

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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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 "gun-free school zones" 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 Charleton 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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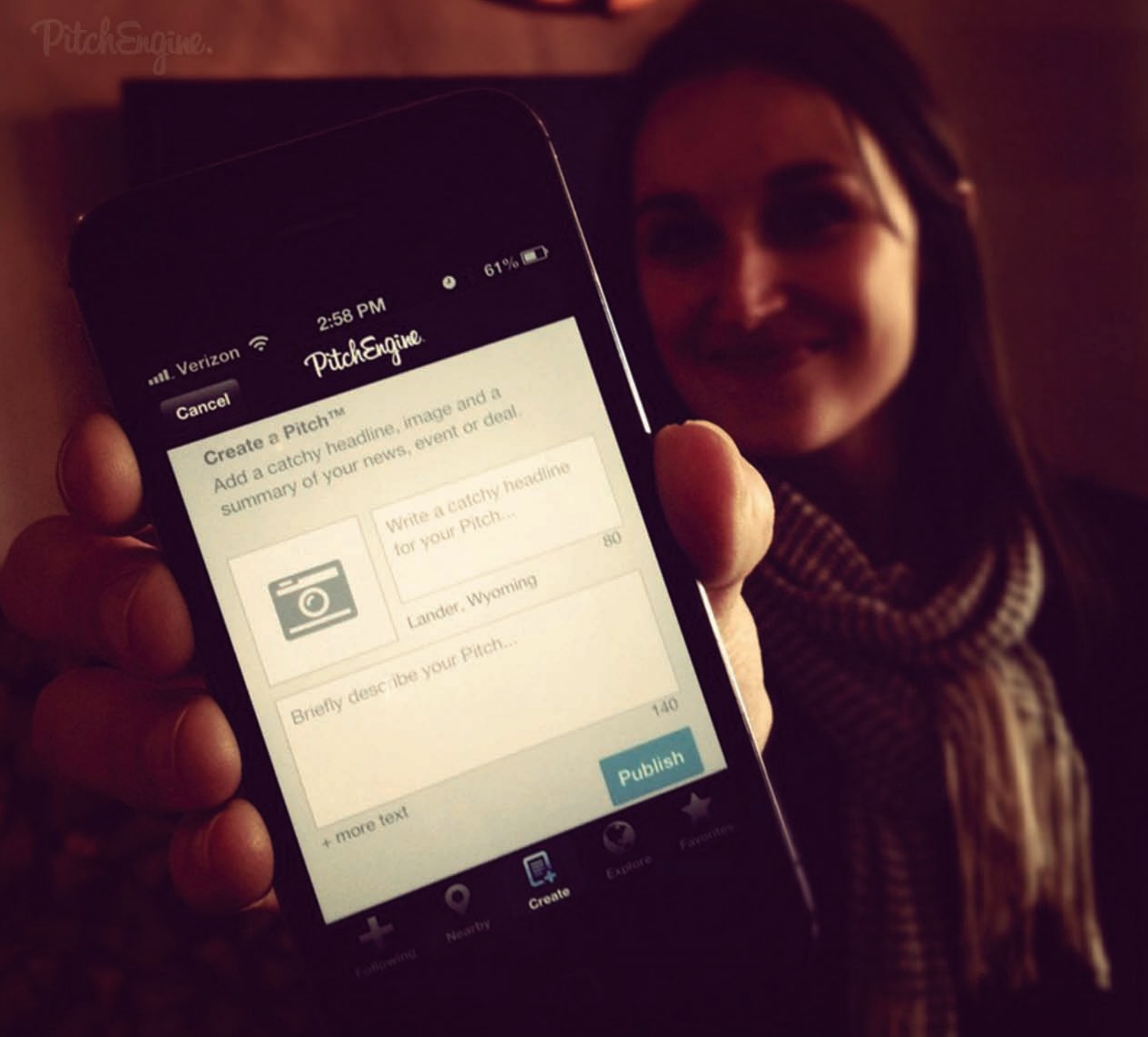
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Murdoch kills News Corp. digital flagship The Daily

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.

By Kevin McCauley

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 hiked 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.



The Daily, which launched in February 2011, ceased operations in December. News Corp CEO Rupert Murdoch cited a lack of interest. The Daily was the first iPad-only news app in the United States.

In launching The Daily, Murdoch promised to deliver the “magic of newspapers.” Steve Jobs had previously said of The Daily: “We think it is terrific and iPad users are really going to embrace it.” News Corp launched The Daily in conjunction with Apple.

The Daily was axed because Murdoch said its 100,000 subscribers fell short of the half-million readers that are needed for profitability.

In lieu of The Daily’s closure, Murdoch announced he is laying off 126 employees. News Corp. disclosed the number of layoffs in a filing with New York State Labor Dept. ●

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.

By Greg Hazley

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.”

“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,



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.

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.” ●

Media News Briefs

KERRY AIDE TO FACEBOOK

Jodi Seth, Communications Director for Sen. John Kerry (D-Mass.), is moving to Facebook as manager of public policy and communications, based in Washington.

Seth was a four-year staffer for Kerry, a rumored cabinet nominee for President Obama.

She was previously an aide to Rep. John Dingell (D-Mich.) as communications director for the House Committee on Energy and Commerce.

Andrew Noyes, a former *National Journal* scribe and three-year veteran of Facebook, previously held the D.C. post and has relocated to the company’s Palo Alto headquarters.



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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.

By Michael Fineman

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 jellyfy a mouse, the company's inexplicably off-putting statement was a far cry from enticing consumers to "do the Dew." Eric Randall 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 confluence 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 to 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



Continued on next page

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, and 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 its regular season 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 crux 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 rocked 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 @kimberlysc 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 collateral) 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 "ladle 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 and doing.

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 cellphone 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. "Digitization," 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 "digitization." 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 shareowner 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 such categories as well as the boutique shops. The trend is for clients to be more and more sophisticated in choosing outside counsel. ●



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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 the attack on General Mills] can't prove that Cheerios uses GMOs, but its contribution to '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 campaign but with the headline: "Exxon Hates Children."

For those involved in agriculture and food production, anti-GMO activists pose a very powerful threat. And the threat is based on the power of name-calling: the mere suggestion of GMO ingredients is enough to cause those convinced of its dangers to run for the hills. Knowing the very significant emotional impact of "GMO" the activists showed great savvy in attempting to require all foods using GMO ingredients to be labeled in California using the citizen initiative format. The impact on brands would have been significant and the food industry responded by pouring \$44 million to defeat the initiative.

On the face of it, labeling looks to be a very good idea. Who's not in favor of transparency? Who could be opposed to labeling when dangerous ingredients are involved?

If something is poison, it's a good idea to have it clearly labeled. And that's where the problem comes in with GMOs. For many consumers, GMOs don't mean poison, or " Frankenfood"; they're seen as something very dangerous: mad scientists tinkering with nature and devising freak products that will cause cancer, or worse.

But are GMOs dangerous? Should the skull and crossbones poison symbol be on every container? A review of the information available reveals some troubling concerns.

There doesn't seem to be a common definition of GMOs. While there are numerous suggestions of the dangers these foods may pose, there's no substantiated evidence presented of any danger of 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. This is significant because an activist can accuse a product of containing GMOs using the European Commission's definition. That simply means unless you're eating something truly wild, if it was grown as an agricultural product, it is guaranteed to be 100% GMO."

Widespread use of GMO foods

If you're privvy 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.

Green America states that many ingredients included in food products such as corn, soy and sugars are "almost always geneti-

cally 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. Activists want to send a signal to other prominent brands: mess with us, and we'll label your products "poison."

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



Gerald Baron

— Continued on next page

effects have been documented in the human population from GM food.”

One can reasonably ask the question, then, how did so many become so frightened 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 controversies. 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 comprehensive 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 nothing new but the GMO fear mongering makes this tendency very clear. The discredited Seralini study created frightening headlines in major outlets around the world, particularly in Europe. Headlines are designed to attract attention. Activists provide the accusations which are duly 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 politician won't rise up to suggest new legislation. 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-

neurial 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 concerned 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 providing products for which demand keeps increasing and being increasingly hated by the people who are demanding your products. 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 reputations 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, hormone-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 frightening 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 consumers 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 education.

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 definitions. 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 government 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 conventional thinking of public relations strategy. The nuclear 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 consensus 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

During a recent panel on network security and privacy, an attendee discussed his company's response to a data breach. He said the first time he met most of the people he would work closely with over the coming days and weeks to manage the situation was only after their crisis plan had been activated.

The decisions and pressures that occur when a network is compromised and personal data is accessed can be overwhelming. The clock starts ticking immediately, and in this world of 24/7 media a slow, unsure response can be deadly. Customers need to know. Patients need to know. Clients need to know. Depending on the nature of the personal data exposed, especially personal health information (PHI), regulatory agencies (state and federal) and the state's Attorney General needs to know. Media will find out one way or another. Having a plan in place to manage communications around a data breach — as well as training crisis response teams and conducting table-top exercises to test the plan and the team — is essential.

The data paints a clear picture. According to the 2012 Data Breach Investigations Report by Verizon Business, most data breach victims fell prey because they were found to possess an (often easily) exploitable weakness rather than because they were pre-identified for attack. In a 2010 study by Ponemon Institute and Intel Corp., 46% of the lost laptops contained confidential data, only 30 % of those systems were encrypted, and only 10% had other anti-theft technologies. According to the Gartner Top Predictions for 2012, the financial impact of cybercrime will grow 10% per year through 2016 due to the continuing discovery of new vulnerabilities. According to Symantec's "Internet Security Threat Report," deliberate breaches mainly target customer-related information, primarily because it can be used for fraud. The average total cost per company that reported a breach in 2011 — according to Ponemon Institute and Symantec's joint study, "2011 Cost of a Data Breach: United States" — was \$5.5 million.

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 steady 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 work with 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 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

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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.

By Mike Lawrence

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 pre-

pared 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. ●



Mike Lawrence



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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, Seabolt & 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 IW 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 counselor Taiji 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-

ing 1,500 had total revenues of \$200 million in 2011, up from \$173 million the year before.

U.S. members include Makovsky + Co., New York; Fahlgren Mortine PR, Columbus; Susan Davis, Washington, D.C.; LaVoie Group, Boston; Landau PR, Cleveland; Anne Klein Communications Group, Philadelphia (former member of Pinnacle), and JSH&A, Chicago.

The 2010 Form 990 (25-1623603) shows dues were \$382,088, up from \$371,576 in 2009.

PRGN booked \$110 million in 2011

Public Relations Global Network, which is 20 years old this year, reported revenues of \$110 million-plus for its partner firms in 2011. Current President is Mark Paterson of Currie Communications, Melbourne, Australia. David Landis of Landis PR, San Francisco, will be President in 2013.

Founding firms that remain active in the group are the Stevens firm; HMA PR of Phoenix; Buchanan PR, Philadelphia; The Fearey Group, Seattle, and DVL PR & Advertising, Nashville.

Form 990 for PRGN (75-3116922) shows program service revenues of \$91,896 and dues of \$87,300 for a total of \$179,209 (including \$13 in "other").

Net assets at the end of 2011 were \$122,554. Initiation fee is \$200 and dues range from \$1,000 to \$2,000 depending on size.

PR Boutiques is newest network

A new network is PR Boutiques International, which now counts 32 PR firms in 11 countries. Dan Leinweber, President of Leinweber Assocs., Sudbury, Mass., is spokesperson for the group.

Members also include Bridge Global Strategies, New York, and new member Rotenberg Assocs., Minneapolis.

Leinweber said Rotenberg "is an excellent example of the high caliber of boutique agencies that are part of the PRI network."

U.S. members are located throughout the U.S. and in international markets from Korean to Malaysia to the United Arab Emirates and across the European continent, said Leinweber.

Amy Rotenberg, a magna cum laude graduate of Harvard University, with an M.Phil degree in international relations from Cambridge University, England, is a practicing attorney. She received a law degree with honors from the University of Minnesota Law School. ●

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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 Cushnie (professional development). Their names are not on the current list.

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's handling of the staff cuts would get “zero” if entered for a Gold Quill Award and that dropping such a bombshell on a Friday was rank amateurism.

According to IABC veterans Shel Holtz and Neville Hobson in a December podcast, the staff cuts have put the group on the verge of a crisis that will invite broad media coverage.

Hobson said the “alarming thing” was that Meyers and Sorek said in their message that members could contact them but should keep an eye out for “further developments after the New Year.”

This means there will be nothing further from them until next year, said Hobson, noting there has been no interaction between leaders and members

about the momentous staff changes.

Although some social media comments 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 in July 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. ●



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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. In fact, I recently facilitated a panel discussion made up of journalists and PR professionals. When journalists were asked which communication method to use when pitching to them — phone or email — most chose by phone. 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 regularly use 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



Rebecca Derrington

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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

Everything is a crisis today. Years ago, we started with ten named crises: product failures, facilities disasters, mass tort litigation, hostile takeovers and so on. Today, anything bad, expensive or embarrassing is a crisis. Our own definition hasn't changed much. It's a crisis if: you didn't see it coming (even if you should have), it has the potential to do you real harm (mere embarrassment isn't enough) and if you can do things that will make the situation better.

Everyone is a crisis manager: It's not just that nearly every public relations firm lists crisis work among its capabilities. So do a long list of marketers, engineers, law firms, security companies, pollsters and business consultants. There's some terrific work being done out there, but it is very hard to tell the players even with a scorecard.

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. What you do, what you say and how you do it makes the difference between normalcy soon and a long, difficult aftermath.

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). Amid the clutter, people are progressively more persuaded by face-to-face communication. When that's not possible, go as direct as you can.



James Abernathy

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.

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Paul Gourvitz is President, CEO, Producer and Director of Gourvitz Communications Inc. in New York. ●



Paul Gourvitz

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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 anachronism. "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 NBA 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



Drew Levinson



Ric Bucher



Colleen Growe

— Continued on next page

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

Amid 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-Busch 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." ●



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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.

Sandra Fathi is President & Founder of Affect in New York. ●



Sandra Fathi

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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." ●



Jacintha Saldanha, a 46-year-old nurse at the King Edward VII's Hospital in London, committed suicide after she was tricked by a prank phone call from two radio personalities.

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 — which now include more than 45,000 brands — into a new era of content creation for the web and mobile uses.

"Brands have become 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. ●



Jason Kintzler

Creating Movies, TV & Commercials
content and writing the publicity release
is the hard part...

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



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

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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 their storytelling has been terrible.

Brands are symbols that provide consumers with signals about a product's identity. For the Republican party those signals are almost 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.



Steve Lombardo



Jackie Cooper



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.

Continued on next page

We also asked voters to tell us which of the 14 attributes was most important.

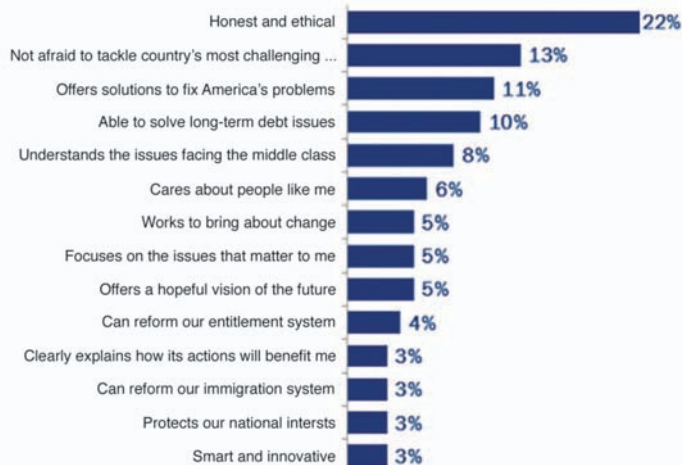
As you can see from the chart, “honest and ethical” and “tackling the most challenging issues” are considered most important by voters. Interestingly, “protecting our national security interests” was tied for the least important of the 14. This was also the only attribute “won” by the Republican Party. 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

Party Branding: Most Important Attribute



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. ●

People in PR

OMNICOM NAMES NEW PORTER NOVELLI CEO

Omnicom has tapped former Fleishman-Hillard senior SVP Karen van Bergen as CEO of Porter Novelli, starting Jan. 1.

Gary Stockman left the CEO slot at PN in July after four years. CFO Michael Ramah led the firm on an interim basis since then.

Van Bergen has been heading PN's New York office since joining the firm in January 2012.

Dale Adams, CEO of OMC's Diversified Agency Services unit, said van Bergen brings a “unique global perspective” from having led numerous cross-border client assignments and managing multi-agency teams across Omnicom.

She was previously at F-H in Amsterdam, heading OMC's 600-staffer integrated operation serving Royal Philips Electronics. She also handled pitches for Unilever and NBC Universal while at F-H in Europe.

On the corporate side, she was chief of staff, VP of corporate affairs for McDonald's Europe, and directed marketing, comms. and government relations for the fast food giant's central Europe and Asia unit. Earlier, she was director of corporate affairs in Europe for the Outboard Marine Corp.



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

The firm's crisis communications practice assists clients when unplanned circumstances threaten public perception of their organizations and businesses. We offer support to clients in all phases of crisis planning and response by advocating a crisis preparedness discipline that involves identifying areas of vulnerability, establishing procedures, training spokespeople and agreeing to broad principles of crisis conduct.

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

and its advisors can successfully address the issues fundamental to sustained recovery.

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Matthew Della Croce, *Managing Director, Corporate Communications*

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

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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.

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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.

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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.

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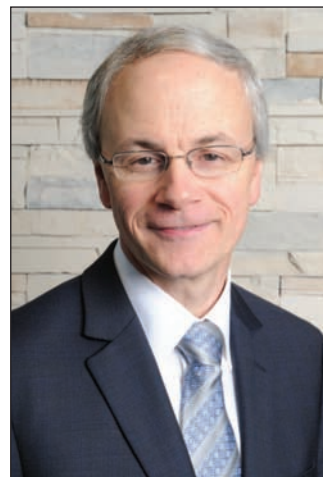
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Rob Falls, President & CEO
Kevin J. Donahue, Managing Director, Reputation Management Group

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 the 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



Falls Communications Reputation Management Group Managing Director Kevin Donahue.

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.

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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



Institute for Crisis Management
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FINEMAN PR

— 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 terror 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.

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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.

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Howard Fencel, APR, Vice President

Hennes 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 Fencel 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

761 Main Avenue
Norwalk, CT 06851
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www.icrinc.com

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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502/587-0327
www.crisisconsultant.com
www.ImpactMovie.com/icm

Erika Hayes James, PhD, President

The Institute for Crisis Management is a specialty com-

— Continued on page 40

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 stories 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,

A handwritten signature in black ink, appearing to read 'Peter'.

Peter Finn

FINN PARTNERS

WELCOME TO THE PARTNERSHIP



INSTITUTE CRISIS MGT

— Continued from page 38

munications 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, health-care, 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 dis-

putes; 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.

KEKST AND COMPANY

437 Madison Avenue, 37th Floor
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Gershon Kekst, Founder & Chairman Emeritus
Lawrence Rand, Executive Chairman
James Fingerroth, 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 managements 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 Cear, 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 spokespeople to handle a variety of crisis situations. We also work with clients to anticipate potential crises — a practice we call “prefense” planning — and prepare them for media interviews.

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

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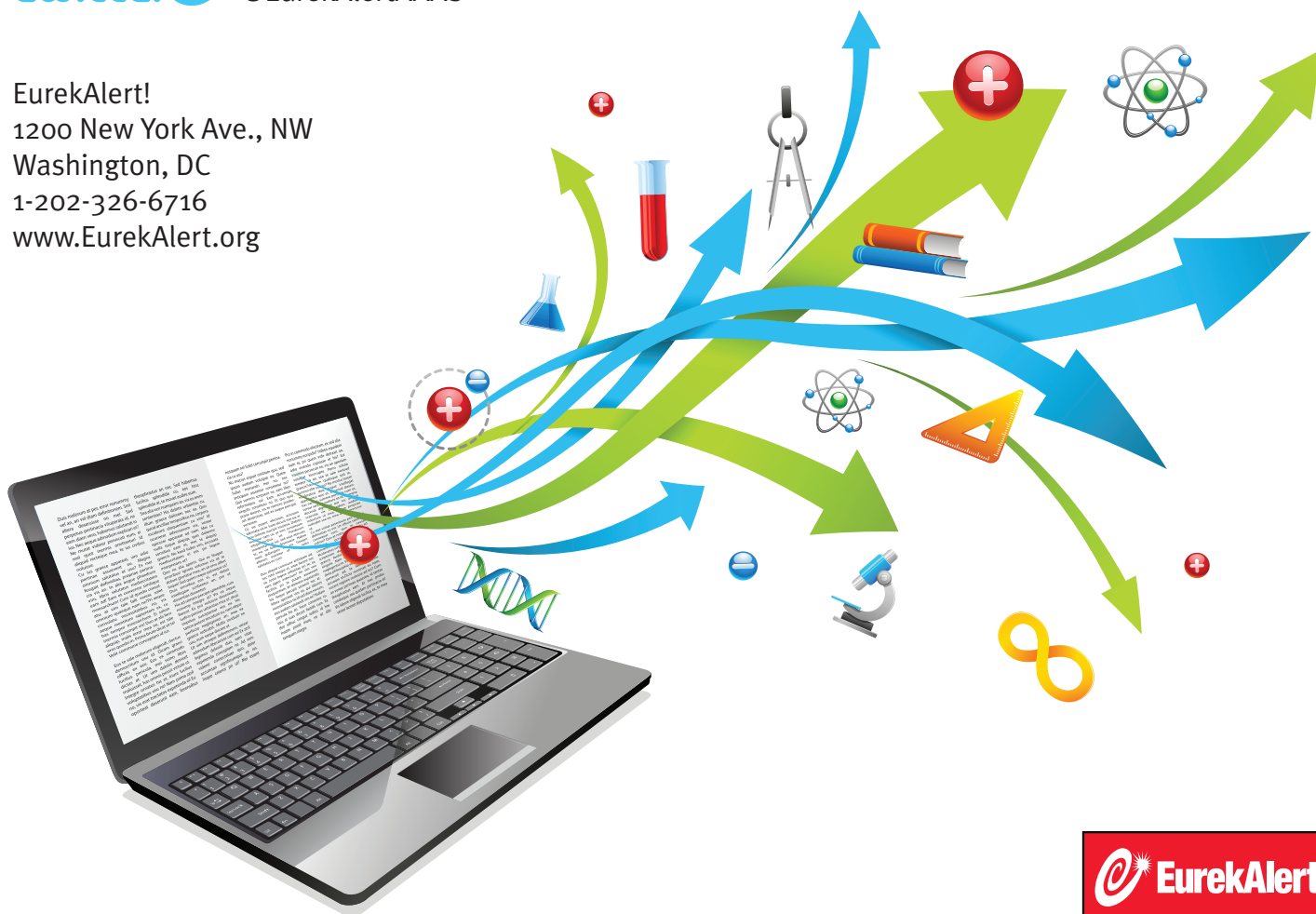
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LUCKIE STRATEGIC PR

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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.

MARX LAYNE & COMPANY

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Michael Layne, Managing Partner

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

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

During crisis events, Marx Layne crisis counselors are on-call 24/7/365. Our team members are experienced in working with legal advisors, police departments and municipalities while keeping

company executives apprised at all times of the crisis situation as it unfolds.

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

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

MCS 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, biotech 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 governmental bodies" — "I'd like to tell you about my friends at MAC Strategies."

MORGAN & MYERS

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Janine Whipps, 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 consumers 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.

Client list: American Farm Bureau Federation, American Farm Bureau Inc., Case IH, CNH Global, CNH Parts & Service, Foremost Farms USA, General Mills, Illinois Agriculture Coalition, Illinois Corn Growers Assn., Illinois Pork Producers Assn., Illinois Soybean Assn., Kraft Foods, McDonald's, Midwest Dairy Assn., National Milk Producers Federation, Oscar Mayer, Pfizer Animal Health, Philip Morris International, Professional Dairy Producers of Wisconsin, Progressive Agriculture Foundation, Rural Health Initiative and Silver Spring Foods.

MWW

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Michael Kempner, President and Chief Executive Officer
Carreen 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 or 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/updating, crisis simulation training, communications counsel and on-site support for clients in the midst of incidents, to managing 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.

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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 restructurings, issues management, litigation support, labor/employee relations, community relations, market research, executive speechwriting, and branding.

OGILVY PUBLIC RELATIONS

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Rachel Ufer, *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

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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

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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 hap-



Peter Hirsch, *Executive Vice President and Director of Reputation Risk at Ogilvy.*

pening 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 communications 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.

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PORTER NOVELLI

— Continued from page 43

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.



PUBLIC COMMUNICATIONS INC.

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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.



The ReviveHealth team.

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Brandon Edwards, Founder & Chief Operating Officer
Joanne Thornton, Founder & Chief Accounts Officer
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.

RUDER FINN, INC.

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212/593-6400

Kathy Bloomgarden, CEO
Louise Harris, Chief Global Strategist
Rachel Spielman, Global Head

of Corporate Communications

Ruder Finn, a leading independent global communications agency, has vast experience navigating high-profile public crises for some of the world's biggest institutions and organizations. Our dedicated team of experts have been rapidly deployed on a global basis to manage crises and issues in the areas of litigation, regulatory, service and quality, employee safety, executive pay scrutiny, privacy, product recalls, public health, restructuring and change management.

Ruder Finn's expertise lies in helping clients anticipate, prepare for and respond to crises and shape stakeholders' opinions at critical times. The agency takes a systematic and comprehensive approach to planning and managing crises including risk mapping, influencer and community engagement, global media relations, public policy, materials development, advocacy engagement, and internal communications tactics. The crisis and issues team also works closely with Ruder Finn's award-winning digital practice, RFI Studios, to design and deploy innovative online and social media communications strategies and tools to monitor and respond to online conversations, and to keep ahead of the rapid spread of information to protect reputation.

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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— Continued from page 44

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.

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Joan Schneider, *President & Creative Director*
Phil Pennellatore, *Chief Operating Officer/Partner*
Julie Hall, *Executive Vice President/Partner*

A staple of Schneider Associates' 31-year history is our ability to counsel companies and individuals during a crisis situation. While we hope you never face one, we want you to know we stand ready when a major issue threatens your company's

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).

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Elliot 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.

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The Vandiver Group Crisis Team: Ashley Elder, Donna Vandiver, George Csolak, Andy Likes and Claire Eckelkamp.

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Thomas Walek, President
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Walek & Associates is a global, independent financial and corporate public relations firm specializing in ongoing and crisis communications. With offices in New York, 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.

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

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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.

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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.



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

You plunk down your \$300 clams for the ducats, 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 wonder if anybody in the billion dollar enterprise that is the National

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. ●

Nasdaq bids \$400M for TR's IR/PR unit

NASDAQ OXM Group is buying Thomson Reuters Corp's investor relations, PR and multimedia unit in a deal worth nearly \$400 million in cash.

The TR operation provides analytics and insight to more than 7,000 clients in 60 countries. It will be folded into NASDAQ's corporate solutions unit.

Bob Greifeld, CEO of NASDAQ OXM called the deal "a significant milestone for this organization and it firmly underscores our long-term commitment to the corporate solutions business and our strategy to grow a portfolio of stable, recurring-revenue businesses."

TR's PR business includes online tools to identify and communicate

with media targets/influencers, and monitor any resulting coverage. It markets a self-service press release platform and media contacts database.

TR's IR services, which generate subscription-based revenue, include the ThomsonONE IR desktop, advisory offerings and website hosting.

The acquisition, according to Greifeld, "represents a distinct opportunity to create a truly differentiated client experience through premier content and best in class platforms."

Combined with NASDAQ's corporate solutions expertise, Greifeld, promises to "create best of breed products, technologies and service model."

NASDAQ expects to complete the \$390 million acquisition during the first-half of 2013. ●

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



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

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, US 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 our 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 sub-

ject 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 from 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 US 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 Assocs., effective Jan. 1.

CEO Morris Silver (85) 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 FP's headquarters at 301 E. on 57th Street. Gail Moaney heads FP's travel and economic development unit. FP booked travel revenue of \$1,372,000 in 2011.

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.



Adams

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 StevensGouldPincus.

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 mem-



Robert Libbey (L), with Becton and Drasin.

bers 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

LuAnn 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. ♦



Canipe

Busselen to Juniper

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

tions.

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. ♦



Busselen

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 Sonfi 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. ♦



George

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. ♦

GOP aide newest FP1 partner

Rob Jesmer, who led the National Republican Senatorial Committee through the 2010 and 2012 election cycles, has moved to Republican PR and public affairs shop FP1 Strategies as a Partner.

A former Hill aide, Jesmer managed Sen. John Cornyn’s 2008 re-election and worked on Sen. John McCain’s 2008 presidential bid after posts with the national party. He directed the political operation for the National Republican Congressional Committee during the GOP’s strong gains in the 2002 mid-term elections.

He becomes the fourth Partner at FP1, a group that includes former Bush-Cheney national political director Terry Nelson, GOP operative Jon Downs, and PR consultant and senior Mitt Romney advisor Danny Diaz.

FP1 recently advised Sen.-elect Ted Cruz (R-Tex.) on his runoff and general election campaign and worked for Ron Paul’s Presidential bid. ♦

Grayling’s Dutko steps on Gas

Grayling’s Dutko lobbying unit is representing the American Gas Assn., which is pushing for an increase in the use of alternative fuels in Uncle Sam’s transportation fleet.

AGA contends that natural gas is a low-cost and low emissions option to gasoline and diesel, presenting an opportunity to reduce both oil imports and urban smog.

The organization of 200 local utilities (National Grid, Pacific Gas & Electric, Xcel Energy) is headed by former Oklahoma Democratic Congressman Dave McCurdy, who



also did a stint as CEO of the Alliance of Automobile Manufacturers.

Dutko’s team includes David Conover, one-time chief counsel to the Senate Environment & Public Works Committee), Marian Marshall (staffer to former Wyoming Republican Senator Malcolm Wallop) and Dave Murray (ex-Booz Allen Hamilton consultant and VP-government affairs for the Satellite Broadcasting & Communications Assn.).

Grayling belongs to Huntsworth of the U.K. ♦

Ex-Cole commander to D.C. firm

Kirk 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

Marisol 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-Ill.). ♦

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.

Valente & Associates, Washington, D.C., **registered December 11, 2012 for International Franchise Association**, Washington, D.C., for general tax and workforce issues.

The Ferguson Group, Washington, D.C., **registered December 11, 2012 for Magic Johnson Foundation**, Los Angeles, for issues regarding health, community development, HIV/AIDS, and Ryan White Reauthorization.

Mitch Rose Strategic Consulting LLC, McLean, VA, **registered December 11, 2012 for The Port Authority of New York & New Jersey**, Jersey City, NJ, regarding supplemental appropriations for hurricane Sandy.

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.

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ANNUAL REPORTS/ DESIGN/BRANDING

Bernhardt Fudyma Design Group, 460 Park Ave. South, 5th fl., New York, NY 10016. 212/889-9337. www.bfdg.com. Craig Bernhardt, Pres.

The Brand Union, 114 Fifth Ave., 11th fl., New York, NY 10011. 212/336-3200. www.thebrandunion.com. Rob Scalea, CEO.

Eisenberg & Assocs., 3102 Oak Lawn Ave., LB 104, Ste. 750, Dallas, TX 75219. 214/528-5990. www.eisenberginc.com. Arthur Eisenberg, Pres.

Galperin Design, Inc., 2280 Frederick Douglass Blvd., #9D, New York, NY 10027. 212/873-1121. peter@galperindesign.com; www.galperindesign.com. Peter Galperin, Pres.

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

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

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

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

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

ASSOCIATIONS/ CLUBS/SOCIETIES

Advertising Club of New York, 989 Ave. of the Americas, 7th fl., New York, NY 10018. 212/533-8080. www.theadvertisingclub.org. Gina Grillo, pres. & CEO.

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

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

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

American Assn. of Advertising Agencies (4As), 1065 Ave. of the Americas, 16th fl., New York, NY 10018. 212/682-2500; fax: 212/682-8391. www.aaaa.org. Nancy Hill, Pres. & CEO.

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

American League of Lobbyists, 2121 Eisenhower Ave., #110, Alexandria, VA 22314. 703/960-3011. www.alldc.org. Danielle Staudt, Exec. Dir.

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

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

ASAE & The Center For Assn. Leadership, 1575 I St., N.W., #1100, Washington, DC 20005. 202/371-0940. www.asaecenter.org. John Graham, Pres. & CEO.

Assn. for Conflict Resolution, 12100 Sunset Hills Rd., #130, Reston, VA 20190. 703/234-4141; fax: 703/435-4390. www.acrnet.org. Cheryl Jamison, Pres.

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

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

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

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

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

Chief Marketing Officer Council, 4151 Middlefield Rd., Palo Alto, CA 94303. 650/328-5555. www.cmocouncil.org. Donovan Neale-May, Exec. Dir.

The Communication Leadership Exchange, 65 Enterprise, Aliso Viejo, CA 92656. 866/463-6226; fax: 949/715-6931. www.thecommunicationexchange.org. Fred Droz, Exec. Dir.



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

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

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

Direct Marketing Assn., 1120 Ave. of the Americas, 13th fl., New York, NY 10036. 212/768-7277. www.the-dma.org. Linda Woolley, Acting Pres. & CEO.

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

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

Electronic Retailing Assn., 607 14th St., NW, #530, Washington, DC, 20005. 800/987-6462; 703/841-1751. www.retailing.org. Julie Coons, Pres. & CEO.

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

Fair Media Council, c/o Briarcliffe College, 1055 Stewart Ave., Bethpage, NY 11714. 855/432-4763 (855/4FAIR-ME). www.fairmediacouncil.org. Jaci Clement, Exec. Dir.

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

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

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

Institute for PR, P.O. Box 118400, 2096 Weimer Hall, Gainesville, FL 32611-8400. 352/392-0280. www.instituteforpr.org. Frank Ovaitt, Pres. & CEO.

International Association of Business Communicators, 601 Montgomery St., #1900, San Francisco, CA 94111. 415/544-4700; fax: 415/544-4747. www.iabc.com. Christopher Sorek, Exec. Dir.

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

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

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

International Digital Enterprise Alliance, 1600 Duke St., #420, Alexandria, VA 22314. 703/837-1070. www.idealliance.org. David Steinhardt, Pres. & CEO.

International PR Assn., IPRA, PO Box 6945, London W1A 6US, England, U.K. 44 1903 744442. www.ipra.org.

International Women's Media Foundation, 1625 K St., NW, #1275, Washington, DC 20006. 202/496-1992; fax: 202/496-1977. info@iwmf.org. Elisa Lees Munoz, Exec. Dir.

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

LACP - League of American Comms. Professionals, 999 Vanderbilt Beach Rd., #200, Naples, FL 34108. 800/709-LACP. www.lacp.com. Tyson Heyn, Founder.

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

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

National Assn. of Government Communicators, 201 Park Washington Court, Falls Church, VA 22046. 703/538-1787. www.nagconline.org. Elizabeth Armstrong, Exec. Dir.

National Assn. of Personnel Services, 6625 Hwy. 53 East, Ste. 410-201, Dawsonville, GA 30534. Tel: 706/531-0060. www.recruitinglife.com. John Sacerdote, Pres.

National Black PR Society, 14636 Runnymede St., Van Nuys, CA 91405. 888/976-0005. www.nbprs.org. Deborah K. Hyman, Pres.

National Foundation for Women Legislators, 910 16th St., N.W., #100, Washington, DC 20006. 202/293-3040; fax: 202/293-5430. www.womenlegislators.org. Robin Read, Pres. & CEO.

National Hispanic Media Coalition, 55 S. Grand Ave., Pasadena, CA 91105. 626/792-6462. info@nhmc.org. Alex Nogales, Pres. & CEO.

National Investor Relations Institute, 225 Reinekers Lane, #560, Alexandria, VA 22314. 703/562-7700. www.niri.org. Jeffrey D. Morgan, Pres. & CEO.

National School PR Assn., 15948 Derwood Rd., Rockville, MD 20855. 301/519-0496; fax: 301/519-0494. www.nspra.org. Rich Bagin, Exec. Dir.

National Writers Assn., 10940 S. Parker Rd., #508, Parker, CO 80134. 303/841-0246. www.nationalwriters.com. Sandy Whelchel, Exec. Dir.

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

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

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

New York Women in Communications, 355 Lexington Ave., 15th fl., New York, NY 10017-6603. 212/297-2133; fax: 212/370-9047. www.nywici.org; info@nywici.org. Maria Ungaro, Exec. Dir.

Online News Assn., P.O. Box 65741, Washington, DC 20035. 646/290-7900. director@journalists.org; www.journalists.org. Jane McDonnell, Exec. Dir.

Pennsylvania Assn. for Gov't Relations, PO Box 116, Harrisburg, PA 17108. 717/540-4391; fax: 717/657-9708. www.pagr.org.

Philadelphia PR Assn., PO Box 579, Moorestown, NJ 08057. 215/557-9865. www.ppra.net. Denise Downing, Exec. Dir.

Professional Marketing Forum, 422 Salisbury House, London Wall, London, EC2M 5QQ, U.K. 44 20 7786 9786; fax: 44 20 7786 9799. www.pmforumglobal.com. Richard Chaplin, Founder & CEO.

Promotional Products Assn. Int'l., 3125 Skyway Circle North, Irving, TX 75038-3526. 888/426-7724; 972/258-3041; fax: 972/258-3092. www.ppa.org. Anne Lardner, Sr. Mgr., Public Affairs.

Public Affairs Council, 2121 K St., NW, #900, Washington, DC 20037. 202/787-5950; fax: 202/787-5942. www.pac.org. Douglas Pinkham, Pres.

Public Relations Society of America (PRSA), 33 Maiden Lane, 11th fl., New York, NY 10038. 212/460-1400. www.prsa.org. Arthur Yann, VP, PR.

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

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

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

Publicity Club of Chicago, P.O. Box 484, Park Ridge, IL 60068. 773/463-5560; fax: 773/463-5570. www.publicity.org; office@publicity.org. Kim Biederman.

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

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

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

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

Society of American Business Editors and Writers, Inc., Walter Cronkite School of Journalism and Mass Communication, Arizona State Univ., 555 N. Central Ave., #302, Phoenix, AZ 85004. www.sabew.org. 602/496-7862. Warren Watson, Exec. Dir.

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

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

Software and Information Industry Assn., 1090 Vermont Ave., NW, 6th fl., Washington, DC 20005. 202/289-7442; fax: 202/289-7097. www.siiia.net. Ken Wasch, Pres.

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

Word of Mouth Marketing Assn., 65 East Wacker Pl., #500, Chicago, IL 60601. 312/853-4400. www.womma.org. Suzanne Fanning, Pres.

Women in Government Relations, 8400 Westpark Dr., 2nd fl., McLean, VA 22102. 703/610-9030; fax: 703/995-0528. www.wgr.org. Tracy Cacho, Operations Manager.

AWARDS/PROGRAMS

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

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

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

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

APEX Awards, Communications Concepts, Inc., 7481 Huntsman Blvd., #720, Springfield, VA 22153-1648; 703/643-2200. info@ApexAwards; 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 Kozlov.

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

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

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

Bell Ringer Awards, Publicity Club of New England, 131 DW Hwy., #521, Nashua, NH 03060. 603/718-8675. www.pubclub.org/bellringer-awards. 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 fl., New York, NY 10038. 212/460-1400. www.prsa.org. Arthur Yann, VP, PR.

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

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

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

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

Excellence in Automotive PR Awards, Automotive PR Council, 1301 W. Long Lake, #225, Troy, MI 48098. 248/952-6401, ext 245. www.autopr.org. Greg Janicki.

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

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

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

Gold Quill Awards, International Assn. of Business Communicators, 601 Montgomery St., #1900, San Francisco, CA 94111. 415/544-4700. www.iabc.com. Julie Freeman, Pres.

Golden Trumpet Awards, Publicity Club of Chicago, P.O. Box 484, Park Ridge, IL. 773/463-5560; fax: 773/463-5570. www.publicity.org; office@publicity.org. Kim Biederman.

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

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

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

Magellan Awards, LACP - League of American Comms. Professionals, 999 Vanderbilt Beach Rd., #200, Naples, FL 34108. 800/709-LACP. www.lacp.com.

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

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

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

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

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

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

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

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

PR News Platinum PR Awards, Access Intelligence LLC, 4 Choke Cherry Rd., Rockville, MD 20850. 301/354-2000.

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

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

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

ReBrand 100 Global Awards, 24 Corliss St., #6791, Providence, RI 02940. 401/277-4877. www.rebrand.com.

Sigma Delta Chi Awards, c/o Society of Professional Journalists, Eugene S. Pulliam National Journalism Center, 3909 N. Meridian St., Indianapolis, IN 46208-4045. 317/927-8000. www.spj.org. Joe Skeel, Exec. Dir.

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

Silver Apple Awards, Direct Marketing Club of New York, 54 Adams St., Garden City, NY 11530. 516/746-6700, ext. 201. www.dmcny.org. Stuart Boysen, Exec. Dir.

Society for Technical Communication, STC Awards, 9401 Lee Hwy., #300, Fairfax, VA 22031. 703/522-4114; fax: 703/522-2075. www.stc.org.

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

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Why do the world's most amazing brands trust us to tell their stories? It's simple. Your audience wants to be inspired. Good storytelling is how you get there. Our producers, editors and web designers develop and execute video, radio, web, TV and social media campaigns — that's what we do.

Follow us on Twitter @AKAMEDIANC or Facebook/AKAMEDIANC.

- Video, Radio, Web, TV and Social Media Campaigns
- 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.



Auritt Communications Group, 555 8th Ave., Suite 709, New York, NY 10018. 212/302-6230. www.auritt.com; info@auritt.com. Joan Auritt, Pres.

ACG is a high-quality, results-oriented multimedia production company specializing in P.R. and marketing services for healthcare, food and consumer, entertainment and hi-tech. Staffed by innovative and relationship-focused experts, our clients receive:

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- Access to top-notch media markets and the highest quality bookings.
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our full attention, best strategy and reliable delivery of services.

- The most cost-effective solution to increase their brand awareness and audience reach.

We are producers first. Trust, quality and results have garnered our soaring client retention rates now for 20 years.

ACG's many services include:

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- Media Training
- TV Satellite, Radio and Online Media Tours
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- Web Videos, Webcasts and Live-Streamed Interactive Events
- Video, Audio and Multimedia New Releases
- B-roll Packages
- PSAs



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:

- Satellite Media Tours
- Radio Media Tours
- In-Market Tours
- The Web

As television, radio and web professionals, we offer media strategy, creative writing and pitching, strong media relationships and over 30 years of experience in broadcast public relations.

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If budgets and deadlines are tight you need experienced pros, call

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

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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., 875 Sixth Ave., Suite 1708, New York, NY 10001. 212/730-4807; fax: 212/730-4811. Los Angeles: Robert Gourvitz, 310/569-5602. www.gourvitzcommunications.com. Paul Gourvitz, President.

Once again Gourvitz Communications is providing its public relations clients with a new, cost effective and unique

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 blogger 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-rolls 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.



KEF Media, 512 Means St., Suite 102, Atlanta, GA 30318. 404/605-0009 x303. www.kefmedia.com. Yvonne Goforth-Hanak.

Satellite Media Tours, or SMTs, as we affectionately call 'em. Efficient, cost-effective and a great place to start your TV coverage. We also have media tours for radio (RMTs) and internet (IMTs) as well as a full calendar of Co-op SMTs. Remember, b-roll and webcasting (or even live video Facebook chats) will complement your SMT and reach that target audience!

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.

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 every 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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- Product Launches
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Entire Staff with major network news experience.

Specializing in newsworthy event production.

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Media Connect, formerly Planned Television Arts, 301 E. 57th St., New York, NY 10022. 212/583-2718. brian.feinblumb@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.

Microspace Communications Corp., 3100 Highwoods Blvd., Suite 120, Raleigh, NC 27604. 919/850-4500. www.microspace.com; bsouthard@microspace.com. Bonnie J. McNay, Video Svcs. Mgr.

Murray Hill Studios, 248 East 35th St., New York, NY 10016. 212/889-4200; fax: 212/889-9413. murrayhill@mindspring.com; www.murrayhillstudios.com. Jahaneen Johnsen.

See full listing under Webcasting.

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

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.**

Additional PremiereTV specialties include:

- Radio Media Tours
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- On-Air Radio Promotions
- Online Audio & Video Distribution
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- 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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20 West 22nd St., #1510, New York, NY 10010. 212/924-1006.
russell@rcmbroadcast.com;
www.rcmbroadcast.com.
Russell Cheek, Pres.

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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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 service 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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rise@zpr.com; www.zpr.com.
Risë Birnbaum, CEO.

SEARCH ENGINE OPTIMIZATION (SEO)



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

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AKA Media Inc., 142 East Ontario, 16th fl., Chicago, IL 60611. 800/996-9432.
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Andrew Krause, Executive Producer, CEO.

Why do the world's most amazing brands trust us to tell their stories? It's simple. Your audience wants to be inspired. Good storytelling is how you get there. Our producers, editors and web designers develop and execute video, radio, web, TV and social media campaigns – that's what we do.

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AKA Media continued

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Big Voice Unlimited, 20 West 23rd St., 3rd fl., New York, NY 10010, 212/675-5740; fax: 212/206-8168. vlang@bigvoiceunlimited.com; www.bigvoiceunlimited.com. Victoria Lang.



Critical Mention, Inc., 521 Fifth Avenue, 16th fl., New York, NY 10075, 877/262-5477. www.criticalmention.com.

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. Founded in 2002 in New York City, Critical Mention is a unit of privately held Critical Media, the leading broadcast intelligence and services Company.

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Engage121, Inc., 20 Glover Ave., 2nd Fl., Norwalk, CT 06850. 888/607-9101. www.engage121.com. Jon Victor, Pres.



Feintuch Communications, 245 Park Ave., 39th fl., New York, NY 10167. 212/808-4901. info@feintuchpr.com; www.feintuchcommunications.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; www.getlinkedinhelp.com. Kristina Jaramillo.

hunter public relations

Hunter Public Relations, 41 Madison Ave., 5th fl., New York, NY 10010-2202. 212/679-6600. smormar@hunterpr.com; www.hunterpr.com. Grace Leong, Managing Partner; Donetta Allen, Agency Partner, Social Media Practice Leader.

Social media offers a rich, continually expanding platform to build stronger and more meaningful relationships among consumers, products and brands. Hunter Public Relations — an independently-owned, mid-sized marketing communications firm — harnesses the enormous power of Twitter, Facebook, the blogosphere, social communities, online video and an ever-evolving roster of other social and digital media channels to revitalize mature brands, create buzz around new products and build awareness

among key influencer groups. The award-winning firm's unmatched acumen and insights into social and digital media — coupled with thoughtfully tailored programming and precise tactical execution — benefit some of the most respected companies in America, including Hasbro, Diageo, Johnson & Johnson, Kraft Foods, Campbell's Soup Company, E&J Gallo Winery and 3M.

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

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Ontherecordonline, P.O. Box 1015, Topanga, CA 90290. 310/455-4000. www.ontherecordpodcast.com. Eric Schwartzman.

PitchEngine, 329 Main St., Lander, WY 82520. support@pitchengine.com; new.pitchengine.com.

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SplashLab Social, Leaders in Custom Social Media Solutions, 206/999-7762 (Seattle, Client Services); 406/551-2080 (Main). info@splashlabsocial.com; www.splashlabsocial.com.

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Splashlab Social is a leading provider of custom Facebook solutions for agencies. The Company's team of expert social media designers, strategists and developers create fresh, effective deliverables that enable agencies to provide professional, high performance Facebook solutions to their clients. Splashlab Social knows what works and what doesn't so your agency doesn't have to waste money - or risk your reputation - by "experimenting" in the ever-changing social media marketplace.

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Bravo Productions, 110 W. Ocean Blvd., #537, Long Beach, CA 90802. 562/435-0065; fax: 562/435-4421. Greg Jenkins. staff@bravoevents-online.com; www.bravoevents-online.com.

Business Dev. Institute, 40 Exchange Pl., Ste. 1702, New York, NY 10005. 212/765-8043. setzler@bdionline.com; www.bdionline.com. Steve Etzler, Founder.

CW& Co., 535 5th Ave., New York, NY 10017. 212/379-4024. carrie@cwandco.com; www.cwandco.com. Carrie Waible, Pres.

Company Agenda, 107 Grand St., #7S, New York, NY 10013. 212/358-9516. info@companyagenda.com; www.companyagenda.com. John Maroney, Partner.

The Conference Board, 845 Third Ave., New York, NY 10022. 212/759-0900. www.conference-board.org.

Corporate Events, 7431 114th Ave. No., #102, Largo, FL 33773. 727/548-7200. corporateevents@tampabay.rr.com; www.corporateeventsandexpos.com.

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Editor Showcase, Fast Forward Event Productions, 1399 North Cuyamaca St., El Cajon, CA 92020. 619/312-1212; fax 619/312-1211. info@fastforwardevents.com; www.fastforwardevents.com; www.editorshowcase.com. Michelle Metter, Ken Loyst, Partners.

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Eventage, 18 South Orange Ave., 3rd fl., South Orange, NJ 07079. 973/530-3900; fax: 973/530-3901. www.eventage.net. Matt Glass, Partner.

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

Formula PR, 1215 Cushman Ave., San Diego, CA 92110. 619/234-0345. Michael Olguin, Pres. info@formulapr.com; www.formulapr.com.

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

P&V Enterprises, 185 E. 85th St., #28H, New York, NY 10028. 212/534-3052. pahaesy@pnventerprises.com; www.pnventerprises.com. Patricia Ahaesy, Pres.

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

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.

See full listing under Video.



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.

WEBSITE DEVELOPMENT



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

At Point provides the services of developing websites and managing the Internet operations of businesses, both small and large, that do not have the experience or the resources in-house to perform these functions.

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

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

Digital Positions, Inc., 2221 Peachtree Rd., #D645, Atlanta, GA 30309. 404/351-2366; fax: 404/351-4055. info@d-p.com; www.d-p.com. Beth Cooper.

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

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

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



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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) _____

(Use separate sheet if necessary)

PR Buyer's Guide Categories

Annual Reports/Design	Education	Media Tours/Roadshows	Satellite Media Tours
Assns./Clubs/Societies	Electronic Newsfeeds/Sat. Svcs.	Newsletters	Search Engine Optimization (SEO)
Awards/Programs	Executive Search	Newsires/Press Services	Social Media
Broadcast Monitoring	Fax Services	Photo Distribution	Software Products
Camera Ready Releases	Fulfillment	Photographers & Stock Photo	Speakers Service (Talent)
Celebrities	Graphic Services	Press Release Distribution	Special Events
Clipping Services	Interactive/Multimedia Services	Printing	Speechwriting
Copywriters	Mgmt. Consultants	Promotions	Translation Services
CPA/Consulting Services	Measurement & Evaluation	PR Networks	TV Production
Crisis Management	Media Lists	Public Service Announcements	Video
Directories & Directory Publishers	Media Monitoring	Radio	Webcasting
Editorial Distribution & Services	Media (Speech) Training	Research (Marketing Research)	Website Development

☐ \$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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July 18, 2011 Vol. 44 No. 28

NEWS CORP. CALLS IN EDELMAN

Embattled News Corp. has called in Edelman to handle fallout from its phone hacking scandal that has engulfed its U.S. and U.K. operations.

The No. 1 Independent PR firm is providing communications and PA counsel to News Corp. International and its subsidiaries and standards committee handling the internal inquiry into the hacking of a number of 2-year-old old E! channels, allegations of snooping into the family members of soldiers killed in Afghanistan and a number of the London terror attacks.

Alex Bigham, Edelman's managing director for corporate affairs, and James Landis, managing director for PA, handle the account.

They report to Will Lewis, general manager of News International, which is the responsible for Rupert Murdoch's British papers.

(More on the News Corp. crisis on page 3)

THEME PARK OPERATORS SEEK PROPOSALS

The Virginia-based, globe trade group for amusement park operators is seeking PR firm proposals on an RFP open through Aug. 3.

The International Association of Amusement Parks and Attractions is reviewing the history of 4,000 individual members from entities like zoos, theme and amusement parks, museums and aquariums.

The IAAPA is also based in Virginia and was CEO Chip Cleary, is looking for media relations support with experience in crisis communications and the travel/business industry. Cleary is also looking for a consultant to help the media and react to situations ranging from financial, legal and public relations. The IAAPA wants two on-site staffers to assist its press team and coe team member verified in crisis support.

For more information, contact media relations, it is taking pitches with in-person meetings slated for mid-August in Virginia for potential key account personnel. Work is expected to begin in early December.

Download the RFP at odwyerpr.com/rfpjs.

F-H SHUFFLES MANAGEMENT DECK

Fleishman-Hillard named Jack Modzelewski to the newly created position of the American post to coordinate activity of the unit in the U.S., Canada and Latin America.

The founding general manager of F-H Chicago, Modzelewski served as CEO for Europe and South Africa. Modzelewski was president of client relations since 2004 with responsibility for F-H's practice group and creative planning.

F-H CEO Dave Senay also tapped Jack Carter, GM/SA, and Frank Salsano, F-H's U.S. president, to help. Nancy Seliger, executive VP and former assistant president assumes global client relations duties. Bob Winham, managing director for global technology, is now in charge of F-H's more than 30 practice groups and new product development.

CHIME RINGS UP HEALTHCARE DEAL

Chime Communications has secured healthcare specialist Reynolds-MacKenzie for an initial package, a \$4.5M cash and stock deal.

Reynolds-MacKenzie was a generalist for the last year and earned an operating profit of \$1.2M.

It is the firm of Alison Mackenzie and Ray Reynolds. The also consults with Pfizer, Amgen, Bristol-Myers Squibb, Roche and Medtronic. It was formed in January.

The acquisition could cost Chime up to \$11M based on R-M's performance. Lord Bell's operation retains the right to pay up to a quarter of the contingent return on newly issued shares.

Chime is parent of Bell Pottinger.

DISCOVER BAY DISCOVERS MWKW

Discovery Bay Group, the U.S.-based company that produces game, apps and accessories for Apple's iPad, has selected MWK Group as agency of record. MWK is "an established, award-winning integrated device for iPad. Duo makes it possible for multi-person teams to develop content for the iPad." MWK is to position the client as the top brand of gaming "apps" for the Apple tablet.

Discovery Bay CEO, David Hirsch, hired MWK for its "proven record of crafting communications programs that directly influence the bottom line."

Chime is a division of MWK's consumer tech practice with Samsung, Nikon and Celestion, among others.



Jack O'Dwyer
Editor-in-Chief



Alex Bigham
Managing Director



James Landis
Managing Director



Will Lewis
General Manager



Chip Cleary
CEO



Alison Mackenzie
Partner



Ray Reynolds
Partner



David Senay
CEO



Nancy Seliger
Executive VP



Jack Carter
GM/SA



Frank Salsano
U.S. President



Bob Winham
Managing Director



Alex Bigham
Managing Director



James Landis
Managing Director



Will Lewis
General Manager



Chip Cleary
CEO



Alison Mackenzie
Partner



Ray Reynolds
Partner

David Senay
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Nancy Seliger
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Bob Winham
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Alex Bigham
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James Landis
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Will Lewis
General Manager

Chip Cleary
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Alison Mackenzie
Partner

Ray Reynolds
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David Senay
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Jack Carter
GM/SA

Frank Salsano
U.S. President

Bob Winham
Managing Director

Alex Bigham
Managing Director

James Landis
Managing Director

Will Lewis
General Manager

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

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

O'Dwyer's List your PR firm with O'Dwyer's & pick up new business.
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FEINTUCH COMMUNICATIONS
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Newsletter August 2011	O'Dwyer's Newsletter August 2011 Vol. 44 - No. 38 (download PDF version)	Page 2, 3, 4, 5, 6, 7, 8
PDF Files	ISRAELI REPORTS TURKISH RIF	FED FINANCE ENTRY DEBTS BE
Aug. 1	Israel's Ministry of Defense has drafted an RFP for the purchase of North American-made rifles, according to a document it drafted for the Jewish	The Finance Ministry said to the U.S. government that it is looking for a "strong" partner to help it develop a "strong" global
Aug. 2	army. The document, which is a draft of a	contract with a U.S. foreign partner to
Aug. 3	purchase 10,000 rifles, is being reviewed by	the Ministry of Defense, which is also
Aug. 4	considering the possibility of purchasing	the rifles from a U.S. private company
Aug. 5	that is a member of the Israel Defense	Force's Reserve Police, which is a
Aug. 6	branch of the Israel Defense Force.	
Aug. 7	A copy of the RFP was sent to	The "American" article of the
Aug. 8	Israel's Defense Ministry, which is	historical government based in
Aug. 9	the Ministry of Defense's main	Washington, D.C., is a
Aug. 10	branch of the Israel Defense Force.	company that is a member of the
Aug. 11	Israel Defense Force's Reserve	Police, which is a branch of the
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RFPs and Other Solicitations for PR Services

Send RFPs to tag [46] advertiser can tag rating, base RFPs are subject to changes and addenda, we cannot list the actual RFP number. "Award" indicates a contract award.

Category	Agency	Reported Budget	Start Date	End Date	Status	PR Type	Source	Website
Event Strategy	AK	\$100,000	7/23/12	8/1/12	Open	PR	None	None
Accounting	AK	\$100,000	7/31/12	8/1/12	Open	PR	None	None
Executive	AK	\$100,000	7/31/12	8/1/12	Open	PR	None	None
Finance	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Marketing	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Healthcare	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Technology	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Healthcare	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Food	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Executive	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Transportation	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Public Safety	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Healthcare	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Executive	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None
Transportation	AK	\$100,000	8/20/12	8/20/12	Open	PR	None	None

Get the latest RFP announcements and
pick up new business

Pg. 6
Report: 19 companies
retool Q2 earnings

Pg. 24
Paul: services firms
face new challenges

O'Dwyer's

Entrepreneurship & New Markets August 2001 / Vol. 8, No. 8

THE FINANCE ISSUE
 WITH THE HEADLINES COMING THE MARKET'S HAS
 RETURNED FOR FINANCE Pg. 24

**THE UNWANTED CONSEQUENCES
 OF SEC. REGULATION NO. 14**

INTEGRATING PR AND IR NO. 12

**DOES YOUR COMPANY NEED A
 DISCLOSURE REFRESH? NO. 8**

**PG. 40 - RANKINGS OF TOP
 FINANCIAL PP & IR FIRMS**

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 Rels.*
September, *Beauty & Fashion*
October, *Healthcare & Medical*
November, *Technology*
December, *Sports & Entertainment*

Contact magazine editor Jon Gingerich to
profile your firm in an upcoming issue:
jon.gingerich@odwyerpr.com

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:

- Public Relations
- Social Media
- Branding
- Investor Relations
- Employee Communications
- Internet PR
- Product Publicity
- Crisis Communications
- Integrated Marketing
- Corporate Advertising
- Lobbying
- Proxy Solicitation
- International PR

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