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PR, journalism jobs among the most stressful


The flood of news of downsizings (New York Times, New Republic, among others), reduced publication frequency, and outright closures helped push newspaper reporter to its dubious position, says CareerCast, whose rankings are picked up by The Huffington Post and numerous other media.

CareerCast in 2011 rated “PR officer” as the second most stressful job, moving it up six places from No. 8. “PR executive” was No. 5 on its 2013 list of the ten most stressful jobs.

Such executives are required to do “damage control,” which means they have to “think and act quickly under stress,” according to CareerCast. “They live in the public eye.” They are also “on call” 24/7 because “news never stops” and they must deal with “potentially hostile” reporters. The occupation is very attractive to college students which makes “getting and keeping a good job that much more difficult,” it adds.

There’s no doubt in our mind that the death of PRSA VP-PR Arthur Yann in June 2013 at age 48 was at least partly caused by the stress of his job. CEO Bill Murray said Yann had “one of the toughest jobs in PR — VP-PR for an organization representing more than 20,000 PR pros.”

Boneyard of PR publications grows

The boneyard of PR publications and websites has grown, which now includes Bulldog Reporter, which made its last bark in October, after a 35-year-run.

PR Reporter, a weekly newsletter published since 1958, was purchased by Ragan Communications in 2002 and changed to a monthly. It was folded later that year. The Ragan Report, previously a weekly newsletter, went online only in 2008. Ragan now does joint projects with PR Society of America.

Reputation Management magazine, a monthly published for most of the 1990s by Paul Holmes, folded after the arrival of PR Week/U.S. in 1998. PR Quarterly was published for 52 years until 2009. The final 48-page issue in June 2009 had two ads.

PR Week/U.S. went monthly in June 2010 and its sister publication in the U.K. went monthly last year.

PR Society of America is converting its two publications to online-only. New members, numbering about 5,500 yearly, no longer get the print versions. Print circulation of the monthly Tactics was 32,000 while Strategist’s circulation was 22,000.

PR Watch, the online resource that tracks abusive PR practices, merged with the Progressive monthly magazine in April. Revenues were $737,223 and net assets, $360,580, in its 2012 IRS Form 990.

One recent successful addition to the PR/communications news space is commpro.biz, headed by Fay Shapiro. Founded in 2010, the website covers PR, advertising, promotion, internal, social media and marketing. It helps 60,000 communicators with content creation and sharing, brand marketing and lead generation.

The media environment today is very different from what it was just a decade ago. Newspaper ad revenues have plummeted from $47 billion in 2006 to $21 billion in 2014. Only a small part of the lost revenue has been recouped via online editions of papers. Large amounts of ad revenues have moved from traditional media to online media such as Google AdWords, which is raking in nearly $50 billion.

Similarly, much of the PR industry now works in close coordination with marketing, legal and financial — three occupations that are not used to being pushed around by anyone. They have stiffened the backs of PR people when they are confronted with reporters besieging them with questions. Press conferences are a rarity both in business and government circles today. Lawyer and PR counselor James Haggerty, in his book In the Court of Public Opinion, recommends against press conferences, because specialist reporters will probe areas that the general press does not know about, opening up all sorts of cans of worms. Haggerty advises not to talk to reporters who call on the phone. Instead, say you’ll get back to them and then seek advice, he writes.

Media reporter David Carr of The New York Times spoke for all reporters when he wrote that “The modern CEO lives behind a wall of communications operatives many of whom ladle out slop meant to obscure rather than reveal.”

— Jack O’Dwyer
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Trustee objects to sale of Bulldog Reporter assets

A federal bankruptcy trustee has objected to Bulldog Reporter parent Sirius Information’s plans to sell assets to a Canadian information company, claiming Sirius president Jim Sinkinson has a conflict as an interested party in the sale.

By Greg Hazley

Bulldog Reporter filed for bankruptcy in November, listing nearly $900,000 in debts. The company petitioned for permission to sell most of its remaining assets – around $135,000 worth — to Ontario-based media monitoring company MediaMiser, but bankruptcy trustee Tracy Hope Davis intervened December 12, requesting the sale be denied by a federal bankruptcy court.

Davis outlined a handful of concerns, noting Sinkinson would get a $3,000 a month consulting contract with the buyer, which is also making payments to a Sinkinson-controlled company and currently paying him a consulting fee. She noted Bulldog sold $15,000 in customer lists and other intellectual property to MediaMiser a week before its bankruptcy filing.

The trustee said the sale process was not properly designed to woo competing bids and the pre-bankruptcy sale of assets might have “chilled” bidding from other potential buyers.

MediaMiser and Ragan Communications approached Sirius about a sale before its bankruptcy filing, according to the trustee.

Sirius President Jim Sinkinson filed a declaration in US Bankruptcy Court in California on December 17, denying that he has a consulting agreement with MediaMiser. He said he and another former executive received only $2,000 from the buyer to research company records to gauge its financial performance and projections. He said a consulting agreement — “standard in these types of sales” — with the buyer is contingent on the proposed sale.

Sinkinson also argued that Bulldog’s announcement that it was shutting down, along with coverage in trade press like O’Dwyer’s, made its financial condition widely known, even though putting the business up for sale was not a viable option.

Sinkinson also said an affiliate of the buyer is paying Sinkinson’s sole proprietorship, Fired Up Marketing, to keep the Inside Health Media website up and running, but Sinkinson said the fee passes directly through his company to a single editor.

Consulted Turnaround Advisor

Sinkinson said in the filing that he consulted a turnaround advisor to see whether the business could be saved amid a “precipitous drop in revenue from a number of the company’s projects culminating in August 2014.” The advisor required the company to raise $50,000 to continue operations for another month, which Sinkinson said was not possible.

Sinkinson said he and his wife/business partner Cynthia Levitas borrowed from their personal line of credit to loan the company sufficient funds to file for Chapter 7 bankruptcy.

Creditors Listed

Creditors of Bulldog listed in its bankruptcy filing include Bank of America is biggest with $132,743; Crown Plaza Hotels and Resorts of NYC for $130,762; Bernstein Family Trust for $127,980; Chase and Chase Card Services for $29,146; PR Newswire for $57,000; Bulldog reporter Richard Carufel of Wilmington, N.C., for $15,537; Wells Fargo Business Direct for $16,142; Thomas Kuracina of Carson City, N.V., $63,985, and dozens of writers mostly for $100.

The Wall Street Journal on November 26 covered the “trail of unpaid journalists” left in Bulldog’s wake.

Mag closures soared in 2014

The number of magazines closing soared nearly 77% in 2014 as 99 titles shuttered in 2014, compared with 56 closures in 2013.

Oxbridge Communications’ online publication database MediaFinder.com reports that 190 magazines launched in 2014, up from 185 a year earlier.

Regional titles were the top category with 23 launches (California Sunday Magazine, Annapolis Underground, followed by health (Mantra Yoga + Health), food (Eat This, Not That, The Cleaver Quarterly), home (Interior Appeal, Everyday Home), and children (Fun to Learn Peppa Pig, Sofia the First), all with six new titles. Forty-seven new titles launched in the B2B category.

Magazine closures included USA Weekend, Macworld, WW Magazine, Diabetic Cooking, Scene (NY), Popular Hot Rodding, along with nine other Source Interlink automotive titles.
“There cannot be a crisis next week. My schedule is already full.”

– Henry Kissinger

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Cosby, GM, NFL (again) top O’Dwyer’s PR “fails” of 2014

By Jon Gingerich

Bill Cosby, General Motors, Donald Sterling and the National Football League are a few of our contenders for O’Dwyer’s top “PR fails” of 2014.

Cos for alarm
Arguably, it’s the story of the year: as of December, 27 women have now accused Bill Cosby of rape or sexual assault. For anyone who grew up with “The Cosby Show,” the idea that America’s dad may be a serial rapist is indeed harrowing, and perhaps that’s why rumors of Cosby’s inappropriate behavior haunted the Internet and tabloid briefs for years until a growing number of victims emerged from the shadows and finally forced the press to take notice, sharing eerily similar stories regarding non-consensual encounters with Cosby that go back decades.

None of these accusations have been made in a court of law—yet not anyway—but in the court of public opinion, the fallout has been significant. Live dates were cancelled, NBC killed a series in development, and Netflix pulled a planned comedy special. The married Huxtable was also hit with a lawsuit in December from a woman who claimed he assaulted her in 1974, when she was 15, and Vanity Fair published a bombshell article by a former model who said Cosby drugged her in 1986. Cosby has since resigned from Temple University’s board of trustees, and his Chief Petty Officer award from the United States Navy was revoked.

So far, the beleaguered Bill has refused to directly address the claims, and has opted for legal succor over PR. They say silence grants the point; Mel Gibson and Paula Deen have staged comebacks in the face of abhorrent behavior, but some actions are simply too horrible, too abominable to be forgiven. It doesn’t take a crisis expert to see that Cosby is done.

Donald’s not-so-Sterling reputation
Los Angeles Clippers franchise owner Donald Sterling made the most expensive phone call of his life in September 2013, when then-girlfriend V. Stiviano recorded a racist tirade in which he told her not to bring black people to Clippers games. When Stiviano’s recording was made public in April, the NBA responded by fining Sterling $2.5 million, banning him from games for life, and forcing him to sell the team. Sterling’s remarks—which were made in the privacy of his home, and were recorded without his permission—are a bellwether for the age, where an intersection of technology and social convention proves that every conversation is a potential weapon. Sterling only managed to make the comments worse in a May train-wreck mea culpa interview with Anderson Cooper, in which he proceeded to trash-talk Magic Johnson and the former player’s stature as a role model.

The NFL fumbles (again)
Last year, the National Football League was fined nearly $800 million in a massive brain damage lawsuit brought on by former players, news reports detailed football’s widespread culture of hazing and bullying, and Native American groups rallied a PR attack on the Washington Redskin’s name.

Just when it appeared the smoke was beginning to clear, we have the Ray Rice impact. In February, Baltimore Ravens running back and fiancée (now wife) Janay Palmer were arrested after a physical altercation in an Atlantic City elevator, during which Rice allegedly assaulted Palmer with a blow so severe it knocked her unconscious.

Rice was indicted in March for third-degree aggravated assault and suspended for two games. However, when celebrity news site TMZ in September released shocking video surveillance of the actual elevator assault, then and only then did the Ravens terminate his contract (he was also indefinitely suspended by the NFL, though that ruling was overturned).

This should have been Rice’s crisis to bear alone. However, the NFL’s hands were tarnished when it failed to adequately punish the player until the video became public, even though the league had been aware of the incident for many months.

GM’s faulty reputation
According to an October Washington Post report, 2014 was the worst year on record for auto recalls in the U.S., with an estimated 50 million American cars and trucks—or one in five vehicles on the road—being the subject of some technical flaw. Leading the charge was General Motors, which allegedly allowed several of its lines of cars to leave the factory gates with faulty ignition switches that could cause the engine to turn off while driving. The switches were blamed on 31 crashes and 13 deaths.

The company recalled several million vehicles by February, but GM really went into crisis mode when it was discovered that some executives had been aware of the ignition defect and even held meetings regarding the issue as far back as 2005. The “Switchgate” debacle resulted in a Justice Department investigation, a $35 million fine from the National Highway Traffic Safety Administration, and a total of 45 recalls by summer, accounting for nearly 25 million U.S. cars.

Sony drops the curtain for a dictator
Sony Pictures Entertainment essentially managed to squander its image twice by the end of 2014. First, cybercriminals committed a massive security breach against the company, leaking a trove of hypersensitive information, including films and scripts, employee salaries, and a mortifying yarn of private email exchanges between executives regarding Hollywood stars like Angelina Jolie. Soon thereafter, the cyber-terrorists issued a warning to U.S. moviegoers, claiming that if theaters screened Sony’s Christmas film “The Interview”—a lowbrow comedy whose plot involves the assassination of North Korean Supreme Leader Kim Jong-un—the U.S. would be attacked.

Giving proof to the claim that sometimes truth is indeed stranger than fiction, the U.S. government in December determined that North Korea was centrally involved in the Sony cyber attack. With comedic bluster that has become North Korea’s trademark, the hermetic republic claimed they didn’t hack Sony, but said the
could be argued that producing a film deemed a declaration of war would birth unimaginable marketing opportunities. However, capitulating to North Korea sent the message that Sony was weak, and worse, that dictators abroad can theoretically censor U.S. entertainment. As a result of the ordeal, The New York Times’ David Carr on December 21 christened Kim Jong-un “America’s newly self-appointed minister of culture.”

SeaWorld’s reputation flounders
For four years now, SeaWorld Entertainment has been embattled in a crisis after the death of trainer Dawn Brancheau, who was killed by the marine park’s orca, Tilikum.

It wasn’t until 2014, however, that the backlash grew palpable. Last year the documentary “Blackfish” was released, which detailed the abhorrent conditions to which SeaWorld’s orcas are subjected. The negative publicity apparently had an impact on profits: SeaWorld’s attendance dropped 5% from the previous year, and the company’s stock is down 50%.

In response to the criticism, SeaWorld announced strides to improve its orca facilities. In August, executives announced that the marine park plans to double the water capacity of its orca tanks, will create an independent advisory panel consisting of scientists and academics, and finally, fund $10 million in ocean health programs.

So far, that plan has done little to move the needle financially, and in December, it was announced that CEO Jim Atchinson had been demoted to a Vice Chairman slot. SeaWorld also announced a forthcoming restructuring program that’s intended to slash operations and jobs.

The police can’t police themselves
To say that police departments across the country are suffering from a reputation problem would be an understatement. Police in Beavercreek, Ohio shot and killed an unarmed 22-year-old man carrying a toy gun in a Wal-Mart; a rookie cop in November fatally shot an unarmed man who was walking through a housing project stairwell with his girlfriend in Brooklyn; a police officer in Cleveland killed a 12-year-old boy who was playing in a park. Then there were the high-profile cases: officer Darren Wilson’s shooting of unarmed teen Michael Brown in Ferguson, Missouri; and officer Daniel Pantaleo’s chokehold death of Eric Garner in Staten Island. Both of those events — as well as police officers’ subsequent non-convictions — resulted in protests, looting, and vandalism.

The public’s trust in law enforcement has disappeared, and relationships between communities and police have grown strained in many parts around the country. Cops, both for their own sake as well as the communities they serve, would do well to improve their public image. Community-building protocols, as well as leaders within local law enforcement jurisdictions who demand accountability, are in order. Instead, police, their lawyers, and their unions, have mostly constructed a you’re-with-us-or-you’re-against-us rubric in the wake of these incidents, as can be seen in the New York police union’s recent treatment of mayor Bill de Blasio, who recently stated that he had instructed his biracial son to be careful around police.

Uber calls for press drive-by
After a year of bad publicity from blogs like Gawker, TechCrunch, and PandoDaily, who have called the popular ridesharing service company out for everything from cut-throat tactics to alleged sexism, Uber decided to fight back. The company had been in the middle of a sort of press apology tour, when Uber Senior Vice President Emil Michael suggested during a November private event that Uber dig up personal details on the backgrounds of journalists who have reported negatively about the company. As it turns out, a BuzzFeed editor was at this event, and reported about the suggested plan the next day, a story that was picked up by virtually every major news outlet around the country. Michael later apologized and claimed he was merely “venting” and thought that the event was off the record.

The company got a double-whammy in December when it was sued by district attorneys in San Francisco and Los Angeles for allegedly misrepresenting its drivers’ background checks, as well as charging bogus fees to customers.

Public blunders in the Secret Service
In September, Omar Gonzalez, a 42-year-old Iraq vet who suffers from post-traumatic stress syndrome, scaled the White House fence, sprinted across the lawn, and breached the front door of the building. A later investigation revealed the man managed to run through the main floor of the building, then made it as far as the East Room, and even overpowered one secret service agent. He was also carrying a knife in his pocket and possessed a cache of 800 rounds of ammunition in a nearby vehicle. The Department of Homeland Security enacted an internal probe to determine how such a breach could have occurred, and as a result of the incident, Julia Pierson, the first female Director in the agency’s 148-year history, resigned on October 1 (the same day, it was revealed that a security guard with a gun and criminal record had boarded an elevator with the President during a trip to Atlanta). An independent review in December concluded that the Secret Service is “beyond its limits” and needs training, and that recent budgetary woes had made an impact on current training hours.

CIA’s tortuous missteps
A Senate Intelligence Committee report released in December offered shocking insights into the detainee interrogation methods employed by the Central Intelligence Agency in the years following the September 11 attacks. The 528-page executive summary — the result of five years of investigative work — detailed sleep deprivation, ice water baths, unapproved waterboarding techniques that nearly killed one detainee, and a horrifying process referred to as “rectal hydration.”

The report also found that interrogators threatened the families of detainees and wrongfully detained 26 individuals who had done nothing wrong. The report concluded that the program was often ineptly managed, that the CIA routinely mislead the Bush administration and the public on its operations, and ultimately, that the information it obtained via enhanced interrogation lacked any value whatsoever.
REPORT

2014, the year in review

By Jack O’Dwyer

Income disparity in the U.S. was one of the engines driving the protests that were ignited by the deaths of Michael Brown and Eric Garner at the hands of police. Whether police were at fault or not in the specific incidents, they focused rage at perceived discriminatory treatment.

Annual income for the average American family is at the 1960s level. Black and minority families have fared far worse.

PR and promotions had to play against this backdrop as well as unsettling international news including the summer of carnage in Gaza/Israel, the continuing face-off of Russia and the Ukraine, and other hot spots.

Distressing news included the crashes of two Malaysia Airlines flights within five months, the first taking 239 lives somewhere over the Indian Ocean in March and the second 295 lives after being shot down July 17 over Ukraine.

Revelations of torture of prisoners by the CIA late in the year were a giant embarrassment to government officials involved and shook the belief among Americans that we are somehow better than barbaric foreign countries.

The GOP’s victory in November, adding the Senate to the GOP column and by the CIA towards a conservative philosophy. Candidates who identified themselves as conservative and religious organizations devoted or face being fired. Some of its most significant ad income is now being registered by Facebook, Twitter and LinkedIn.

U.S. newspaper ad revenues plunged to the $20 billion mark from $47 billion in 2007. Recent generations have not acquired the habit of reading newspapers. Marketers judge papers by how much of a particular product a newspaper’s readers buy. Local media suffer because residents anywhere can easily read not only The New York Times, Washington Post, Wall Street Journal, and Huffington Post but overseas media such as The Independent, The Telegraph, The Guardian, Al Jazeera, RT (Russia Today), Press TV (Iran), and access services such as EIN News which monitors online news worldwide.

Sony Corp. generated a media firestorm when hackers allegedly aligned with North Korea broke into its communications system and outed emails, contracts and other documents. Sony attacked media using such info, saying they would be “responsible” for any damage arising from use of the documents.

The General Motors “faulty switch” scandal broke early in the year and keeps getting “new legs” by revelations of failure to heed early warnings of problems with the switches.

A bright spot for us was attending a J panel at CUNY hosted by the Investigative Reporters Assn. that featured New York Times reporters Dave Barstow and Walt Bogdanich. They told fledging journalists to get to sources before they are “shut down” by lawyers and to “go over the heads” of PR people who stonewall. Ploys including calling sources and saying you have information for them rather than questions and pretending not to know much about a subject. Play “the country bumpkin” and “don’t be afraid to be a fool or look like an idiot,” advised Bogdanich.

We were glad to hear that “going over the heads of PR people” who stonewall was described as basic journalism. The PR Society used a full page in its Tactics tabloid to accuse us of an ethical violation because we contacted the president of the University of Nebraska in 2011 after Prof. Gail Baker, then chair of the Society’s Ethics Board, refused to answer phone calls and e-mails. She quit the EB within four hours. The Society said we had no right to go to the boss of Baker.

The Society was rocked in March by the sudden resignation of Bill Murray as CEO, even though his contract extended to the end of the year. He gave no reason except that he made the decision after “deep reflection.” The belated Society income tax return revealed he got a $63,058 bonus in 2013 after getting a $61,000 bonus in 2012. The Assembly did not get to see either document. Total pay in 2013 was $430,973. He went the National Coffee Assn. as CEO, an organization with a staff of nine (vs. nearly 60 at the Society).

The Society continued its boycott against the O’Dwyer Co., refusing to rent exhibit space to the company for its 2014 national conference in D.C. and refusing to allow any O’Dwyer reporter to join although hundreds of writers and journalists are members including PR and J pros who do plenty of writing and reporting. PR practitioners/journalists such as Fraser Seitel, author and PR counselor, and Gil Schwartz, PR head of CBS and Fortune columnist, have been members in the past.

Informed of the Society boycott, the Washington Marriott Wardman Park Hotel, where the 2014 conference was held, set aside a table in the bar for four days so the O’Dwyer Co. could display its six products. However, fewer than ten of the 3,000 attendees visited us. One of them was a student (among 1,000 at the conference) to whom we gave samples of the products.

Politco, the hotshot D.C. website/publication, came to New York by acquiring Capital New York and setting up an office on West 39th st. with 42 staffers and executives covering politics and media. Some of the content is free but “premium” service can be $3,000 or more depending on size of the user company. Susan Glasser replaced founders Jim VandeHei and John Harris as the top editors in D.C.

print versions of The Holmes Report and Ragan Report. Advertising Age went to bi-weekly after more than 80 years as a weekly. New York mag cut to 29 issues from 42. PR Week in the U.S. and U.K. are monthly mags.

Ninety-nine mag titles went belly-up in 2014 vs. 56 closures in 2013, according to Oxbridge Communications. Casualties included USA Weekend, Macworld and WWE Magazine. The Oxbridge MediaFinder.com also found that 190 mags debuted in 2014, up from 185 in 2013.

It’s no secret where much of the ad money is going. Google’s AdWords rake in $50 billion and significant ad income is now being registered by Facebook, Twitter and LinkedIn.

Informed of the Society boycott, the Washington Marriott Wardman Park Hotel, where the 2014 conference was held, set aside a table in the bar for four days so the O’Dwyer Co. could display its six products. However, fewer than ten of the 3,000 attendees visited us. One of them was a student (among 1,000 at the conference) to whom we gave samples of the products.
This won’t work in a crisis

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No company is immune to a data breach

Data breaches continue to dominate the headlines, as cyber-criminals find new ways to infiltrate computer systems and wreak reputational havoc. No industry — and no consumer — is safe from the potentially devastating impact of these crimes. It’s no wonder that cybersecurity tactics — historically a matter that fit squarely into the wheelhouse of IT departments — are now at the forefront of boardroom discussions across the globe.

A company’s response to these attacks is critical. Like any crisis, there’s no one-size-fits-all approach, and companies must rely on experienced, trusted advisers to help them weigh a variety of factors and formulate a tailored communications strategy that’s right for them.

Data breaches can take a multitude of forms. Hacking, malware and physical attacks are still the most common; incidents of cyber theft can vary, from hackers stealing customer or employee email addresses and passwords, to cybercriminals accessing company financials. Unfortunately, attacks can also originate within an organization and may or may not be intentional, in cases of privilege abuse or the use of unapproved hardware, which is often the result of weak internal policies.

While employing the latest in data security technology remains a cornerstone for mitigating the risks associated with cyber-attacks, companies today must go above and beyond to protect themselves and their customers. Cyber criminals continue to outsmart even the most sophisticated security systems, and companies across all industries must arm themselves with contingency communications plans that can be put into play quickly in the event that a cyber-intruder strikes.

With so many variables to consider, it’s imperative that companies retain a tight circle of trusted, impartial advisers with experience handling the most complex cybercrime situations. This circle may include data breach attorneys, data security consultants and crisis communications professionals. This team should have a framework in place that will enable an informed working group to move swiftly to assess the situation, contain the breach, limit the damage, and determine the most effective way to communicate with a company’s various stakeholders.

When responding to a breach, a comprehensive communications strategy is of the utmost importance. If communications are mishandled, those blunders can potentially be even more disastrous than the breach itself, and can have a lasting impact on both the public’s perception and the company’s bottom line.

While timeliness of a response is considered a hallmark of a sound crisis communications strategy, in a data breach situation the magnitude and nature of the cyber-attack may not immediately be evident, and a proper investigation may take some time. Accuracy of the information available and timeliness of the communications response can be an extremely delicate balancing act.

Upon learning of a breach, companies should immediately alert the appropriate authorities, while simultaneously investigating the breach and commencing the scenario planning process with their circle of advisers.

Key questions that management should ask at this juncture include: “How many people are potentially impacted?” “What type of information is lost?” “Is there evidence of misuse of information?” “Has the unauthorized access been contained?” “Was the information lost by our company or by a third party?”

As facts are determined, companies and their advisers should begin to prepare for various scenarios following the breach. Anticipating key questions from all constituencies, including the media and general public, investors, regulators, and employees, will help drive the drafting of potential disclosures and communications documents that can later be finalized when the facts come to light. The scenario planning process should be fluid, with the key adviser team ready to move forward with a full communications plan on short order and poised to adjust response materials or strategies as needed. As part of the initial scenario planning process, a leak strategy addressing various scenarios should be prepared immediately, as the media may become aware of a breach and reveal it.

Disclosures and communications materials are dependent on many factors, including the impacted company and parties, the scope of the incident, the information stolen, and the industry climate, among numerous others.

Disclosures must be as accurate and specific as possible and legally permissible; subsequent corrections are often interpreted as signs that a company is not effectively managing the situation.

A breach could trigger a public filing requirement and may warrant a press release, depending on the magnitude of the breach and the level of impact.

A company’s corporate website enables organizations to provide updates to its stakeholders regarding the breach and the investigation in real-time without issuing multiple press releases.

A social media strategy regarding the incident should be considered.

Work closely with law enforcement officials and apprise them of any communications plans; legal disclosure requirements vary by state and an ongoing, active investigation may limit how much the company can share about the nature of the breach.

A notification letter from the company’s management team can assure stakeholders that the incident is being taken seriously and the upper echelons of the company are directly involved in the management of the breach.

Consider setting up a call center via a third party to handle customer inquiries and ensure that call center staff are trained to manage appropriate responses.

When financial information or other critical pieces of personal information are involved, companies should consider offering impacted customers credit monitoring services.

In today’s digital world, sophisticated and determined cyber criminals are capable of attacking a wide range of data systems and computer networks, and we must increase vigilance in both our professional and personal lives. Cyber-intrusions may have become commonplace, but it is the management of stakeholder communications in the aftermath of these insidious attacks that will shape a company’s reputation for the long term.

Denise DesChenes is a Managing Director at Sard Verbinnen & Co.
Sustainably moving the needle on corporate reputation and valuation requires tying all communications strategies and tactics to the financial goals of the company. With an intimate understanding of the capital markets as a starting point, ICR shapes communication strategies for every key stakeholder audience, including business/financial, consumer, employees and third parties. It is when all of these parties have a unified view of the company and are sharing that understanding externally, that valuation has the opportunity to reach its full potential.

Learn more about ICR at www.icrinc.com
When crisis hits, look for nuance over formulas

There’s no paint-by-number approach to a crisis. Every disaster takes on a life of its own, and off-the-shelf approaches may not be only ineffective — they can also backfire.

By Jessica Tiller Trzyna

When a crisis occurs, business executives and communicators alike find themselves facing the challenge of making incredibly complex decisions while under extreme duress and without a minute to spare — but often with little or no prior experience in actually handling a disaster.

These individuals may find themselves Googling a step-by-step formula that describes how to handle a crisis. And as they quickly discover, the Internet has pages upon pages of “top 10 tips” that describe what steps to take to make a crisis go away.

While such tips can certainly be helpful, the reality is that every crisis tends to take on a life of its own, and an off-the-shelf approach will likely backfire. As we have seen from various crisis situations over the years (think NFL domestic abuse scandal, the Malaysian Airways Flight 370 disappearance, or the recent Sony database hacking), it is impossible to anticipate every possibility that could occur. And with stockholders, clients, customers, business partners, media, and the public all demanding information — and frequently taking to social media with their own take on the situation — simply replicating the steps that were used to handle a previous crisis is usually a recipe for disaster.

That’s not to say we can’t learn from past practices. To successfully handle a crisis, though, it’s essential to address both the “big picture” items — proper messaging, audiences, timely dissemination of information, who is the spokesperson, etc. — and the small details and subtleties that can spell the difference between just getting by and a truly successful initiative.

Really, the correct handling of a crisis situation comes down to considering the nuances of each individual case.

Reputation under construction

A recent crisis situation which involved a well-regarded commercial real estate firm provides a good case in point.

During its long tenure in business, this company had won numerous industry awards and was widely recognized in the community for both the quality of its work and its involvement in “giving back” to local charities and non-profits. Unfortunately, much of the goodwill the firm had built up over the years went away, seemingly overnight, when a government agency for which the company was working for alleged that it was responsible for delays and defects in a public building currently under construction.

Complicating the situation was the fact that despite repeated attacks by elected officials and the government agency itself, the firm responded by doing what many companies do — nothing. For nearly a year, government officials charged that the firm was guilty of errors that were delaying the project and, ultimately, making the building unsafe for public use. With the firm refusing to respond, media coverage of the issue was completely one-sided, leading both the media and the public to conclude that the charges leveled by the government agency must be true. Gradually, this almost daily barrage of negative publicity began to take its toll on the firm, as both prospective and long-standing clients shied away.

With its leadership admitting the firm “was beginning to die,” it finally took action. Recognizing that a paint-by-numbers approach would be ineffective, an aggressive campaign was launched to bring balance to the public’s perception by shedding light on the actions and inactions of both the government agency and other companies involved in the project. Readily understood messages which cut through the complex issues surrounding the project, while addressing blatant inaccuracies, were created. Visuals — charts, graphs, photos, etc. — were used in place of lengthy explanations of complex engineering issues which otherwise would confuse the general public.

Because the firm’s CEO had a straightforward approach and strong record of community involvement which would make him a respected and authoritative, yet sympathetic figure with whom the public could identify, it was assumed he would be the spokesperson when the firm went public. Unfortunately, the CEO didn’t feel the same way. He had no experience in dealing with the media and was reluctant to discuss the issue because he feared he could compromise possible litigation.

Given this, a news conference was ruled out. And due to upcoming public hearings, there was no time for extensive media training. Recognizing that putting the CEO into a situation where he was uncomfortable was not a good approach, it was decided instead to pair him with the firm’s legal counsel and conduct one-on-one interviews. This enabled the CEO to play to his personal strengths and let his personality shine through, while relying on counsel to handle any potential legal issues — all while avoiding the media circus that sometimes accompanies a news conference.

Knowing these interviews were going to be heavily scrutinized, even the smallest detail was considered. The CEO was instructed to dress plainly: no cuff links, no expensive watch, no pocket square. Interviews were conducted at the firm’s offices rather than at the job-site, eliminating the chance for camera crews to shoot perceived flaws in the building under construction. Even coming to and going from the firm’s offices was done by the back entrance so there was no chance of a photographer or TV crew filming anyone driving in what could be portrayed as an expensive, high-end car.

The “always respond” media policy

As might be expected, the CEO’s willingness to finally talk to the media and explain his firm’s position garnered a great deal of attention. And while perceptions did not change overnight, media coverage gradually began to shift as reporters better understood the project and started looking at the other parties involved, raising hard questions about their roles in the delays and design flaws.

Continued on page 19
The mainstreaming of shareholder activism

The prevalence of shareholder activism signals a new frontier for crisis communications. The practice of activism has evolved, its players have grown more sophisticated, and companies and their communications teams must evolve in turn to effectively defend themselves from potential attack.

By Michael Fox

In October 2014, a full slate of nominees won shareholder support in its proxy contest to replace the entire board of directors at Darden Restaurants, best known as the owner of Olive Garden. The victory followed a high-profile campaign over the prior months led by Starboard Value, an activist hedge fund that made national media headlines, from CNBC to The Washington Post to Gawker Media. Attacking management’s strategy and the board’s oversight, while outlining a plan to increase earnings upwards of $300 million, Starboard was able to secure the endorsement of proxy advisory firms Institutional Shareholder Services (ISS) and Glass Lewis, and ultimately the vote of a majority of shareholders to oust all 12 directors — an extraordinary and rare outcome.

The replacement of Darden’s full board of directors is an extreme example of what can go wrong when shareholder activism is left unchecked or underestimated. But it is also an example of how much the face of shareholder activism has changed and how companies and their communications teams need to evolve in turn.

Once derided as corporate raiders, green mailers or simply hedge funds with exclusively short-term interests, the perception of activist investors among traditional institutional investors has started to change significantly — activism has gone mainstream.

Shareholder activism has become an asset class unto itself, with activist funds amassing more than $100 billion in combined assets under management, up from $32 billion in 2008. According to McKinsey, activists launched an average of 240 campaigns a year for the past three years, compared to less than half that number a decade ago and the number of occasions where activists have nominated a full slate of board members has more than doubled in the past two years.

Historically, many of those campaigns called for one-time capital allocation moves like a stock buy-back or special dividend, or the sale of certain assets or the whole company. But now, activists are becoming much more sophisticated and genuinely focused on broader corporate strategy and practices they believe will make the company more valuable. Activists are taking their message directly to shareholders through extensive presentations or holding conference calls. They are nominating more highly-qualified director candidates and using sophisticated PR campaigns — including websites, videos, social media and building relationships with the financial media — to garner support for their campaigns and catalyze shareholders behind their point of view.

As a result, traditional institutional investors are increasingly sympathetic to and openly, or covertly, supporting activist campaigns. Proxy firms — like ISS and Glass Lewis, who leant their full support to Starboard in the Darden contest — have also been very supportive of activist positions, siding with activists a majority of the time.

In this new environment of heightened activism and enhanced activism, no public company, large or small, is safe from an activist investor’s scrutiny, nor immune to the negative PR from a well-publicized campaign. As with other areas of crisis management, effectively preparing for a potential activist attack requires a thorough risk assessment, contingency planning and a sound communications strategy.

As communications professionals, we can’t wait for our clients to become the target of shareholder activism before we act. Our job is to help management see the businesses through the lens of an activist investor and pinpoint vulnerabilities before an activist comes calling. In a study of 500 of the latest 13-D filings, ICR identified ten categorical similarities across the companies that were targets of shareholder activism. In fact, after analyzing these categorical similarities, it is possible to predict with a high degree of accuracy a company’s future vulnerability to an activist. Some of the key areas every public company should regularly analyze to gauge vulnerability to activist investor engagement include:

- Stock price performance and shareholder returns compared to peer group
- Financial and business performance
- Capital allocation and structural issues
- Executive pay and corporate governance
- Shareholder perception and engagement
- Media perception and commentary

Companies that proactively evaluate these and other key variables and understand the potential campaigns that may result from areas of weakness are better able to anticipate and respond to activist investor threats.

Companies — and their communications teams — need to have a nuanced understanding of who their shareholders are, how they feel about the company and their history of activism in order to determine how and when to communicate. Analyzing the shareholder’s perspective should not be viewed as a one-off; a company’s shareholder base is constantly evolving and needs to be monitored regularly. All companies should conduct a thorough risk assessment and report to their Board on at least an annual basis.

Effective activist defense is not about having a response plan, it is about proactively assessing the vulnerabilities, understanding shareholders’ views, taking actions to address any deficiencies, and regularly communicating management’s vision and plan to maximize shareholder value directly with shareholders and through the media.

When a company does engage with an activist investor, the historical inclination has been to immediately view the activist as hostile and defend the company strategy. It used to be that activists could be fended off by being labeled as short-term investors seeking to profit at the expense of other shareholders, and most large institutional investors bought in to that narrative.

Sometimes, of course, an activist...
**SHAREHOLDER ACTIVISM**

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Investor will make demands that clash with the Board and management’s vision for the company, but these days a defensive and aggressive response is rarely, if ever, the best approach, and can negatively affect other shareholders’ perception of the company.

Instead, each activist engagement must be treated on a case-by-case basis, and companies need to consider proposals submitted carefully and respectfully. Today’s shareholder — activist or not — is empowered, and it’s important for the Board and management to demonstrate an openness to constructive criticism and new ideas if they will benefit the company in the long run. In some cases, that may mean making changes or concessions to appease shareholders.

A public fight with an activist investor should be the road of last resort when it is clear that there is no room for compromise. When a management team reaches the point of preparing for a proxy fight, having established a prior dialogue with shareholders will prove valuable. Companies that wait until their business is in turmoil to engage shareholders will find themselves fighting an uphill battle.

Regularly articulating the company’s current and future strategic vision to major shareholders is critical.

Rhetoric can also get extremely heated during a proxy fight, which is why the board and management need to be able to anticipate what questions will be raised, prepare messages accordingly and rapidly coordinate and respond to new developments as necessary. When anything you say can and will be used against you — and pulled out of context — having a script and sticking to it is key. It is critical to involve outside advisors with first-hand experience working in and with the investment community.

Finally, since activist investors will be rallying proxy firms and institutions to their side, companies need to leverage the support of third-party advocates to even the playing field.

The mainstreaming of activism is fundamentally changing the way companies communicate with shareholders. The old paradigm of disputing and contesting all claims at whatever cost has been displaced in favor of an engagement approach and real dialogue. However, companies need to protect themselves through regular self-assessment of their vulnerabilities and be prepared to communicate their strategic initiatives in order to come out on top of an activist engagement.

Michael Fox is Managing Partner at ICR, and also co-heads ICR’s crisis and transaction group.

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**THE NUANCES OF CRISIS**

Continued from page 16

Reporters also began to express their appreciation for the CEO’s willingness to make himself available whenever they had a question or needed a statement. Media were never ignored. Rather, there was an “always respond” media policy, even if everything they wanted couldn’t be provided.

As the tone of the coverage began to shift, a stream of positive publicity about other projects being handled by the firm and its active role in the community was generated. Gradually, the firm’s reputation was restored as the media and then the public began to understand the real issues on the project and disassociate the firm from those problems.

While other examples abound, this crisis demonstrates why off-the-shelf approaches to dealing with a crisis simply don’t work. As this crisis illustrates, it is vital to recognize the subtle details.

Jessica Tiller Trzyna is EVP and Co-Founder of Weiss PR Inc.
Navigating the crisis that just won’t go away

Legal action, labor or community unrest, product recalls, environmental challenges, corporate scandal, personal scandal, rogue employees, activist attacks, regulatory enforcement, and acts of God are just a sampling of the crises facing brands in the public eye. Often, an organization’s instinct is to make the issue go away as quickly, and painlessly, as possible. But whether you’re Bill Cosby, Sony, General Motors, law enforcement sector dealing with racial tensions, or an embattled collegiate sports institution, very rarely do inconvenient blemishes up and disappear.

In fact, it’s far more likely that interest will build as a cacophony of interest groups, activists and talking heads begin to weigh in. Metically crafted scenario plans and tabletop drills, contingency planning, and spokesperson training are crucial, but, when sparks pop, even the most intensive preparation may not be enough to effectively navigate an unwieldy crisis wildfire over the long haul. Below, an updated guide to managing crisis with an eye for the new reality.

Hope for a mile, train for a marathon
It would be nice if we could satisfy shareholders with the reassurance, “Today’s headlines are tomorrow’s old news.” But the lifecycle of your crisis will likely extend beyond a 24-hour or 72-hour news cycle. In-depth broadcast news coverage, legal developments or competitor advances may revisit your issue at the most inconvenient or startling time: when you think the crisis is over. Be prepared for ongoing interest and have a messaging strategy for the long term. Emphasize progress and demonstrate resolution and closure. Manage internal expectations accordingly.

Be consistent
Major crises are rarely convenient or short lived. Decades-old conflicts or sensitive documents from the past can rear their ugly heads far beyond the initial trigger. Consistent, thoughtful communications over time should serve as the steady drumbeat of your organization’s progress and commitment throughout the crisis. Messaging should anticipate challenging developments and allow for an honest approach that upholds the company’s strategy and operational commitment. Avoid overstating claims. Stay true to your organization’s narrative and your messaging theme. Keep the conversation focused and keep your audiences well informed. Don’t necessarily shy away from repeating yourself.

Who is the messenger?
The most effective company spokesperson may not always be the President or CEO. While the official spokesperson is of course highly relevant and powerful for official or urgent communications, other voices may be critical to your audiences. Customers and regulators may be more compelled by the technical expertise and unbiased perspective of outside advisors. Consumers and employees may be more trusting of their peers through social media commentary than the company itself. Keep an active ear to the ground to determine which messengers are most effective. Don’t forget to acknowledge brand ambassadors defending your company when the time is right.

Be mindful of your timing
Communications is naturally the chief priority of professional communicators. But there will be times during a crisis that a company’s operations may not allow you to meet every media deadline on time. Do not allow the media or any other single audience to dictate your crisis management. Communications approvals may be trumped by other priorities including legal or operations that may put a wrench into the best conceived crisis plan. Be aware of, and attentive to, the fast-moving pieces throughout your operation. Aim for cohesive communications that avoids extending the news cycle. Collaborate and know what the left hand is doing.

It’s all about that base (line)
During a crisis, your monitoring team may be your most powerful behind-the-scenes tool. Create a baseline of awareness of the issue at hand and track developments over time. Intensive monitoring will help reassure your team of actual impact and identify opportunities for messaging refinement. Learn how to anticipate the lifecycle of each story. Compare each peak of news coverage to assess actual impact (How has media interest changed over time? Geographic coverage? Which media have been most likely to include your core messages and who might be a key messenger for future conversations?)

Transparency isn’t just being transparent
In this age of transparency, you must anticipate the transparency of other organizations to their shareholders. That includes the possibility of sensitive information being provided to media by activist groups or insiders sharing leaked materials by email, blogs or websites. Transparency is not a one-way street. Be prepared and assume that sensitive materials will be made public. Don’t hide or hope this away; use the information to refine your messaging.

Do not wish away a crisis or activist
Prepare to engage and disarm your critics, but do so on your own terms and timing. Avoid debate and aim for demonstrating shared values (to the extent possible). Look to your shareholders and customers as well as research to determine what matters most to your critical audiences. Are there opportunities to show alignment? The longer the conflict, the louder the cry for action.

Be wary of quick fixes
It is tempting to become persuaded by quick fix solutions when you feel under siege. Keep your team focused on the long term success and the bigger picture. Keep your confidence in the organization and steer past loud distractions. Align with credible resources who truly understand your unique business and industry challenges, who can guide your team to the next level of excellence.

Lorna Bush is the Senior Vice President of San Francisco-based Fineman PR.

By Lorna Bush
THE CRISIS ISSUE

Over the past 27 years we have been privileged to work alongside leadership teams all over the world as they have faced myriad crises

The latest issue of the Brunswick Review is dedicated to that theme

Go behind the scenes with BP CEO Bob Dudley, former BAE Systems Chairman Sir Richard Olver, political veteran Ed Gillespie and others as we explore how to deal with crises

Access individual articles or the full journal here: brunswickgroup.com/review

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Don’t let your reputation get hacked

Cybersecurity breaches pose massive risks to company reputations, revenues, customers and employees. Because of this, swiftness, decisiveness and a thoughtful touch are paramount. Seconds matter in a security breach, and with the prevalence of breaches now running so high, no one should be caught unprepared. Here are some decisive and well-considered steps companies can take to prepare themselves.

Y
ou may have heard the saying: “There are two types of companies. Those who have been hacked, and those about to be.” Now that we have experts reporting on “60 Minutes” that 97% of American businesses have been hacked, it’s clear to see that we live in a world where every major organization is vulnerable.

First, there should be clear protocols for reporting security breaches to top management. If a breach is detected, key decision-makers must get to the table — fast — for a no-nonsense “what do we know” session.

This team of executives should include senior decision-makers from legal, HR, communications, operations, security, IT and all other relevant departments. As the Federal Deposit Insurance Corp.’s Martin Gruenberg put it in a 2014 speech quoted by American Banker: “Cybersecurity is no longer just an issue for the IT department.”

Asking the tough questions

As the situation evolves, the team should ask the tough questions, get the facts and stay in constant contact with each other — and with the people addressing the problem on the front lines.

The following should be addressed:

• Which records or data sets were compromised?
• What type of information is at risk?
• Should the company have been storing these records?
• Where and how were the records stored before the theft or breach?
• How many people may be affected by the data breach?
• Have we sealed the “door” in which hackers entered? Are there any other potential portals still open?
• Have relevant law enforcement agencies been notified? Are those agencies able to share any findings?
• If the suspects are employees or former employees of the client, what relevant information can be gleaned from their employment file? Were full and complete background checks done on them? Were there previous disciplinary problems or any previous indications of trouble?
• What steps were taken to secure the records or data before the breach? What is being done to secure remaining data?

Steps for success

And now, the race to save your client’s reputation begins. Below are a few key action points.

Understand if you are truly on the verge of a crisis situation. There is a difference between a reputational crisis and reputational challenge. The first step is to understand the situation and potential impact on the organization and its stakeholders, and the interest level the public and/or media are likely to have. Underreacting to a crisis or overreacting to a challenge can harm a company’s brand, possibly resulting in a fatal blow beyond repair.

Assemble your external support team as soon as possible. Ideally, you will have already established strategic relationships with outside entities — a crisis communications firm, forensic IT experts, credit monitoring services, insurers, and attorneys specializing in cybersecurity liability and law — before any cybersecurity breach or records theft.

Lining up a trusted outside team in advance will help you respond quickly and allay concerns without losing time. You, as the PR point person, can play an important role in vetting these partners and setting up clear lines of communication before the crisis clock starts ticking.

Set up the response center, and take action to help. As soon as possible, you should offer credit monitoring and fraud protection to individuals affected by the data breach. This service should include a hotline run by a trusted credit-monitoring partner. (Note: State laws may vary, so the offers sent to affected individuals may need to be specifically tailored.)

As communications counsel, you should help craft the messages for call center responders and prepare them to answer a range of tough questions clearly — and with understanding, empathy and a clear action plan. Put yourself in the shoes of a person who has just been informed that their personal information has been lost or compromised. You would want clear assurances that the company is making things right.

Some of the calls will need the attention of senior management due to the severity of the problem or the intensity of the callers’ anger. Make sure a “hot file” for follow-up is updated and distributed to key decision-makers daily.

Remember your internal audience. Vigilantly communicate with employees so they can serve as ambassadors in the community if the company encounters a reputational crisis or challenge. Informed, engaged employees are powerful assets to help preserve the company’s credibility and reputation.

Craft and share a clear internal protocol for your client that employees should follow if they are contacted by reporters, neighbors, customers or affected individuals. Provide talking points, Q&A and coaching as needed. Remind employees of the media protocols and ask them to direct all inquiries to the designated company spokesperson(s). This is not the time for employees to freestyle.

Monitor media coverage. Task a team to closely monitor any coverage in social or traditional media. Assemble an up-to-date media list for use when you share updates. If a reporter calls, respond promptly — at least to let them know you have received their inquiry and are working on their request. Silence can be deadly.

Through close monitoring of social media, you’ll know when people are saying something about the company that would require an immediate response. It also gives your client the opportunity to communicate directly with their customers in real time — a key part of being responsive and thoughtful.

Continued on next page
Ideally, you should have a pre-approved message bank that can be used to respond to comments on social media. Don’t just use boilerplate over and over — empower your social media team to use their judgment, with oversight from senior executives. The sooner you use social media as a communications tool in a crisis, the more effective you’ll be navigating the maelstrom — even, as Inc. magazine’s Abigail Tracy writes, the tempest brought about by a Valentine’s Day storm.

Decide what to share, and when. It is possible your client’s cybersecurity problem will not morph into a news story, even after you communicate with affected individuals. But you should still have a plan for dealing with media attention. If your client opts not to preemptively let the media know about the problem, draft a brief holding statement about the situation and keep it on file for use if you receive inquiries from journalists.

Don’t stay silent when you should break the story. One of the most important judgment calls in this process is deciding when to proactively go public with the news. There are major risks in delaying. As Forbes.com contributor Davia Temin wrote about Target’s data breach crisis: “No matter how much it hurts, when you have a problem that affects your customers directly, do not wait to go public. You don’t need to have all the answers, but you do need to get ahead of (and own) the problem.”

If waiting to go public is detrimental, so is going public without much to offer. A real-life example: eWeek reported JPMorgan Chase waited a month to disclose its cyber-attack to the U.S. Securities and Exchange Commission. The public filing described what type of information was compromised. But, in its filing, the bank didn’t detail what steps were being taken to communicate with affected customers. The lack of detail left reporters and customers with more questions than answers.

Get out in front. This can demonstrate good faith and a commitment to finding a solution. It can also prevent rumors from spreading in a vacuum. Once the news is public, commit to communicating clearly and consistently. Do not minimize the problem, and do not make false assurances. The need to retract overly optimistic assurances can destroy your credibility. Be forthright with customers, employees, vendors, clients, the media and other key constituencies. Don’t be afraid to admit what you don’t know, but let them know you are working to find out.

If you take decisive and well-considered steps, a crisis can turn into opportunity in the long run — a chance to demonstrate character, brand values and genuine concern for those affected by the breach. As Stephen M.R. Covey wrote, “Nothing is as fast as the speed of trust.”

In a hyper-connected world, the right communications strategy — and the right attitude towards people jeopardized by security risks — can help protect and even strengthen that trust.

**PR news brief**

**FTC, Deutsch settle Twitter case**

The Federal Trade Commission ironed out an agreement with advertising agency Deutsch LA concerning charges that employees of the Interpublic unit used their personal Twitter accounts to plug Sony Computer Entertainment’s PlayStation Vita product without disclosing their connection to either party. The allegations say Deutsch LA staffers promoted Vita’s “cross platform gaming” or “cross-save” feature, which is available only on the PS.

An agency employee, according to the complaint, sent a companywide email asking colleagues to post positive comments about the handheld console on Twitter using the “#game-changer” hashtag of the advertising campaign. The FTC maintains “the tweets were misleading, as they did not reflect the views of actual consumers who had used the PS Vita, and because they did not disclose that they were written by employees of Deutsch LA.”

The settlement agreement bars Sony and Deutsch LA from “making similar misrepresentations in the future when promoting the features or capabilities of handheld gaming consoles.” Deutsch LA also is banned “from misrepresenting that anendorser of any game console product or video game product is an independent user or ordinary consumer of the product.”

The ad agency is required “to disclose a material connection, where one exists, between any endorser of a game console product or video game product and Deutsch LA or other entity involved in the manufacture of marketing of the product.”

Jessica Rich, Director of the agency’s Bureau of Consumer Protection, the federal watchdog “will not hesitate to act on behalf of consumers when companies or advertisers make false product claims.”

Deutsch LA claims to be satisfied with the settlement, noting that it did not admit to any violation of the law and sought to resolve all open issues to avoid protracted legal proceedings.

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Dynamic media environment blurs crisis lines

Where does one news cycle end and the next begin? What’s the difference between “traditional” and “digital” media? Where’s the line between reporting and advocacy? Does credibility still matter? For companies and organizations facing crisis, these questions are anything but academic. Our increasingly fast-paced and dynamic media environment is exposing these ambiguities, adding nuance and complicating effective response. And that means navigating today’s unsettled landscape requires as much artistry as it does science and experience.

By Alex Stanton

A good number of crisis communication programs have been heralded as textbook success stories over the years. And while many make for interesting case studies, it would be a mistake to assume these programs could be equally successful in the current media environment. It’s the instinct that comes from those experiences that enables you to bring focus to an otherwise blurry terrain.

A successful crisis response will require skillfully managing the challenges presented by the ever-changing media environment with a careful eye on four “new realities.”

The lifecycle of a news cycle

Limiting the number of news cycles reporting on a crisis event is key to mitigating the event’s lasting reputational impact. As the news cycle continues to contract, one might assume limiting the news cycle has become easier to accomplish, and sometimes that is the case. But, more often we’ve often seen the tonality of coverage become even more relentless.

Whether online, on air or still in print, the pursuit of eyeballs is increasingly driving editorial decisions. Advancing the story is no longer a precondition for yet another report on a particular topic. Instead, aggressive (and sometimes misleading) headlines seek to capitalize on interest and popularity. All too often, “click bait” rather than information drives the narrative.

This change in the media landscape means it’s vital to remain vigilant and aware of the most subtle shifts in the narrative. It also requires a running assessment on whether and how to engage. Judgment calls will determine whether a more forward leaning posture will extend the news cycle, or positively influence the discussion. Decisions will be made about which media to engage, what opportunities have the best chances to positively frame the overall narrative, and, conversely, which should be avoided.

A continuum of truths

Communicators have long been instructed to adopt a three-pronged crisis approach: 1) communicate the facts as soon as you know them, 2) avoid speculation, and 3) quickly correct mistakes. But if marshalling the facts during an unfolding crisis isn’t tough enough, consider the challenge of doing so in an arena where the truth is viewed as more of an aspiration than a reality. In today’s fast-paced media environment, the “truth” is often viewed not as a recounting of what actually happened, but rather as a full-throated defense of your position. Media are increasingly relying on branded “fact checkers” to decide whether statements are mostly, partly or half true, and then assigning them a number of Pinocchios.

This evolving landscape underscores how heavily successful response to a crisis depends on establishing and maintaining credibility. Letting the facts speak for themselves, unless they are conclusive and irrefutable, is unlikely to be enough. Finding the most effective way to convey your point-of-view in words, concepts and pictures is critical to narrowing the truth continuum.

Major stories, niche media

Obscure or niche online outlets are now breaking major stories. This has produced substantial consequences for the targets of their coverage, as we saw when TMZ broke both the Ray Rice and Donald Sterling stories, and Deadspin gained notoriety with their Manti Te’o “catfishing” scoop. And then there was conservative blogger Andrew Breitbart’s reveal of Anthony Weiner’s Twitter posts which ultimately led to the Congressman’s resignation. Crisis managers cannot afford to ignore outlets they might perceive carry less influence, credibility and commitment to journalistic ethics.

This leveling of the media playing field makes implementing an “early warning” system more difficult, but also more critical. These editorial processes are often flat, if they exist at all. In the age of Google Alerts and social media, once a story publishes, those who follow your organization will know it as soon as you do. Understanding and being adept at working with the lone blogger as effectively as with major media is a requirement.

“The pack” is social

The media have long been said to travel in packs, and at one time they literally did. It was easy to get a sense of the narrative by hanging out in the press room or eavesdropping in a hallway. One might assume that with reporters geographically distributed and spread thin, the pack mentality would be lessening. Social media, however, has only reinforced this tendency. At the onset of any significant crisis, one can watch the storyline come together instantaneously on Twitter. Contrary angles are publicly panned, and a consensus forms, evolves, and continues along a self-propelled trajectory.

Reacting to a “socialized” pack of journalists requires a blend of smarts and speed. In the social age, being connected, accessible and able to respond quickly is more important than ever. A willingness and ability to continuously adapt to the changing media, and to different reporting styles of newly minted reporters, full-time bloggers and established journalists, is the price of admission.

In many ways, today’s media environment has ushered in an exciting era for those charged with managing crisis situations, by opening new communications channels and opportunities for reaching our target audiences. But it has also brought enormous challenges that must be considered when responding to a crisis. Successfully managing a crisis today requires always sweating the small stuff — and there is more small stuff than ever before.

Alex Stanton is CEO of Stanton Public Relations & Marketing in New York.
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REPORT

Communications tips on navigating Title IX

Even before the recent Rolling Stone article on a UVA student who alleged she was sexually assaulted by fraternity brothers imploded, frequent and hard-hitting media coverage had put an increasingly sharper focus on a challenging reality facing colleges and universities across this country. Communications professionals who work for these institutions are seeing increased scrutiny with regard to how universities prevent and handle sexual assaults on campus.

By Ashley McCown

The statistics are staggering: one in five women will be sexually assaulted during college, according to the National Institute of Justice. A number of factors have converged over the last couple of years to create an environment where sexual assault survivors feel more comfortable coming forward to report the assaults and share their stories publicly. Last April, President Obama created the White House Task Force to Protect Students from Sexual Assault declaring this country, and colleges and universities in particular, must do more to prevent sexual assault and support and care for survivors.

As best practices in sexual assault prevention and response are constantly evolving (including new guidelines from the U.S. Department of Education’s Office for Civil Rights), colleges and universities are being held accountable now more than ever for how they endeavor to prevent sexual assault, support survivors and adjudicate complaints. This is especially true for those institutions where survivors have filed complaints under Title IX (part of the United States Education Amendments passed by Congress in 1972) because they feel their school failed to respond effectively. In fact, last year, for the first time, the Department of Education released the names of 55 institutions under investigation for possible Title IX violations.

As communicating around the campus sexual assault issue has turned from whispers to outrage to demanding accountability, the response nationwide has been encouraging. Schools have pledged to do better; task forces are being established to recommend policies and best practices; training for students, faculty and staff is being enhanced; new positions are being created to lead that training and provide care, support and advocacy for survivors; and adjudication processes are being improved to support the timely resolution of cases and fairness in the process.

A well-thought-out strategy regarding how to communicate with students, faculty, staff, families and alumni, as well as the media, is critical to how a school is perceived during these times. And the media calling for comment is often how university leadership first learns that a Title IX complaint has been filed against their school. Increasingly it is becoming a matter of not IF but WHEN a complaint will be filed, so here are some communications best practices to keep in mind:

It starts at the top

The commitment to take a hard look at current policies, admit the institution could have done better, create a safer environment for students to report allegations of sexual assault, and how to support them once they do all starts in the President’s office. He or she needs to set the tone for how the school will respond and enact meaningful change.

Be proactive

Take a 360-degree look at what the school is going to do, and take a look at all of the audiences who will care about the issue. That includes students and parents, faculty and administrators, alumni as well as prospective students and their parents. Then consider the best way to engage with each of those. One message does not fit all.

Educate and communicate

Education is paramount when it comes to the requirements of Title IX. It’s complicated and administrators, faculty and students do not universally understand all that it entails. They will benefit from training and regular updates on best practices.

Choose your words carefully

Language matters. Higher Ed institutions are in a very difficult position when it comes to speaking publicly about Title IX complaints against them. Any appearance of challenging the allegations made against the school can easily be perceived as victim blaming. Lawyers have an obligation to make a vigorous defense in a Court of Law. That approach will back fire in the Court of Public Opinion. Communications and legal counsel have to work very closely to find common ground in this regard.

Be transparent

In some respects, this is the hardest one. To be credible and to create an open and honest dialogue — especially with students — college and university leaders have to be willing to ask the hard questions and to hear some feedback that they might not want to.

Colleges and universities are communities where young adults thrive and grow in their individual and combined pursuit of knowledge. When sexual assaults occur, trust among students, faculty, and administrators can break down. That’s why preventing sexual assaults is everyone’s collective responsibility and it starts with communications.

Ashley McCown is President of Solomon McCown & Company. ©

PR news brief

Della’s dons ICR for liquidation

Della’s, the publicly traded clothing retailer aimed at teenage girls, is relying on ICR for PR support as it navigates Chapter 11 bankruptcy with plans to liquidate its assets and shutter its retail stores.

The New York-based company, which saw its heyday in the 1990s with a robust mall retail and catalog business, filed Ch. 11 on Dec. 7 after attempting to raise financing or find a buyer. It landed $20 million in financing to run going-out-of-business sales and shutter operations at its 95 or so stores.

Della’s CEO Tracy Gardner and COO Brian Lex Austin- нужны материалы, на русском языке.

ICR Managing Director Jean Fontana, a retail sector specialist, is guiding communications for the company as it winds down.

Vox reported that Della’s is among a handful of struggling mall-centric retailers like Aeropostale, Abercrombie & Fitch, and American Eagle that face declining sales and stock prices amid cheaper competition and as teens spend their money more on food, electronics and video games.
Crisis preparation in the digital age

In the age of digital communications, crises incubate, hatch and unfold before an audience of millions of consumers, investors and businesses at near-blinding speed. But what happens when the company crisis is your own? If you’re responding from scratch, without infrastructure or preparedness, chances of a favorable outcome greatly diminish. Companies and their CCOs would do well to live by Louis Pasteur’s famous observation: “Fortune favors only the prepared.”

By John McInerney

Can you really be prepared for a “crisis?” After all, isn’t each one different? They certainly are, but effective responses share common attributes: speed; openness; access to critical support; a supply of critical facts; teams that can work well together under pressure; and above all, a sense of command in the responses. Simply put, preparation boosts crisis performance. Without being prepared, even the best team and spokesperson are compromised.

Effective preparation begins by asking how one should act when a crisis arises, not if. Avoid being lulled into a false sense of complacency that it will only happen to your competitors, or that your company is insulated from crisis. They’re part of corporate life. Below you’ll find several exercises to prepare you for the crisis when it hits.

**Form a risk committee.** Your risk committee should include every executive who might have to deal with a company crisis: the CEO, CFO, other senior operating leaders, heads of sales, marketing, investor relations, human resources, and, of course, the general counsel. Depending on your company, the risk committee should also include a chief investment officer, chief scientist, chief medical officer and head of R&D.

The risk committee should meet at least quarterly to identify potential crises that might affect the business. In anticipation of one of the crises going live, contingency plans should be developed that include broad outlines of potential scenarios and, most important, the company’s designated spokesperson. These plans, of course, are developed before the crisis goes live and the spokesperson and responses may change to address the realities of the situation.

If your company doesn’t have a risk committee, try to form one. Financial firms must have one, (often several, in fact) to fulfill regulatory requirements, and many include the chief communications officer or CMO. If you’re a chief communications officer in a business that has a risk committee that doesn’t include you, discuss with the appropriate people in your organization about how you will join that committee. As the chief spokesperson, you’ll be on the line to deliver the company’s messages to the media. Your knowledge of the media’s requirements will be critical to developing an effective response.

Have a list of key company contacts and outside advisors written down and shareable. In the digital age it’s easy to do, but often gets forgotten. This list should include desk and mobile phone numbers, as well as e-mail addresses to reach the risk committee at any time. And choose a clear second-in-command should the CEO be unreachable when crucial decisions must be made.

**Catalog previous crises and near crises.** This list should include both recent emergencies and those that have a history. Be mindful of the media’s tendency to connect similar events. In addition to the list, evaluate how the company performed in the crisis, recognizing that many of the crises elements will not have transpired in the media’s eye. What was public? What happened behind the scenes to shape the outcome?

Determine which reporters are disposed toward the company, those who are not, and those who are neutral or mixed. There are no absolutes rankings here, but the categories will be useful as the crisis unfolds. In particular, identify sources willing to go on the record, and those who are adept enough at media relations to go on background on your behalf.

Above all, write this down. At all costs, avoid keeping this crucial information only in your head or the minds of one or two people. When the crisis hits, your time will need to be spent in action, not in administration hunting for names, e-mails and phone numbers.

**Evaluate, coach and choose your spokespersons ahead of a crisis.** That includes you. Very often, the CEO may be the company’s chief spokesperson and may be exceptionally effective in this role. However, there may be circumstances when the CEO is not the right spokesperson for a particular crisis. The best person could be a chief scientific officer, the head of sales, or a local community executive. Every crisis is different. It might be that no one should be speaking at all, and the company should be delivering written responses to the media.

This is where having an outside advisor can be especially valuable. Each member and discipline on the risk committee may have a different perspective on a crisis, but ultimately only one response will be delivered. Companies perform best in a crisis when the competing interests are heard and a single response is developed and delivered. The upsides and downsides are carefully considered and known to all who might be affected. Above all, avoid “no comment” as a response.

**People behave differently under pressure.** A vast array of psychologists, as well as more casual observations, have shown that people behave differently in crises than they do in routine situations. This means you, your colleagues, and most important, your “C” suite executive team. Keep in mind that they will behave differently both individually and as a group. Many “C” suite executives have hard-charging, decisive personalities that may put a low premium on analysis. Yet, careful analysis can make the difference between a lukewarm response and a highly effective one.

*John McInerney is a Group Vice President at Makovsky.*
The three key factors in a crisis situation – speed, substance and strength – are simple, yet difficult to manage. This is why we exist. For 20 years at JS, we have guided our clients through rocky situations to ensure their brands weather the storm.
Report: CIA public affairs leaked false information

The CIA’s Office of Public Affairs leaked false information to boost the agency’s profile and protect its controversial detention and interrogation program, according to a summary of the blockbuster Senate Intelligence Committee report released in December.

By Greg Hazley

Among campaigns to burnish its image and the detention program, the CIA also engaged in a PR campaign to connect the detention program to the killing of Osama bin Laden.

“Much of the information the CIA provided to the media on the operation of the CIA’s detention and interrogation program and the effectiveness of its enhanced interrogation techniques was inaccurate and was similar to the inaccurate information provided by the CIA to the Congress, the Department of Justice, and the White House,” the report concludes.

Senate investigators found that CIA PA staff and senior officials coordinated to share classified information on the detention program to select members of the press to “counter public criticism, shape public opinion and void potential congressional action to restrict the CIA’s detention and interrogation authorities and budget.”

The deputy director of the CIA’s Counterterrorism Center, Philip Mudd, wrote to a colleague before a media interview that “we either get out and sell, or we get hammered, which has implications beyond the media ... we either put out the story or we get eaten. [T]here is no middle ground.” The same official explained that when The Washington Post or New York Times quoted a “senior intelligence official,” it was “us ... authorized and directed by [CIA’s Office of PA].”

In late 2004, the CIA proposed a PR campaign to include disclosures about the “effectiveness” of the detention program as the National Security Council considered “endgame” options for the program, the report found. CIA talking points noted that “[i]f done cleverly, selected disclosure of intelligence results could heighten the anxiety of terrorists at large about the sophistication of [US government] methods and underscore the seriousness of American commitment to prosecute aggressively the War on Terrorism.”

In one example of how the campaign played out, the report cites a June 24, 2005 “Dateline NBC” report accompanied by several online articles quoting named and unnamed intelligence officials claiming the capture of Ramzi bin al-Shibb led to the captures of Khalid Sheikh Mohammed and Khalid bin Attash. The Senate report said that information was inaccurate.

When the Bush administration decided to seek legislative backing for the program, it chose to do so by publicly disclosing the program’s existence in a 2006 speech by President Bush. The Senate report detailed the CIA’s process of vetting and crafting that speech, which included claims that were unsupported by CIA records or cables. After the president delivered the speech in September 2006, press accounts challenged some of the claims, including pieces by the New York Times and Time magazine.

The Senate report said of Bush’s speech: “The inaccurate representations in the speech have been repeated in numerous articles, books, and broadcasts.”

The Bin Laden campaign

In a PR offensive planned well before the raid that killed bin Laden, the CIA sought to publicly attribute the successful mission to kill the terror kingpin to information gleaned from the detainee program.

A CIA report, under the heading “The Public Roll-Out,” said the Office of PA was formally brought into the bin Laden operation in late March 2011, two months before bin Laden was killed.

“The vast majority of the documents, statements, and testimony highlighting information obtained from the use of the CIA’s enhanced interrogation techniques, or from CIA detainees more generally was inaccurate and incongruent with CIA records,” the Senate report concludes, noting CIA officials tried to make the connection “within days of the raid” on bin Laden’s compound.

In a statement released Dec. 9, the CIA said information the CIA obtained from detainees “played a role, in combination with other streams of intelligence, in finding” bin Laden.

The agency pointed to its 2013 response report that acknowledges “shortcomings” and “mistakes” in the program, which was ended by President Barack Obama in 2009. It disagrees with the Senate report’s claims that it misled Congress, the administration and the public.

Said the CIA: “The Agency’s record is not perfect — there were instances where representations about the program that were used or approved by Agency officers were inaccurate, imprecise, or fell short of Agency tradecraft standards — but the factual record does not support the inference in the Study that the Agency conspired to intentionally mislead the Congress or others regarding the effectiveness of the program.”
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The forgotten art of pausing in times of crisis

The sense of urgency for companies facing a crisis often creates an impulse to act immediately, which can complicate the disaster at hand. Instead, the prevailing wisdom to react quickly should be accompanied with a respect to the silence that accompanies careful thought and preparation in times of crisis.

By Rhonda Barnat

Recently a reporter said, “This isn’t on deadline. This is now.”

That one statement crystallizes the pressures on the state of crisis management today.

If you’re a company in the midst of a crisis, the questions descend like an avalanche — “What happened? Why do you think it happened? What is going to happen next? Whose fault is it? How are you going to fix it? How much are you going to pay? Is anyone losing their job? Are you fighting back?”

For a company executive, these moments can be overwhelming. Not only is there an unexpected major issue, there’s also immediate demand for answers.

This demand has always been there.

But now it’s worse. With the onset of social media — with smart phone videos, with Twitter, with the entire range of digital information channels — the demand for answers “not on deadline, but now” has never been greater.

The typical public relations advice can run something like this: “We have to get something out there. Social media is already running wild — we have to get ahead of it.”

It gets worse.

Company colleagues, friends and family all weigh in. Advisers gather. Inevitably, everyone is reading what is being posted on social media. Other voices are heard, perhaps including board members.

“It says the company wasn’t available to comment.”

“There is a posting that wonders if this has anything to do with the crisis five years ago.”

“There is a YouTube video up already.”

“We have to do something.”

“We have to respond on Twitter.”

“We have to communicate.”

“This is getting away from us.”

That sounds reasonable. No company wants “others to tell its story.”

And no one wants to believe that others are taking shots while a company is silent, with silence suggesting guilt of some kind.

This sense of emergency — both from the company as well as from the outside world — can lead to a second disaster.

If a company speaks too soon, there is a real risk of misinformation. In our years of experience advising companies and non-profit institutions of all kinds in crisis, it is inevitable that what you think are the facts now will be different tomorrow or in a week.

However, in a crisis, there is zero tolerance for error. What you say first will set the tone for the entire issue. One mistake, even an honest error, and a company will find itself quickly labeled as untrustworthy.

We believe there is another way.

Just because — and even in spite of — a call and a clamor for answers, companies and their communications advisers must take a longer view.

Next time there is a crisis, do not listen to the demands for answers.

Instead, gather the relevant people together, face-to-face if possible, and think.

Just think.

Allow for silence in the middle of the crisis.

We saw this in action recently when a top-flight adviser was speaking with a company.

“What should we do? What should we do?” Board members were speaking over one another.

The stakes were very high.

There was no answer. Only silence.

Within seconds, the company leadership demanded, “Are you there? Are you there?”

There was a pause. “I am thinking,” said the adviser.

And with that, there was a new respect, a new and sober reflection on the best course of action.

The silence may have delayed the group by minutes, but the final result was ironclad; it was truthful and it was meaningful.

We must, as practitioners, learn to respect the silence that comes with real thought in times of crisis.

Rather than rush to feed the endless appetite that is Twitter and its like, we say simply wait. Think.

There will always be a few minutes to think, to consider, and to concentrate on what is most important.

First becomes not what we say, but what we do.

And once we have determined the best actions to take — thinking first of those most affected and working outward from there — then and only then is it time to think about how best to communicate and what tool to use.

We are both blessed and cursed with technology.

Technology allows instantaneous communication. However, it is not necessarily a substitute for meaningful communication.

Wherever possible, we recommend that companies and institutions rely on the “verbal channel.” And we’ve experimented. Tell an important fact to a small group at a college campus and within minutes the word has spread to another side of the campus. In seconds, someone will use social media to rebroadcast an official statement.

To us, this means that whatever a company says must be thoughtful, true, deliberate, and in keeping with the culture and mission of the company.

It takes time. Time for quiet deliberation. Time for truth telling. Time for the development of messages that are authentic and move an agenda forward toward an end goal.

Company leadership need not be fearful of silence. Communications advisers need not fear a period of silence while the team determines the best course of action.

This is not to say that there are untold days and hours to be silent. But there is certainly a period of time, a treasured period of time when the crisis hits, for silence, even for reflection, and to think.

We are living in an age of “this is not on deadline, this is now.” We must impose upon that reality the best possible crisis management — including meaningful silence.

Rhonda Barnat is Managing Director at The Abernathy MacGregor Group.
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A decade later, Hurricane Katrina remains relevant

August marks 10 years since Hurricane Katrina devastated New Orleans. In recognizing this poignant milestone, a local PR agency shares some of the crisis lessons learned from the worst natural disaster in U.S. history.

By Ann Edelman

Hurricane Katrina will be remembered for the death and destruction it left behind. But it also changed the way we as an agency think about crisis — or disaster — communications.

In crisis communications, we’re asked to think about a worst-case scenario. Katrina taught us that depth of preparation is difficult, because worst cases play out more tragically than anyone can imagine.

While New Orleans will bear the pain of Katrina forever, the storm provided invaluable insight into what happens in a complete disaster.

Here are a few of the most important lessons we learned about crisis planning.

Don’t be surprised when people react completely opposite of what you expected. Tragedies that mounted after Katrina were multiplied under the pain of uncertainty. Were family and friends alive or dead? How long could those left behind survive disease, crime, fires, sweltering heat and buildings without flushing toilets? What would become of family pets and heirlooms? The psychological toll was immeasurable.

Yet, it wasn’t uncommon to find the strongest personalities found themselves unable to cope. The people you expected to thrive in a crisis were sometimes mentally and emotionally overwhelmed.

Meanwhile, the meek, soft-spoken types were often rocks of stability. It was the quiet wallflowers who frequently rose to the occasion, calmly plodding through the wreckage and figuring out the next course of action.

It didn’t happen with everyone but often enough that you noticed. The juxtaposition was unsettling. When leaders are immobilized, be prepared to accept it without judgment and adapt accordingly.

Technology leaves everyone vulnerable. This has only intensified in the decade since Katrina. Once the power is out for more than a day, laptops and cell phones are useless. Even if you can recharge devices in an outage, Internet connectivity likely will be spotty at best after a disaster.

When was the last time you printed updated hardcopies of critical information? Is it easily accessible any time of day? Do crisis team members have their own hardcopies and key contact information, including backup emails and phone numbers?

Can crisis team members contact each other at a moment’s notice? How will you continue servicing out-of-town clients when your base of operations is destroyed?

Remember that the Gulf Coast watched Katrina coming for several days. Fires, tornados and earthquakes strike with little or no advanced warning.

In a disaster, ordinary becomes priority. You don’t realize how many things are taken for granted until you’re forced to live without them.

When it became obvious that New Orleans would be closed for months, priorities flipped to the most basic needs.

Taking care of yourself and those around you meant finding temporary housing, getting children enrolled in new schools, arranging new transportation and finding access to health care.

Can your employees get salary advances to make it through at least a few days? Does your plan cover paying them if they’re evacuated out of town and cut off, at least temporarily, from bank accounts?

If you have to leave, pack up like you mean it. When you leave the office this Friday, what would you take if you knew you wouldn’t be back for a month? What would you take from home?

In a disaster, you get one chance to evacuate, so take advantage. Fill every inch of space in your car. If the situation gets worse, you may not be home for a while.

As New Orleans’ closure lingered long after Katrina moved on, one of the most common regrets among professionals was not having business clothes that were left behind. Evacuees left New Orleans on a Sunday expecting to be home by Tuesday — not months later.

Prepare to learn a new definition of creative thinking. It wasn’t that options were limited after Katrina — they were often nonexistent. In a worst-case scenario you must be willing to create your own alternatives.

Our own CEO cleverly figured out a way to contact another tenant in our high-rise building who was still operating after the storm. Because of his ingenuity, our agency learned that our offices were intact, and we were able to retrieve a much-needed backup with help from a private security firm.

One local company bought an entire trailer park just outside New Orleans so its employees would have housing.

And be prepared to put aside corporate rivalries for the greater good. Businesses affected by the storm reached out to anyone who could help, even competitors. Every job saved was one more step in the city’s recovery.

Fall in love with a local charity. New Orleans survived Katrina thanks in large part to the charity of nonprofits, volunteer groups and individuals that provided for families who lost everything. Mental-health counseling services made a huge difference in many victims’ ability to cope.

The city was generous before, but the outpouring of support after the storm redefined corporate culture. We came to understand the role of charities in a new light.

Philanthropy is one of the most cost-effective ways to prepare for disaster because it helps ensure that nonprofits in your community have the ability to respond when called upon.

Ann Edelman is Director of Public Relations for Zehnder Communications, a full-service agency in New Orleans, Baton Rouge, and Nashville.
A
t the time, I offered a few sugges-
tions. But since that initial meeting
I have expanded the list to include
10 guidelines.

1. **Share detailed information in a
timely manner.** Follow-up questions are
inevitable. But the more background you
provide on a person, program or product,
the more successfully we can tell your
story.

2. **If more than one person must
approve a document, coordinate the
review with each participant working
from the same draft.** This will help avoid
confusion, ensure accuracy and streamline
the process.

3. **Limit the number of colleagues who
must sign off on projects to those direct-
ly responsible for the organization’s
communications and experts on specific
content.** I’m all for buy-in, but needing
approval from a large group can cause long
delays and result in conflicts.

4. **When it comes to press inquiries, be
as accessible as possible.** The ability to
respond quickly and thoughtfully can make
the difference between being featured or
excluded.

5. **Have more than one spokesperson
prepped and at your disposal.** Busy
schedules don’t always permit the president,
board chair or executive director of an
organization to participate in interviews.
Having a deep “bench,” folks ready and able
to respond to media inquiries, is essential to
making your organization part of the con-
versation.

6. **Take advantage of training services
your agency offers.** Except for Kim
Kardashian, most people don’t like seeing
themselves on camera. But media and
presentation training, which should include
videotaped practice sessions, provides the
tools needed to help frame a conversation,
effectively communicate key points and
position your organization in the most pos-
tive light.

7. **Understand the difference between
marketing and media relations.** While
we may love your new tag line, advertising
lingo should not be incorporated into press
materials.

8. **If something happens — positive
or negative — tell us immediately.** We can’t
offer advice or support if we don’t know that
you’ve received an award, are announcing
or eliminating an initiative or are dealing
with employee malfeasance. Our relation-
ships with reporters and editors can help set the tone for an
interview and garner, or in some cases,
deflect attention.

9. **Understand what makes a story
newsworthy.** Is it a trend? A national
model? Few very few announcements are
important enough for a press release let
alone a press conference.

10. **Social media is a communications
tool.** And so are bylined commentaries, let-
ters to the editor, speeches and media advis-
ories. Each plays a specific role in a stra-
gic media relations campaign. Your PR
consultant can identify which are the most
appropriate for your story.

In the same way that a good PR practi-
tioner must understand the work styles of
reporters and editors, their priorities and
interests, it’s important to educate clients
so they can recognize the elements of a
good story, respect deadlines, know when
they will serve as the “star” or supporting
player, AKA expert resource, in an article
or segment and understand the basic tools
at our disposal.

Addressing the “what makes a good
client” question at the outset of an engage-
ment can lead to greater efficiency, more
effective communications and the creation
of a client/agency partnership that is real,
productive and long-lasting.

Sandi Goldfarb is a Senior VP of Rasky
Baerlein Strategic Communications,
Boston.

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**What every client should know**

At the conclusion of a productive kick-off meeting with a client,
the organization’s president asked, “What can I do to be a good
client?” During more than 25 years in the communications
industry, no client has ever asked that question. For nonprofits,
and frankly for any business embarking on a relationship with
a PR firm, this is a conversation worth having.

By Sandi Goldfarb
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**PEOPLE IN PR**

**Ex-Blair Aide joins FTI**

Patricia Hewitt, who served in Tony Blair’s government as Secretary of State for Trade and Industry and Cabinet Minister for Women and Health Secretary, has joined FTI Consulting’s London office as Senior Adviser in its strategic communications unit.

Prior to joining Parliament in 1997, Hewitt was at consulting giant Accenture as head of research for Europe, Middle East and Africa.

She also founded the center-left think tank Public Policy Research and was Press Secretary for the Leader of the Opposition.

Upon leaving government, Hewitt joined BT’s board of directors and chaired its remuneration and pension committees.

Currently, she sits on the board of EuroTunnel Group.

FTI also added another politico Philippa Roe, who is leader of the Westminster City Council, to its strategic communications offering.

**Dreamworks’ Madatian to lead comms.**

Movie industry PR exec Jasmine Madatian has been cast to lead communications for Hollywood institution Dreamworks Studios.

Madatian was the Academy of Motion Picture Arts and Sciences’ first Managing Director of Communications, handling PR for the Oscars and the movie industry as a whole until stepping down last year.

She takes the Executive VP, Communications title at Los Angeles-based Dreamworks, filling a similar role held by Chip Sullivan, who was promoted to head of Global Brand Integration in September.

Kristin Stark is VP of Publicity at Dreamworks and reports to Madatian.

DW in September said Turner Broadcasting exec Michael Wright will join the studio as CEO in January 2015 to replace Stacey Snider, whose contract was not renewed after eight years and is now with 20th Century Fox.

Madatian, whose purview includes all communications strategies and media relations for the company, reports to President and COO Jeff Small and Production Chief Holly Bario. She was previously VP of Publicity, Promotions and Field Marketing at Disney and held a similar role at Paramount Pictures. Her film PR credits include “Alice in Wonderland,” “The Hours,” “Titanic” and “Jackass: The Movie.”

Dreamworks split with Viacom’s Paramount in 2008 and became independent with the backing of Indian conglomerate Reliance. It spun off its struggling animated film unit, Dreamworks Animation, in 2004.

**LinkedIn’s Canfield travels to Gogobot**

Krista Canfield, who spent six years at LinkedIn rising to lead PR for its mobile products, has packed her bags for social travel planning company Gogobot as VP of Communications.

Canfield, who cultivated LinkedIn’s program for journalists and departed this month as Senior Manager of Corporate Communications, saw the business networking platform’s rise from a 200-staffer start-up to its current post-IPO juggernaut of 6,000 employees and 330 million users.

Gogobot, based in Menlo Park, is billed as the “go-to place for places to go” and lets users search for restaurants, activities and lodging through its website and app. It unveiled a new app in May that produces lists of events and activities in six major cities and locked up a $20 million funding round in November backed by vacation rental portal HomeAway.

Canfield, a former journalist who moved to tech PR with Horn Group in the mid-2000s, wrote about her new position in a blog post on LinkedIn.

**Real estate PR vet Lewis dies at 89**

Dick Lewis, Founder of 54-year-old Lewis & Assoc., real estate firm in Los Angeles, died Nov. 21 following a short battle with cancer. He was 89.

He pioneered the use of integrated marketing communications techniques to the real estate business.

During his career, Lewis marketed more than 35,000 residential units and more than 15 million sq. ft. of commercial and industrial space.

Clients included The Irvine Co., Home Savings of America, Grubb & Ellis, PWC and Turner Construction.

He ran image programs for Fox Plaza in Century City, First Interstate Tower, 1000 Wilshire and the Wilshire Thayer.

Lewis served in the Merchant Marines during WWII and in Korea as an intelligence officer.

He began his career in journalism at The West Virginian, International News Service (forerunner to UPI) and the Alhambra Post Advocate.

Following his journalism stint, Lewis was a writer for the Southern California Auto Club and staffer at Fallon & Co. ad agency in L.A.
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The Abernathy MacGregor Group is a strategic communications firm that operates in six disciplines: crisis management, corporate restructuring and bankruptcy, investor relations, transaction communications, IPOs and corporate and financial public relations.

The firm’s crisis management 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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Laurel Kennedy, Principal

Blink is a crisis communications company for food channel organizations. We manage food chain issues from “seed to store” — consumer reaction, health/nutrition, packaging, responsibility and more.

Our difference?
Blink starts immediately.
We’re rooted in agricultural and crisis experience. Blink principals work at your side. No hand-off to junior people. Blink lets you sleep at night. Products like Reputation Current Ratio, Crisis Gap Analysis, Crisis Simulation help test — and fix — your current crisis plan.

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Brunswick is a leading business communications firm: a global partnership with 22 offices in 13 countries. Founded in 1987, Brunswick has grown organically, operating as a single profit center — allowing us to respond seamlessly to our clients’ needs, wherever they are in the world. When clients turn to us, it’s because they know that good communications is more than managing perceptions — it’s essential to making business work. Our background in financial communications means we understand how businesses are wired. It also means integrity is deep in our nature: diligence, openness and accuracy. We have a reputation for high-caliber, highly experienced people. So whatever the task, we can assemble a broad range of expertise from right across the firm. Our clients know we’re always in their corner. We build trusted, long-term relationships which help our clients to deliver their strategy.


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John Gogarty, President
Kevin Sullivan, Senior Consultant

Coyne has established itself as one of the leading independent full-service agencies in the country providing issues management and crisis communications support for many of the world’s most respected brands, including Hard Rock International, Shell Oil, Goodyear, Heathrow Airport, Atlantic Health System, Hong Kong Tourism Board, Burger King Corporation, Red Robin Restaurants and Daytona International Speedway. Our deep knowledge of our clients and their industries make us the best possible brand stewards to protect their image. Keys to providing issues management and crisis counsel include: scenario planning and simulations, as well as open and honest communications. Our team has built crisis communications plans for global implementation; developed social media policies; developed codes of conduct for clients; guided clients through the recall process; worked with various regulatory agencies; and conducted media relations campaigns to help clients maintain positive brand reputation. Our issues management experts follow a process that helps navigate situations, which may pose a reputational risk. Coyne’s teams of PR professionals have extensive experience developing, executing and supporting crisis communication plans for clients in the following categories: Health, Restaurant, Toy & Juvenile, Travel, Entertainment, Pet & Animal, Executive Leadership, Food & Nutrition, Labor, Energy and Social.

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Robert L. Dilenschneider, President and CEO

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

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

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

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

In 2014, Fineman PR worked extensively to assist in communications for schools, colleges, and outdoor adventure and wilderness camps. Issues ranged from the efficacy of an artificial turf athletic field to sexual abuse allegations. Fineman PR’s food safety practice was also enlisted for a major, national poultry issue.

Historically, Fineman PR’s successful, high-profile crisis work included addressing the public’s perception about avian influenza for a West Coast poultry producer; managing consequences from the Santa Barbara “Tea Fire” for a college beset by the firestorm; initiating client-community relations after a tragic apartment complex explosion in Truckee, California; providing communications and the resolution that ended violent protests against a Berkeley, California, radio station; putting a juice company on firm public footing immediately after an E. coli crisis; setting the record straight after media slandering of packaged salads; developing the messaging and positioning of a California university after the bombing of a researcher’s home by an animal rights terror group; helping resolve labor relations for a highly prestigious medical group in Southern California; and working for so many other clients whose names were successfully kept out of the news.

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Jessica Berk Ross, Mng. Partner
Shelly Holmes, Senior Partner

At Finn Partners, our crisis experts help clients address issues so their organization emerges with its reputation enhanced—not intact.

We work as well with the C-suites, legal teams and boards as we do with internal communications teams and field reps. Our broad experience includes: product recalls; cyber security and social media attacks; outbreaks; union-management negotiations; environmental and other industry issues affecting business; and much more.

Growth as an international agency has also meant growth in our crisis capabilities. We now have a Detroit office with staff experienced in helping the City deal with bankruptcy and renewal. We have expanded our higher education, technology and healthcare portfolios through strategic acquisitions. And we are a preferred provider of crisis communications for United Educators.

Finn Partners will partner with you to develop a strategic crisis plan, evaluate or enhance/update your current crisis plan and/or be in the trenches with you when a crisis develops.

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

Hennes Paynter Communications has built its business helping clients manage their communications response to reputational challenges, crisis events and other issues that threaten their ability to serve customers, clients and other stakeholders. Founded in 1989, the firm serves public and private companies, educational institutions, healthcare providers, government agencies and nonprofit organizations “on trial” in the Court of Public Opinion. Services include strategic communication planning and execution, reputation management, media training, crisis communication plans and drills, and litigation communications.

Bruce Hennes is one of Ohio’s best-known crisis specialists and an in-demand speaker at law firms, universities, bar and trade associations on the subject of crisis communications.

Barbara Paynter has 25+ years’ experience helping clients ranging from large multinational corporations to local nonprofits resolve crisis and reputational issues. She heads up the firm’s team of senior professionals.

Nora Jacobs, a three-time Silver Anvil winner, has decades of agency experience creating and carrying out strategic communications plans for clients making consumer and industrial products, and those in healthcare, biotechnology, education, chemicals and plastics.

Howard Fenc has significant experience in crisis communications and media training, having spent many years working in broadcast journalism.

For six consecutive years, Hennes Paynter has won the Gold Award from the Public Relations Society of America. Greater Cleveland Chapter for its crisis-related work and its Crisis Comm Newsletter. The crisis work included helping a public health system navigate criminal prosecution of a member of its management team and a program for an Australian forestry company facing sensational media reports about threats to wildlife caused by its logging operations. In 2009, Hennes Paynter won the PRSA Cleveland Chapter’s coveted “Best of Show” award for its work with another agency on the national peanut butter recall and in 2013, the firm again won “Best of Show” for its response when a passenger ferry accident in New York City’s Financial District injured more than 60 passengers.

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Deborah Hileman, President and CEO

Founded in 1989, the Institute for Crisis Management was one of the first U.S. consulting firms working exclusively in crisis management and communications.

ICM prepares executives and management teams to lead before, during and after a crisis with a variety of planning, training and consulting services: Vulnerability and risk assessments; Risk-specific planning tools; Real-time crisis support; Crisis plan development / implementation; Simulation exercises; Management training & consulting; Crisis communications workshops; Strategy and message development; Spokesperson/media training; Executive coaching and interview preparation; Media and social media monitoring and analysis; Reputation management and damage mitigation; and Debriefing and response assessment.

ICM has developed crisis plans, counseled executives and managed crisis communications for clients in virtually every industry, and including workplace shootings, strikes, white collar crime, criminal and civil investigations, data breaches, recalls, plant closings, unfounded rumors, wrongful death/patient abuse investigations, activist threats, boycotts, natural disasters, and social and political issues.

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

Established in 1998 and privately-held, ICR partners with companies to develop strategic communications programs that achieve business goals, manage risk, and enhance the value of the company.
organizations in which we invest our time. As we have listened to our clients and anticipated their challenges, we have added services and expertise to further their relationships with target audiences to become a full-service integrated marketing communications firm. We help our clients to tell their stories and connect with audiences in compelling ways through:

Discovery: helping organizations understand why they (or their products or services) matter and what makes them meaningfully different. Development: embracing meaningful differences so that we may uncover essential stories and develop messages that resonate and ‘stick.’ Delivery: balancing the message, messenger, place, tone, timing and tools to effectively connect with target audiences and evoke expressions.

Some of the JS client family members include Orkin, Delta Air Lines, Toyota, the College Football Hall of Fame, Chick-fil-A, Primrose Schools, Mattress Firm, the University System of Georgia, the Atlanta Braves and Children’s Healthcare of Atlanta. We work across all types of industries and commit to understanding our clients’ business as if it were our own. Our commitment to learning, along with the integrity, experience and intelligence of our people, is reflected in the 40+ awards we have garnered over the past five years, including placing 4th in the 2014 Atlanta Journal-Constitution “Top Workplaces” study.

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Joele 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; accounting irregularities; regulatory actions and government investigations; management changes; facility closures and workforce reductions; labor disputes; facility disasters and workplace violence; data security breaches; consumer boycotts, and product recalls.

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

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Kekst and Company is one of the world’s leading strategic communications consultancies. The firm’s professionals are expert in managing all aspects of communications related to investor relations and corporate positioning, and have extraordinary experience in a wide range of special situations including: crisis communications, mergers & acquisitions, bankruptcies and restructurings, litigation support, and corporate governance matters, including shareholder activism. The firm has an important and growing franchise serving private equity and hedge funds.

Kekst’s crisis communications experience is unmatched. For more than four decades, we have partnered with clients to navigate through challenging and complex matters such as regulatory and government investigations, high profile litigation, financial and accounting irregularities, financial disclosure issues, senior leadership changes, cyber attacks and data breaches, workforce restructurings, plant closings, product recalls and workplace misconduct, labor relations matters, sexual harassment and workplace abuse for public and private companies as well as not-for-profit educational institutions. In connection with this practice Kekst conducts crisis communications training and crisis simulations for clients’ management teams and boards of directors.

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Crisis communications and issues management are core strengths of Kellen Communications, a public relations, public affairs and digital agency. We skillfully guide clients through critical issues, from high profile crises that threaten companies and industries 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, manage reputations and strengthen brands. Our clients include consumer products, corporate entities, not-for-profit organizations and trade associations. We work closely with journalists, bloggers, industry influencers, academia and regulatory agencies, as well as conduct detailed online listening and digital response programs. In addition to communications professionals, our staff includes regulatory code specialists; PhDs in engineering, microbiology, toxicology, and biological/biomedical science; nutritionists, registered dietitians and food technicians. Founded in 1945 as Sumner Rider & Associates, Kellen Communications is a division of Kellen Company, a global association of independent agencies in North America. The firm maintains offices in Boston, Connecticut, Los Angeles, New York, San Francisco and Beijing. In 2014, ICR once again saw double digit revenue growth driven by new client wins including Weibo, La Quinta Holding, Freshpet, Rubicon Project, Extended Stay, AltheaDs and Paramount Group, among others. In January of 2015, ICR will host the 17th Annual ICR Xchange, the firm’s annual investor conference, which draws more than 150 private and public company management teams and over 2,000 attendees.

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Bo Spalding, Glen Jackson, Brian Brodsky, Rachel Kirsch, Eric O’Brien, Whitney Ott and Trudy Kremer, Co-Owners & Principals
Colin Owens, Marketing Director
Brett Player, Creative Director

Jackson Spalding was founded in 1995 with a team of eight people who felt there was a better way to structure a communications firm, advance clients and serve the community. Our vision is to be the most trusted and respected integrated marketing communications firm. That’s it. We don’t aim to be the biggest or flashiest. We are independent and are beholden only to our clients, ourselves and the community.

we will be the most trusted and respected integrated marketing communications firm. That’s it. We don’t aim to be the biggest or flashiest. We are independent and are beholden only to our clients, ourselves and the community.
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Here’s what has been said about Sitrick And Company:

“The City’s Most Prominent Crisis Management Firm.”
*The New York Times*

“Our (they) have hired Michael Sitrick, whose Los Angeles public-relations firm is known for going atomic on opponents, using “truth squads” (which dig up alleged inaccuracies in the media), “wheel-of-pain” tactics (negative publicity to quicken settlements), and high-profile journalists (who write profiles).”
— *Business Week*

“The firm is also home to perhaps the most concentrated congregation of journalistic talent in the public relations business. The vast majority of its senior professionals are former editors, reporters, and correspondents at such publications as *Newsweek*, *The Wall Street Journal*, *The Financial Times*, CBS News, and NPR, with most of the others having spent time in senior corporate communications positions.”
— *The Holmes Report*

“Like more than one figure caught in a media cyclone, (he) had turned to one of the most accomplished practitioners of the dark arts of public relations … The Winston Wolf of public relations had arrived. Wolf, as you will recall, was the fixer in *Pulp Fiction* … he washed away assassins’ blood and gore. Sitrick cleans up the messes of companies, celebrities, and others, and he’s a strategist who isn’t adverse to treating PR as combat.”
— *Fortune*

To learn more about what people are saying about Sitrick And Company, go to our website:
www.sitrick.com

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Crisis communications requires speed, sensitivity and strategy.
L.C. Williams & Associates (LCWA) has successfully guided companies — 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, social media firestorms, employee and labor relations issues, workplace accidents, natural disasters, environmental crises and more.

Today, a crisis can take root in hours if not minutes. Our social media response team monitors chatter constantly so that we can provide the real-time counsel and execution needed to minimize and turn around negative issues. LCWA’s experienced crisis communications professionals are available 24/7 to help prepare executives and manage communications to targeted audiences, channels and media.

We also conduct detailed crisis planning for our clients — anticipating potential crises and outlining process, messaging, roles and responsibilities, and conducting spokesperson training, so that the entire team is ready to take action if a crisis should occur.

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A leading integrated communications firm, Makovsky opened its doors in 1979 as a diversified financial communications firm. Since then, the firm has strategically grown its financial services practice in revenue, reputation and expertise.

From the start of each engagement, we are part of a client’s team. “The Power of Specialized Thinking,” Makovsky’s brand energy line, reflects the firm’s competitive edge. We are a savvy team of financial communications professionals with diversified backgrounds aligned with the specializations critical to the financial services industry. This alignment produces effective programs, which build reputation, sales and fair valuation.

Makovsky expertise is deep and broad — from wealth management, brokerage, banking, insurance, real estate, ratings, critical relations, consulting, industry and executive search and financial technology, to asset management vehicles of all types, including mutual funds, ETFs, REITs, hedge funds, venture capital and private equity.

These programs involve strategic communications counsel, branding, issues and crisis management, media relations, executive visibility, investor relations, digital marketing and other integrated communications services. The firm has advised small, mid, large and mega-cap companies in crises or special situations.

In 2014, Makovsky’s 35th anniversary year, the firm was honored with an unprecedented 36 client campaign, firm and individual awards, including the PRSA Big Apple, for our work on behalf of a leading financial services client, and the Bulldog Awards of PR Week for “Financial/IR Communications Professional of the Year” and “Crisis Management Professional of the Year.” Now in its fourth year, Makovsky’s “Wall Street Reputation Study,” has won the 2014 Stevie Gold Award for Innovation in PR and the 2014 PR World Gold Award. Other accolades have included a full complement of Silver Anvils, Sabre Awards, and IABC Awards.

Headquartered in New York, Makovsky has global reach through IPREX, a partnership of more than 100 offices and nearly 2,000 professionals founded by Makovsky Consulting Limited. It today stands as the second largest worldwide corporation of independent agencies.

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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.

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Scott Sobel, MA, President

A recent client endorsement tells you everything you need to know about Media & Communications Strategies based in Washington, DC but operating worldwide: “Media & Communications Strategies immediately helped our large association with an internal political and communications crisis. Their team was a catalyst in helping us make bold, thoughtful and effective decisions that got us on the right track, considering all aspects of the problem from legal to emotional. On a personal note, I don’t know what I would have done without the team to help me through this crisis.” — Cathy Atkins, Deputy Executive Director, CAMFT

MAC 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 that operate in B2B, B2C and virtually every other business model from Fortune level corporations, to all sizes of law firms to associations and much, much more.

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.

Our long list of PR and journalistic awards are testimony to our excellent performance for clients … we are, for instance, The Bulldog Crisis Agency of the Year.

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With offices in Boston and New York, Solomon McCown (SM&K) supports clients that face complex, mission-critical issues at the intersection of public policy and business. The firm works with healthcare and real estate and with corporations and non-profit organizations to deliver strategic communications, messaging, public affairs and crisis communications services through media relations & training, digital, social & video that help clients achieve the definition, recognition and protection needed to meet their goals. We believe that at the core of advancing an organization’s mission is protecting it. Crisis management is a defining strength of our organization. Our nationally-recognized senior team of crisis managers comes from journalism and politics. We have developed crisis plans for corporations, institutions, and mission-focused organizations, and have played a key role in many sensitive and complex issues including those involving public agencies and non-profits, data breaches, public health issues, labor negotiations and strikes, bankruptcies and business failures, accusations of sexual harassment and abuse including Title IX, state and federal investigations, and workplace violence. We excel at working with in-house and outside legal counsel and corporate communications teams to develop communications strategies to dovetail with the legal strategy.
Spong’s crisis and issues management specialty group assists clients in preparing for a crisis and when unforeseen or unplanned events threaten to disrupt the public or internal perception of their business or organization. At Spong, we advocate a crisis “preparedness” discipline and believe that direct communication with stakeholders is key. We recognize that crisis management requires a collaborative, integrated approach. Spong is widely regarded for its ability to partner with senior executives, legal advisors and other internal and external crisis team members and partners to mitigate crises and minimize the impact on the organization’s reputation and business. With offices in Minneapolis and New York, our team includes experts across a range of disciplines, including social media, media relations, internal communications, investor relations and public affairs, among others. Spong’s crisis and issues management experience includes: Litigation (e.g., employment matters, business disputes, shareholder lawsuits, class-action litigation, etc.); data breaches; negative research outcome management; labor disputes (e.g., strikes and other labor actions, union organizing campaigns); product recalls, failure, tampering, etc.; financial-related issues (e.g., earnings surprises, restatements, bankruptcies, hostile takeover attempts, etc.); regulatory actions and investigations; accidents (e.g., workplace, transportation mishaps, etc.); environmental matters and real estate site selection; restructurings, downsizings, management changes, divestitures, and consumer advocacy group actions. Spong is owned by the Interpublic Group of Companies.

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Stanton Public Relations & Marketing helps clients fully contain crisis situations by managing associated media coverage, developing proactive campaigns to offset reputation damage, and repairing relationships with key audiences. We work effectively alongside legal counsel, executives and third parties to help organizations of all sizes deal with any crisis situation they may encounter.

Our experience spans a variety of challenges including corporate litigation, consumer and special-interest protests, CEO transitions, workplace misconduct, financial improprieties, environmental issues, and product tampering, to name a few. We work with our clients to preemptively incorporate crisis planning into communications programs and provide top-level strategic guidance to help protect corporate and brand reputation before, during, and after crises.

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In the digital and globally interconnected world we live in today, the immediacy of events impacts everything — from seismic global business and policy issues to the seemingly insignificant second-to-second conversations on social media. We all operate “In the Now,” where everything is knowable and sharable as events unfold through the 24-hour news cycle, citizen journalists, content aggregators that prioritize trending topics and stories and, of course, social media.

Our global crisis practice encompasses a team of senior professionals who possess an unparalleled mastery of protecting corporate reputation in the digital age. 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 social and digital, as well as traditional media. As such, Weber Shandwick offers the full cycle of issues and crisis management.

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

In addition to strategic counsel, Weber Shandwick offers educational tools and trainings to prepare clients for a potential crisis. Since 2010 we have conducted interactive, multimedia crisis simulations with firebell, our award-winning proprietary simulator tool, which allows clients the opportunity to stress-test plans and messaging in an environment that mimics real-time social and broadcast media pressures. All of our crisis response trainings are paired with discussions of proactive approaches that can mitigate risk and minimize damage in event of a crisis.
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Sony’s guide to not handling a crisis

By Fraser Seitel

T

he best thing that can be said about Sony Pictures Entertainment’s crisis management is that it is “consistent.” From the beginning of the hacked email revelations through today, Sony has botched every single public relations opportunity it has had to confront; a breathtaking display of consistently dumb public relations.

Here’s how the crisis transpired, Sony style.

First, Sony fired its Chief Comms. Officer because the CEO’s husband told her to. CEO Amy Pascal, as we have subsequently learned from her hacked emails received an irate email from hubby Bernie Weinraub, a former New York Times reporter, demanding that she “f

your PR guy immediately,” because Bernie believed Amy should have been included in some roundtable interview of studio heads.

CEO Amy, dutiful spouse that she is, sent Bernie’s hot missive to Sony’s head of human resources George Rose, who, obviously knowing on which side his studio bread was buttered, summarily lowered the boom on the public relations man.

The sheer arrogance suggested by this little vignette alone was an indication of the “respect” with which Sony held its public relations function and a harbinger of how it would deal with public relations events to come.

Second, of course, were the revelations of the embarrassing and hypocritical emails, themselves.

Most damning was the utter hypocrisy of well-heeled liberals, Pascal and producer Scott Rudin, making fun of President Obama’s presumed preference for black movies. For two such high profile Democratic Party funders to be exposed as hypocrites was a reputational gut punch to the perpetrators, to Sony and to the entire Hollywood liberal establishment.

Third, when the premiere of the Sony movie, “The Interview,” was threatened with anonymous violence, the company wimped out by forcing its theatre distributors, rather than itself, to make the decision to cancel the opening.

The theatres, of course, had no choice but to cancel. The last thing any theatre owner needs is another potential Aurora, Co. movie massacre. Canceling was the only wise decision the theatres could have made, given the potential safety concerns.

Besides, the movie itself wasn’t exactly “Gone with the Wind.” On the contrary, it was the cockamamie concoction of a 32-year-old marginal talent, Seth Rogen, who co-wrote and co-directed the disaster after being awarded a boatload of Sony money. The premise of Rogen’s masterpiece was the murder of a person who is still living, North Korean boy despot, Kim Jung Un.

That Sony would give away millions to finance such a monstrously bad idea says a lot about the movie business. And when the theatre distributors were forced by Sony to pull the plug, Sony’s press statement revealed much about the unctuousness of the company, “We respect and understand our partners’ decision and, of course, completely share their paramount interest in the safety of employees and theatre-goers.”

Talk about oily.

Fourth, for the bargain basement price of $1,000/hour, Sony hired super lawyer David Boies to author a toothless threat to television networks, warning them not to reveal the contents of the hacked emails.

Obviously, the threat of lawsuit to air such juicy emails only inspired the new paragons of journalistic ethics — TMZ.com, Buzzfeed, Nancy Grace, et al. — to quote even more of the salacious, sophomoric and truly stupid emails.

Boies, who obviously is a lot more competent than his meaningless letter, nonetheless accepted Sony’s stipend and moved on.

Fifth, finally, after suffering non-stop ridicule and losing hundreds of millions of dollars in the process, Sony finally called in an army of public relations consultants to clean up the mess.

And what did these geniuses recommend?

Among their first master strokes was arranging a sit down between the chastened Sony CEO and Al Sharpton; CEO Amy meets Rev. Al. If the kids from Sony thought Kim Jung Un was a snake, wait till they see what the Rev. Sharpton takes out of their well-heeled hide.

Oy. Oy. Oy.

And so, as Sony despite its apologies and threats and lawyers and public relations armada, continues to careen from one public relations catastrophe to another, what can crisis managers learn from this awful experience.

Well, one reality that should now be understood by anybody who works for a large company is that corporate email shouldn’t be used for personal meanderings. If you work at CNN or IBM or JP Morgan or wherever and you need to get stupid in an email, use your personal account, not the corporations. The updated public relations rule for this is standard: “If you don’t want to see your handiwork in tomorrow’s New York Times or on tomorrow’s TMZ, then don’t write it.”

That’s one lesson that even the knuckleheads at Sony now understand.
Managing, through quality account management

By Richard Goldstein

This month I am again drawing on the advice of Al Croft. Al is no longer with us but through his writings he has left us valuable advice.

Account management

Never having been a PR professional owning or managing a PR agency, I used to assume that management knows how to implement good (effective) account management. One of the first concepts I learned when I started to work with agencies is “over-servicing.” I am not going to preach in this column but the amount of over-servicing I see in the industry just means to me that effective account management may not be the best known management skill of PR owners and executives. In fact, this issue arises in many different types of personal service firms, with the possible exception of law firms.

So what is effective account management? According to AC, good account management is, “Bringing the agency’s management, professional and creative abilities should be nurtured so they recognize, understand that, in effect, they are running their own small business in which they are responsible for both revenue and profit. They must be concerned with meeting both the client’s and agency’s needs and then making sure that the effort to fulfill these two needs does not turn ugly.

Saving an agency in tough times

So how do we do this? With tight client budgets and over-heated competition for new business, cutting costs becomes one side of the profit coin but it only stretches so far. The other side of the profit picture is making sure that the agency earns and keeps every penny it legitimately has coming to it. In other words, do the best possible job for the client but make sure you plug all the holes in the profit bucket!

Even when the going gets tough, there is little righteousness in investing $50,000 worth of time to earn a $30,000 fee. I guess I just defined over-servicing for you!

If you lie awake at night thinking of ways to keep your hard earned money, you might as well stand at an open window and throw the cash to the crowd down below. I have to tell you, your clients will not love you any more or less because you are giving them more than they paid for. In fact, once you go down the over-servicing road, you chances of getting lost and not finding your way back are increased.

Do the best possible job you can

Your employees, and yes, your partners, should be encouraged to do the best possible job for the client in the least possible time — not invest more time to the client than the client will be willing to pay for — and to manage the potential conflict between the client’s and agency’s needs.

They can do this by:
- Understanding those needs and recognizing the potential for conflict.
- Following good business management procedures.
- Maintain high professional standards.
- Budget properly and live within the budget.
- Work smarter, not harder or longer; and, often most important ...
- Knowing when to stop work.

Employee’s confidence in their own abilities should be nurtured so they recognize the maximum level of quality has been achieved compatible with the client’s need for service, his or her willingness to pay for it and the agency’s need for income and profit. (Oh yes, the same goes for you!)

There are no easy guidelines to help you arrive at and be comfortable with a decision that “enough is enough.” It is a judgment call. On top of that, it is often difficult to train a junior person to recognize that point. However, through the accumulation of training, experience and knowledge, it does come.

In conclusion, despite hard times and fierce competition, it is not heretical to follow the philosophy that clients are entitled to and are willing to pay for excellence. However, they are not entitled to and are not will to pay for “perfection.” Striving for perfection, particularly by inexperienced professionals often leads to over-servicing and the terrible penalty called a “write-off” and thus the unending need for good account management. Put another way, my mother always told me that perfection is a hope, a dream and an illusion. Do my best and always be ethical.

Meet with your staff and talk about client budgeting — they are to be prepared carefully and strictly adhered to; train all employees on how to keep track of their time faithfully and honestly. Discuss high staff productivity and why it is monitored. And most important, forbid over-servicing.

PR news brief

Lending Club banks on Grayling

Grayling is handling PR for San Francisco’s Lending Club peer-to-peer loan operation that made a splashy debut on Wall Street in December. The company matches people seeking loans with investors willing to make them, cutting out the banker middle-man from the transaction.

Via the IPO, LC raised $870 million yesterday, giving it a marketing valuation of $5.4 billion. The New York Times reports the nascent marketplace loan business will be closely watching LC’s stock performance.

A warm reception by investors encourage other marketplace loan companies to offer shares. LC “is an amalgam of finance and technology” that has fans in Silicon Valley and Wall Street, according to the NYT.

It boasts a high-profile board of directors that includes Larry Summers (ex-Treasury Secretary), John Mack (former Morgan Stanley CEO) and Mary Meeker (a star Internet analyst and Kleiner Perkins Caulfield & Byers venture capital firm partner).

LC CEO Ronald Leplanche launched TripleHop Technologies, which was acquired by Oracle, and served as senior associate at Cleary Gottlieb Steen & Hamilton law firm before setting up LC.

As of Sept 30, LC handled $8.2 billion in loans that generated $596 million in interest for its loan-makers.
Hamptons, New York party scene called “dead”

By Jack O’Dwyer

Skyrocketing prices, police crackdowns on “groupie houses,” and the arrival of the Kardashians spelled doom for the “little folk” in the Hamptons.

“There has been a shift away from the share house and toward corporate-sponsored, upscale events thrown at residential homes,” she said.

Town Supervisor Anna Throne-Holst told Quinn there is no intention to shut down the clubs or bars, and if actions against share houses are somehow doing that it is an unintended side effect.

“We want to be an attractive, high-end destination for tourism,” she said. High rents have chased singles all the way up to the Hamptons. To Montauk Point (40 miles from W.H.B.), to the Jersey Shore and even Cap Cod, says Quinn. Rent for a three-bedroom house with pool in East Hampton for July 2015 is advertised at $16,500. August including Labor Day would be $22,000.

The recent offensive against “share” or “groupie” houses in Southampton and East Hampton is something that took place many years ago in Westhampton Beach.

Driving away the singles resulted not only in numerous nightspots and restaurants closing. One of the two movie houses in town closed and the second one is currently threatening to close. It is conducting a $100,000 fund-raising drive in a bid to stay open.

The half dozen nightspots that closed in W.H. had provided live music and dancing. Our favorites included Club Marakesh, where a 12-piece orchestra with male and female vocalists performed each Thursday night, and a club that featured banjoes playing music for sing-a-longs. Hundreds of singles would go to weekly dances at Casey’s Hall on Montauk Highway. One of the clubs was on the waterfront in adjacent Remsenburg. The closures included a bowling alley which is now an empty lot.

At least a half dozen restaurants closed including Dora’s, Johnny Chih’s, Crazy Dog, Finn McCool, and Magic’s Pub.

Policy of Westhampton Beach leaders for many years has been to encourage “family” activities. The village square features a live concert every Thursday night during the summer. Full symphony orchestras, jazz bands, small combos and operatic singers perform. An art festival and circus are annual events. More than $2 million has been spent on a new library.

PR firms thrive in Hamptons

PR, which makes heavy use of celebrities, is well represented in the East End. Nine firms are listed in the “Yellow Pages” for East Hampton although the apparent largest one, Mullen & McCaffrey, founded in 1984, is not on the list.

Principals are John Mullen, former creative executive at Ogilvy & Mather Direct Response, and Mary Ann McCaffrey, former account supervisor at BBDO, Grey Advertising and Wells, Rich, Greene. M&M has produced TV, radio and direct mail featuring Kathleen Turner, Alec Baldwin, Bill Joel, Dick Cavett, George Plimpton and other celebrities for businesses, non-profits and government agencies. The website gives a “partial” list of 32 current clients including A&P, Bravo, Newsday, CUNY, Southampton Hospital, NYS Dept. of Economic Development and Village of East Hampton.

Other PR firms listed include Word Hampton of E.H.; Kupcha Marketing Services, Bay Shore; Cordes PR South Beach; Communications Strategy Group, Smithtown; A&K Drinkwater PR, Greenport; Bruce Cohen Group, Water Mill; Courtney King PR, Southampton; Hicksville Minute Man Press, and Minuteman Press of Williston Park.

Jody Donohue for many years was one of the leading PR counselors in the East End. However, her car struck and killed social figure Angier Biddle Duke, 79, on April 30, 1995 while he was rollerblading in Southampton. She was not charged in the accident but sold her firm in 1997 to co-workers Joan Diegnan and Linda Mann, becoming a consultant. The only news medium that identified Donohue as the driver was the New York Post, The New York Times and The Washington Post carried extensive obits on Duke and descriptions of the accident but left out the name of the driver.

Given the penchant of celebrities and the rich for privacy, there are no doubt other PR reps in the East End who don’t list themselves publicly. The insistence of the wealthy on privacy was covered in the January 2013 Harper’s by writer John P. Davidson who falsely identified himself in order to enroll in the Starkey School for servants.
Journalist revisits Gary Hart scandal

“All The Truth Is Out: The Week Politics Went Tabloid”

By Matt Bai

Knopf, (September, 2014) • 288 pages

From the fall of 1986 through the spring of 1987, the news was dominated by high-profile ethical scandals. The Reagan White House was fighting allegations it had sold arms to Iran and diverted the proceeds to Nicaraguan Contras. Wall Street financier Ivan Boesky was indicted for insider trading. Evangelists Jimmy Swaggart and Jim Bakker were tangled in adultery scandals.

In the spring of 1987 the race to succeed President Ronald Reagan was beginning. The odds-on favorite for the Democratic nomination was Colorado Senator Gary Hart. In 1984 Hart won the New Hampshire primary and nearly upset former Vice President Walter Mondale, the party’s eventual nominee.

As is well known Hart’s quest for the 1988 nomination would end before it began in earnest.

In All the Truth is Out, Matt Bai, Yahoo News National Political Correspondent and former New York Times Magazine Chief Political Correspondent revisits this watershed moment for politics and the media and presents it in a clearer focus than most people remember.

Hart had achieved a sort of celebrity status after managing George McGovern’s 1972 presidential campaign. Following his election to the Senate, he gained a reputation as a loner and an intellectual.

During his tenure in the Senate, he was dogged by rumors of infidelity. He and his wife separated twice. On one of those occasions, he stayed with Washington Post reporter Bob Woodward. His marital problems were common knowledge among his colleagues and Congressional reporters, yet they never printed a word about it.

According to Bai, adultery was considered a minor vice, rather than a career-ending offense. Other politicians were known for the same behavior.

In the spring of 1987, an anonymous phone call to Tom Fiedler, an investigative reporter with The Miami Herald, set off a chain of events that would change the way journalists cover the private lives of public figures.

Hart was accused of engaging in an affair with actress-model Donna Rice. Photos eventually emerged of Rice sitting on Hart’s lap aboard a yacht aptly named “Monkey Business.”

Bai deftly recreates the events that led to Hart’s downfall. Following the anonymous phone call, Fiedler, another Herald reporter and a photographer staked out Hart’s Capitol Hill townhouse and confronted Hart. The situation plays out like a bad TV detective drama, yet results in an explosive front-page story in the Herald.

Bai notes that with the advent of the fax machine and cell phone, the Herald story became able to become a national sensation.

It was also the first election cycle in which satellite trucks were dispatched to far-flung locations to stake out the players in an ongoing drama.

In one of the book’s amusing anecdotes, veteran Democratic operative Joe Trippi, who was beginning his career on Hart’s campaign recalled being hassled by a reporter from the syndicated show “A Current Affair.” He recalled saying: “They have a show just for that!”

One of the popular myths of the Hart saga is that, in response to rumors of womanizing, he issued a blanket challenge to the media to “follow me around.” Bai explains that this line came from a New York Times Magazine profile of Hart by E.J. Dionne, now a nationally syndicated columnist.

The public often wonders why he would issue such a challenge. Bai reveals the timing of this quote’s publication relative to the Miami Herald's story and it becomes clear that the press was already in pursuit of Hart and had to engage in an internal debate over how to handle their findings.

The book also mentions that the infamous photos of Hart and Rice that graced the cover of the National Enquirer did not cause Hart to withdraw from the presidential race. In fact, they were published after his exit from the race.

Readers who remember this seminal moment will appreciate Bai’s research and the resulting clarity. Bai also had extensive access to Hart and his wife Lee, who are still married. Bai appears to have a great deal of admiration for Hart and it shows in his writing.

The book’s greatest strength is Bai’s keen analysis of the shifting mores of the public and the media and how they have affected the coverage and perception of political campaigns. He mentions that one of the worst effects of this episode is that politicians who can survive these scandals are rewarded, yet they often have very little to show in the way of policy accomplishments.

The book has received well-deserved praise including being named one of the Top 100 Books of 2014 by Amazon.

In the introduction, Bai tells of conversations with author and journalist Richard Ben Cramer, whose book What It Takes broke new ground in reporting on presidential campaigns. Cramer advised Bai to tell people the story they need to hear, not what they want to hear.

All the Truth is Out is a story that will show readers how a hard line was crossed by the media.

— Kevin McVicker

PR news brief

Sard, Teneo feed $8.7 billion PetSmart deal

Sard Verbinnen & Co and Teneo Strategy are feeding communications for the $8.7 billion takeover of retailer PetSmart by a private equity consortium led by BC Partners.

The year’s largest leveraged US private equity deal includes $8.3 billion in cash and another $400 million in debt assumption. It was announced on Sunday, December 14.

Sard Chicago Managing Director Bryan Locke is guiding PR on the PetSmart side of the deal. April Lenhardt heads IR for the Phoenix-based, publicly traded company, while Michelle Friedman is Director of Corporate Commns.

Teneo’s James Olecki works the BC Partners end. Olecki is a Weber Shandwick and GMAC (now Ally Financial) alum.

London-based Greenbrook Communications is aiding BC across the pond.

The BC-led group beat out other bidders for the company with an $83-per-share offer.

Hedge fund Jana Partners ratcheted up pressure on PetSmart’s board in July, collecting up to a 10% stake and sparking its search for a buyer.

PetSmart, which has 1,387 pet stores in the US, Canada and Puerto Rico, saw third quarter 2014 revenues rise 2.6% to $7.17 billion with net income of $92.2 million.

Golin handles consumer PR.

PetSmart President and CEO David K. Lenhardt said the BC-led consortium will be an “excellent partner for PetSmart as we continue to implement our strategic plan to capitalize on our opportunities for growth and meet the needs of pet parents.” He said the deal is “testament to the strength of the PetSmart brand and franchise and reflects the dedication and commitment of our 54,000 associates.”
Lockheed Martin puts Rangel in charge of D.C. outpost

Lockheed Martin has named Robert Rangel, Senior VP-Washington Operations and a Corporate Officer effective Jan. 1.

He succeeds Greg Dahlberg, 63, who will move to the Senior VP-Strategic enterprises post before retirement in August.

Rangel, 55, will take over the $45 billion defense contractor’s outreach to Congress, Defense Dept. and other federal, state and local bodies. He’ll also chair the political action committee.

Rangel is upped from the VP-post for LM Programs and Global Security Policy.

He left the Pentagon to join the Bethesda-based defense contractor in 2011. He was special assistant to the Defense Secretary handling operations, policy, budgets, personnel and PA.

LM scored a PR coup on December 5 with the successful Cape Canaveral launch and flawless flight of Orion spacecraft.

On Dec. 4, the House boosted the contractor by approving a $577 billion defense policy bill, which includes full funding for LM’s F-35 fighter, the costliest weapons system in US history.

In November, the company shored up lobbying support for the F-35 with the addition of Melody Clark Consulting to handle funding for the tactical jet. The projected $200 billion F-35 program cost has now doubled.

LM spent $14.2 million for US lobbying during the past four quarters. Podesta Group is its top PA lobbyist with fees of $560,000 over the past year.

Park Strategies, the firm of former New York Senator Al D’Amato, earned a $120,000 fee.

Public Strategies Washington collected $100,000, former Oklahoma Republican Congressman JC Watts’ firm took in $90,000 and WPP’s Glover Park Group hauled in $40,000 from LM.

Florida health exchange moves PR account after conflict

Florida’s state-run health insurance exchange, launched as an alternative to the federal exchange, has moved its PR account to Tallahassee-based On 3 PR after four years with Salter Mitchell.

Florida Health Choices made the switch at its budget meeting Dec. 5, noting the federal Dept. of Health and Human Services determined Salter Mitchell’s business with the federal government regarding healthcare.gov and health insurance reform to be a conflict.

Florida Gov. Rick Scott opposes the federal healthcare law and has rebuffed funding and challenged the law in court. FHC was initially set up as a voluntary marketplace for coverage, but drew little participation — a September report said it had only 30 customers — while more than one million Floridians flocked to the federal marketplace. This year, the exchange is offering some Obamacare plans.

On 3 is charged with leading an earned media push, $75,000 paid media campaign and other efforts starting January 1 amid the latest enrollment period under the federal Affordable Care Act through February 15, 2015.

Media reports suggest more than 200,000 Floridians could sign up for Obamacare coverage during the latest period. In addition to Florida and the federal government, Salter Mitchell worked on Minnesota’s exchange.

China’s BlueFocus acquires Citizen Relations

China’s BlueFocus Communications has acquired Citizen Relations, which has more than 200 staffers in the US, Canada and UK.

CEO Oscar Zhao has a $300 million war chest to acquire PR/advertising firms in the west.

The company acquired a 20% stake in Peter Chadlington’s Huntsworth and We Are Social — both in London — last year. It picked up Fuseproject of San Francisco in the summer of 2014.

Citizen Relations Chief Daryl McCullough said in a statement that the alliance with BlueFocus would help power his growth plans.

McCullough joined PainePR, which rebranded in 2011 as CitizenPaine, more than two decades ago. He’ll remain in his post.


The acquisition structure calls for BlueFocus, which as a $4.6 billion market capitalization and 3,500 staffers, to acquire majority ownership in Vision 7 International, parent of Citizen Relations and Cossette ad agency.

The transaction has been in the works since May when Mill Road Capital, private equity firm in Connecticut, announced it was looking for a buyer of Vision7, which it had owned for the past five years.

Omnimcom grabs DDC advocacy

Omnimcom has acquired tech-savvy Washington public affairs shop DDC Advocacy.

Dale Adams, CEO of Omnicom’s DAS Group, which includes its PR operations, said DDC is a “data-driven consulting company that knows how to use highly relevant data for targeting and campaign activation.”

B.R. McConnon founded the firm in 1996 as Democracy Data & Communications. It handles grassroots and advocacy campaigns, PR and paid media research, social media, and data analysis, among related tasks.

DDC counts around 145 staffers. Several top execs are veterans of Burson-Marsteller’s Direct Impact, including President Jim Gianiny and Partners Tom Benjamin and John Brady.
Chinese tuna fleet drops IPO after “negative publicity”

China Tuna, a Chinese long-line tuna fishing company serving the ravenous Japanese sushi market, has pulled the plug on a planned $150 million initial public offering after “negative publicity” and a regulatory backlash.

Los Angeles-based Winner & Associates, part of MSLGroup, handles financial communications for China Tuna.

The company this week cited “negative publicity created by third parties” about its fishing policies and practices in abandoning the Hong Kong Stock Exchange IPO.

Chinese regulators in October suspended CT’s IPO plans after it said the company “misled investors and the international community” with rosy projections for a tuna catch that is declining globally. Greenpeace East Asia also pressured Chinese authorities about CT’s alleged use of old tuna stock data and the company admitted that China exceeded quotas for Bigeye and Yellowfin tuna in recent years, causing the Chinese government to distance itself from CT, which is incorporated in the Cayman Islands.

As The Guardian noted in critical piece on China Tuna in October, “Reporting on international fishing can often feel like investigating organized crime.”

Elsa Lee, senior business advisor at Greenpeace East Asia, said December 10 that China Tuna’s scuttled IPO shows a failed business model. “The withdrawal of CTI’s IPO proves that unsustainable fishing is highly risky, and will not get through the scrutiny of financial market regulation, nor attract responsible investors,” she said.

BGR checks into Sultan Brunei’s Dorchester Group

Barbour Griffith & Rogers is representing Dorchester Group Ltd., the luxury hotel chain owned by Sultan of Brunei that is under a boycott for his old-rich country’s Sharia law.

The company runs the Beverly Hills Hotel, Bel-Air Hotel (Los Angeles), The Dorchester/45 Park Lane (London), Hotel Eden (Rome), Hotel Plaza Athenee (Paris), Le Richemond (Geneva) among other properties.

It is rumored to be interested in acquiring New York’s Plaza Hotel, which is partly owned by Saudi billionaire Alwaleed Bin Talal, owner of The Savoy Hotel in London.

BGR handles Washington for Dorchester for “international issues impacting the hotel, commercial and services sectors,” according to its federal filing.

Walker Roberts, Managing Director of BGR’s London office, leads the effort. He joined BGR as serving four Chairmen of the House Committee of International Relations. He also worked in the Reagan White House in the Office of Legislative Affairs.

Dorchester claims opponents of Sharia law unfairly target it. CEO Christopher Cowdroy told CNBC in May that many “iconic American brands” in categories such as real estate, luxury goods, technology and consumer products” are “backed by countries governed by Sharia and not aligned with our civil liberties.”

The Queen of Brunei made news November 12 when the Associated Press reported that she gave Michelle Obama jewelry worth more than $70,000 in 2013. Under federal ethics rules, the gift must be turned over to the government until the Obamas leave Washington.

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.

Covington & Burling, LLP, Washington, D.C., registered Dec. 1, 2014 for Corporacion Colombia Internacional, Bogota, Colombia, to consult with relevant U.S. government agencies to ascertain the current status of the U.S. Department of Agriculture’s approval process for the export of Colombian crops to the U.S., in light of the obligations the U.S. may have under the U.S.-Colombia Free Trade Agreement. The crops include hass avocados, peppers, watermelon, melon, mango and beef.

Ben Barnes Group, Austin, TX, registered Dec. 3, 2014 for National Board for Following-Up and Recovering of the Libyan Looted and Disguised Funds, Libya, to assist Washington African Consulting Group, Inc. (WACG), which is assisting in identifying and recovering Libyan assets in the U.S. and abroad, but not in Libya.

Steven M. Schneebaum, P.C., registered Dec. 16, 2014 for Habargidir Clan, Mogadishu, Somalia, to assist Clan elders and leaders with promoting the interests of the Clan, which is comprised of approximately ten thousands of individuals, most of whom are foreign nationals.

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.


2015 PR Buyer’s Guide

- Annual Reports/Design/Branding
- Associations/Clubs/Societies
- Awards/Programs
- Books
- Broadcast Monitoring
- Camera-Ready Releases/Art
- Celebrities
- Clipping Services
- Content Marketing
- Conventions/Conference Planners
- Copywriters
- CPA/Consulting Services
- Crisis Management
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- Editorial Distribution & Services
- Education
- Electronic Newsfeeds/Satellite Svcs.
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ANNUAL REPORTS/BRANDING

Annual Reports/Design/Branding


Lippincott, 499 Park Ave., New York, NY 10022. 212/821-0000; info@lippincott.com; www.lippincott.com. Rick Wise, CEO.


Associations


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


American Marketing Association, The, 311 South Wacker Dr. #5800, Chicago, IL 60606. 312/542-9000; www.marketingpower.com. Russ Klein, CEO.


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


Association of Strategic Alliance Professionals, 960 Turnpike St., #3A, Canton, MA 02021. 781/562-1630; info@strategic-alliances.org; www.strategic-alliances.org. Mike Leonetti, Pres. & CEO.


Entertainment Publicists Professional Society, P.O. Box 5841, Beverly Hills, CA 90209. 818/760-8995; www.eppsonline.org. Nicole Player.

NAGC
National Association of Government Communicators


The National Association of Government Communicators (NAGC) is a national not-for-profit professional network of federal, state and local government employees who disseminate information within and outside government. Members are editors, writers, graphic artists, video professionals, broadcasters, photographers, information specialists and agency spokespersons.

NAGC’s Blue Pencil & Gold Screen Awards program honors the creative excellence of government communicators and demonstrates to top executives that the work is high quality, effective and deserving of continued support.

NAGC awards the Government Communicator of the Year to one who has helped instill public trust by effectively presenting accurate, timely and meaningful information, sometimes under exceptional circumstances. It is presented at the NAGC Communications School, June 2014 in Washington, DC.


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


ASSOCIATIONS 2015 PR BUYER’S GUIDE

PR Council, 32 East 31st St., 9th Floor South, New York, NY 10016. 646/588-0139. Kathy Cripps, President.


PRSA/New York Chapter, 41 Madison Ave., 5th Flr., New York, NY 10010. 212/228-7228. info@prany.org; www.prsany.org.


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

Publicity Club of New England, PO Box 520444, Winthrop, MA 02152. 508/213-8800. megan@pubclub.org; www.pubclub.org. Megan Noonan, Executive Administrator.

Publicity Club of New York, P.O. Box 6765, FDR Station, New York, NY 10150-6765. pcnyevents@aol.com; www.publicityclub.org. Peter Himler, Pres.


SIIA is an umbrella organization that represents a variety of distinct constituencies from technology, data and media companies. SIIA provides global services in government relations, business development, corporate education and intellectual property protection to the leading companies that are setting the pace for the digital age.


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


Awards

70kft, 208 N. Market St., Unit 490, Dallas, TX 75202. 214/653-1600, ext. 107. www.70kft.com. Tiffany Bryant.


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- Best PK-12 Personalized Learning Solution
- Best Reading/English/Language Arts Instructional Solution
- Best Mathematics Instructional Solution
- Best Student Assessment Solution

**Software:**
- Best Big Data Solution
- Best Business Intelligence/Analytics Solution
- Best Collaboration Solution
- Best Enterprise Mobile Application
- Best Security Solution

**Projected 2016 CODiE Awards Timeline**

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Learn more at:  
[siia.net/codies](http://siia.net/codies)  
or contact Angel Scott, SIIA CODiE Awards Program, ascott@siia.net

Left: Three-time 2014 CODiE Award winning company Schoology celebrates its moment in the spotlight
### AWARDS

#### 2015 PR BUYER’S GUIDE


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#### 2016 SIIA CODiE AWARDS


In the past years, the SIIA CODiE Awards have recognized more than 1,000 software and information companies for achieving excellence. The CODiE Awards remain the only peer-recognized program in the content, education, and software industries so each CODiE Award win serves as incredible market validation for a product’s innovation, vision, and overall industry impact.


**Outstanding Educator Award of PR Society of America**, 33 Maiden Lane, 11th flr., New York, NY 10038. 212/460-1400. www.prsa.org. Stephanie Cegielski, VP, PR.

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


**Sigma Delta Chi Awards**, c/o Society of Professional Journalists, Eugene S. Pulliam Nat’l Journalism Center, 3909 N. Meridian St., Indianapolis, IN 46208-
2015 PR BUYER’S GUIDE

Books


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


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

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


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


**BOOKS**


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


For Immediate Release: Shape Minds, Build Brands, and Deliver Results with Game-Changing Public Relations, by Ronn Torossian, BenBella Books, 2011, 296 pages.

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


From Kristallnacht to Watergate: Memoirs of a Newspaperman, by Harry Rosenfeld, Excelsior Editions, September 2013, 377 pages.


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

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


Guerrilla PR: How to Wage An Effective Publicity Campaign... Without Going Broke, Michael Levine, HarperBusiness, 10 E. 53rd St., New York, NY 10022, 256 pages.


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

How to Find Business Intelligence in Washington, Washington Research Pub., P.O. Box 19005, Washington, DC 20036-9005.


How to Win in Washington, Blackwell Publishers, c/o AIDC, P.O. Box 20, Williston, VT 05495. 161 pages.


GLASS JAW

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A JOURNALISTIC APPROACH TO GOOD WRITING: The Craft of Clarity, by Robert M. Knight, Iowa State Univ. Press, 269 pages.


MAKING NEWS AT THE NEW YORK TIMES, by Nikki Usher, University of Michigan Press, 294 pages.


MANAGING FOR RESULTS, by Peter Drucker, Peter, Harper Business, 256 pages.


MANAGING PUBLIC RELATIONS, by James Grunnig, HBJ College Publishers, 301 Commerce, #3700, Fort Worth, TX 76102, 550 pages.


MARKETING: AN INTRODUCTION, Prentice Hall, P.O. Box 11071, Des Moines, IA 50336-1071. 714 pages.


MARKETING WITH NEWSLETTERS, EFG Communications, 6614 Pernod Ave., St. Louis, MO 63139-2149.

MARKETING YOUR CONSULTING AND PROFESSIONAL SERVICES, by Richard Connor Jr., Richard A. Crisp Publications.


MEDIA RELATIONS STRATEGIES DURING EMERGENCIES, A CRISIS COMMUNICATION MANAGEMENT GUIDE, Lukaszewski Group, Ten Bank St., White Plains, NY 10606, 213 pages.


MIND YOUR X’S & Y’S: SATISFYING THE 10 CRAVINGS OF A NEW GENERATION OF CONSUMERS, by Lisa Johnson with Cheri Hanson, Free Press, 275 pages.


NEW DIMENSIONS IN INVESTOR RELATIONS, by Bruce Marcus and Sherwood Wallace, 1700 2nd St., #202, Highland Park, IL 60035.


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


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


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

The Practice of PR, by Fraser P. Seitel, Macmillan Publishing Co., 201 West 103rd St., Indianapolis, IN 46290.


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


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


The PR Masterclass: How to Develop a Public Relations Strategy that Works!, by Alex Singleton, Wiley, February 2014, 208 pages.


The Public Relations Writer's Handbook, by Mary Aounson, Don Spertin and Carol James, Jossey-Bass, 368 pages.


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

The Reporter's Handbook, by John Ullman and Jan Colbert, Bedford/St Martin's, 457 pages.

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

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


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


BOOKS

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


Why Terrorism Works: Understanding the Threat, Responding to the Challenge, by Alan Dershowitz, Yale Univ. Press, 256 pages.


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


Broadcast Monitoring Services

Broadcast Monitors, P.O. Box 101, Dumont, NJ 07628. 888/887-1684. robc@broadcastmonitors.net. Rob Carpenter, Owner.


News Data Service, 29 Hopkins Rd.,
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www.newdataservice.com. Dave Vergin,
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ShadowTV, 630 Ninth Ave., Suite 1000,
sales@shadowtv.com; info@shadowtv.com;

Celebrity Access, Inc., 4247 Kraft Ave.,
Studio City, CA 91604. 818/508-1300;
fax: 888/367-7574.
glenn@celebrityaccessinc.com;
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petitive pricing and A to Z personal
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Celebrity Endorsement Network, 23679
Calabasas Rd., #728, Calabasas, CA 91302.
Noreen Jenney.

Celebrity Service Int’l Inc., 1680 N.
Vine St., Los Angeles, CA 90028.
323/957-0508; fax: 323/957-0559.
Abouab, Mng. Dir.

Celebrity Source, The, 8033 Sunset
Blvd., #2500, Los Angeles, CA 90046.
323/651-3300. info@celebritysource.com;

Greater Talent Network, 437 Fifth Ave.,
New York, NY 10016. 212/645-4200; fax:
Don R. Epstein.

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

 Speakers On Healthcare, 10870 NW
Laurinda Court, Portland, OR 97229.
503/345-9164.
info@speakersonhealthcare.com;
Jo Cavender, Karen Kendig, Founders.

Westport Entertainment Associates,
1120 W. State Route 89A, Suite B1,
Sedona, AZ 86336. 203/319-4343.
www.westportentertainment.com. Mary
Lalli, Bill Stanley.

Clipping Services

Cision, 332 S. Michigan Ave., Suite 800,
Chicago, IL 60604. 866/639-5087.
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70kft, 208 N. Market St., Unit 490, Dallas, TX 75202. 214/653-1600, ext. 107. tiffany@70kft.com; www.70kft.com.

BizBash Media, 8 W. 38th St., #200, New York, NY 10018. 646/638-3600. www.bizbash.com. David Adler, CEO.


Newswire/Press Services


Cision, 323 S. Michigan Ave., Suite 800, Chicago, IL 60604. 866/639-5087. info@us.cision.com; us.cision.com.

Cision helps distribute your press releases to over 3,600 of the most-visited news websites and all major wire services in the US or Canada. With Cision’s flat-rate pricing, you don’t have to worry about additional costs per word, membership fees or hidden charges to optimize your release for search engines.


Photo Distribution


Photographers/Stock Photo

Bruce Wodder Photography, High Bridge, NJ. cell: 908/310-4495. brucefilm@comcast.net; www.brucewodder.com.
24-7 Press Release helps client’s disseminate their news to online media, print media, journalists, bloggers and search engines. 24-7 Press Release Newswire supports businesses in building brand awareness, increasing visibility on the web and enhancing exposure through social media. Today, 24-7 Press Release Newswire has more than 30,000 clients and has distributed more than 250,000 news releases.

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


readMedia, 914 Broadway, Albany, NY 12207. 800/552-2194. sales@readmedia.com; www.readmedia.com. Colin Mathews, Pres. & CEO.


Zing How Design 888/529-0998. buffalo@zinghowdesign.com; www.zinghowdesign.com. (Joey) Buffalo Portuguese, zingLeader.

We integrate custom fulfillment, traditional printing and specialized fabrication production to create unique mailings, blogger kits, e-media, branded premiums, and digital printing all in a one-stop-shop. It starts with our brand savvy design, enhanced by clever production methods, and topped off with promotional premiums that add that extra play value. Art meets action in our production centers to fulfill and produce brand promotions that elevate any campaign.

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Promotions

The global science news service you trust, now featuring:

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- Responsive layout
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Gorkana offers a more effective way for PR and communications professionals to access customized media intelligence. Our clients become part of our unique community. This connects them to everything from industry experts and the latest news, insights and events, jobs and journalists, not to mention our own essential media intelligence services. It's why PR professionals, as well as journalists, rely on us every day. Whether they're launching a campaign, managing reputations, or needing around-the-clock response during a crisis, we help clients keep up-to-speed, stay focused, and be connected to experts. Gorkana provides the personal touch and confidence clients need to make clear, informed decisions—and drive their businesses forward.

Follow us at @GorkanaUS. facebook.com/GorkanaGroup, or visit us at www.gorkana.us.


IPREX – a $270 million network of communication agencies, with over 1,750 staff and 115 offices worldwide, working across the spectrum of industry sectors and practice disciplines.

Agencies join IPREX to develop as international integrated businesses, extending their reach and influence to meet evolving client needs. Colleagial by nature, IPREX partners use internal communication systems from conferences and webinars to staff exchanges and a custom-built intranet to profit from a strong best-practices culture.


See full listing under Associations.


PR World Alliance is an international network of premier independent communication consultancies. Partners are carefully selected and represent established, respected and accomplished firms with a solid reputation for producing superior results for clients.

The global network encompasses public relations companies and offices in North America, Europe and Asia with offices and joint venture partners in Pakistan, India, China, South America and beyond. The network continues to seek new members in strategic locations.


PRGN: The World’s Local Agency. More than 1,000 clients across six continents depend on the combined resources of the Public Relations Global Network (PRGN) to deliver targeted public relations campaigns in more than 80 markets around the world. With revenues of more than $110 million (U.S.), PRGN is the world’s fourth largest public relations network. Public Relations Global Network (PRGN), U.S./Worldwide Contact: Stevens Strategic Communications, Inc., Gemini Towers, 1991 Crocker Rd., Suite 500, Cleveland, OH 44145. 877/900-3366. estevens@stevensstrategic.com; www.prgn.com. Edward Stevens, APR.

PRGN: The World’s Local Agency. More than 1,000 clients across six continents depend on the combined resources of the Public Relations Global Network (PRGN) to deliver targeted public relations campaigns in more than 80 markets around the world. With revenues of more than $110 million (U.S.), PRGN is the world’s fourth largest public relations network.


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relations network of independent agencies. PRGN harnesses the resources of close to 50 independent public relations firms and more than 800 communications professionals to connect international companies and organizations with individual and culturally diverse markets globally. Visit PRGN online at: www.prgn.com.


Public Service Announcements

AKA MEDIA INC, 142 East Ontario, Suite 1600, Chicago, IL 60611. 800/996-9432. info@akamediainc.com; www.akamediainc.com. Andrew Krause, Executive Producer, CEO.

We produce video content, satellite media tours and live streaming events. Many of the world’s most amazing brands trust our team to create content for Video, Radio, Web, TV and Social Media campaigns.

Follow us: LinkedIn https://www.linkedin.com/company/aka-media-inc. Twitter @AKAMEDIAINC or Facebook/AKA MEDIA INC.

•Content for Video, Radio, Web, TV and Social Media Campaigns
•Satellite Media Tours (SMT/RMT/IMT)
•Webcasting (Live Video Streaming)
•Web Video Production and Distribution (Online Video)
•Corporate Video Storytelling (Image, Sales, Marketing, Internal)
•Public Service Announcements (PSAs)
•Video Editing, Graphics and Effects (Post-Production)

Video Content
Our clients use video to engage, entertain and educate.

Satellite Media Tours
We connect your story, your star and your location to reach millions of people.

Live Video Streaming
We excel in live event production and streaming from challenging locations.


RCM Broadcast Communications Inc., 20 West 22nd St., #1510, New York, NY 10010. 212/924-1006. russell@rcmbroadcast.com; www.rcmbroadcast.com. Russell Check, Pres.


See full listing under Radio.

TV Access, division of FilmComm. 800/944-9134. Keith Hempel, President.

Experienced Corporation With 30+ Years In Television And Radio Distribution, Specializing in Production And Distribution Of PSAs. Leading Distributor Of PSAs (Over 100 TV And Radio PSAs Released Per Year). Comprehensive Services For TV, Radio, Print, Out-Of-Home, Social Media And Internet. Customized Services Tailored To Your Needs. Internet Reporting Available. Chapter Placement And Coordination Services Available.

Radio


Auritt Communications Group is a multimedia PR and Marketing company, offering production services to clients from healthcare, food, entertainment, publishing, energy and hi-tech industries. We offer creative multimedia solutions tailored to the complex needs of our clients. We take pride in delivering access to prime media markets, the highest quality bookings and creating the most cost-effective production packages designed to increase brand awareness and audience reach. At Auritt, we cherish our relationships with our customers, and our team of media experts and producers ensures the delivery of key results through careful strategy and diligent reliability of services.

Our services include (but are not limited to):

•Video production from scripting, shooting and editing to delivery of master
•Media Training
•TV Satellite, Radio and Online Media Tours
•Integrated Media Tours
•Social Media Campaigns, Blogger Connects and Twitter Parties
•Web Videos, Webcasts and Live Streamed Interactive Events
•Video, Audio and Multimedia News Releases
•B-Roll Packages
•PSAs


D S Simon is an award-winning...
**RADIO**

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digital, social and strategic video communications firm that helps organizations and brands secure more exposure for their products, initiatives and events on TV, radio, online and through social media, as well as offering Amplify, a ground-breaking, cross-platform digital distribution service.

DSS offers:
- Digital Media
- Social Media Marketing
- Satellite Media Tours
- Co-Op Satellite Media Tours
- Radio Media Tours
- Internet Media Tours
- PSAs
- HD Studio
- B-Roll/News Video Production
- Media Training
- Web Video Production
- Video Press Junkets
- Radio News Releases

**EMSI**
3748 Turman Loop, #101, Wesley Chapel, FL 33544. 813/547-9072; www.emsincorporated.com. Marsha Friedman, CEO.

**Liv Davick**

Liv Davick, a Publicity and Production Boutique, Inc.

Liv Davick
88 South Broadway, Suite #1206, Millbrae, CA 94030. 650/689-5479; 661/600-2254. liv@davidk.com; shanan@davidk.com; www.livdavick.com. Liv Davick, Pres., Shana Davick, VP.

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.

**MediaTracks Communications, Inc.**

Your Message On-Air and Online

- **ANRs** - Guaranteed placement on-air and online through Radio Health Journal and Viewpoints. Reach over 900 stations in major markets. Online streaming, iTunes, iHeart Radio, Aha Radio and RadioMD.com included.
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- **Urban Reach** - Guaranteed placement ANRs targeted to African American listeners.
- **PSAs** - We produce, target and distribute your public service message locally, regionally or nationally.

**National Aircheck**

**PLUS Media Inc.**

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

**WE KNOW HOW TO MAKE RADIO WORK FOR YOU.**

With 25+ years of experience, PremiereTV delivers Radio Media Tours that engage a massive audience. We’ll send your spokesperson over the airwaves, on a tour of nationally syndicated radio outlets and top-rated local radio shows.

Our **Radio Promotions** put your products into consumers’ hands while providing endorsements from radio personalities. And, our **Audio News Releases** are guaranteed to reach tens of millions of listeners.

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

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

**Strauss Media Strategies Inc.**


Los Angeles, CA. 626/794-1350. losangeles@straussmedia.com; www.straussmedia.com.

Celebrating our 20th anniversary in 2015, Strauss Media Strategies, Inc., is the nation’s premier public relations, communications, and strategy firm specializing in radio and television. Not just another “crank it out booking service,” Strauss Media Strategies works closely with its clients to develop campaign-specific strategies and tactics that get results. Collectively, our staff brings more than 150 years of broadcast experience and judgment to our clients.

Strauss Media specializes in booking television SMs with local
stations, national broadcast and cable networks, network feeder services, and syndicated programs. We can manage all of your SMT and provide a complete solution including the booking of all of the interviews, studio rental and equipment, satellite uplink, make-up and catering services, and all of the technical and production needs to make your SMT the most successful it can be.

We also specialize in booking radio tours with national news networks, nationally syndicated shows, statewide, regional, and local radio outlets in each of the nation’s nearly 300 radio markets. Strauss Media also conducts radio and television ground tours.

Moreover, we script, produce, and distribute targeted audio news releases to the nation’s largest radio networks with the best “guaranteed-placement” in the industry. In addition, Strauss Media provides:

- Audio Actuality Pitching and Placement Systems
- Radio Promotions
- Public Service Announcements
- Audio and Video Podcasts
- Radio Advertising Production and Placement
- Live Remote Broadcasts
- Customized Broadcast E-mailing (with our database of 12,000+ radio and television outlets, stations and show contacts)

Among the hundreds of clients we have worked with, we routinely work with political groups such as the DNC and the DLC; advocacy groups like the Natural Resources Defense Council (NRDC) and ACLU; winning PR firms like Burson-Marsteller, Edelman, Hill & Knowlton, and Ketchum; non-profit clients like government agencies like the Dept. of Justice and the Jewish Committee (AJC) and MADD; rental and equipment, satellite uplink, cable networks, network feeder services, and specialized solutions for your next broadcast outreach campaign!

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

 Synaptic Digital, a Definition 6 company, 79 Fifth Ave., New York, NY 10003. 212/682-8300. learnmore@synapticdigital.com; www.synapticdigital.com.

 Tobin Communications Inc., P.O. Box 1268, White Plains, MD 20695-1268. 301/661-0900. mt@tobincommunications.com; www.tobincommunications.com. Maury Tobin, Pres.

**Research**

**Burke Marketing Research Inc.**, 500 W. 7th St., Cincinnati, OH 45203. 513/241-5663. www.burke.com. Jeff Miller, CEO.

**Cogent Reports, Market Strategies Int’l**, 125 Cambridge Park Dr., Cambridge, MA 02140. 617/441-9944. Christy White, Mng. Dir.


**Maritz Research.** 1355 N. Highway Dr., Fenton, MO 63099. 877-4-MARITZ. www.maritzresearch.com. David Mulkey, Sr. VP, Strategic Mktg. & Product Dev.


**Proof Advertising.** 114 W. 7th St., #500, Austin, TX 78701. 512/345-6658. bryan.christian@proof-advertising.com; www.proof-advertising.com. Bryan Christian, Pres.

**REPASS Research • Strategic Consulting.** 455 Lake Forest Dr., Suite 194, Cincinnati, OH 45242-4747. 513/772-1600; fax: 513/772-8088. rex@repassinc.com; www.repassinc.com. Rex Repass, CEO.


**Satellite Media Tours**

**70kft.** 208 N. Market St., Unit 490, Dallas, TX 75202. 214/653-1600. tiffany@70kft.com; www.70kft.com.

**Akami Media Inc.** 142 East Ontario, Suite 1600, Chicago, IL 60611. 800/996-9432. info@akamedia.com; www.akamedia.com. Andrew Krause, Executive Producer, CEO.

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**RESEARCH**

**Prime Research**

PRIME Research delivers award-winning global strategic communications monitoring, measurement, evaluation and analysis across social, digital and traditional media channels; sophisticated ROI statistical modeling; research-based PR consulting; and real-time/fully-integrated advanced analytics.

PRIME’s team of consultants and analysts gather, filter, translate and report on media trends across 45 countries. Established in 1987 in Mainz, Germany by Dr. Rainer Mathes—who continues to lead the company—PRIME’s client experience spans all of the Fortune categories, plus government agencies, NGOs and non-profits.

PRIME combines the speed and consistency of real-time technology with the accuracy and actionable insights available only through human expertise. Based on real-time media trends across all forms of media, including print, broadcast and digital, traditional and social; trade and consumer, PRIME makes a simple promise to deliver a comprehensive and customizable approach to enable better communications and business decisions.

**Proof Advertising.** 114 W. 7th St., #500, Austin, TX 78701. 512/345-6658. bryan.christian@proof-advertising.com; www.proof-advertising.com. Bryan Christian, Pres.

**REPASS Research • Strategic Consulting.** 455 Lake Forest Dr., Suite 194, Cincinnati, OH 45242-4747. 513/772-1600; fax: 513/772-8088. rex@repassinc.com; www.repassinc.com. Rex Repass, CEO.


**Satellite Media Tours**

**70kft.** 208 N. Market St., Unit 490, Dallas, TX 75202. 214/653-1600. tiffany@70kft.com; www.70kft.com.

**Akami Media Inc.** 142 East Ontario, Suite 1600, Chicago, IL 60611. 800/996-9432. info@akamedia.com; www.akamedia.com. Andrew Krause, Executive Producer, CEO.

We produce video content, satellite media tours and live streaming events. Many of the world’s most amazing brands trust our team to create content for Video, Radio, Web, TV and Social Media campaigns.

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Twitter @AKAMEDIAINC or Facebook/AKAMEDIAINC.

- Content for Video, Radio, Web, TV and Social Media Campaigns
- Satellite Media Tours (SMT/RMT/IMT)
- Webcasting (Live Video Streaming)
- Web Video Production and Distribution (Online Video)
- Corporate Video Storytelling (Image, Sales, Marketing, Internal)
- Public Service Announcements (PSAs)
- Video Editing, Graphics and Effects (Post-Production)

**Video Content**

Our clients use video to engage, entertain and educate.

**Satellite Media Tours**

We connect your story, your star and your location to reach millions of people.

**Live Video Streaming**

We excel in live event production and streaming from challenging locations.

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through careful strategy and diligent reliability of services.

Our services include (but are not limited to):

- Video production from scripting, shooting and editing to delivery of master
- Media Training
- TV Satellite, Radio and Online Media Tours
- Integrated Media Tours
- Social Media Campaigns, Blogger Connects and Twitter Parties
- Web Videos, Webcasts and Live Streamed Interactive Events
- Video, Audio and Multimedia News Releases
- B-Roll Packages
- PSAs

Broadcast Direct Communications Inc.,
info@broadcastdirectpr.com. Irene Minett, Patricia Ruth Kresner.

D S Simon Productions, 229 West 36th St., 9th flr., New York, NY 10018.
212/736-2727. news@dssimon.com; www.dssimon.com. Doug Simon, Pres. & CEO.

D S Simon is an award-winning digital, social and strategic video communications firm that helps organizations and brands secure more exposure for their products, initiatives and events on TV, radio, online and through social media, as well as offering Amplify, a groundbreaking, cross-platform digital distribution service.

DSS offers:

- Digital Media
- Social Media Marketing
- Satellite Media Tours
- Co-Op Satellite Media Tours
- Radio Media Tours
- Internet Media Tours
- PSAs
- HD Studio
- B-Roll/News Video Production
- Media Training
- Web Video Production
- Video Press Junkets
- Radio News Releases


2015 PR BUYER’S GUIDE


Once again Gourvitz Communications is providing its public relations clients with a new, cost effective and unique way of getting media coverage. It’s called an Interactive Media Tour. And what makes it different from what is currently being called an Internet or blog tour is that it actually includes video and is a digital delivery to only major Internet sites.

In just two years, GSH, a division of GCI, has not only set the standard for this service, it is the standard. And the co-op SMT business, created and invented by GCI, is now doing more business than ever before.

The key is using only major talent, booking mainly big markets, and having every co-op available to view live on Ustream.TV. GCI’s core business is still SMTs/RMTs. Now more than ever before TV stations, want, need and will do satellite interviews if you give them a good spokesperson, a compelling story, sprinkle in some sizzle and in-house video reels. And when GCI says it’s 24/7, it means 24/7.


Liv Davick, a Publicity and Production Boutique, Inc.

Liv Davick, 88 South Broadwy, Suite #1206, Millbrae, CA 94030. 650/698-5479; 661/600-2254. liv@livdavick.com; shana@livdavick.com; www.livdavick.com. Liv Davick, Pres., Shana Davick, VP.

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/rmt/aktu, 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.


Satellite media tours, radio media tours, public service announcements, video production, digital and social media engagement strategies.

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

Incredible value provided by the firm that trademarked satellite radio and television tours over 25 years ago! We’re proficient at promoting experts, authors, CEOs, non-profits, and topics focused on entertainment, books, health, business, consumer and advocacy.


See full listing under Webcasting.
SATELLITE MEDIA TOURS

2015 PR BUYER’S GUIDE

National Press Club, 529 14th St., N.W.,
sales@press.org; www.press.org.

See full listing under Special Events.

PMTV, 681 Moore Rd., #100, King of
Prussia, PA 19406. 610/768-1770.

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

25+ YEARS OF EXPERIENCE,
UNMATCHED EXPERTISE, EXCEPTI-
ONAL 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 profession-
alism, diligence, and creativity.

Our media experts are trusted by
the top newsroom producers in the
industry. We maintain strong relation-
ships 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
• Audio News Releases
• On-Air Radio Promotions
• Online Audio & Video Distribution
• B-Roll Packages
• ENG Crews
• Creative Video Production /
  “Highlight Reels”

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

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10010. 212/924-1006.
russell@rcmbroadcast.com;
www.rcmbroadcast.com. Russell Cheek,
Pres.

Strauss Media Strategies Inc., 529 14th
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Washington, DC 20045. 202/638-0200;
fax: 202/638-0400. info@straussmedia.com;

262 W 38th St., Suite 803, New York, NY
10018. 212/302-1234.
newyork@straussmedia.com;

Los Angeles, CA. 626/794-1350.
losangeles@straussmedia.com;

Los Angeles, CA. 626/794-1350.
losangeles@straussmedia.com;

See full listing under Radio.

Synaptic Digital, a Definition 6 company.
79 Fifth Ave., New York, NY 10003. 212/682-8300.
learnmore@synapticdigital.com;

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THUNK! Media, Inc., 376 15th Street,
Brooklyn, NY 11215. 917/658-9932.
robin@thunkmedia.com;

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www.videolink.tv.

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107. tiffany@70kft.com; www.70kft.com.

Schneider Associates, 2 Oliver St., Suite
901, Boston, MA 02109. 617/536-3300;
fax: 617/536-3180.
launch@schneiderpr.com;
www.schneiderpr.com. Joan Schneider,
CEO, Phil Pennellatore, Pres.

Social Media

AKA MEDIA INC

AKA MEDIA INC, 142 East Ontario,
Suite 1600, Chicago, IL 60611. 800/996-
9432. info@akamediainc.com;
www.akamediainc.com. Andrew Krause,
Executive Producer, CEO.

We produce video content, satellite
media tours and live streaming
events. Many of the world’s most
amazing brands trust our team to
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TV and Social Media campaigns.

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Twitter @AKAMEDIAINC or
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• Content for Video, Radio, Web, TV
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• Satellite Media Tours (SMT/RMT/IMT)
• Webcasting (Live Video Streaming)
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• Corporate Video Storytelling
  (Image, Sales, Marketing, Internal)
• Public Service Announcements
  (PSAs)
• Video Editing, Graphics and Effects
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Video Content

Our clients use video to engage,
teach and educate.

Satellite Media Tours

We connect your story, your star and
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We excel in live event production
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Attention PR Pros In The Motion Picture Industries...

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www.SHOOTonline.com/go/publicitywire

The Publicity News & Video Release Publishing Service
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The SHOOT® Publicity Wire is The Best Place To Toot Your Clients' Horn. For motion picture award winners, short-listers, and FYC. For talent appreciation. For new screenwork releases. For deal announcements. New industry research. For hot new products and services. People on the move. For any motion picture related newsworthiness of industry & social broadcast, media alert, and establishment into the vital SHOOT® “Industry Database of Record” used for gathering decision-making info online 24/7/365.

Why? Because “It Works” (95% reorder rate.) With guaranteed publication & distribution* across multiple channels, The SHOOT® Publicity Wire (SPW) is the best place to post your news release to amp up the “buzz” among the entertainment & advertising industries motion picture segments’ movers and shakers from Hollywood to Bollywood and from Madison Avenue to Cannes and beyond.

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

JSH&A helps leading national CPG brands like ConAgra Foods, Master Lock and Dremel rotary tools plan and execute smart social media strategies. Capabilities include providing social channel and content strategy development, content creation, channel management and social listening and reporting. In addition, offerings like Social Media reFresh are specifically geared for brands and organizations that want to make the leap from doing social to being social, including:

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MyPRGenie, 1745 Broadway, 17th flr., New York, NY 10019. 212/807-8300. x3. info@myprgenie.com; www.myprgenie.com. Miranda Tan, CEO.


SplashLab Social, 500 Yale Ave. N., Seattle, WA 98109. 206/999-7762; 800/757-4909. info@splashlabsocial.com; www.splashlabsocial.com. Geoff McDonald, Partner.

Software


IGEL Technology America LLC, 2106 Florence Ave., Cincinnati, OH 45206. 954/739-9990. info@igelamerica.com; www.igelamerica.com.


Speakers Service (Talent)


Authors Unlimited, 31 E. 32nd St., #300, New York, NY 10016. 212/481-8484. Arlynn Greenbaum, Pres.

Capitol City Speakers Bureau, 1620 South 5th St., Springfield, IL 62703. 800/397-3183; fax: 217/544-1496. info@capcityspeakers.com; www.capcityspeakers.com; www.speakersforunions.com.


Eagles Talent Connection, 57 West South Orange Ave., South Orange, NJ 07079. 973/313-9800. info@eaglestalent.com; www.eaglestalent.com.


Special Events

70kft, 208 N. Market St., Unit 490, Dallas, TX 75202. 214/653-1600, ext. 107. tiffany@70kft.com; www.70kft.com.

Aspen Marketing Services, 1240 North Ave. West, Chicago, IL 60185. 800/848-0212. clang@aspenms.com; www.aspenms.com. Cathy Lang, COO.


The Editor Showcase Series brings top-tier media outlets and the hottest lifestyle brands together in the heart of Manhattan for a private brand-to-brand networking event. Editor Showcase draws top-tier print media, TV networks, radio, and online bloggers.

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•Eat This! Hot New Products – April 6, 2015
•Snack Attack – June 17, 2015
•Cooking & Entertaining – October 2015 (Date TBA)


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**SPECIAL EVENTS**


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**Television (TV) Production**

**AKA MEDIA INC**, 142 East Ontario, Suite 1600, Chicago, IL 60611. 800/996-9432. info@akamediainc.com; www.akamediainc.com. Andrew Krause, Executive Producer, CEO.

We produce video content, satellite media tours and live streaming events. Many of the world’s most amazing brands trust our team to create content for Video, Radio, Web, TV and Social Media campaigns.

Follow us: LinkedIn https://www.linkedin.com/company/aka-media-inc. Twitter @AKAMEDIAINC or Facebook/AKAMEDIAINC.

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**Video Content**

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Additional PremiereTV specialties include:
- Creative Video Production / “Highlight Reels”
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- ENG Crews
- International Services
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- Satellite Media Tours
- Radio Media Tours
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Contact us for references, quotes, or information on how our production experts can maximize your PR ROI!

AKA MEDIA INC

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Auritt Communications Group is a multimedia PR and Marketing company, offering production services to clients from healthcare, food, entertainment, publishing, energy and hi-tech industries. We offer creative multimedia solutions tailored to the complex needs of our clients. We take pride in delivering access to prime media markets, the highest quality bookings and creating the most cost-effective production packages designed to increase brand awareness and audience reach. At Auritt, we cherish our relationships with our customers, and our team of media experts and producers ensures the delivery of key results through careful strategy and diligent reliability of services.

Our services include (but are not limited to):

• Video production from scripting, shooting and editing to delivery of master
• Media Training
• TV Satellite, Radio and Online Media Tours
• Integrated Media Tours
• Social Media Campaigns, Blogger Connects and Twitter Parties
• Web Videos, Webcasts and Live Streamed Interactive Events
• Video, Audio and Multimedia News Releases
• B-Roll Packages
• PSAs


Broadcast Productions, 44 Beechwood Dr., Robbinsville, NJ 08691. 609/443-1199. dick@broadcastproductions.tv; www.broadcastproductions.tv. Dick Cunningham, Pres.


Coastal Media Group, P.O. Box 8751, Calabasas, CA 91330. 818/880-9800; 888/570-LIV. www.coastalmediagroup.com. Bob Adler, Pres./CEO.


Crews Control, 8161 Maple Lawn Blvd., #120, Fulton, MD, 20759. 301/604-1200; 800/545-CREW. info@crewscontrol.com; www.crewscontrol.com. Andrea Keating, Founder/CEO.


Dominion Productions, 4893 Halwell Dr., Virginia Beach, VA 23464. 757/424-4523. dominionproductions@yahoo.com; www.dominionproductions.tv. Kevin O’Sullivan.


MEDIAmobz, 2929 Campus Dr., #145, San Mateo, CA 94403. 800/816-7048; fax: 866/470-0108. info@mediamobz.com; www.mediabiz.com. Jay Durgan, VP, Content & Mktg.


See full listing under Webcasting.


See full listing under Special Events.


Sadler Productions, 1170 Barksdale Blvd., Bossier City, LA 71111. 318/221-8909. info2@sadlervideo.com; www.sadlervideo.com.

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


Webcasting

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See full listing under Special Events.


Website Development

70kft, 208 N. Market St., Unit 490, Dallas, TX 75202. 214/653-1600, ext. 107. tiffany@70kft.com; www.70kft.com.

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.
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