell every insane killer in America that schools are the safest place to inflict maximum mayhem with minimum risk,” said the head of the world’s biggest gun group.

He trotted out the old NRA chestnut that a “good guy with a gun is the best way to stop a bad guy with a gun.” Parents, said LaPierre, would take comfort knowing that a good guy with a gun in a school is just a minute away from the next attack from a bad guy.

That’s pretty simplistic.

LaPierre lashed out at the “national media machine” that rewards killers with the wall-to-wall coverage that they so desperately crave. The media also “try to conceal” the “dirty little truth” about how violent video games, “blood-soaked” films and music that exalts murder contribute to our national mayhem. The media, in LaPierre’s words, are “silent enablers, complicit co-conspirators” to violence.

The gun group’s premise that “guns don’t kill people, people do” rings pretty hollow these days when a deranged person can get his hands on a gun and use it to slaughter innocents at a school, movie theater, shopping mall or place of worship.

At the press conference, LaPierre, would have been wise to move from his white-hot rhetoric, which makes former NRA front man Charlton Heston, of “my cold dead hands” fame, look like a shrinking violet.

Last year, LaPierre told Florida’s Conservative Political Action Coalition that President Obama had a secret plan to destroy the Second Amendment. He said:

“Obama himself is no fool. So when he got elected, they concocted a scheme to stay away from the gun issue, lull gun owners to sleep, and play us for fools in 2012. Well, gun owners are not fools, and we are not fooled. We see the president’s strategy crystal clear: get re-elected, and with no other re-elections to worry about, get busy dismantling and destroying our firearms freedom. Erase the Second Amendment from the Bill of Rights and exorcise it from the U.S. Constitution. That’s their agenda.”

That crazy talk is utter nonsense. Newtown is reality, which is something the NRA better face before it becomes a fringe sideshow in the debate on gun control. LaPierre was interrupted twice by protesters at the December 21 press conference; one carrying a sign that read “NRA Killing Our Kids.”

The tide has turned on the NRA. Its diversionary tactics are old hat. It’s time for the NRA to deliver. □

— Kevin McCauley
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**MEDIA NOTES**

**Murdoch kills News Corp. digital flagship The Daily**

News Corp. in December announced the shutdown of its much-ballyhooed iPad app The Daily, citing a lack of reader interest, according to a statement from CEO Rupert Murdoch.

The Daily was a bold experiment in digital publishing and an amazing vehicle for innovation. Unfortunately, our experience was that we could not find a large enough audience quickly enough to convince us the business model was sustainable in the long-term,” said Murdoch in a release that mostly provided details of the corporate split-up between the company’s newspaper and TV/movie assets.

The Daily technology and some staff are to be folded into the New York Post. Jesse Angelo, founding Editor-in-Chief of The Daily and Executive Editor of the Post, has been hired to Publisher of the Post, succeeding Paul Carlucci, who will focus on his duties as News America chairman.

Greg Clayman, who was Publisher of The Daily, is now in charge of global digital strategy, investments and distribution partnerships.

Robert Thomson, Dow Jones Editor-in-Chief and Wall Street Journal Managing Editor, will helm the new publishing group composed of the WSJ, Times of London, New York Post, Australian newspapers and HarperCollins. The new unit gets the News Corp. name when it moves into official production Jan. 1.

Gerard Baker, Deputy Editor-in-Chief of the WSJ, assumes Thomson’s titles. He was U.S. Editor and an Assistant Editor of the Times of London. Before joining the Times, he was Tokyo correspondent and Washington Bureau Chief for the Financial Times.

Murdoch will serve as chairman of the new News Corp. and chairman/CEO of newly minted Fox Group.

**More than 100 laid off**

The Daily iPad app was launched in February 2011, initially to great fanfare. The Daily launched with bureaus in New York and Los Angeles and stringers throughout the country.

**NABJ “saddened” by reporter Facebook firing**

The National Association of Black Journalists said it is “saddened” by the firing of a Louisiana meteorologist who responded to an offensive Facebook posting on her TV station’s website.

The station, KTBS of Shreveport, La., axed the staffer, Rhonda Lee, for violating a company policy against responding to viewer complaints on the station’s Facebook page.

A viewer commented on the station’s page that “the black lady that does the news is a very nice lady. the onlt [sic] thing is she needs to wear a wig or grow some more hair. im not sure if she is a cancer patient, but still its not something myself that i think looks good on tv.”

Lee said when the station didn’t respond for days she did, writing that she is “proud of my African-American ancestry which includes my hair.”

“Before joining the Times, he was Tokyo correspondent and Washington Bureau Chief for the Financial Times.

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“We encourage media companies to protect employees on official social media platforms that are used to engage news consumers,” the NABJ said in a statement. “We urge managers to be more sensitive to social media comments and attacks on their employees. ... What happened to Lee is disturbing. Although the nation continues to become more diverse, biases based on race, ethnicity, gender and culture persist in newsrooms.”

Both NABJ and Lee in media appearances mentioned Wisconsin news anchor Jennifer Livingston, who garnered national support earlier this year when she responded to a viewer who criticized her weight.

“I feel like I was being punished for defending myself,” Lee told CNN. “Whereas other people are given platforms, I was given a pink slip instead.”

Rhonda Lee, appearing above on CNN in December, was fired from KTBS-TV for engaging with a viewer online, in a conversation regarding her hairstyle.
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REPORT

Romney, Mountain Dew, Boy Scouts top 2012 PR blunders

Susan G. Komen, Mountain Dew, the Boy Scouts of America and Progressive Insurance rounded out the 18th Annual Top 10 PR blunders List, compiled by Fineman PR.

Pink ribbon pink slip

When Susan G. Komen for the Cure announced its decision to end its longtime partnership with Planned Parenthood, the nation’s leading breast cancer charity was widely criticized, particularly via social media, with many alleging that funding was cut due to pressure from anti-abortion groups and anti-abortion sentiment in the Komen executive ranks. Meghan Casserly of Forbes reported on social media backlash from iconic women, such as author Judy Blume and U.S. Rep. Jackie Speier, the latter who tweeted that “Komen’s decision hurts women — it puts politics before women’s health.”

Faced with massive public outcry, the foundation apologized and reversed its decision within 72 hours of the initial announcement. But the damage to its image was already done. The New York Times cited a Harris Interactive study showing that Komen’s “brand health” score fell 21 percent from the year before.

Mice no match for Mountain Dew

Mountain Dew maker PepsiCo misstepped in its defense against Illinois consumer Ronald Ball’s 2009 lawsuit over an alleged dead mouse in a can of its popular beverage. Hoping to refute Ball’s allegations, the company insisted the soda would have reduced the mouse corpse to a “jelly-like substance” regardless, as reported in numerous national media, including the Huffington Post and Scientific American. While experts cited studies indicating that Mountain Dew’s unique formulation, including high levels of citric acid and controversial brominated vegetable oil, probably could jellyfie a mouse, the company’s inexcusively off-putting statement was a far cry from enticing consumers to “do the Dew.” Eric Randell of The Atlantic Wire skewered PepsiCo, describing the company’s unusual defense as “a winning-the-battle-while-surrendering-the-war kind of strategy that hinges on the argument that Pepsi’s product is essentially a can of bright green/yellow battery acid.”

Boy Scouts: unhelpful, unfriendly, discourteous and unkind

With 2012 marking its 100th anniversary, the Boy Scouts of America (BSA) should have enjoyed a banner year. Instead, the organization self-righteously battled against the inclusion of openly gay scouts and leaders with widely covered incidents of organizational bigotry as reported by numerous media, including ABC News, NBC News, NPR, CNN and the Associated Press. The other shoe dropped, though, when the Los Angeles Times reported on the court-mandated release of BSA files detailing decades of sexual abuse incidents that were documented internally but never reported to police or properly investigated. The consequence of these issues was too much to bear for many Americans: parents pulled their boys out of scouting, corporations such as United Parcel Service withheld donations and adult Eagle Scouts returned their badges.

The editorial staff of The New York Times noted that “for an organization that extols trustworthiness, these files lay bare an appalling dissonance. The Boy Scouts battled to the Supreme Court to protect their right to purge gay and lesbian leaders and to exclude gay boys, insisting that openly gay people were bad role models. It bent to bigotry while hiding sexual predators.”

That’s Progressive?

Matt Fisher’s sister was insured by Progressive Insurance before she lost her life in a 2010 traffic accident, so when Fisher appeared in court during the trial of the under-insured driver at fault, he didn’t expect to see a Progressive lawyer assisting the defense in an attempt to undermine his family’s claim on his sister’s policy. Outraged, Fisher publicized the incident on his Tumblr page in a post entitled “My Sister Paid Progressive Insurance to Defend Her Killer in Court,” in which he claimed that “carrying Progressive insurance and getting into an accident does not entitle you to the value of your insurance policy. It just pisses off Progressive’s lawyers.” The company said that it did not represent the defendant in the case, but court documentation showed that the company was granted permission to participate on the side of the defense. According to CNNMoney, Progressive “didn’t handle the social media replies well,” sending out “stiff-sounding statements,” including a clipped, repetitive tweet, instead of apologizing to the family. While Progressive did eventually reach a settlement with the Fishers, the damage to its image was done: according to The Wall Street Journal, more than 1,000 Twitter users claimed that the incident caused them to drop the insurer.

“47% speech” 100% offensive

When 2012 Republican presidential nominee Mitt Romney starred in a secretly taped video taken at a May fundraiser, in which Romney said that 47 percent of Americans don’t pay federal income taxes and think of themselves as “victims” — and that he couldn’t care about them — Romney was savaged by both the media and his political opposition. Kasie Hunt of the Associated Press wrote that Romney’s statement “provided fodder to those who portray him as an out-of-touch millionaire oblivious to the lives of average Americans.” For weeks thereafter, Romney repeatedly defended his view, telling reporters that it was “not elegantly stated.” Not only was Romney’s statement inelegant, but fact-checking by CBS News and other media indicated that it was patently incorrect and misleading. Romney later admitted that he was completely wrong, but many that admission seemed disingenuous. Editorial staff at The Week noted that “the fact that Romney made his ‘47 percent’ remarks at a private fundraiser, unaware that he was being...
filmed surreptitiously, only bolstered the impression that these were his real views.” Jon Gelberg of PR News summed up Romney’s blunder, writing that “in our age of smartphones, all notions of private or off-the-record conversations should be tossed out the window.”

“Hurricane Sandy Sale” a marketing fail
Social media sites erupted in outrage when both American Apparel and Gap urged consumers in states affected by Superstorm Sandy to shop online during the disaster, and Adweek blasted the companies for “forgetting that death and loss make a poor springboard for promotional messaging.” Gap quickly apologized while American Apparel stood behind its misguided marketing, with remorseless CEO Dov Charney stating that “part of what you want to do in these events is keep the wheels of commerce going.” Charney also noted that some consumers did use the discount, generating “tens of thousands of dollars.” Apparently not enough dollars, however — Charney later stated in an SEC disclosure that “we were blindsided by Sandy” — with greater New York being our largest market, we estimate we lost in excess of $1.5 million in retail sales due to the storm.” Jessica Phelan of GlobalPost called it in advance, writing that “we wouldn’t be surprised if [American Apparel’s] sales figures — or possibly its marketing peeps — were Hurricane Sandy’s latest victims. Excuse us if we don’t feel too sorry for them.”

Ball-drop blunder for Goodell and NFL
After the National Football League and its referees failed to come to an agreement, the NFL suffered through nearly four weeks of idy, regard with some dubious replacements: high school and low-level college officials with no NFL experience, as well as, according to sports site Deadspin, a crew of refs who had been previously fired by the Lingerie Football League for incompetence. Media nationwide, including The New York Times, reported on numerous instances of replacement refs taking the field as fans rather than officials and an increasing incidence of poor, often game-changing, calls. An agreement was eventually reached and the NFL refs returned, but for many the cruel of the issue was Commissioner Roger Goodell’s apparent willingness to sacrifice the game’s integrity — and irritate fans — over a relatively small amount of money. Sports Illustrated writer Michael Rosenberg wrote that Goodell “could have ended this lockout weeks ago for roughly the amount of money that NFL executives spend on dry cleaning every year.” Fortune contributors Jack and Suzy Welch highlighted a lesson for Goodell: despite the NFL’s “virtual monopoly … you can’t aggravate your customers.”

Pizza, with a side of politics
In August, wealthy pizza magnate “Papa John” Schnatter was widely criticized for his stance against the new Affordable Healthcare Act and his determination to circumvent it as reported by ABC News, Politico and numerous other media. His flamboyant and needlessly cold messaging seemed designed to alienate his own customers and pool of potential employees. The Naples News reported that Schnatter told a group of Florida college students that “it was likely that some [Papa John’s] franchise owners would reduce employees’ hours in order to avoid having to cover them.” Even Mad Magazine got in on the action, with editors noting that “if you thought that the worst thing about Papa John’s Pizza was the pizza … the policies … will leave an even worse taste in your mouth!” “A brand is just a collection of ideas,” Barbara Findlay Schenck, author of “Branding for Dummies,” told TODAY. “When suddenly the brand message shifted to political stances, bottom line prices, price increases and staff cutbacks, the inconsistency hurt the brand strength, confidence, and preference.” According to MSN.com, “the Twittersphere appears largely elated over news that Papa John seems to be eating his feisty political words post-election.” The news site awarded “top tweet” recognition to Twitter user @kimberse when she slammed Schnatter, asking: “who’d the moron CEO think was eating that pizza?”

Dude, where’s my apology?
Popchips “President of Pop Culture” (according to Popchips marketing collaboral) Ashton Kutcher starred in an ill-advised online video campaign in which he wore stereotypical Bollywood attire — along with skin-darkening makeup — to impersonate an Indian character named Raj. The video did gain attention for the snack brand but for all the wrong reasons. Tech entrepreneur and blogger Anil Dash questioned the campaign’s direction, noting that “if you find yourself putting brown makeup on a white person in 2012 … to sell potato chips, you are on the wrong course.” Dash noted early on that “Kutcher’s apology would be the easiest and most obvious part” of addressing the brand’s blunder and Ling Woo Lee, director of the Fred T. Korematsu Institute for Civil Rights and Education, agreed in an opinion piece for CNN, writing that “I’m still waiting for Ashton Kutcher’s apology [and] I’m starting to lose patience.” Nonetheless, while Popchips quickly issued an apology and pulled the offending video, Kutcher has not apologized to date.

“Rigged game” at Liberty Mutual
In early April of this year, Boston Globe business reporter Todd Wallack reported that Boston-based insurance giant Liberty Mutual was under scrutiny from the Massachusetts Division of Insurance after the discovery that longtime CEO Edmund F. “Ted” Kelly earned an average of $50 million a year from 2008 to 2010. As a mutual insurance company owned by its policyholders, any extra money Liberty Mutual earns should go back to customers, not executives. About a month after Wallack’s article, the Globe’s Brian McGrory wrote that Liberty Mutual spent $4.5 million in 2011 to renovate incoming CEO David Long’s 1,335 square foot executive office suite, adding “woven silk wall coverings,” a private shower, exercise room and an automatic Lutron lighting system. All this excess spending occurred in fall 2011 when unemployment was at 9.1 percent and the stock market was plunging. Liberty Mutual didn’t issue a single statement of regret in the month after the initial revelations, while Kelly explained his pay as “an accounting issue.” As McGrory explained to Ed Cafasso of The Public Relations Strategist, “their lack of response made my job easier … the best thing they could have done was gotten enough of it out there earlier so the tips dried up.”

Michael Fineman is President of Fineman PR in San Francisco.
2012, the year in review

By Jack O’Dwyer

PR’s info mission gets tougher & tougher. PR’s mission of keeping Americans informed grew tougher and tougher as the year went on. Marketing, legal, and other pressures squeezed many information pipelines until they were almost totally choked off.

Publicly-held corporations and other institutions led the move to tightly controlled information outflow. New York Times Columnist David Carr spoke for many a reporter when he wrote Jan. 29 that “underlings” confront him whenever he calls a company and that they “lade out slop meant to obscure rather than reveal.”

New York Times Executive Editor Jill Abramson said the Obama Administration was the worst ever in terms of withholding information and blocking investigations. “Communicators” and others who watch and wait but rarely say anything had a field day with new technology that can track what everyone else is saying around the clock.

Conducting computer-aided surveillance that generated endless “metrics” became one of the big chores of PR people whether at institutions or in agencies.

A host of services grew up that monitor individual buying habits, web and cell phone usage, and much more. Corporate PR staffers expect their every electronic contact with a reporter to be logged, diced and spliced by corporate overseers. Personal interactivity between PR people and press or consumers has become a rarity.

Digitization grows in importance. “Digitalization,” meaning recorded or “canned” (if you want to use the vernacular), became a buzzword. The first “Digital Summit” was planned for Feb. 28, 2013 at Reuters, New York, with top techies holding sway. PR people have long bemoaned the fact that they have let the hardware people become dominant in communications, making the content creators (the software) take a back seat.

Digital is not necessarily bad and can be a way of imparting knowledge. Almost everything the O’Dwyer Co. is doing is digitized including the weekly newsletter, magazine and annual Directory of PR Firms. The danger is that digitizers won’t be around for cross-examination.

Social media doesn’t cut it at IABC. The ascendancy of social media as a means of spreading messages rather than using traditional media was the rage in 2012. However, the limits of what uninformed people can tell each other about a given subject, no matter how many times they tweet, e-mail and Facebook each other, was readily apparent after the International Assn. of Business Communicators took the axe to 16 of the 32 headquarters’ staff. Board and staff took Friday, Nov. 30 to announce this momentous change apparently in the belief that by Monday it would be forgotten or get less attention.

No press conference was held nor were any leaders or staff available for questioning after the announcement. Instead, newly named Executive Director Christopher Sorek and Chair Kerby Meyers posted a four-minute video on the wonderful things ahead for IABC as it switches more and more to “digitalization.” The video did not even mention the layoffs. Wait till next year for further information was the message of Sorek and Meyers.

Discussion on IABC MemberSpeak had consisted of four messages by mid-December. But there were hundreds of postings in LinkedIn, Facebook and the blogs of IABC members. Most of the comments were negative. But few had any information about the reasons for halving the staff or what the new “strategic” plan was. This was a microcosm of what goes on in social media, which excels as a means of making new acquaintances but fails when it comes down to the fight for more details.

Many questions remain unanswered. Unanswered questions include: who were the 16 people who got cashiered and why couldn’t they be retrained rather than sacked? Where is the nine-month financial report that would show how well or not well IABC is doing? Who are the digital and management consultants that are being hired; will the printed Communication World continue when other mags are going digital, and when will the IABC accreditation process be resumed?

The wholesale firings just before the holiday season gave the impression that heartless business types are running the association rather than sensitive, people-oriented PR types. A criticism repeated many times on SM was that the board/staff’s action and the way it was communicated (many members said they found out about it SM rather from IABC) was the worst sort of “PR” and would receive zero if such a communications plan were presented for an accreditation exercise.

Burson tells PR to return to its roots. Burson-Marsteller Co-Founder Harold Burson, receiving the Paladin Award of the PRSA Foundation for lifetime achievements in PR, said PR has four main functions — listening, being the corporate conscience, communicating, and being the ombudsman at employers for the press and public. He said corporations should resume their role of being a “social entity, a good corporate citizen serving the needs of all stakeholders.”

What has happened, since the early 1980s, Burson said, is that public companies have become obsessed with “maximizing shareholder investment” to the exclusion of more socially conscious activities. “In the interests of improving return on investment, work forces were reduced, defined benefit pension plans were scuttled in favor of 401Ks, and philanthropic initiatives were curtailed in the interests of increasing earnings,” he said.

Social media boosts PR firms. Increased use of social media by consumers meant lots of business for PR firms both in monitoring what was going on in SM and reaching prospects via SM. Hundreds of services sprang up.

Thirteen of the top 25 independent PR firms in the O’Dwyer’s rankings had double-digit gains in revenues including six of the top ten. Twenty-four of the top 50 also had double-digit gains. Edelman, which has been a firm believer in releasing large amounts of data about itself including fees at all of its U.S. and international offices, and breaking them out by a dozen categories such as healthcare, tech and financial since 1990, soared to $604 million in fees or five times as much as the No.2 firm, APCO Worldwide. Edelman celebrated the 60th anniversary of its founding at a ceremony in Chicago in October.

Participating in the O’Dwyer’s rankings were 125 independent firms that provided more than 500 rankings in 12 specialized categories. Clients are able to quickly identify the largest firms in each category as well as the boutique shops. The trend is for clients to be more and more sophisticated in choosing outside counsel.
EVERY SECOND COUNTS

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Lots of name-calling, few facts in GMO debate

By Gerald Baron

General Mills recently experienced the impact of name-calling on the brand and reputation of Cheerios. Activist groups, disgusted with General Mills’ contribution to California’s Proposition 37 initiative, punished the Cheerios brand by suggesting the very popular cereal just may contain GMOs — genetically modified organisms. Note, that the activists merely suggested that Cheerios “may” contain GMOs as the Huffington Post pointed out: “The coalition [GMOInside, the organization launching ‘No on Prop 37’ and use of such ingredients as corn starch and Vitamin E are strong indicators.”

The accusations resulted in Cheerios’ Facebook page being hijacked by GMO opponents. The linked Facebook page was crowded with words like “poison” and with distressed parents claiming they would never feed it to their children again.

The Cheerios-GMO attack highlights several important risks to organizations concerned about protecting their reputations. One, applicable to most organizations using social media, is the reality that the very tools and channels put in place to forge closer bonds with customers can be hijacked by opponents and used against them in powerful ways. We’ve seen similar activity by Greenpeace and the Yes Men in their spoof ad and online campaign against Shell. ExxonMobil more recently faced spoof online ads, mimicking the company’s website, Natural News, did not bother to mention of any studies supporting GMO foods. By the very definitions used by activists, well over 50% of food products today in the U.S. contain GMO ingredients. If these observations are true, then labeling food with the name GMO, knowing the fear and emotional impact of the label, would do consumers and producers a great disservice — a form of yelling “fire!” in a crowded theater when there is no hint of fire.

GMO definitions

If GMOs are defined as the product of efforts to improve organisms by tinkering with their genetics, then GMOs date back to the earliest farmers. Farmers are always working to improve their crops or livestock through selective breeding. Gregor Mendel, the Austrian priest, turned this practice into science with his experiments in hybridization in the mid-1800s, becoming the “father of modern genetics.”

Instead, there seems to be a consensus that GMOs now refer to genetic engineering, with activists referring to “labs” and the use of recombinant DNA. However, Wikipedia points out the European Commission defines genetic engineering “as including selective breeding and other means of artificial selection.”

Widespread use of GMO foods

If you’re privy to these loose definitions of GMO foods, it would not surprise you to discover that some activist websites show 50% or more of our foods are GMO. By Green America states that many ingredients included in food products such as corn, soy and sugars are “almost always genetically modified.” It’s on this basis that they have sounded the alarm against Cheerios. They do not provide their definition of genetic engineering, but we know now, based on the lack of clear definition, they could safely say nearly 100% of the U.S. food supply is GMO.

One implication of this is that almost any food producer faces the GMO accusation. Green America focuses on General Mills and it’s clear the company’s investment in defeating Proposition 37 is the reason.

What does the science say?

The industry says GMOs are safe. Activists say they aren’t. It seems an argument that needs to be settled by science — preferably scientific consensus. The problem is, the scientific evidence for its risks or proven dangers is missing. Most activist websites use general terms claiming “studies show” without naming the studies.

Green America says: “Genetically modified organisms (GMOs) have never been proven safe for consumption, and a growing body of studies is raising concerns around the health effects of eating them.”

There’s no reference to the growing body of studies supporting GMOs’ safety, or the notion that GMOs have never been disproven as safe. One site cited a specific study, conducted in France by Gilles-Eric Seralini, with this screaming headline: “Shock findings in new GMO study: Rats fed lifetime of GM corn grow horrifying tumors, 70% of females die early.”

The website, Natural News, did not bother to point out that in November the European Food Safety Authority (Europe’s version of the FDA) completely discredited the study, citing numerous flaws in the science and concluded that “no conclusions can be made about the occurrence of tumours in the rats tested.” The continued reliance on discredited science undermines health risk claims and the credibility of the activists.

Wikipedia’s assessment of current science is unequivocal: “There is broad scientific consensus that food on the market derived from GM crops pose no greater risk than conventional food. No reports of ill
effects have been documented in the human population from GM food."

One can reasonably ask the question, then, how did so many become so fright-
ened by the term GMO? For those wishing to protect reputations, here lies the heart of the problem.

The GMO controversy follows a well established pattern of three partners with much to gain working in concert to take advantage of shifting cultural values. These partners are entrepreneurial activists, media eager to attract audiences and politicians looking for a popular cause.

The activists stand to gain much from taking leadership roles in emerging contro-
versies. That certainly can be seen in many public issues relating to the environment or health concerns. The term entrepreneurial is used because money is at stake in this effort as well as in the effort to produce and sell food. This factor is often neglected, but the Institute for Responsible Technology, which bills itself as the “the most compre-
hensive source of GMO health risk information on the web, provides a case in point. Their website features a link titled “GMO Health Risks” where users see an ad for a movie they produced called “Genetic Roulette.” There are repeated opportunities to donate. Money is at stake in these battles, despite the effort to present the activists as concerned citizens just looking out for the public interest.

These activists have found an eager and willing partner who stand to gain from heightening fear: the media. As media of all types fight for audiences, it’s become clear that the most powerful way to cut through the clutter is through emotions. This is noth-
ing new but the GMO fear mongering makes this tendency very clear. The dis-
credited Seralini study created frightening headlines in major outlets around the world, particularly in Europe. Headlines are designed to attract attention. Activists pro-
vide the media with a hook, a narrative which has been crafted into attention-getting headlines not substantiated by the evidence presented. But fear is created, and a third partner stands ready to jump: politicians.

There’s hardly an issue emerging with public interest involved that an eager politi-
cian won’t rise up to suggest new legisla-
tion. It’s not just legislators: activists make accusations about the coziness of regulators with the companies they regulate, or being asleep at the switch, and the natural reaction for agency leaders is to hop to it, create new regulations and look like they are very busy and very mean. So regulations increase and new legislation is frequently passed not based on reality, science or what is in the best interest of the public, but based on the fear generated by the alliance of entrepre-
norial activists with audience-seeking headline writers.

Shifting cultural values
None of this would be effective without shifting cultural values. One could ask if the shift is the cause of the partnership just discussed or a result of it — a chicken and egg question. Oil and energy companies are among the least trusted of any industry — only media companies consistently score lower in trust measures. Tobacco has gone from a glamorous habit to an ugly social disease. Makers of supersize drinks have found themselves disliked by those con-
cerned about obesity. Clearly, these changes signal a better, healthier future. But if you’re in the oil or energy business, you find yourself in the unique situation of pro-
viding products for which demand keeps increasing and being increasingly hated by the people who are demanding your prod-
ucts. It’s this kind of shift in value that creates fertile ground for the activist attacks, media fear-heightening and subsequent political action. And it is observing this kind of shift that could cause great concern for those interested in protecting their reputa-
tions and brand value.

There’s a massive cultural shift occurring in the food world. The “green revolution” which has saved multiple millions from starvation and reduced the cost of food to historic low levels is under attack. Organic, grass-fed, free-range, sustainable, hормone-free, omega and antioxidant rich are now words that not only move products, but help producers claim premium prices. It’s this shifting social environment that makes the name-calling of GMO so powerful and so dangerous for brands.

What’s a brand like Cheerios to do? The natural inclination is to quickly move to market a non-GMO product. The problem with this approach is that it supports the fear-mongers. Consumers will think “if Kashi, Cheerios and Kellogg’s make this commitment, then GMOs must really be a problem.” Everyone will have to follow suite and GMOs will be even more fright-
ening than ever. Corporate reaction to unsubstantiated fears further enhances those fears.

General Mills — indeed the entire food industry — may consider approaches that include these three elements:

Communicate their commitment to food safety. Despite the fact that we enjoy unprecedented food safety, many con-
sumers are being “scared to death” by the fear-enhancing partnership discussed above. That fear is a reality even if the basis for it may not be. That means that anyone in the food business from the farmer to the retailer must commit to food safety and then communicate that loudly. Cheerios is doing this already on their website but this kind of education and repeated assurances must be expanded. Those cereal boxes provide great opportunities for consumer edu-
cation.

Embrace transparency based on reality. Consumers demand transparency. But the transparency must be based on reality. Activists and complicit media have created an equivalence between GMO and poison so forcing labeling of products as GMO is not transparency, it is deception. New terms must be developed that adhere to strict def-
initions. Genetic engineering definitions range from cross breeding to molecular cloning to homologous recombination. Tomorrow there will be new techniques. New labels could be based on the methods used to improve the food quality and productivity. This, of course, requires an industry-wide effort and ultimately would need to find broad market and possibly govern-
ment regulatory acceptance.

React to food phobia. There’s a strange reluctance on the part of those attacked in these situations to engage in open debate. That only means the “education” efforts around issues like GMOs are one-sided. Google “GMO Education” and it is nearly impossible to find any industry response amidst all the activist sites fighting GMOs. Given the scientific consensus around GMO safety, those activist sites that continue to use the discredited Seralini study as their primary case against GMOs are at great risk of having their credibility destroyed by the facts. But we cannot expect the media to do the unmasking — reassuring news does not lock eyes onto the screens like scary headlines do. It’s left for industry to defend, and defending in this kind of environment means unmasking lies, fear-tactics and fake science. In other words, it requires an aggressive, direct response that seems to violate the conven-
tional thinking of public relations strategy. The newspaper and oil industries provide cases in point: reluctance to become involved in the public debate has resulted in a one-sided public discussion and growing social con-
sensus opposed to these industries.

Currently, the anti-GMO movement appears to be gaining momentum and strength, despite evidence that consumers are more rational about these issues than many think. Success of efforts like Proposition 37 may very well be counter-
productive.

Gerald Baron, Founder and CEO of Agincourt Strategies, is the author of “Now Is Too Late: Survival in Era of Instant News,” and “OnePage Crisis Communication Playbook.” He blogs for emergencymgmt.com and at crisisblogger.com.
Safe planning: preparing for a data breach

There are many reasons why companies today should invest in planning and training for a potential data breach. Here are just a few.

By Ashley McCown

Advanced planning is key and many of the communications tools you will need can be drafted in advance and fine-tuned when something happens. Although it can be difficult to make the case to budget-conscious CEOs, spending dollars upfront on communications planning and training will save money in the long-term and help avoid a devastating reputational hit. When you consider the average cost to a company that suffers a data breach noted above, the math becomes clear. Pay now or pay more later. It is that simple.

Here’s a framework to better stead your organization or your clients for a data breach:

Find an attorney before you need one. Identify an attorney with expertise in privacy and data security and establish a relationship. He/she will guide you through all the reporting requirements specific to your industry, in the states in which you do business, and in some cases federally. They will counsel you on the potential for litigation and review all written communications. And they can help on the front end by conducting privacy audits and risk assessments to surface potential vulnerabilities so you can address them before a hacker exposes them.

Update your crisis communications plan to include protocols for reporting a data breach. The steps to follow are specific and prescribed. Get them committed to paper now so there is no question about what to do first, second and third when it happens.

Draft away. Nearly all communications materials — media statements, fact sheets, Q&As, letters to employees, customers, clients, patients — can be prepared in advance so there is something to use when the breach occurs. The time and angst you will save by not having to start from scratch will be incredibly valuable and allow you to frame the news rather than respond to questions from media or others.

Drill, Drill, Drill. You don’t want an actual breach to be the first time you put your plan to the test nor the first time your Crisis Response Team (reps from IT, HR, Customer Service, Sales/Marketing, etc.) meet and work with each other. Table top exercises and drills show you which parts of your plan work well and which ones need to be retooled. And they bring to light for members of the Crisis Team how important communication across departments is.

Build a social media presence—before a breach. Depending on the scope and spread of a breach (number of people impacted, number of states and whether the data is being misused), social media can play a significant role. In fact, some industries there are blogs dedicated to tracking and dissecting how a network was hacked and data moved. Social media networks can light up with complaints from those affected. On the flip side, social media can be a fantastic channel to get your message out and communicate with key audiences, but only if your organization has a loyal and engaged following ahead of time. It is impossible to play catch-up and try to build a strong social network once the crisis happens.

Pay attention to lessons learned. There is a fair amount of transparency around data breaches because of the public reporting requirements for major breaches and because those organizations that have experienced one want to learn what they can do to better protect themselves in the future. They will often share lessons learned and dissect how it happened. You can learn a lot by paying attention to what is reported and blogged about after the fact. Then update your plans and procedures to reflect what you learned.

Hackers are working hard to find their next targets. If you are one of them, having a crisis plan especially for data breaches will make the difference between disaster and disaster recovery. What are you waiting for?

Ashley McCown is President of Solomon McCown & Co., a Boston-based strategic communications firm specializing in crisis communications. She can be reached at amccown@solomonmccown.com.  

Ashley McCown
“Public relations can’t be learned except by experience.”

- Harry S. Truman

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In a crisis, it’s not provocative to be proactive

When a crisis hits and the media calls, there’s often an impulse to dodge the issue at hand. Here’s why this tactic causes far more harm than good.

Public relations and legal professionals traditionally approach communications strategy differently, with the latter arguing to say as little as possible and keep comments general, while the former argues to be specific and communicate frequently.

This is always challenging but never more so than when a crisis looms or explodes. In a world now driven by social media, it is critical for crisis managers and legal counsel to find common ground.

The concept of a ‘golden hour’ to respond to a crisis has been swept away. Social media posts now describe crisis developments from the inside and in real time. Organizations must speak out early to help shape this initial discussion. It should not be seen as provocative to be proactive.

Attorney Scott O’Connell agrees. “You are delusional if you expect confidentiality and containment of issues in today’s world.” O’Connell, who is Vice Chair of the litigation department for the Boston office of the law firm Nixon Peabody, says “if you wait to be vindicated in a court of law, you may lose in the court of public opinion.”

We have three recent examples of helping crisis clients identify and carry out a proactive approach to protect their reputation:

Before a company announced the closing of a major manufacturing facility, it confidentially briefed union and government officials so those officials’ initial public statements would be well-informed.

With a recall of a competitor’s consumer appliance about to be announced, a manufacturer of a similar product prepared a simultaneous news release and social media postings setting its product apart to avoid confusion.

A healthcare facility that had just received a critical report by government inspectors called a news conference, disclosing the report itself and explaining what steps were underway to respond to the findings.

In each of these cases, being proactive helped influence public opinion and manage the crisis at the very outset, blunting or avoiding negative or false comments that could have quickly taken on a life of their own in social media.

O’Connell, who worked with Cone on one of these crises, says, “Companies that fail to think about how they want to organize their communications will miss the boat and get themselves into trouble. This is where a lot of the tension between communications and legal can happen.”

Risk identification, monitoring, and crisis planning becomes more important than ever. This is where legal and public relations officials can rationally sort out liability and reputation considerations, and develop template statements. For example, an organization can accept responsibility without necessarily accepting blame, and there is always an opportunity for empathy even if an apology may not be appropriate. Well-positioned and well-timed communications and actions can actually be a strategic advantage in both minimizing the escalation of a crisis and in reducing penalty in a trial.

Working together, an organization’s legal and communications advisors can take a long-term view while juggling short-term facts. And they can protect the organization’s reputation with employees, customers, and other stakeholders, while also being mindful of what a judge or jury will perceive months or years later.

Mike Lawrence is Chief Reputation Officer at Cone Communications in Boston. He also spent 26 years as an investigative journalist, winning several Emmys for his work.
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Few members left in Pinnacle PR network

Pinnacle Worldwide, founded in 1974 and one of the oldest PR networks, now appears moribund. Meanwhile, other major networks are thriving.

By Jack O'Dwyer

Pinnacle Worldwide, once one of the largest networks of PR firms with more than 40 members worldwide, is down to its last few members and some longtime members now doubt it will survive.

Some New York firms that were members said they had pulled out and question whether the network has a future. Even the network’s website is currently not operative.

Gary Conkling, President of CMF Strategic Communications, Portland, the current President, said there have been mass defections in Europe and the U.S. in recent years. Joe McCarthy, the only remaining founding partner of the group in 1976, said new plans are being drawn up, including a quest for outside financing.

Members previously paid an initiation fee of $5,000 and then annual dues based on size. New members would be “associates” rather than corporate partners, said McCarthy. Two of the original partners are working on a new Pinnacle and recently joining were firms in Boston, Cleveland and two from Latin America, he said.

Pinnacle was formed partly in response to competition from the major firms including those owned by the ad/PR conglomerates that were able to cite owned offices throughout the world. The independent firms that formed Pinnacle were able to promote cooperation with more than 40 partner firms including more than 20 in Europe, the Middle East, South America and Pacific Rim.

Pinnacle members included Lobsenz-Stevens, New York; Duffey Communications, Atlanta; Selz, Seaboldt & Assocs., Chicago; E. Bruce Harrison Co., Washington, D.C.; Watt, Roop & Co., Cleveland; Countrywide Communications, U.K.; Beauchez PR, Netherlands, and Soyer & Co., Paris. Twenty-seven European members of Pinnacle broke away five years ago and formed their own network.

PROI tops other networks

PR Organization International, with 57 independent partners in 43 countries and combined 2011 fees of $382 million for 4,100 clients, served by 3,200 PR practitioners, is the biggest. President of PROI until June of 2013 is Robert Frause of Frause, Seattle.

U.S. members of PROI include Gibbs & Soell and Jackson Spalding, as well as Widmeyer Communications, Frause, and the Vandiver Group, whose President and CEO Donna Vandiver was former President of Pinnacle.

PROI’s 2011 revenues, according to its IRS Form 990, were $301,585 of which dues were $131,235. Average dues per member were $2,300, making it one of the least expensive of the PR networks. PROI’s 2011 IRS Form 990 (36-3982777) shows it has publicly traded securities worth $515,117 as of Dec. 31, 2011 plus cash and savings of $146,525.

Worldcom is no. 2

Worldcom has long claimed the title of being the biggest PR network. Worldcom has 110 members in 95 cities in 48 countries. It outnumbers PROI in number of member firms. U.S. partners include Padilla Speer Beardsley, Minneapolis; Public Communications, Inc., Chicago; Schneider Assocs., Boston; Cerrell Assocs., Los Angeles; Dix & Eaton, Cleveland; Bliss Integrated Communications, New York and D.C.; KellenAdams Public Affairs, D.C.; Michael A. Burns & Assocs., Dallas, and I.W. Group, Los Angeles.

Forty-seven of the member firms bill under $1.5 million. Nine bill more than $5 million. Each firm is reviewed by two other member firms every three years to ensure that all operate under the same high quality standards, said administrator Daisy Guthin, who noted such standards have been in operation for seven years.

Worldcom, founded in 1988 by firms that left the IPR Group of Companies — when Japanese PR counsel Taji Kohara put it up for sale — reported its members billed $227,548,702 in 2011 and were served by 1,965 staffers including 1,391 PR practitioners.

IPREX reports $200 million in 2011 fees

IPREX, whose 2012 President is Kathy Tunheim of Tunheim Partners, Minneapolis, has David Watson of the U.K. as its executive director and is administered out of Shorewood, Wis., by Carol Clinkenbeard.

It reported that its 110 offices employ-
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IABC cuts staff, members fear crisis

The International Association of Business Communicators announced Nov. 30 that it would effectively cut its staff in half, laying off ten staffers immediately with six more leaving by March 2013 when their duties would be “outsourced.”

By Jack O’Dwyer

IABC’s sacking of 16 staffers including two Senior VPs and two VPs, which amounts to half a staff of 32. A list of the 16 staffers who remain at IABC indicates that those fired include Senior VPs Christopher Hall and Lee Ann Snedeker, as well as VPs Paige Wesley (marketing & communications) and Michele Cushman (professional development). Their names are not on the current website.

Members were e-mailed a five-minute YouTube video in which Chair Kerby Meyers and Executive Director Christopher Sorek describe new directions of IABC including a commitment to digitize more materials and make digital “the touchpoint for everything that we are going to be doing.”

Meyers and Sorek said five new positions would be filled “in due course.” A digital agency has been retained as well as a consultant for a certification program that IABC is recommending to members.

The tape was made during the 2012 World PR Forum in Melbourne in November. It was released Nov. 27.

IABCers fear deep cuts

Hundreds of comments about the IABC cuts have been posted on LinkedIn, Facebook and other social media sites and many of them are negative. Typical comments in social media are that IABC needs a crisis consultant right now, including one by Debra Salem, Holtz and Hobson said the firings have not yet hit general media.

Hobson said in a LinkedIn posting that there was “astonishing detail” about IABC staff salaries in the odwyerpr.com stories and this was information “I wish I did not have to see.”

Staff pay/benefits public record

Sorek, an American who had been working in Europe the past 11 years and who joined IABC as executive director, refuses to give O’Dwyer’s details of his contract.

Many members said they learned of the IABC cuts on LinkedIn and similar media and not from IABC. IABC officers and staffers were faulted for failing to practice the rudiments of organizational PR.

Hobson said on LinkedIn that the staff cut was “an atrocious example of poor leadership, never mind communication, where someone actually decided to say nothing to anyone else outside that [leadership] narrow niche.”

Hobson, along with many others, feels there is a “lack of explanation” as to why half the staff is being cashiered.

A posting by an IABC leader gave the names of the staffers who survived the blitz and said readers could figure out who got the ax. Another posting said IABC “is in great shape financially” but gave no details.

Sorek has been e-mailed requests for a financial report.

PR Society also cut staff

The IABC announcement came on the heels of the PR Society’s delivery of its printed IRS Form 990 tax return for 2011 to the O’Dwyer offices, showing $500k had been trimmed from the Society’s payroll in 2011, possibly representing ten or more jobs.

PRS’s Q3 financial report showed a loss of $357,498 in spite of a dues hike of $30 that was supposed to put PRS in the black.

IABC, unlike PRS, does not provide quarterly financial reports. The 2011 tax returns of both groups are not yet available on GuideStar or Foundation Center.

IABC’s 990 is only distributed to the IABC board. It is not available on the IABC website. Revenues rose 4.7% to $5,781,192 in 2011 but net dipped 58% to $173,937 from $417,666. Net assets rose to $1,126,373 from $1,001,043.

IABC defers a substantial amount of its dues income. Deferred income was $1,714,987 at the end of 2011.

IABC had invested $1,981,970 in “publicly traded securities” by the end of 2011, up from $921,628 a year earlier. Occupancy costs were $424,285; legal, $12,439; accounting, $42,966, and travel/meals/hotels, $236,947.

Julie Freeman, who resigned as President in early 2012, was paid $186,492 in salary, $13,188 in non-taxable income, and $9,325 in deferred income for a total of $209,005. SVP Christopher Hall had a salary of $135,642 and $15,230 in benefits; Senior VP Lee Anne Snedeker $116,630/$12,516; VP Natasha Nicholson, $110,463/$12,423, and VP/financial/HR Maureen Lennon, $106,286/$18,370.

Pay/benefits of all staffers was $2,789,521, a gain of 10% from $2,530,077 in the previous year. Pay/benefits in 2011 were 48% of revenues.

Web, PR trades are competition

A major benefit offered by IABC and PRS is training in skills needed for the job market. However, numerous web sources now offer PR skill-building programs including PR news media such as PR News and Ragan’s.

The possibility of networking has been a major draw of the PR groups but Facebook, LinkedIn and numerous social media now provide a means of building personal contacts without having to pay membership fees.

A member of the Texas PR Assn., which folded Dec. 31, 2011 after decades of existence, said it is “easier and cheaper to stay in touch via websites like LinkedIn and Facebook.”

IABC’s basic rate is $259 but mandatory regional dues are extra as well as chapter dues unless the member is more than 50 miles from a chapter.

Annual costs for a New York City IABC member are $324.
“They really handled that problem well.”
...is good crisis management.

“I didn’t even know they had a problem.”
...is great crisis management.

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New tips for media relations efficiency

Media relations tactics continue to evolve with the introduction of new technologies and social media channels. With all these new opportunities, how can PR pros effectively research, build relationships, and secure and track coverage — all under tighter budgets and high expectations?

By Rebecca Derrington

We no longer fax or snail mail pitches. The huge media contact books from Bacon’s that we once spent hours thumbing through for contact details are now accessed online.

While all of these advances have led to much greater efficiency in the PR world, the foundation of effective media relations has not changed. PR pros must still research the appropriate media contacts, build relationships, offer quality news in a timely manner, and be prepared with supplemental information in a flash. But like many journalists these days, PR pros struggle with time constraints.

Here are some tips media relations efficiency tips:

1. Use a subscription-based media contact tool: This is a great option when you’re starting out, or working on a new vertical market you’re not familiar with. (But it shouldn’t replace your own contact list which you should constantly be building and updating.) The beauty of a subscription-based contact list is that you’re paying for a list that’s current, which is invaluable in this volatile media market where journalists are frequently changing posts and publications.

2. Use Google Alerts to track coverage: To use this tool effectively, it’s vital that you choose the correct keywords or descriptors in your query search to monitor the web (blogs, news, video, discussions and books). Fortunately, there’s no limit to the number of alerts you can create. You can always refine your search parameters to ensure you aren’t bombarded with email updates.

3. Leverage Twitter as a relationship-building tool: Remember, Twitter is a social medium developed (in part) to enhance the sharing of information within your own personal follower network. But before you can do much in the way of sharing, you need to build a following. This isn’t hard, but it can be time consuming. Of course, you can use tools that automatically follow people who use certain keywords in their bio in the hope that they’ll follow you back. Or you can apply the basic principles of building relationships ‘IRL’ style (in real life) by engaging with people you like or who interest you, and then retweeting their messages to help grow their audience. (Notice I said ‘their’ audience.) This ‘pay it forward’ approach is very effective on social networks, much like giving someone a big #followfriday plug/hug.

4. Pick up the phone: Most PR professionals will just email journalists these days, regardless of their preferred contact method.

Of course, the best communication method is the one that particular journalist prefers, so find out. But if you don’t know for sure, a good rule of thumb is that many journalists with short lead times prefer a phone call so they can work quickly and get the comments they need. Those with longer lead times generally prefer an email, with some quality low-resolution images embedded in the body of the text.

5. Follow up: It may seem simple, but you can easily undo all your hard work in cultivating a media contact relationship by not following up with them. Most reporters will not give you coverage after only one phone interview or email exchange. Be ready to give them additional elements needed to supplement their stories, including photos, customer references, analysis and additional sources, and have it all prepared in advance.

6. Consider exclusives: Exclusive opportunities are still a very attractive proposition for journalists. And why not? Exclusivity means the chosen journalist gets to publish the story ahead of their competitors. But exclusives can also work in your favor as well, particularly if you choose the right journalist and/or media outlet to pitch your story. An exclusive given to the appropriate outlet or journalist may very well result in more coverage than releasing the news to every possible outlet, and having no one cover your story at all. Also, always set a firm date when the exclusive period ends to ensure you know when you’re free to pitch to another journalist.

7. Don’t pitch everything: Sometimes there are no workable angles to your client’s news. If that’s the case, don’t pitch their news at all or you run the risk of tarnishing your client’s reputation, and your own, in the minds of the media.

Explaining this to your client can help them understand the importance of pitching selectively and can help you manage their expectations of the campaign.

8. Create a press room online: This is a no brainer. When journalists start their research, they usually Google to direct them to the most relevant information online. Direct them instead to a landing page that’s current, looks professional and has everything they need, including relevant bios, fact sheets and high-resolution profile shots and product photos they can download on demand. These are the keystones of a good online press room.

9. Look at media tools that journalists can use for free: Journalists subscribe to a wide range of free services, including those that let them download high-resolution images (via Pressloft) or receive products and service vouchers for review (via The Media Bag). If journalists subscribe to these types of tools, it’s a good indication they see value in the service, and it shows there’s potential for you to generate coverage for your clients by using them too.

10. Use a query service tool like HARO or SourceBottle to be sure you’re in the know about timely opportunities: HARO and SourceBottle are free general media leads services. Both services send out multiple emails to subscribers with opportunities for free publicity.

Rebecca “Bec” Derrington is the founder of SourceBottle, a free media inquiry service that connects journalists and bloggers with PR professionals and businesses, and The Media Bag, a product review service geared towards journalists.
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From crisis communications to crisis management

Fifteen years ago, an insurance company added a new feature to some of its policies: payment for the communication services of a public relations agency in the advent of a crisis. We were there at the beginning, and we’re still here today. Here’s some of the changes we’ve seen occur during that time.

By James Abernathy

Crisis communication is crisis management. Crisis communications used to be media management. Half the job today is fixing whatever went wrong — putting out the fire, recalling the product, answering the litigation. The other half is talking to everyone who’s affected by what went wrong.

Victims are the most important audience: Media, lawyers and investors used to be the target audiences. Now it’s real people, whose jobs and health and homes and families and savings are threatened by crises. When their issues are addressed, these people become your advocates (and not fodder for scandal-seeking reporters or plaintiff’s attorneys). Other audiences cannot be ignored, but this one comes first.

The most effective media are no media at all: Mobile, digital, social media connect everyone with everyone else (but their credibility is low, they’re soon forgotten, and their excessed can be blunted). Conventional media still mobilize opinion leaders (but fewer others with each passing month).

Silence is sometimes golden: If a crisis is going very public, it’s vital to be out there first with short, simple, positive messages. This hasn’t changed a bit in 15 years. But the social media flame burns out fast; conventional media lose interest without new news; the public gaze moves on. Healing happens best out of the spotlight. Don’t pour kerosene on dying embers.

James Abernathy is Chairman and CEO of The Abernathy MacGregor Group in New York.

Crisis communications is a 24/7 operation

By Paul Gourvitz

The key to any crisis communications plan is to be pro-active, not reactive. Pounce on the chance right away to tell your story or it will be too late. If you have a problem the key to attack it head on.

Be aggressive.

The best platforms to get your message out there are television and radio. These methods allow you to some degree, to control the message, or at least manage the story. Make sure you always answer all questions put to you by any member of the media. These days, “no comment” is the same as “guilty.” Make sure the head of your company is the one talking.

Don’t put some flunky in front of a camera or a microphone. It will be viewed as the people in charge having something to hide. Skyping, Facebook and social media are great if you are looking for a date or trying to promote yourself or your product. Social media is not where you go to tell your story. It’s in front of a TV camera or radio microphone where you will be most effective managing a crisis.

When recently asked at a party what we do at Gourvitz Communications, Inc., I quickly said, “We make bad people the good guys and the good guys better guys.” The same applies to a product or a company.

We use Satellite TV and radio tours and Interactive media tours to tell your story. Everyone who works at Gourvitz Communications comes from a news, sports, or TV background. We all now how to effectively tell a story and tell in a concise, matter-of-fact way that will get your message across in the best way possible.

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Paul Gourvitz is President, CEO, Producer and Director of Gourvitz Communications Inc. in New York.
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Advisors give media training tips for live interviews

There’s a right answer to every question, but “no comment” is rarely one of them. This was just some of the advice shared by several top media coaches, who spoke with O’Dwyer’s and offered their tips for making it through a successful media interview. With some careful preparation and a knowledge of how the media works, the experts said anyone can tackle an on-air interview.

By Gayle Goodman

I’ve found a large number of executives are ill prepared to be interviewed. Even those at the highest levels,” said Drew Levinson, veteran broadcast journalist and President of Drew Levinson Media. “Coaching will help prepare you for the interview. And it’s going to help you develop a method to answer those questions.”

So, what if you’re not the best in an interview? According to Colleen Growe, Founder and President of CMG Productions, you need to “practice, practice, practice.”

“I don’t believe people are born communicators, but everybody gets better,” said Growe. “You don’t want to do one session with an executive and put them on CNBC before he or she is ready for it. It’s Google-able forever.”

Levinson, an award-winning former CBS News correspondent who covered presidential campaigns as well as major stories from Afghanistan to Ground Zero to Hurricane Katrina, said that when watching executives on TV, “it’s obvious who hasn’t been coached.”

Levinson highlighted some of the more common problems he sees in on-air interviews:

They will refuse to answer a question.
They will get defensive.
They will allow the reporter to take control of the interview.
They will fail to get their message across.

Likewise, Levinson said he can tell “who has been coached,” because, he says, the following always happens:

They understand how to get the message across they want to tell.
They never say “No comment.” They move on to the answer they feel is important and want to provide.
They stay on topic and stay focused.
But what if you’re faced with a controversial question on-air? According to Growe, “You need to learn how to block-and-bridge, but never dodge. They need to prepare. If one determines that no, I don’t want to go there, you have to tell the reporter why.” However, you don’t want to “spend a whole interview describing why you can’t answer a question. That creates a different takeaway than an effective block-and-bridge, which brings you back to your story.”

As an “effective block-and-bridge,” Growe suggests practicing this phrase to answer those unavoidable tricky questions: “It’s probably not useful to speculate, but here’s what I can tell you today,” and return to your message.

To answer a controversial question, Levinson, like Growe, uses an anchoring, “I use ABM — Answer Bridge Message. All media coaches use this. What you’re doing is you answer the question, you don’t avoid it. Then you use what is known as a bridge, a link or transition to get to the message you want to get across.”

If there is a tricky issue at stake, says Levinson, “I always advise people, if at all possible, do the interview. If you don’t do the interview, you’re allowing someone else to speak for you, or allowing only one side of the story to be told.”

Answering a controversial question is “a science,” Levinson continued. “Don’t lie, don’t say no comment, and don’t say off the record — a coach can get you through that whole thing.”

Remember, said Levinson, “Reporters interview five or six people a day. This is what they do. You may only get interviewed once a month. By getting coached, you are evening out the playing field.”

Growe offered another nugget of advice for appearing on TV: “Beware the expert’s dilemma,” she said. “They tend to bring too much information. With each new question, they add new information, and they add and add and add, in a very tight and targeted segment that is live TV. You need to decide, what am I willing to leave out for the purpose of clarity?”

For example, if appearing on CNBC, Growe considers, “Who’s the audience? When preparing for that engagement, what does the audience need to know about your investment thesis? To bring clarity, you need to hone the story. Be very specific, succinct, targeted and prioritized about how to set up the investment thesis about the story. Action is the final step. How do you get the audience to take the desired action? It’s not to overload the audience with information.”

Ric Bucher, a national sportscaster, is a partner at Everything is on the Record, a media coaching agency which serves as a consortium of working journalists and PR pros on the West Coast. Bucher was formerly the on-air NBA reporter for ESPN’s Sportscenter and MBA studio shows. He co-hosts a weekday sports talk show on 95.7 The Game in the Bay area, and is now an NBA Insider for NBC. Earlier in his career, Bucher was a sports reporter for The Washington Post. He’s a died-in-the-wool sports guy, for sure.

To Bucher, media training includes how to post “appropriate messages” in social media. “Social media has become the Wild West,” he says. “We have examples of guys who have done a great job developing their brand through social media, and others who have ruined their careers because they didn’t understand what a double edge sword social media can be.”

Before appearing on TV, said Bucher, “Know your headline. Questions someone will be asked in an interview are superfluous to what they want to say. In one sentence, they should be able to describe what their message is. And they need to be able to do that before they go on-camera.”

“Kobe Bryant believes he’s supposed to make the game’s winning shot. He...”
goes into it with that confidence because he’s doing the things that are necessary to hit the shot. The same thing applies to being on TV. If you go in unprepared, not realizing the power of that minute-and-a-half, you are vulnerable to whatever can happen.”

Bucher advised: “Be conscious of what you may be asked. This has to do with what you discover in your preparation. You want to know what your message is. If a reporter asks, “a leading question or unfair question,” said Bucher, “Acknowledge that the question should be asked.”

He added, “Key is to figure out what you are capable of saying that will not be harmful, and will move the story in the direction you want it to go. You have an opportunity to determine what insight you are going to provide in advance.”

Emphasizing preparation for the TV interview, Bucher said, “Examples are endless of situations where clearly someone was not prepared. We’re tracking what’s going on with clients in the public eye. We’re anticipating and saying, next time you’re in a place to answer questions, this is something you need to be prepared to deal with.” Without putting in time for preparation, warns Bucher, “You will spend five times that amount cleaning up the wreckage.”

On-air performance has been a big talking point in our culture lately. President Obama’s notorious bomb during the first Presidential debate with Governor Romney, which grew an audience close to 70 million, stands as a textbook example of the importance of media training.

“Obama wasn’t prepared and took his opponent lightly,” said Levinson. “Many executives take the reporter lightly because they are smart and brilliant at what they do. No matter how smart and brilliant you are, it means nothing if you can’t perform in the glare of the media spotlight.”

Bucher said “the impression left by Obama wasn’t so much that he was terrible, but that he wasn’t as good as we’ve seen him before. It underscores that every time somebody has a public speaking opportunity, they need to approach it like the Michael Jordan motto: “I need to go out and play my absolute best every night, because there might be someone there who has never seen me play before.”

Bucher added, “You could take President Obama’s first debate as an example of, do you want to jeopardize your ability to maintain your place as an authority figure by not being prepared in a particular situation?”

Growe, who comes from a political background (her mother was Secretary of State for Minnesota and ran for U.S. Senate) said “there’s so much that goes on behind the scenes from a strategic communications perspective ... it’s so knee-jerk to say Obama did good or bad. The strategy of the Obama campaign was vindicated with the final victory.”

Gayle Goodman, GGPR & Social, New York, reps creative companies and people in TV production to fashion, advertising to technology: She can be reached at GGPRNY@gmail.com.

Craft brewers rap “crafty” marketing

A mid an explosion in popularity, craft brewers in the U.S., through their Boulder, Colo.-based trade association, have kicked off a PR offensive to counter “crafty” marketing by “large, non-craft breweries.”

The Brewers Association, working with Rosen Group PR, outlined a series of production and ownership benchmarks and called out companies like Anheuser-Bush and MillerCoors on Dec. 13 to counter what its members see as an increase in “production and promotion” of “craft-like beers” by large brewers.

“The large, multinational brewers appear to be deliberately attempting to blur the lines between their crafty, craft-like beers and true craft beers from today’s small and independent brewers,” the BA said in a statement. “We call for transparency in brand ownership and for information to be clearly presented in a way that allows beer drinkers to make an informed choice about who brewed the beer they are drinking.

The BA says American craft brewers are “small and independent” with production of less than six million barrels and no more than 25% ownership from a non-craft brewer.

The group has published a list of “non-craft” beers sometimes confused for craft beers, including brands of MillerCoors, Anheuser-Busch and India’s United Brewery Holdings.

The St. Louis Post-Dispatch reported in October that Anheuser-Busch was unveiling a new line of dark beer brands as it “lost market share in recent years to more flavorful craft beers and is beginning to swing back.” A-B InBev VP Dave Almeida said at a trade event earlier this year, “Craft is a real threat, but it’s also an opportunity.”
Why LinkedIn is the new Facebook

LinkedIn is playing an increasingly important role for individuals and brands. New and enhanced features on the site are encouraging users to spend more time integrating their personal brands in the social network’s environment.

By Sandra Fathi

With more than 187 million members in more than 200 countries and two new members signing on per second, LinkedIn is clearly the front-runner for social media networking for businesses in 2013.

New and enhanced features on the site — such as an “endorse” capability, which employs a one-click validation of the Facebook “like,” as well as new profile and company page designs — ensures LinkedIn’s success in the future. And in today’s difficult job market, where millions are still looking for work, the site is arguably needed now more than ever.

As LinkedIn builds momentum, more brands will leverage the site to monitor conversations and connect with customers and influencers.

Below are four tactics that companies can use to leverage LinkedIn for all its marketing power:

Expand the company page

In September 2012, LinkedIn introduced a redesign to Company Pages. These changes allow organizations to present themselves in a whole new way to the LinkedIn community. In addition to providing text-based information on the company, these pages are now closer to a dynamic website than a static overview. Some of the changes include:

- An ability to add images and photos to illustrate the company brand as well as to provide content for user interaction.
- Enhanced ‘Update Stream’ that allows brands to share status updates, job opportunities and other timely notifications right on the Company Page. These new features make it easier for companies to pull in information from social media, blogs or other sources.
- Product and services now have a place of their own. Companies can provide in-depth overviews and images of their offerings potentially leading the way for some type of commerce in the future.
- Career Pages also offer a home base for recruiting efforts on this critical platform for identifying and luring new employees.

Leverage the executive profile

In addition to the Company Pages, top company executives should update or extend their personal Profile to become active members within the LinkedIn community. Encouraging executives to participate on a professional level online can effectively position them as key opinion leaders, help generate leads and develop relationships with media who are actively using LinkedIn to identify sources. Key LinkedIn activities for executive Profiles include:

- Add news feeds to their Profile with industry or company news.
- Update (regularly) their activities or status on their Profile by linking with other social media platforms such as Twitter or Facebook. Executives can also share articles, location status (such as at an industry conference) and comment on industry news and events.
- Join and participate in relevant industry Groups to build networks and provide a platform to engage with customers and prospects.
- Share business presentations through third-party applications such as Slideshare.net or showcase projects and work samples straight to their Profile.
- Add Skills & Expertise to their Profile and seek and provide endorsements to others. This helps build credibility and visibility in the community.

Create and join groups

One of LinkedIn’s best assets is its Groups feature. As users self-identify and congregate in Groups on LinkedIn, it makes it easy for marketers to locate their target audience and for businesses to engage with customers, prospects, partners and peers. Joining these Groups is akin to declaring one’s personal and business interests as well as signaling an openness to receive relevant messages and engage in business discussions centering on the Group’s areas of focus. Creating a LinkedIn Group can help a company position itself as an industry leader - raising brand awareness within the LinkedIn community. However, building and maintaining your own group takes time and resources. If the Group is only self-serving for the brand, it may not attract outside participants. LinkedIn Groups’ functions have a number of key features including:

- Discussions with members on industry news and topics of interest.
- Polls of members for research purposes.
- Member profiles for easy networking and communication.
- Promotions for special announcements or events.
- Job postings for members of the Group.
- Exclusive invitations to events and ability to message members of the Group directly.

Research and get answers

LinkedIn has become a rich research tool for the industry, public and media. The Answers section of LinkedIn provides an outlet to offer insights and predictions as well as gather them for your personal knowledge or for serious company research. There are simple methods of research such as asking and answering questions of those in your network to more complex capabilities such as designing a custom poll for your network, Group or the LinkedIn community at large.

In addition, the LinkedIn Today section provides insights on industry news and trending articles in your network. Individuals can customize their news streams to follow specific industries, news sources, companies or individuals. This helps executives keep abreast of trends, breaking news and competitors.

Companies, particularly those in the B2B arena, increasingly recognize LinkedIn’s marketing potential. As adoption and activity on LinkedIn reach critical mass, not only in the US but also on a global scale, the platform truly has become the Facebook of the business world. PR pros must establish a strategy for engagement, identify key opportunities for clients and brands to join the conversation and ultimately achieve success on this mission-critical social media platform.

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Radio company behind prank call navigates crisis

By Greg Hazley

The Australian radio company which owns the station involved in the prank call that preceded a U.K. nurse’s suicide capturing global attention has brought on crisis PR counsel and outlined measures in response to the incident.

Southern Cross Austereo of Sydney employs two DJs whose “prank” phone call to the hospital where the Duchess of Cambridge was being treated was answered by nurse Jacintha Saldanha, a 46-year-old mother of two who killed herself after the call was aired.

Southern Cross has tapped Australian PR pro and journalist Sandy Kaye for counsel on the fallout. Vicky Health is in-house PR manager for the company.

The company on Dec. 10 expressed “deep regret” and outlined a series of actions taken since Saldanha’s death, including the suspension of ads on the 2Day FM station, termination of the show that aired the call, “Hot 30,” company-wide elimination of prank calls, and a review of company policies.

On December 11, Southern Cross said that it would resume advertising on the station on Dec. 13 with plans to donate a minimum contribution of $500,000 to a relief fund set up by Saldanha’s family.

The show’s hosts, Michael Christian and Mel Greig, appeared contrite in interviews on two Australian morning shows Dec. 10. “There is nothing that can make me feel worse than what I feel right now and for what I feel for the family,” said Greig. “We are so sorry that this has happened to them.” She added: “It doesn’t seem real because you just couldn’t foresee something like that happening from a prank call.”

Kaye, the PR advisor, told Australia’s The Age, that the U.K. press has fueled a “witch hunt” for the DJs.

“It’s intense, and what’s incredible to me is it’s so much easier for the British media to have us as the target,” she said. “They haven’t once looked at the hospital.”

A letter from King Edward VII Hospital chairman Lord Glenarthur to Southern Cross CEO Rhys Holleran, which was reported in global media, ripped the radio company’s actions.

“The immediate consequence of these premeditated and ill-considered actions was the humiliation of two dedicated and caring nurses who were simply doing their job tending to their patients,” wrote Glenarthur. “The longer term consequence has been reported around the world and is, frankly, tragic beyond words.” Holleran added: “We are very sorry for what has happened.”

Firm shares storytelling content across platforms

By Jack O’Dwyer

The days of the black and white press release are numbered.

Attention spans are short, the web is saturated in visually compelling images, and not even a catchy headline is enough to grab readers anymore.

Lander, Wyoming-based firm PitchEngine recognized this trend in 2009, when the company launched the first social-media-rich PR platform — a tool that began to shift the focus of the industry from journalists to consumers.

Today, PitchEngine is taking their users brands — into a new era of content creators, and Public Relations has the opportunity to lay claim to the role of primary storyteller on behalf of these brands,” said Jason Kintzler, Founder and CEO of PitchEngine.

A catchy headline, interesting graphic, and summary of a new product, event or deal are ingredients that PitchEngine looks for from clients. Armed with such ammunition from the “chief story teller” or “content crafter” of the client, PitchEngine can win heavy pickup on national media, smartphones and social media frequented by target audiences.

“PR can be the primary story teller for brands that have compelling stories and clean design” in their promotional materials, said Kintzler. “Attention spans are short and materials have to be interesting and visually compelling,” said Kintzler, who started his career as a newspaper reporter and then became reporter and anchor for the Montana TV Network, first at the CBS affiliate in Butte/Bozeman/Helena and later at KTVQ in Billings. Companies have forgotten that PR starts with “great content,” he said, noting that today’s content creators aim to reach consumers directly as well as via the media. PitchEngine’s materials have embedded graphics and video that are downloadable in websites, tablets and smartphones. Its new web and mobile marketing platform introduced in November 2012 features higher resolution images as well as other assets.

The company launched its first social media-rich PR platform in 2009 as clients started to shift their focus from journalists to consumers. PitchEngine users now include more than 45,000 brands. The platform previously supported free publishing but now charges $39 monthly. The mobile application of PitchEngine is free for brands and followers. PitchEngine’s dashboard lets clients track reads and the shares via social networks.

To schedule a walk-thru or to fire off a few questions contact PitchEngine via their live chat feature on the PitchEngine homepage (www.pitchengine.com) or by emailing support@pitchengine.com or calling directly 307-855-4011.
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The problems with the Republican brand

Republicans’ recent presidential election loss can be blamed not only on a fundamentally flawed candidate and a slowly improving economy, but the inevitable result of a tarnished Republican brand.

By Steve Lombardo and Jackie Cooper

In the marketing world, brands give consumers shorthand codes about the character and identity of products and companies. They tell consumers how these products or companies are different, or how they are better.

Whether it’s the Nike swoosh or the Coke polar bears, brand images and logos are a product’s core values. The best brands in the world find a way of both making consumers want to be part of their community and differentiating the product from their competitors.

The 2012 Republican Party did neither. We know from our work in developing global communications campaigns that promoting brands requires addressing their emotional and rational sides. Doing so helps to ensure that our efforts will have the maximum impact with consumers and, in effect, win their votes.

Going one step deeper — and using a page from neuroscience — we know how stories impact decision making through our subconscious mind. The subconscious mind is a more powerful control force than the conscious mind, and when it comes to decision making what exists in our subconscious often controls us more than logic and reason.

In his book “The Literary Mind” Professor Mark Turner notes that there are three major pathways to the subconscious mind: habits, beliefs and emotions.

Storytelling can tap into all three paths:
- Habits are our routines in life. Neuroscience supports that habits become the autopilot for our decisions, which is why habits are so difficult to break. It also demonstrates why the habit of telling the same story becomes a major part of how we act and view our life.
- Beliefs are the conclusions we make by living life. It is important to understand that all beliefs are not equal. If we attach emotion to a belief, then that belief becomes more important to us. Often these beliefs are referred to as our core principles and values.
- Stories impact beliefs because one of the components of a story is emotion. It is often the emotional impact of a story that has the most profound impact on the success of the story. Neuroscience supports why emotions play such a critical role in storytelling.

Unfortunately for the Republican party, the voter habits, beliefs and emotions are all moving in the wrong direction. This is because the way they tell their stories has been terrible.

Brands are symbols that provide consumers with signals about a product’s identity. For the Republican party, the signals are uniformly negative, and for that reason every Republican Presidential candidate is facing an uphill battle before he/she even begins to campaign. This isn’t a guess on our part. We have the data to prove it.

We did a survey of more than 1,200 U.S. voters (conducted by our research arm Edelman Berland), showing them a series of 14 words and phrases (positive brand attributes) and asking them to tell us which party — Democrat or Republican — the phrases better described. The results are stunning.

According to the survey, the Democratic party emerges as far stronger than the GOP on several key attributes, including: “offers a hopeful vision of the future,” “cares about people like me,” “clearly explains how its actions will benefit me,” “understands issues facing the middle class.”

“works to bring about change,” “honest and ethical” and “smart and innovative.”

Note the highlighted words in each of these phrases. It would take a brand planner two minutes to conjure up a creative brief for the Democratic brand using these key words: hopeful, caring, beneficial, understanding, changing (for better), ethical and innovative.

These are the brand signals that are currently owned by the Democratic party. They form the core of its brand identity. And thinking about what we said earlier about the types of attributes, our data shows that the GOP scores much better on the rational attributes we tested, while it fares far worse on the emotional ones.

Importantly, women thought that all 14 positive attributes better described the Democratic Party. It was the same result for young voters (those 18-34). In fact, for both women and young voters, the Republican party is barely in the consideration set. This helps explain exit poll data showing President Obama beating Governor Romney handily among these two important demographic subgroups.

According to a recent Edelman survey, Americans responded more favorably to the Democratic Party in 13 of 14 listed attributes. The Democratic party emerges as the stronger group on attributes such as offering a hopeful vision of the future, explaining how actions will benefit voters, and understanding issues facing the middle class.
We also asked voters to tell us which of the 14 attributes was most important. As you can see from the chart, “honest and ethical” and “tackling the most challenging issues” are considered most important by voters. Interestingly, “protecting our national security interests” was tied for the least important of the 14. This was also the only attribute “won” by the Republican Party. In other words, the only positive attribute that forms the core of the GOP brand identity is the one that was LEAST important to voters.

This would be akin to Nike doing best on a “has the prettiest colors” attribute and having that turn out to be the least important factor to consumers buying running shoes.

All of that being said, the Republican Party is not in a death spiral. But it does have a significant brand problem. And while the demographic challenges facing Republicans have gotten more post-election play, the party’s brand image issue may be more central to its recovery.

The good news for the Republican party is that it is correctable. But it requires immediate action. Complicating things is that the Republican Party is not a single entity; it is, instead, a disparate group of actors and factions. But it can begin to demonstrate its vision in a better way. Like any brand that has lost its way, the GOP needs to clearly establish who it is and what it stands for. It needs to better relate to its consumer on those things that matter deeply.

It needs to differentiate itself from the Democratic Party and communicate those differences in ways that are simple and easy to understand. Most of all, it needs a leader who reflects those core attributes. And as we have noted above, it must address the emotional as well as the rational side of its brand by tapping into the habits, beliefs and emotions of the voter.

This will not be accomplished in the near term, but one thing is pretty certain: if the Republican Party does not do the above ... it will not be winning elections at the Presidential level for a long time to come.

Steve Lombardo is a corporate reputation strategist with Edelman in Washington, D.C. Jackie Cooper serves as Global Vice-Chairman, Brand Properties, for Edelman. She is based in London.

For more than three decades, providing crisis management, strategic communications and public relations counsel to a diverse group of nationally and internationally-known public, private and non-profit organizations.
Properly executed, these plans can help maximize the window of opportunities for companies during uncertain times. Programs that help stabilize companies during unplanned circumstances threaten public perception of their organizations and businesses. We offer support to clients in all phases of crisis planning and response by advocating a crisis preparedness discipline that involves identifying areas of vulnerability, establishing procedures, training spokespeople and agreeing to broad principles of crisis conduct. The firm's crisis communications practice assists clients when unexpected circumstances threaten public perception of their organizations and businesses. We offer support to clients in all phases of crisis planning and response by advocating a crisis preparedness discipline that involves identifying areas of vulnerability, establishing procedures, training spokespeople and agreeing to broad principles of crisis conduct.

The firm’s bankruptcy and restructuring practice — which includes restructurings both within and outside of Chapter 11 protection — has advised on some of the largest and most complex restructurings in corporate history. Working with management and external legal and financial advisors, we develop and implement effective communications programs that help stabilize companies during uncertain times. Properly executed, these plans can help maximize the window of time within which management and its advisors can successfully address the issues fundamental to sustained recovery.

INFORMATION TECHNOLOGY

APCO has also developed a series of proprietary analytical tools and crisis management products, including the APCO Pro Model, to ensure that decision makers have both an understanding of the most critical risks and opportunities in any given situation and the tools required to achieve the best possible outcome.

In addition to our crisis communications expertise, APCO offers clients a full range of communications, stakeholder engagement and business strategy services.

ATOMIC PUBLIC RELATIONS

The Brunswick Group is a corporate relations and communications consultancy. We provide informed advice at a senior level to businesses and other organizations around the world, helping them to address critical communications challenges, including high profile issues, crisis and litigation situations. With specialists in key financial and regulatory centers in the U.S., Europe and Asia, we offer seamless, international support for interacting with global media, investors and regulatory authorities. Brunswick provides strategic communications counsel focused on protecting our clients’ valuation, reputation and ability to achieve their goals.

CONE COMMUNICATIONS

Cone Communications is a public relations and marketing agency known for igniting brands with high-impact strategies and programs based in deep insights, unique subject matter expertise and innovation. With a particular expertise in crisis prevention and management — the
agency helps clients mitigate issues and prepare for crises. In today’s online world where information spreads rapidly, and impacts multiply and accelerate, we are available 24/7 to our clients.

Our deep history in issue and crisis management demonstrates that the most effective crisis management comes through preparedness. We offer a variety of critical crisis preparedness services, including risk assessments and scenario planning; issue monitoring, analysis and response support for traditional, online and social media; development of crisis communication plans; desktop crisis drills; spokesperson training; and Internet-based crisis counsel and tools. We have dealt with diverse issues ranging from product recalls to food safety, to labor and employee concerns to environmental and supply chain risks.

**COYNE PUBLIC RELATIONS**

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

Coyne Public Relations has established itself as one of the leading independent full-service public relations firms in the country representing an impressive collection of international corporations, top national brands, high-profile events and first-class organizations. No agency possesses a better combination of unbridled creativity, limitless enthusiasm, strategic approach, impeccable integrity and client service than our nationally recognized firm. Coyne PR’s teams of PR professionals have extensive experience developing, executing and supporting crisis communication plans for clients in the following categories: Health, Restaurant, Toy & Juvenile, Travel, Entertainment, Executive leadership, Food & Nutrition, Electronics and Energy.

**THE DILENSCHNEIDER GROUP**

MetLife Building 200 Park Avenue, 26th Floor New York, NY 10166 212/922-0900 Fax: 212/922-0971 jma@dgi-ny.com www.thedileneschneidergroup.com

Robert L. DilenSchneider, President and CEO

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

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

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

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

**DIX & EATON**

200 Public Square, Suite 1400 Cleveland, OH 44114 216/241-0405 www.dix-eaton.com

Scott Chaikin, Chairman & CEO Matt Barkett, Managing Director

The members of DIX & Eaton’s crisis team have successfully developed and executed communications strategies designed to help management teams protect their organization’s reputation and effectively navigate unprecedented corporate events — from fatal mining accidents to airline crashes and class-action litigation.

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

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

**FALLS COMMUNICATIONS**

Terminal Tower 50 Public Square Suite 400 Cleveland, OH 44114 216/966-0229 1-855-4-FALLS-24 falls@fallscommunications.com

Rob Falls, President & CEO Kevin J. Donahue, Managing Director, Reputation Management Group

Falls Communications recognizes that, in the digital age, threats to an organization’s hard-earned reputation can come from anywhere and quickly cause damage to its relationships and business that can take years to rebuild. Our Reputation Management Group combines both business and strategic communications expertise to provide clients invaluable insights for navigating the ever-changing waters of managing their reputations and growing their businesses.

In today’s environment, that means providing robust real-time online and social media monitoring and strategies as key components of effective Reputation Management programs. Our Digital Team uses sophisticated tools to monitor brand and potential client issues online.

The Firm not only guides an organization through a bet-everything crisis, but also helps identify issues early and effectively manage them before they inflict long-term damage on relationships and business. When the unavoidable issue or event occurs, organizations can access the Firm’s award-winning, real-time response capability through our 24/7 Crisis & Issues Hotline at 1-855-4-FALLS-24.

The Reputation Management Team includes seasoned executives who collectively represent more than two centuries of crisis and business management experience. We work with many Fortune 500 companies, law firms and other professional service firms, major health care organizations, large non-profit associations, public entities 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.

Our highly experienced and seasoned team is backed by our decades-long global partnership with Public Relations Organisation International (PROI), the world’s oldest and largest independent communications network. Working with partners who we know and trust, we provide local crisis and issues management support around the globe.

**FINEMAN PR**

330 Townsend St., Ste. 119 San Francisco, CA 94107 415/392-1000 Fax: 415/392-1099 www.finemanpr.com

Michael Fineman, President Lorna Bush, Vice President Heidi White, Vice President Juan Lezama, Director Mosaic PR (Multicultural Division)

Founded in 1988, San Francisco-based Fineman PR is nationally renowned for its expertise and high profile work in crisis communications.

Continued on page 38
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producer; managed consequences from the Santa Barbara “Tea Fire” E.coli crisis; set the record straight
ed counsel to law schools in class for a college beset by the firestorm; after media slander of packaged and positioning of a California uni-
action litigation; for a luxury resort confronting a general contractor labor relations for a highly presti-
rights terror group; helped resolve researcher’s home by an animal after a tragic apartment complex
nationwide product recalls; activist in which client names were kept file litigation for a winery.

Continued from page 37

Fineman PR corrected the public’s perception about Avian Influenza for a West Coast poultry producer; managed consequences from the Santa Barbara “Tea Fire” for a college beset by the firestorm; initiated client community relations after a tragic apartment complex explosion in Truckee, Calif.; provided communications and the resolution ending violent protests against a Berkeley, Calif., radio station; put a juice company on firm public footing immediately after an E. coli crisis; set the record straight after media slander of packaged salads; developed the messaging and positioning of a California university after the bombing of its researcher’s home by an animal rights terrorist group; helped resolve labor relations for a highly prestigious medical group in Southern California; and for so many others in which client names were kept out of the news.

This past year, our work included counsel to law schools in class action litigation; for a luxury resort confronting a general contractor over faulty construction practices; nationwide product recalls; activist protests on campus; and high profile litigation for a winery.

FINN PARTNERS

Institute for Crisis Management President Erika Hayes James, PhD.

Jessica Berk Ross, Senior Partner
Shelly Holmes, Senior Partner

The evolving communications landscape continues to present new challenges in crisis management. At Finn Partners our approach to crisis management involves strategic assessment and effective response, as well as a risk management model. Finn Partners takes a holistic approach to crisis communications—considering all audiences and stakeholders—from employees, to customers, to media, to regulators, influencers and the public. Our objectives are always to ensure that we defend and preserve reputation, restore trust and mitigate concerns about the future, whether a crisis is local, national or international in scope.

We help our clients to assess potential threats, prepare for crisis response and manage an array of complex situations. This dramatically improves the process for dealing with threats after they have occurred, allows for faster assessment and response to the situation, and can shorten the timeline of the arc from crisis point to the period of recovery so brand and daily operations can either maintain momentum — or renew/recalibrate faster.

GOURVITZ COMMUNICATIONS

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Paul Gourvitz, President

In 2012, Gourvitz introduced Virtual Press Conferences. Editors no longer need to attend your event. Speakers can conduct press conferences directly over the web. Editors can watch the presentation and ask questions. It’s a great new way to get your message out.

In 2012, we produced over 70 Satellite Media Tours (SMT) with amazing talent including: Sofia Vergara, Eva Longoria, and Doug Flutie. Our SMTs include TV, Radio and Internet bookers. Interactive Media Tours (IMT) continue to impress our clients. We only book big sites like People.com and AP. We have produced 100’s of IMTs with celebs like Amy Sedaris, Hope Solo, Dale Earnhardt, and Mario Batali. Co-Op Satellite Media Tours are a great source of video content for TV stations. The key is quality talent and beautiful set design. Our Co-Op talent includes toy expert Elizabeth Werner, “The Savvy Traveler” Rudy Maxa, “The Gizmo Girl” and Jamie Sorcher.

HENNES PAYNTER COMMUNICATIONS

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

Henness Paynter Communications is one of the few agencies in the U.S. focused exclusively on crisis communications. Since 1989, the firm has served corporations, educational and health institutions, government agencies and nonprofits “on trial” in the Court of Public Opinion. Services include media training, crisis communication plans, crisis drills and litigation communications.

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 and 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 and senior professionals.

Nora Jacobs, a three-time Silver Anvil winner, has decades of experience with consumer and industrial products, healthcare, biotechnology, education, chemicals and plastics. Howard Fenci also has decades of crisis communications and media training experience, with large firm experience plus five years as assistant news director for WKYC-TV, Cleveland’s NBC affiliate.

For three straight years, Hennes Paynter has won the Gold Award from the Public Relations Society of America — Greater Cleveland Chapter for its crisis work and in 2009, Hennes Paynter won PRSA’s coveted “Best of Show” award for its work with another agency on the national peanut butter recall. In 2012, the firm won the Gold Award for its Crisis Comm & Media Relations E-Newsletter.

ICR

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Thomas M. Ryan, CEO, Co-Founder
Don Duffy, President

ICR combines in-depth sector knowledge with high-level capital markets, media, and corporate communications experience to help companies communicate with their core audiences. ICR brings deep experience to helping companies assess risks, plan and prepare for all contingencies and, where necessary, manage those crises. Our approach focuses on crisis planning, crisis simulation, and crisis management and support. We assist clients with crisis planning by conducting comprehensive vulnerability assessments to determine potential scenarios and develop contingency plans with complete communications materials for each potentiality. We also help companies establish crisis teams and develop internal processes and protocols. We also work with clients by creating realistic scenarios and responding in turn, to identify the strengths and weaknesses in the internal systems to ensure they are sound when the real crises occur. Our crisis management teams work hand-in-hand with senior management, helping define, develop and deliver the communications that will meet the needs of all key stakeholders. Our competitive strength lies in our professional expertise, integrated approach and commitment to senior-level client service.

THE INSTITUTE FOR CRISIS MANAGEMENT

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www.ImpactMovie.com/icm

Erika Hayes James, PhD, President

The Institute for Crisis Management is a specialty...
OUR FIRST YEAR

DEAR FRIENDS OF FINN PARTNERS:

When we started Finn Partners last December, we said we would be defined by collaboration. A year later, that collaborative approach defines who we are and what we do, and energizes our commitment to our client partners and to each other. Step off the elevator at the newly renovated reception area in our New York headquarters and that commitment springs to life in a dynamic video wall of images that illustrates the power of collaboration in the arts, in the sciences and in business.

Collaboration is at the core of our brand, and it’s helped us achieve some powerful results. In less than 12 months we have become one of the brightest stars in the PR business. Our 2011 US fees rank us as one of the top ten independent agencies – in 2012 we will achieve more than 30 percent growth (far above the growth rate of the PR industry) and have been named new agency of the year by a leading trade publication. And while our name is new, we have a deeply rooted team. Our 30 Managing Partners, Senior Partners and Partners have worked together for an average of 10 years, and have a shared commitment to our mission and our future.

We are an agency of commitments. While we prize new business, we hold the importance of existing client relationships above all else.

And, we care about every one of our colleagues. Our first Finn Partners ad last year proudly displayed the names of the 180 people who work in our six offices. One year later, our staff has grown to over 220, with a host of talented newcomers joining that original roster. Finn Partners is leading the industry with a very low turnover rate.

Finally, as we look to the future, we want to be an agency that makes a difference – through our award winning pro-bono work for numerous not-for-profit organizations, through the global peace work of my sister, Dena Merriam, who has joined me in launching Finn Partners, and through some of my own foundation work supporting the arts. Most of all we want to make a difference in the lives of the people who work here and, through business, in the lives of the clients we serve.

If you would like to know more, please contact me at peter@finnpartners.com or at my direct line, which is 212-593-6428.

Best wishes,

[Signature]

Peter Finn
FINN PARTNERS
WELCOME TO THE PARTNERSHIP
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 more than 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.

**JOELE FRANK, WILKINSON BRIMMER KATCHER**

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Joelle Frank, Managing Partner

When an unexpected, out-of-the-ordinary event threatens a company’s operations or reputation, a fast and intensive response is essential to prevent or mitigate serious damage. We have extensive experience in delivering unique solutions for unique situations, including earnings surprises; short attacks; accounting irregularities; regulatory actions and government investigations; management changes; facility closures and workforce reductions; labor disputes; facility disasters and workplace violence; data security breaches; consumer boycotts, and product recalls.

We are immediately available to our clients during all phases of crisis planning and response. And when a client is in the spotlight, we help determine how best to control the dialogue, take the initiative, fix what’s broken and gather support. We give our clients the training and tools necessary to hit the ground running when a crisis strikes.

**KEST AND COMPANY**

437 Madison Avenue, 37th Floor
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212/521-4800

Geresh Kekst, Founder & Chairman Emeritus
Lawrence Rand, Executive Chairman
James Fingeroth, President and Chief Executive Officer

Founded in 1970, Kekst and Company is one of the world’s leading strategic communications advisors. Headquartered in New York City with an office in San Francisco, Kekst has approximately 60 employees.

The firm has long been the “go-to” advisor to senior management and boards of directors of publicly-traded companies and private institutions on their most serious communications issues. This has resulted in a strategic communications consultancy whose clients benefit from the individual and cumulative experience of its professionals.

Over the years, the firm has gained experience in virtually every facet of corporate communications and investor relations. Today, Kekst is a leader in advising on: corporate positioning, crisis communications, mergers & acquisitions, bankruptcies and restructurings, litigation support, media relations, and corporate governance, among other areas of specialty.

The firm has been awarded Strategic Agency of the Year and Financial Agency of the Year multiple times and is proud to have been named Financial Agency of the Decade. In the U.S., Kekst and Company is ranked #1 by Mergermarkets, in terms of advising on the most transactions. The firm’s global client list is strictly private.

**KELLEN COMMUNICATIONS**

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Joan Ceasar, Vice President
Francie Israeli, Vice President
Debra Berliner, Vice President

Crisis communications and issues management are core strengths of Kellen Communications, a public relations, public affairs and digital media agency. We skillfully guide clients through critical issues, from high profile crises that threaten a company or even an entire industry to implementing compelling public affairs campaigns to influence policy makers.

Kellen’s strategic approach uses the full range of digital, social and traditional media tactics to communicate with stakeholders, “truth squad” messaging and manage reputation. Our clients include consumer products, corporate entities, not-for-profit organizations, coalitions and trade associations.

We work closely with journalists, bloggers, industry influencers, academia and regulatory agencies. In addition to professionals in communications, government relations, public affairs and digital media, our staff includes regulatory code specialists, Ph.Ds in engineering, microbiology, toxicology, and biological/biomedical science; nutritionists, registered dietitians and food technologists/scientists.

Founded in 1945 as Sumner Rider & Associates, Kellen Communications is a division of Kellen Company, an employee-owned company with offices in New York, Washington D.C., Chicago, Atlanta, Brussels and Beijing.

**L.C. WILLIAMS & ASSOCIATES**

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Kim Blazek Dahlborn, President and CEO
Gary Goodfriend, Executive 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 bankruptcies, government regulations, restructuring and reorganization initiatives, employee and labor relations challenges, workplace accidents, natural disasters, environmental crises and more.

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

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

**LUCKIE STRATEGIC PR**

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Brian Pia, SVP & Director

Luckie PR is the No. 1 ranked ad agency-owned PR operation in the United States, according to Adweek’s Agency Rankings. Since we are not an independent agency, we are not subject to the Inter-agency Conflicts of Interest laws. We have the ability to bring the top executives at your organization into our client work, our decision-making and our leadership team. We can immediately access the senior leadership of the companies we represent, regardless of size. We have the ability to tap into the networks of our clients’ leadership and access their senior mindshare. As an employee-owned agency, we understand our owners and clients because we were once clients ourselves.

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to odwyerpr.com. The firm creates brand marketing, brand alliance and brand protection programs for national consumer brands with exceptional results in the fast-paced digital age. In 2012, we created a crisis management plan for a national urgent care provider.

Luckie PR team members have also helped national companies through several major crises by minimizing damage or turning bad situations into positive ones:

- Spearheaded crisis communications for a popular dietary supplement during its settlement of a class action lawsuit and FTC ruling over older advertising and labeling.
- Helped a fire hydrant manufacturer through a national recall.
- Helped a national manufacturer through an employee and retiree protest that resulted from changes in health care benefits.
- Helped a national restaurant chain through a health scare.

**LUCIE STRATEGIC PR**

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**Marx Layne & Company**

31420 Northwestern Hwy., #100 Farmington Hills, MI 48334 248/855-6777 Ext. 105 mlayne@marxlayne.com www.marxlayne.com

**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 HEALTHCARE PUBLIC RELATIONS**

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**Joe Boyd, CEO**

**Jeff Hoyak, President**

**Todd Forte, Executive Vice President**

**Brian Thompson, Senior Vice President**

For more than 25 years, MCS Healthcare Public Relations has prepared our healthcare industry clients to effectively communicate during a crisis. Now, with the emergence of social media, events can go global in seconds as amateur reporters begin to shape the story. The timely dissemination of critical information is more vital than ever to securing the trust and confidence of regulatory authorities and all other stakeholders who can influence the future of your product and your company.

MCS has developed corporate and product crisis communication plans to support large pharmaceutical companies, biotechs and other healthcare organizations in managing a range of issues, including product recalls, manufacturing and labor issues, lawsuits, trial data controversies, management changes and corporate restructuring.

Our experts can help ensure that your company follows the new 3 Rs of crisis communication: Rapid Response Required. For more information go to www.mcspr.com.

**MEDIA & COMMUNICATIONS STRATEGIES**

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**Scott Sobel, President**

Media & Communications Strategies counsel takes into consideration the client’s business and reputation during and after a crisis — we are holistic in our approach and provide Critical Relations™ that gets compelling results for clients. We tell the best and most persuasive story for clients in the B2B to legal markets, and many more. Preparing clients through our media and communications training is crucial.

We are a founding member of the Public Relations Boutiques International (prboutiques.com) network, for constant and far-reaching support in the U.S. and internationally. High profile crisis communications is one niche talent, reputation management is our core expertise and client satisfaction is the predictable outcome.

Some client comments about MAC Strategies: “They reversed negative press and reshaped image.” “Handled most sensitive legal issues before Congress and other government bodies” — “I’d like to tell you about my friends at MAC Strategies.”

**MORGAN & MYERS**

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**Tim Oliver, President**

**Linda Wencck, Dir. of Corp. Affairs & Social Responsibility**

**Max Wencck, Dir. of Agriculture & Paste-to-Plate Practices**

**Janine Whipp, Director, Iowa Operations**

Morgan&Myers specializes in farm-to-food communications, building brands, relationships and reputations for clients all along the food chain. With an eye on today’s current events and tomorrow’s trends, we translate technical, complex concepts into simple soundbites that resonate. Our unique 360-degree perspective uncovers insights that inspire ideas. Offerings include strategic communications counsel, planning and executing public relations, new media, social media and digital services, advertising, research and integrated marketing communications. Expect fresh ideas and engaging customer experiences that will move your brands forward.


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**Michael Kempner, President and Chief Executive Officer**

**Careen Winters, Executive Vice President, Corporate Communications**

**Richard Tauberman, Executive Vice President**

When trouble hits, in just hours, or even minutes, reputations can be made or broken.
During this critical time, a company can protect and even enhance its standing with its customers and stakeholders, or sustain damage that is widespread and long-lasting. Counselors at MWW possess an exceptional range and depth of crisis communications expertise across industries. We help clients with vulnerability assessments, crisis plan development, training, communications counsel and on-site support for clients in the midst of incidents, to manage the aftermath of crises and the restoration of trust and reputations. We approach all crisis engagements with a blend of traditional reputation management best practices, total stakeholder engagement and digital media savvy. Using MWW’s proprietary Crisis Action Protocol, we thoroughly and meticulously prepare for any potential crisis, regardless of the magnitude. Our planning carefully considers the impact on all audiences including customers, employees, vendors, shareholders, government officials, NGO’s, community leaders and media / social media. Consequently, when a crisis hits, we can react immediately with a multi-channel and multi-discipline approach that addresses the diverse needs of each of these critical constituencies.

**Nicolazzo & Associates**

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Richard E. Nicolazzo, Managing Partner
Joe M. Grillo, Partner
Richard Adler, Kathleen Buckley, Lisa-Marie Cashman, Elizabeth Hailer, Robert Hughes, Ruth Maron, Craig Orsi, Victor Emmanuel, 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 communications management, strategic planning and communications, investor relations, media relations and training, management consulting, merger and acquisitions communications, corporate restructuring, issues management, litigation support, labor/employee relations, community relations, market research, executive speechwriting, and branding.

**Ogilvy Public Relations**

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Rachel Uder, Senior Vice President, Business Development & External Relations

Ogilvy Public Relations is an integrated communications leader operating more than 85 offices across six continents. Over the past 30 years, branding — along with building and protecting reputations and our dedication to client service — has been at the heart of everything we do. We blend proven PR methodologies with cutting edge digital innovations to craft strategic programs that give clients winning and measurable results, whether in marketing, public education, issues management or crisis communications. We provide strategic public relations counsel to a variety of clients across seven core practices: social marketing, public affairs, healthcare, consumer marketing, corporate, technology and our new behavior change practice, OgilvyEngage. Ogilvy & Mather also launched Social@Ogilvy, a worldwide practice connecting all of the agency’s social media experts to deliver solutions across all areas of business, from marketing to communications, CRM, sales enablement, shopper marketing and more. This depth and breadth of experience has meant that we continue to be trusted partners to global clients, including IBM, Ford, National Institutes of Health and DuPont.

**Padilla Speer Beardsley**

1101 West River Pkwy., #400
Minneapolis, MN 55415
612/455-1700
padillaspeer.com

Bob McNaney, VP
Matt Kucharski, EVP

Padilla Speer Beardsley — an employee-owned integrated communications firm — has a dedicated team of highly experienced crisis and critical issues experts. Our first piece of advice: Start managing your risk today. We can help you build a comprehensive crisis preparedness plan.

We also handle the unexpected. And we do it 24/7 through our PR Crisis Line at 1-877-PR-ER-911.

Padilla’s team also offers a Social Media Crisis Simulator, designed to test-drive your team’s crisis response plan through a secure, customized and authentic-feeling social media crisis simulation tool.

While we keep our crisis client list confidential, our experience includes product recalls, sexual abuse allegations, attorneys general investigations, former-employee lawsuits, worker injury or death, insider trading and securities fraud, sexual harassment and discrimination complaints, high-profile medical malpractice lawsuits and e coli contamination.

**Porter Novelli**

7 World Trade Center
250 Greenwich Street, 36th Floor
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212/601-8000
Fax: 212/601-8101
www.porternovelli.com

Karen van Bergen, CEO

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

At Porter Novelli, we think the best way to manage a crisis is to prevent it from ever happening in the first place. Our crisis planning and response teams bring deep knowledge and best-practices insight across every sector. We develop comprehensive, custom-tailored issues and crisis management programs that use the optimal mix of communications tools and techniques to get people to change their attitudes and beliefs about your brand in a crisis.

We are also highly skilled in helping clients manage crises and competitive threats in the era of social media. Our Real-time Reputation Specialty within our crisis communications practice is an end-to-end offering that includes everything from preemptive communication programs to programs that restore corporate reputation after an incident. We work with senior corporate communicators to plan for adverse events and move rapidly — within minutes to manage these events both on-line and off, employing both conventional and digital means to mitigate possible damage to corporate reputation. We use our proprietary Porter Novelli Radar service — a made-for-speed hub that tracks broadcast coverage and social and online conversations as they happen — to facilitate issues tracking, strategic counsel and reputation management in real time.

**Profiles of Crisis Communications Firms**

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**Continued on page 44**
Our experience includes global product recalls and safety issues; environmental disasters; data security breaches; workplace accidents; government investigations; litigation; and unanticipated executive transitions. Whatever the situation, our response teams are with you 24/7, every step of the way.

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Dorothy Oliver Pirovano, CEO
Jill Allread, President

Protesters are attracting media crews outside your gates, your board chair has been accused of sexual harassment, a new study trashes your miracle drug. Each situation could be your organization’s undoing.

For all of our 51 years, PCI has been helping clients manage crises. The core principles remain the same. Assess the situation. Communicate clearly and honestly. And do it quickly. Those first few hours can make the difference between a crisis that is contained and soon forgotten, and one that becomes part of your media boilerplate.

We continuously adapt these tried and true principles to a world in which good news and bad, fact and rumor, travel at lightning speed, disseminated by anyone with a laptop, cell phone, blog or Twitter account.

We are always on call to counsel clients in crisis. And, when it’s calm, we help our clients avoid, anticipate and prepare, so that if a crisis does strike, it becomes the type that is soon forgotten.

REVIVEHEALTH

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Kriste Goad, Chief Marketing Officer
Robert Berra, Chief Strategy Officer
Phil Stone, Chief Operating Officer

Issues can become crises in the blink of an eye. When health care organizations face an issue or a full-blown crisis, there’s no time for your agency to have a learning curve. The complex health care legal and regulatory landscape, combined with a labyrinth of business relationships not found in any other industry, demands deep industry expertise and issues management experience. ReviveHealth has unparalleled crisis experience serving health services companies, hospitals and health systems, physician organizations, specialty providers, and health technology companies. We get it.

ReviveHealth is the 11th largest health care PR firm in the U.S., and has been recognized by the industry for workplace culture, growth and overall reputation — New Agency of the Year in 2009, Best Agency to Work For 2009-2012, and Fastest Growing Agency in America for 2010. Beyond the legion of crisis situations the firm has managed across industries, ReviveHealth provides litigation support and issues management expertise for small companies and large organizations alike. The firm has developed a special expertise in managing “life events” for specialty providers and health systems dealing with union organizing and strikes, mergers & acquisitions, and payor/provider contract issues. With a specialized focus and expertise, ReviveHealth tackles the convergence of health care and wellness by working with clients who provide solutions to the issues that face providers, employers, and consumers.

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, San Francisco and Los Angeles. We provide communications counsel and services to clients including multinational corporations, smaller public and private companies, investment firms, financial and professional
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service firms, and high-profile individuals.

The firm’s highly experienced senior professionals provide sound, objective advice and execution 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.

SARD VERBINNEN

Continued from page 44

growth or reputation. SA has been called in to handle everything from white collar crime, product recalls, fires, accidental on-the-job deaths, securities fraud, sexual harassment, legal issues and other business situations requiring a prompt response. Through the years, we have been successful in averting crises through preparation and creating solid, actionable plans before a crisis occurs. Schneider Associates is a full-service public relations and integrated marketing firm specializing in Launch Public Relations®, a proprietary method of launching products, services, companies and communities. Learn more at www.schneiderpr.com.

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Aaron Curtiss, In-House Digital Lt. Gen. H. Steven Blum (USA Ret.), Managing Director and Practice Lead

Sitrick’s practice has a narrow focus. They concentrate in corporate, financial, transactional and crisis communications. Although they are best known for their work in sensitive situations, they have an extensive and successful practice in each of the foregoing areas. Clients include and have included both large and small companies – publicly and privately held - as well as universities and colleges, a number of government agencies and high-profile individuals. A list of current and former clients for which our work has been public, as well as more information on the firm, is available on its website (www.sitrick.com).

SLOANE & COMPANY

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Elliott Sloane, CEO

Sloane & Company is a specialist public relations firm that focuses principally on corporate and financial media relations, investor relations, crisis communications, transaction support, business to business public relations, and public affairs. We provide both strategic counsel and tactical support to leading public and private companies, both domestically and around the world.

Our clients represent a wide array of industries — healthcare, financial services, technology, telecom, media and travel to name a few. Many smaller firms, we have not built practice specialities limited to one or two industries. Because we enjoy a broad worldview and are students of our profession, we can share different approaches and best practices across our client base.

We believe in building partnerships with our clients. We work quickly and immerse ourselves fully to understand a client’s operations, culture, storylines, opportunities and issues. We then build thoughtful communications programs that deliver the right messages to the right constituencies using the right vehicles.

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.

THE VANDIVER GROUP, INC.

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At some point, every organization faces a crisis. A fire, recall, or accident can put your business squarely in the public and media spotlight. There is no point in building a reputation that you are ill-prepared to defend. TVG anticipates trends and helps you uncover potential hazards before they occur. Our experienced team will help you plan for the unexpected, train your employees to deal with business and personal challenges and prepare you to manage a crisis effectively. When a crisis does occur, TVG works with your team to ensure the
proper messages get to the right people, correct protocol is followed, and the stream of information is timely, factual and helps mitigate the effect of the crisis in the short and long term.

**WALEK & ASSOCIATES**

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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, Hong Kong, and Boulder, Walek manages media and investor relations for clients in capital markets, traditional and alternative asset management, professional and 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 2011, the Walek global crisis team advised clients 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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Weber Shandwick helps clients promote, preserve and protect reputation and brand. Our global crisis practice encompasses a team of senior professionals who possess an unparalleled set of experiences in the media, government, law and corporate management. Working in partnership with our clients, we understand that 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 and training to prepare clients for a potential crisis. FireBell, our proprietary social crisis simulator, creates an authentic, real-time experience of being under attack on social media channels. Additionally, Digital Defense, a proactive approach to protect a company’s reputation online and offline, also provides tools to minimize damage and to promote reputational recovery.

**Add Your Firm To O’Dwyer’s PR Firms Database**

O’Dwyer’s has been linking clients and PR firms for 44 years. This will be the best money you’ll ever spend for marketing. More than 500 PR firms already appear on odwyerpr.com. The newsy website is averaging 50,000 visits per month.

**Enhanced $300 listing includes:**

- Firm logo and agency statement in the “Find the Right PR Firm” section of odwyerpr.com. Check out some of these as a guide to preparing your own listing. You can have up to 150 words to describe your unique background and services. Listing will also appear in the printed 2013 O’Dwyer’s Directory of PR Firms to be published in June.

- One-year of access to odwyerpr.com which includes subscription to the weekly, eight-page O’Dwyer Newsletter e-mailed each Monday afternoon. The NL, published since 1968, has been called the “bible of PR” by the New York Times. Among many features is list of RFPs available only to subscribers.

- 2012 O’Dwyer’s Directory of PR Firms, 340-page print edition. More than 1,600 firms are listed and more than 500 supply logo/statements. The printed Directory makes it easy to scan the listings of PR firms and the pages of rankings by overall size, in 20 geographical areas and in 12 PR specialties.

- One-year subscription to O’Dwyer’s magazine, now in its 26th year. Each issue covers not only current topics and stories, but focuses on one of the PR specialties such as healthcare, tech or financial PR. PR firms are invited to profile their special practices in any of 12 areas.

**Total Value:** $750
David Stern for President

By Fraser Seitel

Let’s say you live in Miami, and you’re taking your son to the big basketball game — the one game all year when the mighty San Antonio Spurs, led by three famous All Stars, come to town to do battle with the world champion Miami Heat.

You plunk down your $300 clams for the duces, park for 30 bucks and spend another $50 on a program and refreshments. You take your seats by the court, look out at the Spurs and see no sign of the three stars you came to see.

Why?

Because Spurs coach Greg Popovich gave Tim Duncan, Tony Parker and Manu Ginobili the night off and sent them back to San Antonio. Instead, you get Tiago Splitter, Patrick Mills and the ever-popular Nando De Colo.

You’d be plenty ticked off and won’t you be for the ducats, park to the stands and immediately draw a suspension of one year, which amounted to a loss of $5 million in salary. Stern was asked what the vote of his Board of Governors was to enlist such categorical punishment on the player.

Basketball Association is looking out for the best interests of the very people the league’s success depends on — the fans.

Not to worry: David Stern is in charge.

It took the most decisive commissioner in professional sports exactly one day to apologize to NBA fans and fine the Spurs a not-too-shabby $250,000 “for conduct disrespecting the game and its fans.”

And while whining sympathizers for the arrogant Popovich defend the coach’s right to rest his players for the long season ahead, I say “bully for Commissioner Stern.” A CEO is responsible for the product he puts on the shelves, in the showroom, or on the field. Whenever that product is inferior, it reflects on the reputation of the organization, in this case the NBA.

And as CEO of the NBA, Stern’s job is to be decisive when someone tampers with the quality of the product for which he is responsible.

In an earlier day, when Indiana Pacer Ron Artest instigated a fight that spilled into the stands and immediately drew a suspension of one year, which amounted to a loss of $5 million in salary. Stern was asked what the vote of his Board of Governors was to enlist such categorical punishment on the player.

Famously answered the take-no-prisoners commissioner, “It was unanimous; one to nothing!”

The point is a chief executive is supposed to be tough, make decisions, stand for something. And David Stern is an outstanding CEO. Compare his decisiveness with what’s going on now in Washington, as the “CEOs” there stumble and bumble toward the Fiscal Cliff.

President Obama, adjudged by 57 million Americans as a “mediocre, hopefully one-term President,” has started his second go-round in hot pursuit of becoming the most “mediocre two-term President” in history.

Rather than beginning the Fiscal Cliff dialogue by bending a bit on taxing the nation’s $200,000 aires, Obama remains inflexible. Rather than sitting down to battle, mano-a-mano, with adversarial Republicans, Obama visits Virginia toy stores to “rally the public.” Given a mandate to rule decisively, to use the “bully pulpit” to hold the other side to task, the President tiptoes back to the campaign trail, timidly urging the people who elected him to “write their Congressmen.”

How embarrassing.

Meanwhile, the CEO of the House of Representatives, John Boehner, distinguishes himself as being every bit as mediocre as the President he abhors.

Boehner demurs from proposing specific expenditure cuts or explaining how, specifically, he intends to “compromise” on raising revenues. Instead, the House Speaker publicly postures, pretending to be constructive, mouthing platitudes about “wanting to work together,” while preparing, one suspects, for the usual 11th-hour, “let’s punt” brinksmanship that habitually characterizes these sophomoric charades.

How disheartening.

And in the Senate, the CEO is Harry Reid. Nuff said.

The fact of the matter is that our nation’s political leadership, from the President on down, is, at the same time, tragic and laughable — incapable of telling the truth to the public or making the tough decisions that may hurt everyone a little but help the nation a lot.

As a consequence of the inferior leadership of Obama, Boehner, Reid and their pitiable Washington cronies, the nation suffers.

If only David Stern were President of the United States.
Expanding into new markets

By Richard Goldstein

As public relations firms grow larger, many are considering entering new markets in foreign countries or have customers that require a more global footprint. Global trade is an integral part of the U.S. economy. In 2010, U.S. exports and imports of goods and services totaled $1.3 trillion and $1.9 trillion, respectively. This international trade creates significant U.S. tax consequences for both U.S. and foreign entities. In the most recent year for which data is available, U.S. corporations reported $350 billion in foreign-source income, paid $156 billion in income taxes to foreign governments, and claimed tax credits in excess of $100 billion. U.S. corporations controlled by foreign owners reported $140 billion in U.S. taxable income.

Cross-border transactions create the need for special tax considerations for both the United States and its trading partners. From our perspective, international tax laws should promote the global competitiveness of or enterprises and at the same time protect the tax revenue base in the United States. These objectives do in fact conflict at times.

Our tax provisions are concerned with primarily two types of potential taxpayers: U.S. persons earning foreign-source income and foreign persons earning U.S. source income. (The term “persons” includes an individual, corporation, partnership, trust, estate, or association.) U.S. persons earning U.S. source income are taxed purely by domestic provisions of the Internal Revenue Code. Foreign persons earning foreign-source income are not within the taxing jurisdiction of the United States unless the foreign person earns income somehow connected to a U.S. trade or business.

The Worldwide Concept

The United States taxes the worldwide income of U.S. taxpayers. Because foreign governments may also tax some of this income, these taxpayers may be subject to double taxation. For example, assume a PR firm pays a domestic tax on income of 35%. If the firm does business in a foreign jurisdiction that taxes income at a 30% rate, the global tax rate of the PR firm is now 65%. There is certainly no incentive to expand globally under this result. In order to alleviate this result, there are special provisions such as the “foreign tax credit” to help mitigate this result. For non-U.S. taxpayers, the United States generally taxes only income earned within its borders. Here are some basics.

Inbound versus Outbound

The U.S. taxation of cross border transactions can be organized in terms of “outbound” and “inbound” taxation. Outbound refers to U.S. taxation of foreign-source income earned by U.S. taxpayers. Inbound taxation refers to the U.S. taxation of U.S source income earned by foreign taxpayers. This column will focus outbound considerations.

Tax Treaties

I mentioned that the Internal Revenue Code governs the taxation of outbound transactions. This is not the case in all circumstances. In addition to the Internal Revenue Code, cross-border transactions are also governed by tax treaties. U.S. tax treaties are bilateral agreements between countries that provide tax relief for those persons covered by the treaties. Tax treaty provisions generally override the treatment otherwise governed by the Internal Revenue Code or foreign statutes for that matter. During 2011 there were 70 tax treaties in effect between the United States and other countries. Interestingly enough, Brazil is not on the list. These treaties generally provide “taxing rights” with regard to the taxable income of residents of one treaty country who have income in the other treaty country. For the most part, neither country is prohibited from taxing the income of its residents. The treaties generally give one country primary taxing rights and require the other country to allow a credit for the taxes paid on the twice-taxed income. Also, most U.S. income tax treaties reduce the withholding tax rate on certain items of income. For example, France and Sweden reduce withholding on dividends to 15% and on certain interest income to zero. So how does this impact you? Let’s assume that your PR firm sends employees to the United Kingdom to perform services. It is clear that any income earned is subject to U.S. taxation. However, the income earned may also be subject to United Kingdom taxation subject to withholding. Before entering a foreign market where there is a treaty, be sure you read and understand the provisions of the treaty. If you do business with a non treaty country, you will need to understand not only the U.S. tax provisions but those of the foreign country.

The Sourcing Rules

The sourcing of income and deductions inside and outside the United States, as a direct bearing on a number of tax provisions affecting both the U.S. and foreign taxpayers. For example, foreign taxpayers generally are taxed only on income sourced inside the United States, and U.S. taxpayers receive relief form double taxation under the foreign tax credit rules based on foreign source income. There are numerous rules; however, of importance to a PR firm is the sourcing rules for personal service income.

The source of income from personal services is determined by the location in which the services are performed (inside or outside the United States).

U.S. Persons with Foreign Source Income

U.S. taxpayers often go global gradually over time. A U.S. PR firm may operate strictly on a domestic basis for several years, then explore foreign markets by providing services to foreign customers either directly or through a joint venture arrangement. If the venture into the foreign market is successful, the U.S. PR firm may create a foreign subsidiary or branch. Next month’s column will review the tax considerations of a U.S PR firm establishing a foreign corporation in both treaty and non treaty countries.

PR News briefs

FINN ACQUIRES M. SILVER

Finn Partners has acquired New York-based travel specialist M. Silver Assoc., effective Jan. 1. CEO Morris Silver (55) and president Virginia Sheridan (68) counsel clients such as Singapore Tourism Board, Turkey, Sheraton Nassau, The Plaza and Westin Hotels. They become managing partners at the retagged shop called “M. Silver — A Division of Finn Partners,” which has 25 staffers in New York and 10 in Fort Lauderdale.

M. Silver will be moving from its 747 Third Ave. base to PP’s headquarters at 301 E. on 57th Street. Gail Mooney heads PP’s travel and economic development unit. FP booked travel revenue of $1,372,000 in 2011.
**PEOPLE IN PR**

**D.C. counselor Adams dies at 81**

John Adams, founder of John Adams Assocs., died Dec. 7 at his home in Lovettsville, Va., from metastatic melanoma. He was 81.

Serving in the British army during the Korean war, Adams was captured during an attack by Chinese forces. He then led a successful escape of allied prisoners via a nighttime scramble through a minefield.

He recalled that adventure, as well as his experience growing up in London during WWII and reporting from ABC and CBS News in the U.K., Africa, Germany and the U.S. in the recently published memoir, “In the Trenches: Adventures in Journalism and Public Affairs.”

Adams did a stint in the White House during the Nixon Administration as PA chief for the Price Commission.

Following the 1973 dismantling of the commission, Adams established his own shop to help companies deal with the federal regulatory thicket. In 1987, he co-founded and was first chairman of the Worldcom Group.

His firm was acquired three years ago by Kellen Communications, a merger arranged by Stevens Gould Pincus.

Adams is survived by his wife, Judith, daughter, Caroline.

**Pfizer’s Libbey elected IABC -NY Pres.**

Robert E. Libbey, head of digital and social communications for Pfizer, has been elected 2013 President of the New York chapter of the International Assn. of Business Communicators, succeeding Rob Drasin, president of Trident Communications.

Also elected were Jessica Bruno as VP, membership; Eileen Gaughan as VP, programming, and Melissa Baratta and Felicia Carty as VP Publicity Co-Chairs. Going into the second year of their two-year terms are Charles Majors as VP, finance/secretary; Anne Edelson, university outreach, and at-large board members Marie Raperto and Bob Becton.

More than 50 members attended the Holiday party of the chapter at the 22nd top floor of the Yale Club.

Libbey and Drasin reviewed the benefits of chapter membership, which include monthly panels on current issues addressed by members from major companies and agencies; writing workshops led by veteran members; networking socials; a mentoring program that links veteran members with newcomers; outreach to communications, marketing and PR majors in local colleges, and job leads posted by chapter members.

**Canipe leads TSA PR**

Laura Ann Canipe, a former journalist and Hill aide, has moved to the Transportation Security Admin. to head public affairs.

Canipe is Assistant Administrator for Strategic Communications and PA for the federal agency, which has worked to mitigate image damage from years of drawing the ire of travelers for its airport screenings.

Canipe was Communications Director for Rep. Brad Miller (D-N.C.) and Press Secretary to Rep. Grace Napolitano (D-Calif.). Earlier, she worked in broadcast journalism in Baltimore and D.C.

Kristin Lee, who held the TSA post, left for a senior PR post in Microsoft’s D.C. office in April.

**Busselen to Juniper**

Michael Busselen, Comms. Chief at anti-virus software giant McAfee, has moved to Juniper Networks as VP of corporate communications.

He takes a role vacated by David Shane in September after two years at the network infrastructure producer.

Busselen, Senior VP of Global External Affairs in five years at McAfee, earlier held the top communications slot at Selectron. He worked on the agency side at Fleishman-Hillard, where he was a senior partner and general manager in San Diego.

Juniper had third quarter revenue topping $1.1 billion.

**George to lead Porter Novelli health**

Paul George, Senior VP and partner at Fleishman-Hillard unit TogoRun, is set to join sister Omnicom unit Porter Novelli as global director of health.

Susan Hayes led the health unit at PN until leaving last summer for the Obama campaign.

George, who spent five years at TogoRun and 10 earlier years at F-H, will join PN on Jan. 1 and will also head its New York healthcare unit. He handled accounts like GSK, AstraZeneca, Servier and Sonli at F-H, and also led an OMC push for new business pitches in the healthcare sector.

Cohn & Wolfe’s Gloria Janata left Cohn & Wolfe for the top slot at TogoRun in November.

**Boyd reunites with Dittus**

Trudi Boyd, General Manager of Allison+Partners’ Washington, D.C., outpost, has moved to Story Partners as a Senior VP in the capital.

Boyd worked with Story founder Gloria Dittus at Dittus Communications for 10 years.

Dittus was acquired by FTI Consulting, then Financial Dynamics, in 2005.

Boyd left FTI, where she was managing director of its health and life sciences practice, at the end of last year for the Allison post.
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Military folds its “strategic communications” arm

The Pentagon is folding its “strategic communications” operations, the discipline aimed to streamline PR efforts which instead blurred operations traditionally associated with public affairs.

Press Secretary George Little wrote in a memo to the military’s combatant commanders obtained by Foreign Policy and USA Today that over the last six years officials learned that instead of synchronizing communications SC actually added a layer of staffing and planning that “blurred the roles and functions of traditional staff elements and resulted in confusion and inefficiencies.”

Little said in the memo that strategic communications plans have been folded into public affairs and the SC term is being dropped in favor of “communication synchronization” in future publications.

The military has spent millions on PR contractors over the last decade to support “strategic communications” operations in the Iraq and Afghanistan wars, often working alongside military PA officers.

USA Today reported that Army strategic communications posts increased from seven in 2006 to 38 in 2011.

“We avoid using the term SC to avoid causing confusion,” wrote Little.

Ex-Cole commander to D.C. firm

Kir Lippold, the Navy veteran who was the commanding officer of the USS Cole during the 2000 attack in Yemen, has moved to grassroots public affairs firm Phillip Stutts & Co. in D.C. as a senior VP.

The firm, which has worked with Military Families United, conservative advocacy group FreedomWorks, Freedom of Choice in Urban Schools and Commander’s PAC, said Lippold will work military policy and strategic development assignments, including crisis counsel.

Stutts worked for Lippold during an unsuccessful Congressional bid in Nevada and to promote his book, “Front Burner: Al Qaeda’s Attack on the USS Cole.”

Lippold, a Naval Academy grad, was commanding officer of the Cole from 1999-2001 and retired in 2007. He is on the board of Military Families United, which advocates against the release of prisoners from the U.S. prison at Guantanamo Bay, Cuba.

Garibay leads PR for foreign ops

Mariol Garibay, Communications Director for the House Financial Services Committee, has moved to the Organization for International Investment, the trade group for the U.S. subsidiaries of foreign corporations, to head its communications operation.

OFII President and CEO Nancy McLernon said Garibay will help the D.C.-based trade group’s members with the “important and critical story to tell regarding their continued investment in the U.S.”

OFII’s more than 150 member include the U.S. units of AstraZeneca, BAE Systems, Nestle, Samsung, Swiss Re and WPP, among others.

Garibay was a special assistant for banking and finance at the Treasury Dept. and was an aide to Sens. Norm Coleman (R-Minn.) and Peter Fitzgerald (R-III).
Ogilvy reps China’s ZTE

Ogilvy Public Relations is repping China’s ZTE Corp. in the aftermath of a House intelligence committee investigative report dealing with national security issues raised by the use of its telecommunications equipment by U.S. telecoms.

The panel chaired by Congressman Mike Rogers found that ZTE and rival Huawei “cannot be trusted to be free of foreign state influence and thus pose a security threat to the United States and to our systems.”

The October report recommended that U.S. government systems, particularly sensitive systems, should not include Huawei or ZTE equipment, including component parts. Private sector companies “are strongly encouraged to consider the long-term security risks associated with doing business with either ZTE or Huawei for equipment or services.”

The Rogers panel urged the Committee on Foreign Investment in the United States to block “acquisitions, takeovers, or mergers involving Huawei and ZTE given the threat to U.S. national security interests.”

ZTE USA, which is based in Richardson, Tex., knocked the Rogers report, contending that its equipment poses no threat to the U.S. telecommunications infrastructure.

“ZTE will work with the Committee, US government agencies, and ZTE’s US customers to identify and deploy the most effective equipment cyber-security measures possible.

ZTE is committed to assuring US carriers and US government agencies its equipment is safe,” said the company’s statement.

US-traded Chinese firm gets PR

China’s New Oriental Education and Technology Group, which is publicly traded in the U.S., is shoring up its PR defenses in the U.S. and abroad after getting tangled in reports of an SEC crackdown on Chinese auditors and an investment bank’s suggestion it might be a target.

Brunswick Group’s Beijing and New York offices are advising New Oriental and handling media amid the reports.

After the SEC said Dec. 3 that foreign units of five global accounting firms have been charged after refusing to cooperate with a probe into nine unnamed China-based, U.S.-traded companies, Wells Fargo said New Oriental Education, along with another U.S.-traded Chinese company, Ambow Education Holding, was at risk of delisting. Bloomberg News reported that Wells Fargo later updated its Dec. 4 report, saying it didn’t intend to imply New Oriental was the subject of the SEC probe and was speaking generally of Chinese stocks listed in the U.S.

After its shares fell on the Wells Fargo and SEC news, New Oriental initially said on Dec. 5 its policy was not to comment on unusual market activity. Hours later the company released a statement to “clarify” that even though its auditor, Deloitte Touch Tohmatsu, was one of five charged by the SEC in its probe, New Oriental was not the client referred to in SEC proceedings.

New Oriental’s ADRs, which trade on the New York Stock Exchange, were up two percent in morning trading to $17.74, with a 52-week range of $9.41-$29.19.

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.

Syrian Future Movement, Boca Raton, FL, registered November 13, 2012 for Mouhammad Zaher Badaraany, Damascus, Syria, to help establish peace with the world especially among the Syrians fighting for power in Syria and to work on preventing the exporting of the Syrian crisis outside Syria using the message of love, peace and mutual living and co-existence under the rules of followers of divine religions.

Strategic Partnership Alliance, Ltd., Chicago, IL, registered November 29, 2012 for Republic of Serbia, Belgrade, Serbia, to communicate with individuals within the legislative and executive branches of the US government and the US business community to foster good international relations between the United States and the Republic of Serbia and to increase investment and trade between the two countries.

Covington & Burling LLP, Washington, D.C., registered November 15, 2012 for Embassy of the Republic of Korea in the United States, Washington, D.C., to develop a legislative proposal for professional visas for Korean citizens and to develop corresponding justifications for the legislation based on the unique attributes of the U.S.-Korea economic partnership, as evidenced in the Korea-U.S. Free Trade Agreement.

Lobbying News

NEW LOBBYING DISCLOSURE ACT FILINGS

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


Ogilvy Public Relations Worldwide, Washington, D.C., registered December 10, 2012 for ZTE USA, Inc., Richardson, TX, for maintaining open and transparent markets in U.S./China trade relations.
Media (Speech) Training - 67
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<td>Entertainment Publicists Professional Society</td>
<td>P.O. Box 5841, Beverly Hills, CA 90209. 888/399-EPPS (3777); fax: 310/452-9005. <a href="http://www.eppsonline.org">www.eppsonline.org</a>. Marilyn Finegold, Admin. Dir.</td>
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<tr>
<td>Institute for PR</td>
<td>P.O. Box 118400, 2096 Weimer Hall, Gainesville, FL 32611-8400. 703/267-2322; fax: 703/267-1760. <a href="http://www.ifpra.org">www.ifpra.org</a>. Frank Ovaitt, Pres. &amp; CEO.</td>
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<tr>
<td>International Assn. of Online Communicators</td>
<td>Rowan University, 37 Bozorth Hall, 201 Mullica Hill Rd., Glassboro, NJ 08028. <a href="mailto:iaoc.news@gmail.com">iaoc.news@gmail.com</a>; <a href="http://www.onlinecommunicators.org">www.onlinecommunicators.org</a>.</td>
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<tr>
<td>International Assn. of Speakers Bureaus</td>
<td>3933 S. McClintock Dr., #505, Tempe, AZ 85282. 480/839-1423; fax: 480/603-4141. <a href="http://www.iabcmetro.org">www.iabcmetro.org</a>. Marie Fredette, Exec. VP.</td>
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<td><strong>Public Relations Society of America (PRSA)</strong>; 33 Maiden Lane, 11th flr., New York, NY 10038; 212/460-1400; <a href="http://www.prsa.org">www.prsa.org</a>; Arthur Yann, VP, PR.</td>
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<td><strong>PRSA/Georgia</strong>, 4971 Staveley Lane, Norcross, GA 30092; 770/449-6369; fax: 770/449-6589; <a href="http://www.prsaorga.org">www.prsaorga.org</a>; Denise Grant</td>
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<td><strong>PRSA/New York Chapter</strong>, 41 Madison Ave., 5th flr., New York, NY 10010; 212/228-7228; fax: 973/575-1445; <a href="http://www.prsany.org">www.prsany.org</a>; <a href="mailto:info@prsany.org">info@prsany.org</a>; Kim Briederman</td>
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<tr>
<td><strong>PRSA/National Capital Chapter</strong>, 10378 Democracy Lane, Ste. A, Fairfax, VA 22030; 703/691-9212; <a href="http://www.prsa-ncc.org">www.prsa-ncc.org</a>; Sherri Core, Chapter Mgr.</td>
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<td><strong>Publicity Club of Chicago</strong>, P.O. Box 484, Park Ridge, IL 60068; 773/463-5560; fax: 773/463-5570; <a href="http://www.publicityclub.org">www.publicityclub.org</a>; <a href="mailto:office@publicityclub.org">office@publicityclub.org</a>; Maryanne Keeney, Pres.</td>
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<tr>
<td><strong>Publicity Club of New England</strong>, 131 DW Hwy., #521, Nashua, NH 03060; 603/718-8675; <a href="http://www.pubclub.org">www.pubclub.org</a>; Maryanne Keeney, Pres.</td>
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<td><strong>Publicity Club of New York</strong>, P.O. Box 6765, FDR Station, New York, NY 10150-6765; 212/978-7269; <a href="http://www.publicityclub.org">www.publicityclub.org</a>; Peter Himler, Pres.</td>
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<td><strong>Radio Television Digital News Ass'n.,</strong> 529 14th St., N.W., #425, Washington, DC 20045; 202/659-6510; fax: 202/223-4007; <a href="http://www.rtna.org">www.rtna.org</a>; Mike Cavender, Exec. Dir.</td>
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<td><strong>Society of American Travel Writers (SATW)</strong>, 11950 W. Lake Park Dr., #320, Milwaukee, WI 53224; 414/359-1625; <a href="http://www.satw.org">www.satw.org</a>; Cindy Lemetek, Exec. Dir.</td>
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<td><strong>Society of Professional Journalists</strong>, 3909 N. Meridian St., Indianapolis, IN 46208-4045; 317/927-8000; fax: 317/920-4789; <a href="http://www.spj.org">www.spj.org</a>; Joe Skeel, Exec. Dir.</td>
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<td><strong>Washington Women in PR</strong>, Washington Square, P.O. Box 65297, Washington, DC 20035; <a href="mailto:info@wwpr.org">info@wwpr.org</a>; <a href="http://www.wwpr.org">www.wwpr.org</a>; Suzanne Fanning, Pres.</td>
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<td><strong>Women in Government Relations</strong>, 8400 Westpark Dr., 2nd flr., McLean, VA 22102; 703/610-9030; fax: 703/995-0528; <a href="http://www.wgr.org">www.wgr.org</a>; Tracy Cacho, Operations Manager</td>
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### 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.hsmai.org; Fran Brasseux, Exec. VP.

- **Advertising Woman of the Year Award**, Advertiser Marketing and PR campaigns, 260 W. 39th St., 10th flr., New York, NY 10018; 212/643-4800; www.AMEAwards.com; Alisun Armstrong, Exec. Dir.


- **APEX Awards**, Communications Concepts, Inc., 7481 Huntsman Blvd., #720, Springdale, VA 22153-1648; 703/643-2200; info@ApexAwards.com; www.ApexAwards.com; John De Lellis, Editor and Publisher; Anne Lopez, APEX Program Manager.

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

- **Association TRENDS Annual All-Media Contest**, a division of Columbia Books and Information Services, 8120 Woodmont Ave., #110, Bethesda, MD 20814. 202/464-1662. Fee: $85 per entry. www.associationtrends.com; Maggie Kozlow.


- **Bell Ringer Awards**, Publicity Club of New England, 131 DW Hwy., #521, Nashua, NH 03060; 603/718-8675; www.pubclub.org/bellringer-awards; Ani Jigarjian, Pres.

- **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 flr., New York, NY 10038. 212/460-1400; www.prsa.org; Arthur Yann, VP, PR.


Jack Felton Golden Ruler Award, Institute for PR, Univ. of Fla., P.O. Box 118440, 2096 Weimer Hall, Gainesville, FL 32611-8400. 352/392-0280. www.instituteforpr.org. Frank E. Ovaitt, Pres. & CEO.


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


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Lloyd Kolmer Enterprises, 65 West 55th St., New York, NY 10019. 212/582-4735. Lloyd Kolmer, Pres.


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Institute for Crisis Management, 455 S. Fourth St., #1490, Louisville, KY 40202. 502/587-0327; fax: 502/587-0329. erika@crisisconsultant.com; www.crisisconsultant.com. Erika Hayes James, PhD, Pres.

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


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Leadership Directories, 104 5th Ave., 3rd flr., New York, NY 10011. 212/627-4140. www.ledir.com; info@leadershipdirectories.com; Matthew Brown, Assistant VP, Marketing.

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CCI – Corporate Communications at Baruch College/CUNY, 55 Lexington Avenue, B 8-233, New York, NY 10010. 646-312-3749. cci@corporatecomm.org; www.corporatecomm.org. Michael B. Goodman, Ph.D., Director.


Gonzaga University, College of Arts and Sciences, 502 East Boone Ave., Spokane, WA 99258-0102. 509/313-6662. Lyons@calvin.gonzaga.edu; www.gonzaga.edu. Fr. Robert Lyons, Chair & Associate professor.


Quinnipiac University, 275 Mount Carmel Ave., Hamden, CT 06518. 203/582-8200. Joseph Catrino; John Morgan, Associate VP for PR, john.morgan@quinnipiac.edu.

Rutgers School of Communications and Information, 4 Huntington St., New Brunswick, NJ 08901-1071. kbranson@ur.rutgers.edu; www.rutgers.edu. Jorge Reina Schement, Dean; Ken Branson, PR Specialist, 732/932-7084 X633.
Education


Tufts University, Gerald & Dorothy Friedman School of Nutrition Science, 150 Harrison Ave., #325, Boston, MA 02111. 617/636-3737. www.nutrition.tufts.edu; nutritionadmissions@tufts.edu.


The University of Memphis, Bachelor of Arts degree in journalism with concentration in public relations, 300 Meeman Journalism Building, Memphis, TN 38152. 901/678-2405. www.memphis.edu/journalism. Facebook: MemphisJournalism. Twitter: @MemphisJournos. Darrin M. Devault, Coordinator.


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West Virginia University, Integrated Marketing Communications Graduate Program, Perley Isaac Reed School of Journalism, 150 Clay St., PO Box 6529, Morgantown, WV 26506. 304/293-5685. www.imc.wvu.edu. Ann.Keaton@mail.wvu.edu. Ann Keaton, Enrollment Adviser.

ELEC. NEWSFEEDS/SATELLITE SERVICES


See full listing under Satellite Media Tours.

PremiereTV, 429 Santa Monica Blvd., Suite 300, Santa Monica, CA, 90401. 310/899-9090. info@premiertv.com; www.premiertv.com. Shayne Fraeke, CEO.

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Peter Bell & Assocs., LLC, 51 E. 42nd St., #500, New York, NY 10017. 212/371-0992, ext. 206. www.peterbellassociates.com; peter@peterbellassociates.com. Peter Bell, Pres.


Cardwell Enterprises, 506 Elmwood Ave., Evanston, IL 60202. 773/273-5774. cardwellent@sbcglobal.net. Jean Cardwell, Pres.

Charet & Associates, P.O. Box 435, Cresskill, NJ 07626. 201/894-5197. sandy@charet.com; www.charet.com. Sandra Charet, Pres.
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**Elion Associates**, 55 Brook Farm Road, Bedford, NY 10506. 914/234-0386; fax: 914/729-0916. selion@optonline.net. Susan Elion.


**Lynn Hazan & Assoc.s, Inc.**, 55 E. Washington, #715, Chicago, IL 60602; 312/863-5401. lynn@lhazan.com; www.lhazan.com; LinkedIn: Lynn Hazan.


**Integrity Search**, P.O. Box 76, Wallingford, PA 19086. 610/891-8440. jlong@integritysearchinc.com. Janet Long, Pres.

**Intersource Recruiting**, 4131 Spicewood Springs Rd., Austin, TX 78759. 512/457-8083. www.intersourcerecruiting.com; patti@intersourcerecruiting.com. Patti Halladay, Owner/Principal.


**Joy Reed Belt Search Consultants**, P.O. Box 54410, Oklahoma City, OK 73154. 405/842-5155. Joy Reed Belt, Owner.

**Korn-Ferry International**, 1900 Avenue of the Stars, Suite 2600, Los Angeles, CA 90067. 310/552-1834. Gary Burnison, CEO.

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


**Spencer Stuart & Assoc.s.,** 277 Park Ave., 32nd flr., New York, NY 10172. 212/336-0200; fax: 212/336-0296. Kevin Connelly, CEO.

**The Stowe Co.**, 21 West 58th St., New York, NY 10019; 212/207-8289. beverly@stowecompany.com. Beverly Stowe, Pres.


FULFILLMENT


We Design, Source and Create artful executions that always garner attention. It starts with our brand savvy design, enhanced by clever production methods, and topped off with promotional premiums that add that extra dimension. Art meets action in our production centers to fulfill and produce brand promotions that elevate excitement.

Zing How Design — Custom fulfillment, traditional and specialized production, mailings, blogger kits, e-media, branded premiums, digital printing, and brand savvy design.

GRAPHIC SERVICES


INTERACTIVE/ MULTIMEDIA SVCs.


Synaptic Digital, a Definition 6 company, 708 3rd Ave., New York, NY 10017. 212/682-8300. www.synapticdigital.com; learnmore@synapticdigital.com.

See full listing under Video.


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

MANAGEMENT CONSULTANTS


Louw’s Management Corp., P.O. Box 130, Vail, AZ 85641. 520/664-1818. toni@louwsmangement.com; www.louwsmangement.com. Toni Louw.


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


MEASUREMENT AND EVALUATION

News Data Service, 29 Hopkins Rd., Plainfield, NH 03781. 708/949-8407. info@newdataservice.com; @newdatasvc; www.newdataservice.com. Dave Vergin, VP, Sales & Business Development.


MEDIA LISTS


MyMediaInfo, Thomson Reuters HQ, 3 Times Square, New York, NY 10036. 877/223-4000; fax: 888/901-3332. sales@mymediainfo.com; www.mymediainfo.com.


News Box/Connectus, 810 Cromwell Park Dr., Bldg. D, Hanover, MD 21061. 888/233-7974. newswbox.com. Gary Pick, CEO.

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

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Critical Mention is the leading global media intelligence platform combining real-time broadcast, online and social media coverage with advanced analytics and tools that power clients' social video strategies. We are the only media monitoring platform with licensed broadcast content from CNN, HLN, Bloomberg and ABC News. Nine of Interbrand's Top Ten Brands rely on Critical Mention for instant delivery of news coverage to mobile, tablet and web devices. Critical Mention’s cloud-based software is used by marketing, advertising and public relations professionals inside corporations, PR and digital agencies, not-for-profit organizations and government. Founded in 2002 in New York City, Critical Mention is a unit of privately held Critical Media, the leading broadcast intelligence and services company.


Moreover Technologies, 1902 Campus Commons Dr., Reston, VA 20191-1563. 333-478-2906; fax: 703/650-1399. www.morenover.com; salesinfo@moreover.com.


News Data Service, 29 Hopkins Rd., Plainfield, NH 03781. 708/949-8407. info@newdataservice.com; @newdatasvc; www.newdataservice.com. Dave Vergin, VP, Sales & Business Development.

TV Eyes, 2150 Post Rd., Fairfield, CT 06824. 203/234-3600. tveyes.com; sales@tveys.com. David Ives, Founder.


MEDIA (SPEECH) TRAINING


Feintuch Communications’ takes a holistic approach to media training engagements. Whether conducted on a project basis or as part of a PR campaign, we work with our clients to understand their key business objectives and media targeting in order to help prepare their spokespersons to maximize each press encounter.

Our courses are both delivered in-person, with live video camera exercises, as well as on-line for multi-national organizations with spokespersons spread out across the time zones. We educate our clients to the nuances of working with the media, getting their messages across, bridging techniques and more. Quotations available upon request.
MEDIA (SPEECH) TRAINING


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

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Make your next news interview your best by calling Jon Rosen, Impact Communications. Over 30 years of news media/training expertise.

Kundell Communications, 210 West 89th St., New York, NY 10024. 212/877-2798. publicspeaking4u@aol.com; www.publicspeaking4u.com, @speaking sucess. Linda Kundell.


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MFD Communications, 100 W. 89th St., New York, NY 10024. 646/322-9192. melissa@mfdcommunications.com; www.mfdcommunications.com.

Our media-training program is customized for each firm and individual. Attention is focused on content and getting messaging right for businesses and product areas no matter how complex. Then, we work on how best to deliver those points which enables our clients to effectively handle any press interview in print or broadcast. With more than 15 years of experience in preparing executives for critical interviews, presentations and business pitches, we know that this personalized approach is the most effective.


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


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Our advance team:
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• Schedules regional earned media across priority cities and targeted states.
• Assembles rapid-response press activities and other measurable coverage.

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


See full listing under Satellite Media Tours.

### NEWSLETTERS


See full listing under Editorial Svcs.


### NEWSWIRE/S PRESS SERVICES


### PHOTO DISTRIBUTION

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


### PHOTOGRAPHERS & STOCK PHOTO SVCS.

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**Ben Asen Photography**, 56 E. 87th St., New York, NY 10128. 212/348-0496. benasen@gmail.com; www.benasen.com.


**Can Stock Photo**, 1083 Queen St., #166, Halifax, NS B3H 0B8. www.canstockphoto.com. Duncan.

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We deliver news content across traditional, digital and social channels including search engines and Google News.

Since 2004, 24-7PressRelease.com has a client base numbering more than 60,000, and has distributed more than 200,000 press releases.


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


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Send2Press® Newswire, a service of Neotrope®, 4332 W. 230th St., Torrance, CA 90505. 310/373-4856. support2@Send2Press.com; www.Send2Press.com.

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We Design, Source and Create artful executions that always garner attention. It starts with our brand savvy design, enhanced by clever production methods, and topped off with promotional premiums that add that extra dimension. Art meets action in our production centers to fulfill and produce brand promotions that elevate excitement.

Zing How Design – Custom fulfillment, traditional and specialized production, mailings, blogger kits, e-media, branded premiums, digital printing, and brand savvy design.

PROMOTIONS

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


Bonnie Ott Promotions, now Partnered with AIA New Dimensions in Marketing, Inc. 305 40th Street, New York, NY 10016. 212/338-0333; fax: 212/338-0330. bonnie@bionieott.com; www.effectivepromos.com.

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


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

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Continued at top of next page
RADIO

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We are producers first. Trust, quality
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• B-roll Packages
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services, and video production and
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All pitching, booking, and follow-up
is done in-house, and we handle all of
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satellite and radio media tours. We
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Washington, D.C. 20045. Fax: 202/638-0400; info@straussmedia.com.
Los Angeles: 323/343-0300; losangeles@straussmedia.com.

Celebrating our eighteenth year with our new name, Strauss Media Strategies, Inc., is the nation’s premier public relations, communications, and strategy firm specializing in radio and television. Not just another “crank it out booking service,” Strauss Media Strategies works closely with its clients to develop campaign-specific strategies and tactics that get results. Collectively, our staff brings more than 137 years of broadcast experience and judgment to our clients.

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When your campaign calls for radio or television, Strauss Media Strategies delivers the best results in the industry. You’ll enjoy working with our friendly staff of experienced public relations professionals. Contact us today to discuss a customized solution for your next broadcast outreach campaign!

Synaptic Digital, a Definition 6 company, 708 Third Ave., New York, NY 10017. 212/682-8300. www.synapticdigital.com; learnmore@synapticdigital.com.

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GfK’s Public Affairs & Corporate Communications area specializes in research to support communications strategy and public relations, issues management, public thought leader-

Continued at top of next page
**GfK continued**

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**History Associates, 300 North Stonestreet Ave., Rockville, MD 20850. 301/279-9697; www.historyassociates.com; Anne Strong, Marketing Director**


**J.D. Power & Assoc., 2625 Townsgate Rd., #100, Westlake Village, CA 91361. 805/418-8000; fax: 805/418-8900; www.jdpower.com; information@jdpa.com.**

**KRM Information Services, 200 Spring St., #F, Eau Claire, WI 54703. 800/816-2640. www.krm.com; custserv@krm.com; info@krm.com. Rick Olson, Pres. & CEO.**

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**M|A|R|C Research, 1660 North Westridge Circle, Irving, TX 75038. 800/884-6272. www.marcresearch.com.**

**Maritz Research, 1355 N. Highway Dr., Fenton, MO 63099. 877-4-MARITZ. www.maritirezearch.com.**

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**News Data Service, 29 Hopkins Rd., Plainfield, NJ 07080. 973/949-8407. info@newsdataservice.com; @newsdatsvc; www.newsdataservice.com. Dave Vergin, VP, Sales & Business Development.**


**Prime Research, 305 Madison Ave., Ste. 1850, New York, NY 10017. 646/539-0417; fax: 646/539-9099. weiner@prime-research.com; www.prime-research.com. Mark Weiner, CEO; Charlene Davis, Marketing & Sales.**

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**SATELLITE MEDIA TOURS**

**AKA Media Inc, 142 East Ontario, 16th fl., Chicago, IL 60611. 312/996-9432. info@akamediainc.com; www.akamediainc.com. Andrew Krause, Executive Producer, CEO.**

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SOCIAL MEDIA

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SATELLITE MEDIA TOURS

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Broadcast Direct Communications, Inc., 130 Shore Road, Suite 185, Port Washington, NY 11050. 516/570-2369. info@broadcastdirectpr.com. Irene Minett, Patricia Ruth Kresner.

Broadcast Direct Communications, Inc. specializes in media relations for:
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• B-roll Packages
• PSAs

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D S Simon is a full-service PRKeting® firm that specializes in integrated communications, video content creation and distribution. Its clients include corporations, associations and agencies that represent them. The firm helped pioneer Internet Media Tours and Video Press Junkets and has created award-winning viral video production and distribution campaigns. In its 26th year, the company’s headquarters and state-of-the-art HD Broadcast studio are in New York with offices in Los Angeles, Chicago, Houston and Washington DC.

GOURVITZ COMMUNICATIONS, INC.


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Continued at top of next page
Gourvitz Communications continued

way of getting media coverage. It’s called an Interactive Media Tour. And what makes it different from what is currently being called an Internet or blog tour is that it actually includes video and is a digital delivery to only major Internet sites. In just two years, GSH, a division of GCI, has not only set the standard for this service, it is the standard. And the co-op SMT business, created and invented by GCI, is now doing more business than ever before.

The key is using only major talent, booking mainly big markets, and having every co-op available to view/live on Ustream.TV. GCI’s core business is still SMTs/RMTs. Now more than ever before TV stations, want, need and will do satellite interviews if you give them a good spokesperson, a compelling story, sprinkle in some b-roll, use two cameras and create a set. B-ralls are now being done again with a unique angle to TV station websites, newspaper chains and blogs. There is very little actual TV placement for a b-roll. GCI shoots and edits everything in HD and now has added a fourth edit bay to accommodate its clients’ needs for comp sizzle and in-house video reels. And when GCI says it’s 24/7, it means 24/7.

Liv Davick, a Publicity and Production Boutique, Inc. specializes in all of your broadcast public relations and social media needs. Our expertise includes satellite media tours, radio media tours, audio news releases, public service announcements (PSAs), Internet media tours (IMTs), Spanish smts/rmts/anrs, integrated marketing, ground tours, aircheck and airings’ monitoring services, and video production and distribution.

All pitching, booking, and follow-up is done in-house, and we handle all of your production needs for your satellite and radio media tours. We offer the highest-quality, most personalized servicing with unparalleled organization and a strict attention to detail. We provide superior results in everything we do, are available to our clients at all times, and work within every budget.

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- EPK’s
- Press Conferences
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- Camera crews Beta SP/DV Cam/HD
- In house production and editing
- Duplication DVD/Beta SP /HFS
- Red carpet crew
- Marketing tapes
- Entire Staff with major network

Liv Davick, a Publicity and Production Boutique, Inc.

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

Media Connect, formerly Planned Television Arts, 301 E. 57th St., New York, NY 10022. 212/583-2718. brian.feinblum@finnpartners.com; www.media-connect.com.

Brian Feinblum, SVP.

Incredible value provided by the firm that trademarked satellite radio and television tours over 20 years ago! We’re proficient at promoting experts, authors, CEOs, non-profits, and topics focused on books, entertainment, health, business, consumer and advocacy.


See full listing under Webcasting.


NewsWatch, 10875 Main St., Suite 212, Fairfax, VA 22030. 703/359-5480. etropeano@newswatchtv.com; www.NewsWatchTV.com. Ed Tropeano, President.

See full listing under Video.

PremiereTV, 429 Santa Monica Blvd., Suite 300, Santa Monica, CA, 90401. 310/899-9090. info@premieretv.com; www.premieretv.com. Shayne Fraeke, CEO.

25+ YEARS OF EXPERIENCE, UNMATCHED EXPERTISE, EXCEPTIONAL CLIENT SERVICE

PremiereTV delivers outstanding satellite media tours to clients across the U.S. and around the globe. Whether your SMT originates from a TV studio, a hotel room, a desert, or any remote location, PremiereTV’s media and production teams always deliver with professionalism, diligence, and creativity.

Our media experts are trusted by the top newsroom producers in the industry. We maintain strong relationships with all the national networks and newsfeeds, top market local affiliates, and independent and regional cable outlets.

As a result, you get the best line-ups for your SMT.
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- Digital Video Distribution (Video Sharing)
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Monument Optimization helps organizations achieve their goals online through an analytics-based approach to search engine marketing and online reputation management.

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Synaptic Digital, a Definition 6 company, 708 Third Ave., New York, NY 10017. 212/682-8300. www.synapticdigital.com; learnmore@synapticdigital.com.

See full listing under Video.

**VIDEO LINK**

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

VideoLink, Inc. is a leading video services provider with experience in all aspects of video content creation, including strategy, production and leading-edge transmission solutions. For over 20 years, VideoLink’s award-winning staff has been the preferred partner of global television networks and corporate clients looking to create superior quality video. With three HD multi-camera studio locations, HD satellite trucks and over 160 ReadyCam® studios around the globe, VideoLink has the flexibility and resources to manage any project, from complex multi-camera remote productions to single-person live TV interviews.

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### SEARCH ENGINE OPTIMIZATION (SEO)

**SCHNEIDER ASSOCIATES**

Schneider Associates, Member of the Worldcom Public Relations Group, 2 Oliver St., Suite 901, Boston, MA 02109. 617/536-3300; fax: 617/536-3180. launch@schneiderpr.com; www.schneiderpr.com. Joan Schneider, Pres. & Creative Dir.; Phil Pennellatore, COO/Partner; Julie Hall, Exec. VP/Partner.

When leading companies, professional services organizations and entrepreneurs seek a trusted communications partner, they turn to Schneider Associates, a full-service public relations and integrated marketing communications agency. Specializing in Launch Public Relations®, a proprietary method of successfully launching and sustaining visibility for new products, services, companies and communities, or revitalizing existing ones, Schneider Associates represents a wide range of clients in professional services, food and retail, consumer technology, health, medical devices, home products, public affairs, and creative services. President Joan Schneider has written two books on launching new products, including 2010’s *The NEW Launch Plan*, as well as an article for the *Harvard Business Review* in the April 2011 issue entitled “Why Most Product Launches Fail.”

Agency services include PR and integrated marketing campaign strategy, messaging, traditional-digital-social media strategy and execution, special events, crisis communications, spokes-

**Additional PremiereTV specialties include:**
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- Audio News Releases
- On-Air Radio Promotions
- Online Audio & Video Distribution
- B-Roll Packages
- ENG Crews
- Creative Video Production / "Highlight Reels"

Contact us for references, quotes, or information on an integrated broadcast publicity strategy that accommodates your budget.

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RCM Broadcast Communications Inc. is a leading video services provider with experience in all aspects of video content creation, including strategy, production and leading-edge transmission solutions. For over 20 years, VideoLink’s award-winning staff has been the preferred partner of global television networks and corporate clients looking to create superior quality video. With three HD multi-camera studio locations, HD satellite trucks and over 160 ReadyCam® studios around the globe, VideoLink has the flexibility and resources to manage any project, from complex multi-camera remote productions to single-person live TV interviews.

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Big Voice Unlimited, 20 West 23rd St.,
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5749; fax: 212/206-8168.
vlang@bigvoiceunlimited.com;
Victoria Lang.

Critical Mention, Inc., 521 Fifth Avenue,
16th fl., New York, NY 10017, 877/262-

Critical Mention is the leading global media intelligence platform combining real-time broadcast, online and social media coverage with advanced analytics and tools that power clients' social video strategies. We are the only media monitoring platform with broadcast content from CNN, HLN, Bloomberg and ABC News. Nine of Interbrand's Top Ten Brands rely on Critical Mention for instant delivery of news coverage to mobile, tablet and web devices. Critical Mention's cloud-based software is used by marketing, advertising and public relations professionals inside corporations, PR and digital agencies, not-for-profit organizations and government.

Feintuch Communications, 245 Park Ave.,
39th fl., New York, NY 10167. 212/808-
4901. info@feintuchpr.com;
Henry Feintuch, Pres.

Social media has become an increasingly important part of the media landscape. Now, b-to-b companies are looking for ways to incorporate social media into their marketing arsenal.

Feintuch Communications offers b-to-b companies a comprehensive methodology and hands-on implementation for strategically moving into social media. Programs include content creation, publishing a calendar for tweets and facebook updates, uploading attention getting videos to YouTube and researching and following key players in target markets to build an audience. We create and place online profiles in relevant online communities, engage bloggers and target the latest social networks—all tying back to your PR/marketing objectives.

IZEA, 1607 North Orange Ave., #412,
Orlando, FL 32801. 877/525-4932. Ryan
Schram, Chief Marketing Officer.

Get LinkedIn Help, 321 Westover Hills
Dr., Cary, NC 27513. 609/306-6205.
kristina@getlinkedinhelp.com,
Kristina Jaramillo.

Digital Park, a division of rbb Public
Relations, 355 Alhambra Circle, Suite
800, Miami, FL 33134. 305/448-7450.
www.rbbpr.com. Christine Barney, CEO &
Mng. Partner; Christine de la Huerta,
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W. 25th St., Fl. 9E, New York, NY 10011. 646/230-6940; fax: 646/230-6935.
cumberland@jbcumberland.com;
Joanna Cumberland, President;
Cristina Villa, Digital Strategist.

JSHA & Ltd., 2 TransAm Plaza Drive,
#450, Oakbrook Terrace, IL 60181
630/932-4242; fax: 630/932-1418.
jonni@jsha.com; www.jsha.com.

Magnify Digital.com, 338 Eighth Ave.,
Suite 208, Vancouver, BC V5Y 3X2.
604/879-7770. Ms. Moyra Rodger, CEO.

MyPRGenie, 475 Park Ave. South, 4th
flr., New York, NY 10016-6901. 212/807-
8300. ext. 3. www.myprgenie.com;
info@myprgenie.com. Miranda Tan,
CEO & Founder.

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212/868-1900; fax 212/465-0849.
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IGEL Technology America LLC, 2106 Florence Ave., Cincinnati, OH 45206. 954/739-9990. info@igelamerica.com; www.igelamerica.com.


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Speakers On Healthcare, 10870 NW Laurinda Ct., Portland, OR 97229. 503/345-9164. info@speakersonhealthcare.com; www.speakersonhealthcare.com.

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### Special Events

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**Entertainment Consultants**, 530 Light St., Baltimore, MD 21202. 410/547-1800; fax: 410/547-2497. showtime@entrcon.com; www.entrcon.com.


**P&W Feats Inc.**, Special Events, Design & Production, 3 East Read St., Baltimore, MD 21202. 410/727-5575. contactus@featsinc.com; www.featsinc.com.


**Helping Hands Network Inc.**, 817 Broadway, 10th flr., New York, NY 10003. 212/251-0900. staff@hhnetwork.net; www.hhnetwork.net. Carol Scarno, Pres.

**IEG, Inc.**, 350 North Orleans St., Suite 1200, Chicago, IL 60654. 800/834-4850. ieg@sponsorship.com; www.sponsorship.com.


**MVP Collaborative**, 1751 E. Lincoln Ave., Madison Heights, MI 48071. 248/591-5100. info@mvpcollaborative.com; www.mvpcollaborative.com. Dan Sundt, VP.

**The National Press Club**


**PMTV**, 681 Moore Rd., #100, King of Prussia, PA 19406. 610/768-1770. info@pmtv.com; www.pmtv.com.

**Paulette Wolf Events & Entertainment**, 1165 N. Clark St., #613, Chicago, IL 60610. 312/981-2600. Lombardo@pw-e.com; www.pw-e.com. Adam Lombardo.


**Studio 27 Media Production House**, 855/797-2727. Andrea Spinelli, CEO. andrea@studio27media.com; www.studio27media.com.

**Synergy Events**, 802 West Park Ave., #224, Ocean, NJ 07712. 732/493-4210. synergevents.com, Peter Hurley, President; Keith Green; kgreen@synergevents.com.


**VISTA Satellite Communications**, 73-104 SW 12th Ave., Dania Beach, FL 33004. 954/838-0900. traffic@vistasat.com; www.vistasat.com.
SPEECHWRITING


See full listing under Editorial Services.


TV PRODUCTION

Accent Media, 1657 Strine Dr., McLean, VA 22101. 703/356-9427. jackjorgens@accentmediainc.com; www.accentmediainc.com. Dr. Jack Jorgens, VP.

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Studio 27 Media Production House, 855/797-2727. Andrea Spinelli, CEO. andrea@studio27media.com; www.studio27media.com.

Teen Kids News, LLC, 182 Sound Beach Ave., Old Greenwich, CT 06870. 203/673-0044; fax: 203/698-0812. teenkidsnews.com; info@teenkidsnews.com; primonews@aol.com. Al Primo, Pres.

Weekly 30 minute, FCC approved E/I show, TKN is guaranteed placement on 200+ TV stations, reaching 95.3% of USA, in 1,000 locations in 175 countries via American Forces Network. TKN has a 1.0 national Nielsen rating with a significant number of adults. (600,000 women 18–54 and 400,000 men 18–54)
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TRANSLATION SERVICES


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- Integrated Media Tours™
- Social Media Campaigns, Blogger Connects and Twitter Parties
- Web Videos, Webcasts and Live-Streamed Interactive Events
- Video, Audio and Multimedia New Releases
- B-roll Packages
- PSAs

**Bader TV News**, 25 W. 52nd St., 16th flr., New York, NY 10019. 212/744-5380. mike@badertv.com; www.badertv.com. Mike Leventhal, VP.


**Newscast US**, 526 West 26th St., Suite 515 New York, NY 10001. 212/206-0055; toll free 866/734-NEWS; contact@newscastus.com; www.newscastus.com.


NewsWatch, a weekly national television show, specializes in fully integrated video distribution on national television and socialized digital media. We offer video production companies an affordable and high quality outlet to reach millions of households across the nation on more than 60 full-power broadcast stations, including the top 20 markets. Our production team can transform any SMT into a premium news package with guaranteed airings. But we don’t stop at television. Our sophisticated social media network offers increased viewership and website traffic for clients. So contact us today to be on the next episode of NewsWatch!
VIDEO

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Online VNR, P.O. Box 355, East Brunswick, NJ 08816. 609/989-1000. Ernest Landante, Jr. www.onlinevnr.com; landante@onlinevnr.com.


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


RCM Broadcast Communications Inc., 20 West 22nd St., #107, New York, NY 10010. 212/924-1006. russell@rcmbroadcast.com; www.rcmbroadcast.com. Russell Cheek, Pres.


Studio 27 Media Production House, 855/797-2727. Andrea Spinelli, CEO. andrea@studio27media.com; www.studio27media.com.

Synaptic Digital, a Definition 6 company, 708 Third Ave., New York, NY 10017. 212/682-8300. www.synapticdigital.com; learnmore@synapticdigital.com.

Synaptic Digital, a premier global content creation and distribution company, connects agencies and their brands with influential audiences across an evolving media landscape through the power of video. Clients rely on our news expertise, video services, interactive news releases, satellite media tours, digital media centers, and the newswemarket.com, a global community of influencers, to manage their messages across on-air, online, social media and syndication networks.

Areas of expertise include:
• Broadcast media communications
• Media relations
• Video creation and distribution
• Satellite media tours
• Digital media centers

Take One Productions, 17581 Irvine Blvd., #107, Tustin, CA 92780. 877/825-3146. info@takeonedigital.com; www.takeonedigital.com.


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

VideoLink, Inc. is a leading video services provider with experience in all aspects of video content creation, including strategy, production and leading-edge transmission solutions. For over 20 years, VideoLink’s award winning staff has been the preferred partner of global television networks and corporate clients looking to create superior quality video. With three HD multi-camera studio locations, HD satellite trucks and over 160 ReadyCam® studios around the globe, VideoLink has the flexibility and resources to manage any project, from complex multi-camera remote productions to single-person live TV interviews.


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- Satellite Media Tours (SMTs)
- Social Media News Releases (SMNRs)
- Web Video Production and Distribution (Viral Videos)
- Internet Media Tours (IMTs)
- Expert Celebrity Treatment
- Digital Video Distribution (Video Sharing)
- Broadcast B-Roll Packages (B-Roll)
- Public Service Announcements (PSAs)
- Internet Press Kits (IPKs)
- Corporate Storytelling (Image, Sales, Marketing, Web Videos)
- Video Editing, Graphics and Effects (Highlights Reels)
- Webcasting (Live Video Streaming to Facebook)

**SOCIAL MEDIA**

Our clients use our Social Media News Releases (SMNRs) and Internet Press Kits (IPKs) to share their stories with influential bloggers, websites, consumers and traditional media. They’re great for launching web campaigns, promoting live webcasts, sharing viral video and delivering your rich content to both traditional and new media.

**SATellite MEDIA TOURS**

With celebrity Satellite Media Tours, behind-the-scenes adventures, premier events and locations, our latest demo reel speaks for itself.


Murray Hill Studios


Jahaneen Johnsen.

Murray Hill Studios is a full-service production facility in New York City providing high-end webcasting services and traditional broadcast production services to the Entertainment, PR, Educational, Political, Corporate, Financial, Legal, and Medical industries. These services include interactive webcasting, studio production, live shots with international and domestic broadcast transmission, satellite and internet media tours, and many more. We also have kitchen sets with a full prep-kitchen available for food/cooking related productions. Please visit us at www.murrayhillstudios.com.


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, 9011 Arboretum Pkwy., #295, Richmond, VA 23236. 804/327-3400. info@precisionir.com; www.precisionir.com.

Studio 27 Media Production House, 855/979-2727. Andrea Spinelli, CEO. andrea@studio27media.com; www.studio27media.com.

Synaptic Digital, a Definition 6 company, 708 Third Ave., New York, NY 10017. 212/682-8300. www.synapticdigital.com; learnmore@synapticdigital.com.

See full listing under Video.

**WEBSITE DEVELOPMENT**

At Point, Inc., P.O. Box 361, Roseland, NJ 07086. 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.


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


Dear PR Service Firm:

If you would like to be listed in O'Dwyer's 2014 PR Buyer's Guide, which will be published in the January 2014 issue of O'Dwyer's magazine, provide your information on this form. O'Dwyer's magazine is read by more than 10,000 PR professionals each month and is now in its 26th year. Your entry will also appear on PR's No. 1 website, odwyerpr.com, throughout 2014. This is where communicators shop online for services and products and it is the one web database you need to be part of. odwyerpr.com averages 50,000 visits per month. Basic listing cost is $25 per category (each additional category is $20). Feel free to suggest a new one.

Name of Firm & Contact ____________________________________________________________

Address ________________________________________________________________________

City, State, Zip __________________________________________________________________

Phone __________ Website ___________ E-mail ________________

Categories ____________________________________________________________

For $225 more, you can add to your listing 75 words describing the unique nature of your product or service and a color logo. This enhanced listing also comes with a subscription to O'Dwyer's magazine ($60 value).

75-word description (each additional 40 words is $125) __________________________________

PR Buyer's Guide Categories

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☐ $25 basic listing in O'Dwyer's PR Buyer's Guide and on odwyerpr.com (each additional category is $20).

☐ $250 enhanced listing in O'Dwyer's PR Buyer's Guide and on odwyerpr.com (each additional category is $200). Includes one-year subscription to O'Dwyer's monthly magazine ($60 value). Magazine will be sent upon receipt of payment.

Logo for the printed guide can be no larger than 2.25 x 1 inches. Send a high-res (300 dpi), CMYK JPG, TIF or EPS file to john@odwyerpr.com.

Listing approved by ____________________________

Signature ____________________________

Phone or E-mail __________________________

☐ Bill ☐ Check Enclosed ☐ Charge Visa/MC/Amex

Card # __________________________

Exp. Date ___________ Security Code __________

Signature ______________

Need Help? Melissa Werbell, Director of Research, 646/843-2082 or melissa@odwyerpr.com

Form may be faxed to 212/683-2750
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O’Dwyer’s magazine, now in its 26th year, examines a different area of PR each month. Issues include practice-area specific feature stories as well as profiles of PR firms with strengths in the focus area. The agency profiles constitute the ideal starting point for companies beginning their search for PR counsel.

Editorial Calendar:
January, PR Buyer’s Guide/Crisis Comms.
February, Environmental PR & Public Affairs
March, Food & Beverage
April, Broadcast Media Services
May, PR Firm Rankings
June, Multicultural/Diversity
July, Travel & Tourism
August, Prof. Svcs. & Financial/Investor Relns.
September, Beauty & Fashion
October, Healthcare & Medical
November, Technology
December, Sports & Entertainment

O’Dwyer’s 2012 Directory of PR Firms gives you quick access to large, medium-sized, and small PR firms and even experienced freelancers who work out of their homes. 1,600 firms are listed. 7,000 clients are cross-indexed. O’Dwyer’s directory is the only place you can look up a company and determine its outside counsel.

Listed firms have expertise in:

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• Investor Relations
• Employee Communications
• Internet PR
• Product Publicity
• Crisis Communications
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• Lobbying
• Proxy Solicitation
• International PR

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