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THEN WE WENT AND RUINED IT BY WINNING TWO MORE.

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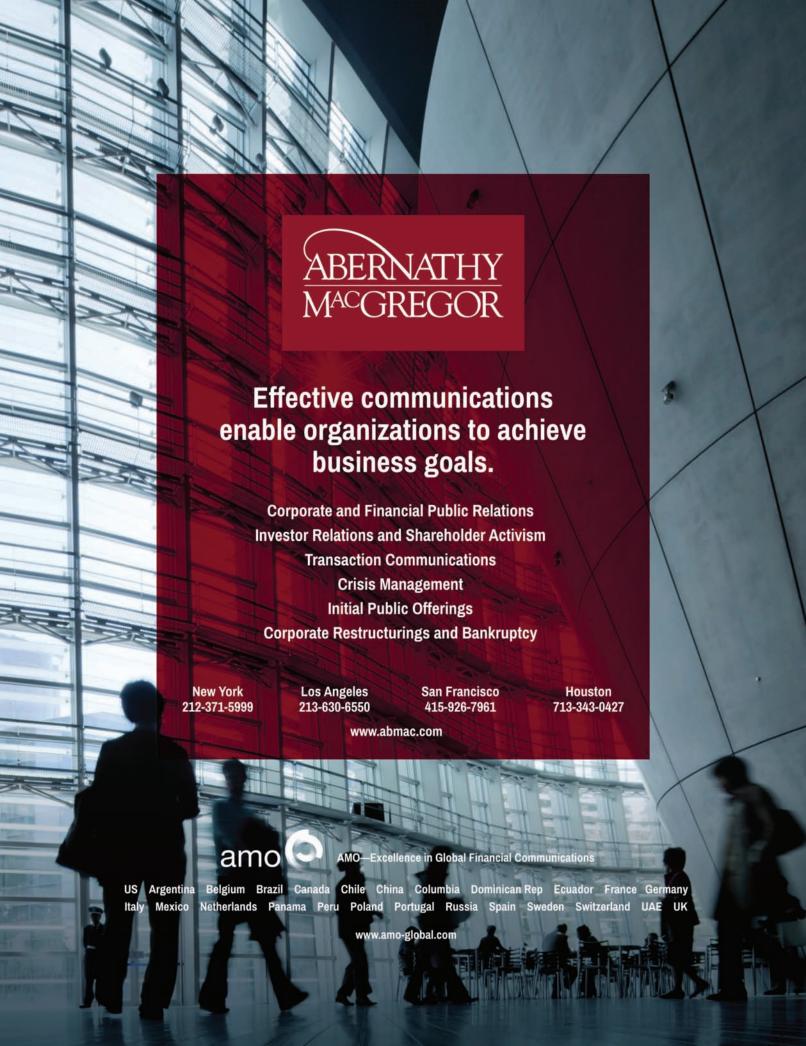
For thirty five years it has informed the manner in which we labor on behalf of our many clients.

Yes, it has won us a bunch of awards.

But it has also won us something more valuable.

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EDITORIAL

PR, journalism jobs are stressful.

TRUSTEE OBJECTS TO SALE OF **BULLDOG ASSETS**

A bankruptcy trustee has objected to Bulldog Reporter's plans to sell assets.

PR "FAILS" OF 2014

Bill Cosby, the NFL, and GM top O'Dwyer's PR "fails" of the year.

2014, THE YEAR IN REVIEW

Jack O'Dwyer recounts the top PR 12 stories of the year.

NO COMPANY IS IMMUNE TO A DATA BREACH

Why data breaches are now at the forefront of boardroom discussions.

WHEN IN CRISIS, LOOK FOR 1 NUANCE, NOT FORMULA

Why off-the-shelf crisis responses can often backfire.

THE MAINSTREAMING OF SHAREHOLDER ACTIVISM

The practice of shareholder activism has evolved.

NAVIGATING THE CRISIS THAT WON'T GO AWAY

No matter the issue, crises rarely just up and disappear.

PREVENT A HACKING TO YOUR REPUTATION

Decisive steps companies can take to prepare themselves for a data breach.

CRISIS LINES BLURRED IN NEW MEDIA LANDSCAPE

A fast-paced and dynamic media environment exposes crisis ambiguities.

COMMUNICATIONS TIPS ON NAVIGATING TITLE IX

Communications pros working for universities must change how they address campus sexual assaults.

CRISIS PREPARATION IN THE DIGITAL AGE

Favorable outcomes in today's crises come to those who prepare.

CIA PUBLIC AFFAIRS LEAKED **FALSE INFORMATION**

A Senate Intelligence Committee report reveals shocking details.

THE LOST ART OF PAUSING IN TIMES OF CRISIS

Silence, reflection accompanies preparation in times of crisis.

WHY HURRICANE KATRINA REMAINS RELEVANT

One New Orleans PR agency shares some of the crisis lessons learned.

WHAT EVERY CLIENT **SHOULD KNOW**

Asking what clients can do for PR is a conversation worth having.

PEOPLE IN PR

PROFILES OF CRISIS COMMUNICATIONS FIRMS

54 WASHINGTON REPORT

COLUMNS

50 PROFESSIONAL DEVELOPMENT

Fraser Seitel

FINANCIAL MANAGEMENT Richard Goldstein

OPINION Jack O'Dwyer

BOOK REVIEW Kevin McVicker

56 2015 PR BUYER'S GUIDE





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EDITORIAL CALENDAR 2015

January: Crisis Comms/Buyer's Guide February: Environmental & P.A. March: Food & Beverage April: Broadcast Media Services May: PR Firm Rankings June: Global & Multicultural July: Travel & Tourism August: Financial/I.R. September: Beauty & Fashion October: Healthcare & Medical November: High-Tech December: Entertainment & Sports

ADVERTISERS

Abernathy MacGregor	3
Bob Thomas Productions	8
Brunswick Group	
Cision	71
The Dilenschneider Group	.31
EurekAlert!	83
Fineman PR	.35
Glass Jaw, by Eric Dezenhall	.65
Gourvitz Communications	.39
ICR	15

Jackson Spalding	29
Joele Frank, Wilkinson Brimmer Katcl	
Kekst and Company	33
Log-on	45
MakovskyINSIDE	COVER
MediaMax Online	5
Omega World Travel	49
Sard Verbinnen & Co	
Sachs Media Group	27
Send2Press	19

Shoot Publicity Wire	91
SIIA CODIE Awards	61
Sitrick and Company	43
Sloane & Company	37
Solomon McCown & Co	13
Stanton PR & Marketing	7
Strauss Media Strategies	23
TV Access	36
Weber Shandwick	.BACK COVER
Weiss PR	9

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PR, journalism jobs among the most stressful

R jobs rank near the top in producing stress, according to the "Ten Worst Jobs of 2014" by CareerCast.com. Its list puts "newspaper reporter" in second position.

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'Dwver



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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

ulldog 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. •

PR news brief

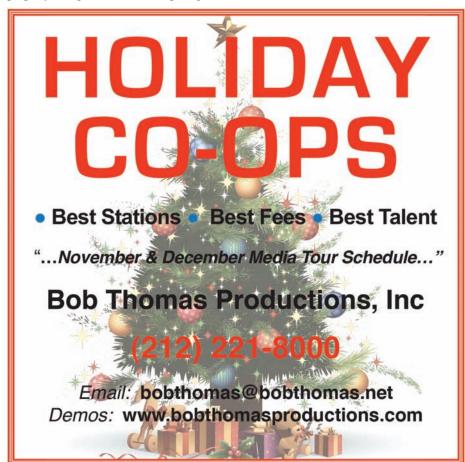
Mag closures soared in 2014

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, WWE Magazine, Diabetic Cooking, Scene (NY), Popular Hot Rodding, along with nine other Source Interlink automotive titles.





Cosby, GM, NFL (again) top O'Dwyer's PR "fails" of 2014

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.

By Jon Gingerich

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 — not yet, 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 harried 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 bullving, and Native

American groups rallied a PR attack on The Washington Redskins' name.

Just when it appeared the smoke was beginning to clear, we have the Ray Rice fiasco. 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 line 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

Continued on next page



U.S. should be prepared for retaliation if they released the movie anyway. Impossibly, Sony pulled the film as a result of the threats, a move chided even by

President Obama.

It 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 selfappointed 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, when 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'rewith-us-or-you'reagainst-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 person-

al 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.

WINITE

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 42year-old Iraq vet who suffers from posttraumatic 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 rehydration."

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. •

2014, the year in review

By Jack O'Dwyer

ncome 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 in many state offices, was a seismic shift towards a conservative philosophy. Candidates who identified themselves with "family values" won in almost every instance. Almost no media acknowledged this although there was rejoicing in conservative and religious organizations such as the Family Research Council.

Traditional media continued to take a pasting with *The New York Times* demanding that 100 reporters take retirement or face being fired. Some of its most experienced writers such as Floyd Norris and Stuart Elliott took packages that gave them more than two years' pay.

The New Republic almost self-destructed as writers rebelled against policies of new owners.

On the PR side, *Bulldog Reporter* stopped barking after a run of 35 years. It filed for bankruptcy showing debt of more than a half million. Headstones in the graveyard of PR media include *PR Reporter*, *PR Quarterly*, *Reputation Management Mag*, and the

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.

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, TheTelegraph, 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 pre-

tending 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 profs 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.

Politico, 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. •



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.

By Denise DesChenes

gions that a company is not effectively

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 cyberattacks, 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 cyberattack 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 junture 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.



Denise DesChenes

A social media strategy regarding the incident should be considered.

Work closely with law enforcement officials and apprise them of any communication 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

hen 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-theshelf 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 best 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, 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 personalishine through, while relying on counsel to handle any



Jessica Tiller Trzyna

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.

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SHAREHOLDER ACTIVISM & CORPORATE GOVERNANCE

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

n 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 Institutional Shareholder advisors 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 institutions 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 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:

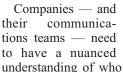
Stock price performance and shareholder returns compared to peer group Financial and business performance

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.





Michael Fox

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

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SHAREHOLDER ACTIVISM

Continued from page 18

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 firsthand 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. •

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.

No one could foresee a CEO reluctant to act as company spokesperson. No Google "crisis tips" would recognize the hole which the firm had dug for itself. And subtleties like where to meet the media and what to wear are often overlooked in the rush to keep the bad news from getting worse.

Bottom line: prepare for a crisis by having a plan in place that provides a way of planning, of thinking about situations in an organization's operations, and of preparing that organization's people to understand and respond to the special demands of crisis conditions. But always respond to a crisis by evaluating and then customizing the response to address the situation at hand, while ensuring that key audiences receive accurate, helpful information in a timely fashion. The longer you wait to respond to a crisis, the worse it will get. And you can be sure it won't go away by itself.

Jessica Tiller Trzyna is EVP and Co-Founder of Weiss PR Inc. •

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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.

By Lorna Bush

n fact, it's far more likely that interest will build as a cacophony of interest groups, activists and talking heads begin to weigh in. Meticulously 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?

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

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 crimanagement. 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



Lorna Bush

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. •

BRUNSWICK REVIEW

A JOURNAL OF COMMUNICATIONS AND CORPORATE RELATIONS - ISSUE EIGHT

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

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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.

By Jeremiah McWilliams

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 decisionmakers daily.

Remember your internal audience. Vigilantly communicate with employees so they can serve as



Jeremiah McWilliams

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 preapproved 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

PR news brief

FTC, Deutsch settle Twitter

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 client 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 an endorser 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.

for use if you receive inquiries from iournalists.

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 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.

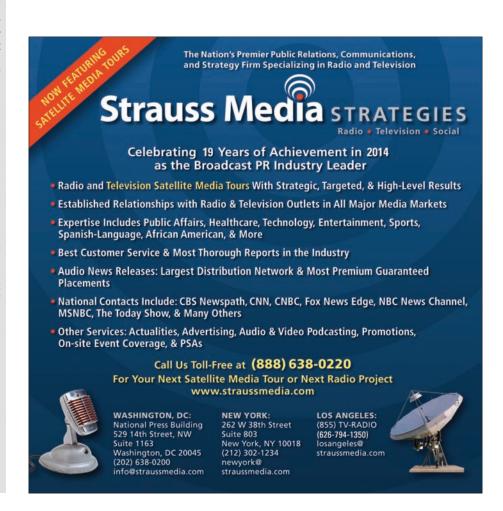
Get out in front. This can demon-

strate 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.

Jeremiah McWilliams is Senior Communications Strategist at Jackson Spalding. •



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

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 fullthroated 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 it 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 req-

"The pack" is social

The media have long been said to trav-

el 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



Alex Stanton

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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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

he 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

PR news brief

Delia's dons ICR for liquidation

Delia'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.

Delia's CEO Tracy Gardner and COO Brian Lex Austin-Gemas stepped down on Dec. 5.

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

Vox reported that Delia'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.

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.



Ashley McCown

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. •



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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

an 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 supporters; 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 addresses 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 absolute 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 spokespeople 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



John McInerney

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. •



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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.

judansi for Salvane April 3, 2014

By Greg Hazley

mong 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 quotnamed and unnamed intelligence officials claiming the capture of Ramzi bin al-Shibh led to the captures of Khalid Sheikh Mohamman and Khallad 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.

#10: The CIA coordinated the release of classified information to the media, including inaccurate information concerning the effectiveness of the CIA's enhanced interrogation techniques.

The CIA's Office of Public Affairs and senior CIA officials coordinated to share classified information on the CIA's Detention and Interrogation Program to select members of the media information continue public criticism, shape public opinion, and avoid potential congressional action in menticities the CIA's detention and interrogation authorities and budget. These disclosures occurred when the program was a classified covert action program, and before the CIA had beiefed the full Committee membership on the program.

The deputy director of the CIA's Counterterrorism Center wrote to a colleague in 2005, shortly before being interviewed by a media outlet, that "we either get out and sell, or we get hammere which has implications beyond the media. [C]ongress reads it, cuts our authorities, messes up

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

ecently 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.



Rhonda Barnat

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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KEKST AND COMPANY

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

urricane 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



Ann Edelman

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.

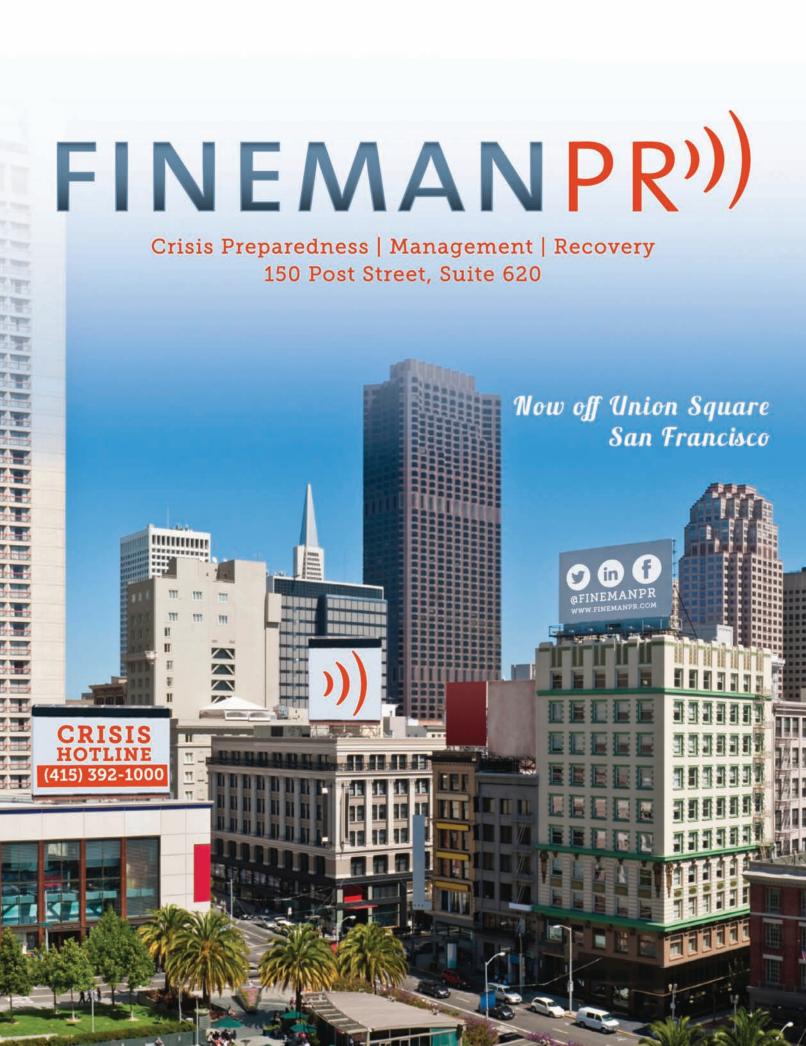
And be prepared to put aside corporate rivalries for the greater good. Businesses affected by the storm reached out to anyone who could help, even competitors. Every job saved was one more step in the city's recovery.

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. Mentalhealth 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. •



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

t the time, I offered a few suggestions. 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 conversation.

- 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 positive 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 relationships with reporters



Sandi Goldfarb

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? 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, letters to the editor, speeches and media advisories. Each plays a specific role in a strategic media relations campaign. Your PR consultant can identify which are the most appropriate for your story.

In the same way that a good PR practitioner 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 engagement 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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Ex-Blair Aide joins FTI

atricia 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 communi-

cations unit.

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



Hewitt

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.

ovie 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.



Madatian

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

rista 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 pro-

duces 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 for-



Canfield

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

FH's Naru goes to B-M

teve Naru, who headed FleishmanHillard's global media practice, has left for BursonMarsteller as US Media Relations head and Corporate/Financial Group Managing Director.

The West Point graduate and 10-year Army veteran has 25 years of media experience.

At FH, he worked with clients such as New York Times Co., Monsanto, AT&T, Columbia Business School, Huawei, Barnes & Noble and Hyatt.



Naru

Earlier, he was

Interim VP-Strategic Communications and External PR at Rensselaer Polytechnic Institute and Global Media Relations for Thomson Reuters.

Naru is beginning his second tour of duty at B-M, where he worked on the US Postal Service, NHL, Philip Morris, Coca-Cola and Warner-Lambert after leaving military service. •

Real estate PR vet Lewis dies at 89

ick Lewis, Founder of 54-year-old Lewis & Assocs. 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

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

Lewis served in

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 LA. •

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THE ABERNATHY MACGREGOR GROUP

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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.

The February issue of O'Dwyer's will feature a company profiles section on Environmental PR and Public Affairs. If you would like your firm to be listed, contact Editor Jon Gingerich at 646/843-2080 or jon@odwyerpr.com

BLINK

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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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Sir Alan Parker, Chairman Susan Gilchrist, Group Chief Executive

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

THE DILENSCHNEIDER GROUP

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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*.

FINEMAN PR

150 Post St., Suite 620 San Francisco, CA 94108 415/392-1000 Fax: 415/392-1099 mfineman@finemanpr.com www.finemanpr.com

Founded in 1988, San Franciscobased 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 slander 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.

FINN PARTNERS

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Margaret Dunning, Mng. Partner 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 just intact.

We work as well with the Csuites, legal teams and board members 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.

HENNES PAYNTER COMMUNICATIONS

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Bruce Hennes, Managing Partner Barbara Paynter, APR, Partner Nora Jacobs, APR, Vice President Howard Fencl, 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 Fencl 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 crisisrelated 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 PRSA Cleveland won the 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.

INSTITUTE FOR CRISIS MANAGEMENT

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Deborah Hileman, President and

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

ICM prepares executives and management teams to lead before, during and after a crisis with a variety of planning, training and consulting services: Vulnerability



Deborah Hileman, President and CEO of the Institute for Crisis Management.

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 development; message 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.

..... **ICR**

685 Third Avenue. 2nd Floor New York, NY 10017 Fax: 646/277-1201 www.icrinc.com

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

Continued on page 42

ICR

Continued from page 41

enterprise. The firm's pairing of capital markets veterans and senior communications professionals provides a highly-differentiated offering, one that continues to serve as the foundation for significant growth.

Today, ICR has approximately 500 clients across 20 industries and is one of the largest 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, Rubicon Freshpet, Project, Extended Stay, AltheaDx 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.

JACKSON SPALDING

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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

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

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

KEKST AND COMPANY

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James Fingeroth, Chairman Jeremy Fielding, President and Chief Executive Officer

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 leadership issues, senior 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 notfor-profit educational institutions. In connection with this practice Kekst conducts crisis communications training and crisis simulations for clients' management teams and boards of directors.

KELLEN COMMUNICATIONS

355 Lexington Avenue, 15th Floor New York, NY 10017 212/297-2100 www.kellencommmunications.com Joan Cear, Senior Vice President

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750 National Press Building 529 14th Street N.W. Washington, DC 20045 202/591-2440 **Rick Cristol**, *President*

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 services firm with offices in New York, Washington D.C., Chicago, Atlanta, Denver, Brussels and Beijing.

It's Not What You Say About Yourself That Matters But What Others Say

Here's what has been said about Sitrick And Company:

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The New York Times

"Now (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:

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Kim Blazek Dahlborn, President and CEO Gary Goodfriend, Executive Vice President

Crisis communications requires speed, sensitivity and strategy.

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

MAKOVSKY

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Ken Makovsky, President & CEO
Scott Tangney, EVP, Financial Services Practice Leader
Mike Goodwin, SVP
John McInerney, GVP

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 services 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, accounting, consulting, legal, 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 Stars of PR Awards "Financial/IR Communications Professional of the Year" and Management "Crisis 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. It today stands as the second largest worldwide corporation of independent agencies.

MARX LAYNE & COMPANY

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

Michael Layne, Managing Partner

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

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

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

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

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

MEDIA & COMMUNICATIONS STRATEGIES. INC.

.....

1020 19th Street, NW, Suite 200 Washington, DC 20036 202/449-9801 Cell: 301/793-1480

Fax: 202/530-5508 www.macstrategies.com

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 Deputy Executive Atkins. 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 farreaching 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

MONTIETH & COMPANY

711 Third Ave. 16th Floor New York, NY 10017 212/284-7625 Montieth@montiethco.com www.montiethco.com

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Montieth & Company's Issues & Crisis Management and Litigation Communications prac-

_ Continued on page 46





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MONTIETH & COMPANY

Continued from page 44

tices are distinguished in the industry as having worked on some of the most complex, high stakes matters facing a broad array of individual and corporate clients. Montieth & Company advises on crisis and litigation PR strategy and provides the related corporate and financial communications and media relations counsel and services.

Montieth & Company has advised on a range of matters including the Madoff Fraud, the DOJ's insider trading investigation, litigation following Hurricane Sandy, the recovery of art looted by the Nazis, and a variety of other white collar criminal and civil matters. The firm has also advised on M&A, business disputes, EEOC and product liability cases, class action litigation, and shareholder activism, along with employment issues. It works closely with the management and legal teams on integrating communications into the full cycle of litigation, including trials. Montieth & Company also advises on corporate governance and stewardship issues. It has close media relationships throughout all the world's major media markets.

Montieth & Company is headquartered in New York, NY and maintains an office in London. It operates globally through affiliates in Boston, Washington D.C., Sao Paulo, Berlin, Zurich, Hong Kong, and Seoul.

MWW

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Michael Kempner, President and Chief Executive Officer Carreen Winters, Executive Vice President, Corporate Communications Richard Tauberman, Executive Vice President

When trouble befalls a brand or organization, reputations can be made or broken in a matter of hours — sometimes, in minutes. During this crucial time, a company can protect — even enhance — its standing with its key stake-

holders, or it can sustain damage that is widespread and long-lasting. That's why clients across industries and around the globe rely on MWW, whose crisis counselors possess an exceptional depth of expertise and experience, ensuring that our clients Matter MoreTM when the stakes are high. We help clients with vulnerability assessments, crisis plan development/updates, crisis simulation/media training, communications counsel and on-site support in the midst of incidents. Just as important, our team manages the aftermath of a crisis to restore trust and reputation in a company.

We approach crisis engagements with reputation management best practices, total stakeholder engagement and digital media savvy. Using MWW's proprietary Crisis Action Protocol, we thoroughly and meticulously prepare for any potential crisis, regardless of the magnitude. Our planning carefully considers the impact on all audiences including customers, employees, vendors, shareholders, government officials, NGO's, community leaders, traditional media and social media. Consequently, when a crisis hits, we can react immediately with a multi-channel approach that addresses the diverse needs of each critical constituency, helping you when you need it

PADILLACRT

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

Brian Ellis, EVP Bob McNaney, VP

PadillaCRT — an employeeowned integrated communications firm — has a dedicated team of highly experienced crisis and critical issues experts. Our counsel begins with "walking toward the crisis." We can help you build a comprehensive crisis preparedness plan.

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

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

While we keep our crisis client

list confidential, our experience includes date breach, product recalls, sexual abuse allegations, attorneys general investigations, former-employee lawsuits, worker injury or death, insider trading and securities fraud, sexual harassment and discrimination complaints, high-profile medical malpractice lawsuits, E-coli contamination, meningitis outbreaks and a wide variety of health care issues.

PUBLIC COMMUNICATIONS INC.

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Jill Allread, APR, President & CEO
Pamela Oettel, CFO & COO

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

For all of our 52 years, PCI has been helping clients manage crises. The core principles remain the same. Assess the situation. Communicate clearly and honestly. And do it quickly. Those first few hours can make the difference between a crisis that is contained and soon forgotten, and one that becomes part of your media boilerplate. We continuously adapt these tried and true principles to a world in which good news and bad, fact and rumor, travel at lightning speed, disseminated by anyone with a laptop, cell phone, blog or Twitter account.

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

RUDER FINN, INC.

301 East 57th Street New York, NY 10022 212/593-6400

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

Ruder Finn, a leading independent global communications agency, has vast experience navigating high-profile public crises at transformational moments for some of the world's biggest institutions and organizations. Our dedicated team of experts have been rapidly deployed globally to manage crises and issues in the areas of litigation, regulation, service and quality, employee safety, executive pay scrutiny, privacy, data security, product recalls, public health, restructuring and change management. In particular, Ruder Finn has helped clients through crises in healthcare, including regulatory activity and community backlash; technology, including privacy and security; and consumer, including unforeseen events and product quality issues.

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

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SARD VERBINNEN

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George Sard, Chairman & CEO Paul Verbinnen, President

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

The firm's highly experienced senior professionals provide sound, objective advice and execution support to clients across a broad spectrum of industries. Our work encompasses corporate positioning, media relations and investor relations, transaction communications, litigation support, crisis communications, special situations, and social media and online communications.

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

Founded in 1992, our firm is recognized for delivering candid and thoughtful strategic advice, excellent written product and tactical execution, and tireless advocacy on behalf of our clients.

Our senior professionals are actively engaged in both counsel implementation. Their diverse backgrounds and expertise, unparalleled relationships and credibility with the media, and deep understanding of the investment community drive the firm's ability to help our clients manage complex situations and communicate to multiple constituencies successfully.

••••• **SCHNEIDER** ASSOCIATES

Member of the Worldcom Public Relations Group 2 Oliver Street, Suite 402 Boston, MA 02109 617/536-3300 www.schneiderpr.com

Joan Schneider, Chief Executive

Officer & Founder Phil Pennellatore, President

A hallmark of Schneider Associates' 35-year history is our ability to counsel companies and individuals during a crisis situation. While we hope our clients never face a crisis, we stand ready when a major issue threatens a company's growth or reputation. SA has been relied upon to handle communications for everything from white-collar crime, product recalls, fires, accidental on-thejob deaths, securities fraud, sexual harassment, legal issues, social or digital media issues, and other business situations requiring a prompt response. Through the years, we have been successful in averting crises through preparation and creating solid, actionable plans prior to any crisis occur-

Schneider Associates is a fullservice public relations firm specializing in Launch Public Relations®, a proprietary method of successfully launching and accelerating visibility for new products, services, companies, organizations, institutions and communities. Learn more at www.schneiderpr.com.

SITRICK AND **COMPANY**

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Sitrick And Company is widely regarded as one of North

America's leading strategic communications firms. While it has substantial practices in corporate, financial, transactional and crisis communications, Sitrick is best known for representing clients facing sensitive issues, including reputation management, complex litigation, problems emanating from short-sellers, mergers and acquisitions and restructurings. The New York Times called Sitrick "The City's Most Prominent Crisis Management Firm." Sitrick is not a traditional PR firm. Business Week said, the "firm is known for going atomic on opponents, using 'truth squads,' 'wheel-of-pain' tactics and high-profile journalists (who write profiles)." The general counsel of a major publicly-traded company wrote simply in an email, "You saved the company, literally." Please visit www.sitrick.com for more information on the firm including a list of current and former clients for which its work has been public.

..... **SLOANE & COMPANY**

7 Times Square, 17th Floor New York, NY 10036 212/486-9500 www.sloanepr.com

Elliot Sloane, CEO

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

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

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

SOLOMON MCCOWN & COMPANY, INC.

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Helene Solomon, CEO E. Ashley McCown, President

With offices in Boston and New York, Solomon McCown (SM&) supports clients that face complex, mission-critical issues at the intersection of public policy and business. The firm works within 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 missionfocused 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 devise communications strategies to dovetail with the legal strategy.

SPONG

110 North Fifth Street Minneapolis, MN 55403 612/375-8500 www.spongpr.com

Doug Spong, President Julie Batliner, Managing Director Jill Schmidt, Senior Principal

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



Jill Schmidt, Senior Principal and Practice Chair at Spong.

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, transport 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 Companies.

STANTON PUBLIC RELATIONS & MARKETING

880 Third Ave. New York, NY 10022 212/366-5300 Fax: 212/366-5301 astanton@stantonprm.com www.stantonprm.com

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 specialinterest 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.

We take the same approach in crisis management that we do in our everyday work: ask the tough questions, challenge assumptions, develop bold solutions, and execute effectively.

WEBER SHANDWICK

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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-tosecond 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 repuhighest tations are the 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.

WEISS PR

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Founded in 2008, Weiss PR, Inc. helps businesses and non-profit organizations reach, engage, and influence the right audiences in order to achieve their communications and business objectives.

We serve organizations in five key industry sectors Construction (including commercial real estate development, architecture, design, and engineering); Healthcare and Employee Benefits; Professional Services; Technology; and Nonprofit Organizations. While the specific services we offer vary by client, we focus primarily on media and influencer relations, social media, and marketing services, all of which are anchored by strategic communications planning.

In addition, we have extensive experience in crisis communications, including strategy development and rapid response implementation for both corporations and individual executives. Our background features work on crises for government agencies, nationally-recognized corporations, commercial real estate firms, and healthcare organizations, among others.

At Weiss PR, you'll find ideas built on strategy — not egos — from a team of senior-level public relations professionals who are committed to providing exceptional service, great work, and measurable results. •







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Sony's guide to not handling a crisis

By Fraser Seitel

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



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

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 "fire

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

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 codirected 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 theatergoers."

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. •

PR news brief

Hacked Sony relies on Rubenstein

Sony Pictures Entertainment is leaning on Rubenstein Communications as it faces the unprecedented cyber attack and publication of its internal communications and intellectual property.

The entertainment giant's saga took a darker turn Dec. 17 when hackers identifying themselves as the Guardians of Peace invoked the 9/11 attacks in threatening theaters that show Sony's "The Interview," the comedy feature film formerly slated for release on Dec. 25 that is the crux of the ongoing hacks and release of Sony data.

Steven Rubenstein, president of New Yorkbased RC, confirmed that his agency is advising Sony. "We have worked for Sony for years in different capacities and continue to do so," he told O'Dwyer's.

The latest threats caused Landmark Sunshine Cinema to cancel the New York premiere of The Interview, which debuted in Los Angeles on Dec. 11. Major theaters followed suit, saying they will not show the picture. The \$44 million film's stars, Seth Rogen and James Franco, have cancelled all media appearances promoting "The Interview."

Sony's crisis team also includes the high-powered law firm Boies, Schiller & Flexner, as well as cyber security outfit Mandiant. The law firm riled media but drew support from prominent entertainment industry voices when it threatened outlets like The New York Times and Bloomberg for publishing hacked Sony data.

Howard Rubenstein chairs RC.

Managing, through quality account management

By Richard Goldstein

his 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



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

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 "overservicing." 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

So what is effective account management? According to AC, good account management is, "Bringing the agency's management, professional and creative services against a client's problems and opportunities so that we serve the client with maximum effectiveness while also generating maximum income and profit for the agency." And then, possibly, most importantly, managing the potential conflict between the first two.

Unfortunately, the above definition often falls apart in two ways: either management does not know or forgets that there are three elements to it; or, while senior management may understand the need for fulfillment of all three responsibilities, the likelihood is slim that a less experienced person — whose primary worry often is simply completing assigned tasks properly and on time/budget — will ever give much thought to the second and third responsibilities.

If an agency does not provide the best service to its clients, it will not remain in business very long, especially when times are tough and competition fierce.

Okay, it remains vital that every agency professional, including the least experienced, 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

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 — to 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
- · 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 when 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, particular by inexperienced professionals often leads to over-servicing and the terrible penalty called a "writeoff" 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. O

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 vesterday. 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 Caufield & 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 \$6.2 billion in loans that generated \$596 million in interest for its loanmakers



Hamptons, New York party scene called "dead"

By Jack O'Dwyer

Skyrocketing prices, police crack-downs on "groupie houses," and the arrival of the Kardashians spelled doom for the "little folk" in the Hamptons.



Jack O'Dwyer

"Between the cost of living, lack of entry-level professional jobs and an affordable housing void, the East End has blossomed into a playground for the rich and a gated community for everyone else," wrote Southampton

Press reporter Brandon Quinn Dec. 4.

Quinn's article ran under a headline across the entire page that said, "Hamptons Party Scene Found Dead."

Focusing national attention on the East End of Long Island was the debut Nov. 9 of "Kourtney & Khloe Take the Hamptons," the latest in a series of cities being visited by the Kardashian family. Heavy media coverage has accompanied the arrival of the Kardashians. The *New York Post* headlined: "Keep Them Out."

Huffington Post headlined: "Nobody Took the Hamptons on the First 'Kourtney & Khloe Take the Hamptons."

Nearly two-dozen nightclubs closed

Quinn listed 22 nightclubs that have closed including Club Marakesh, Westhampton Beach, once the most popular nightclub on Long Island; Conscience Point Inn, where PR counselor Lizzie Grubman at 2 a.m. on July 7, 2001 crashed her Mercedes Benz SUV into a crowd of about 15. The list, wrote Quinn "is just a small portion of the once-beloved, equally-hated by some, and now-defunct Southampton Town nightclubs."

The Drift, on Dune Road in East Quogue, was called "the center of the summer scene and everyone loved it," says Quinn. "We all wanted to be there every Saturday."

Town officials, police enforce rules

Town officials and police have been so energetic in enforcing rules about share houses that there are now only five party-related code violations yearly, Town Attorney Tiffany Scarlato told Quinn. "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 to Montauk Point (40 miles from W.H.B.) to the Jersey Shore and even Cap Cod, wrote 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

rom 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 indicted trading. Evangelists Jimmy Swaggart and Jim Bakker were tangled in adultery scan-

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 anonyphone 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 frontpage story in the Herald.

Bai notes that with the advent of the fax machine and cell phone, the Herald story was 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

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.com.

> 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

The A

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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 Lenhard heads IR for the Phoenix-based, publicly traded company, while Michelle Friedman is Director of Corporate Comms.

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 \$1.7 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

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

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 fees.

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 I.M.

Florida health exchange moves PR account after conflict

lorida'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

hina'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.

Procter & Gamble, The Gap, Destination British Columbia, Best Buy, Habitat for Humanity, General Mills and Cirque du Soleil are among clients of Citizen Relations.

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. •

Omnicom grabs DDC advocacy

mnicom 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"

hina 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

arbour 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 Cowdray 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 tens of thousands of individuals, most of whom are foreign nationals.

Lobbying News

NEW LOBBYING DISCLOSURE ACT FILINGS

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

Bradley Arant Boult Cummings LLP, Birmingham, AL, registered Dec. 16, 2014 for Locust Street Group (for America's Health Insurance Plans), Washington, D.C., regarding exemption of expatriate health insurance from the Affordable Care Act.

Podesta Group, Inc., Washington D.C., registered Dec. 16, 2014 for Minority Cellular Partners Coalition, Houston, TX, regarding cellular telephone regulatory issues.

Liebman & Associates, Inc., Washington, D.C., registered Dec. 17, 2014 for Cargill, Inc., Wayzata, MN, regarding clean and renewable energy technology demonstration and deployment.

Brimley Group Inc., Washington, D.C., registered Dec. 12, 2014 for Virginia Commercial Space Flight Authority, Norfolk, VA, regarding NASA and Defense Department funding; National Defense Authorization Act (NDAA) and NASA Authorization Act

Mers 2015 PR Buyer's Guide









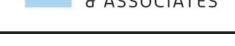












58- Annual Reports/Design/Branding 58- Associations/Clubs/Societies











60- Awards/Programs

68- Broadcast Monitoring

69- Camera-Ready Releases/Art

63- Books









- 70- CPA/Consulting Services
- 70- Crisis Management
- 72 Directories
- 73- Directory Publishers
- 73- Editorial Distribution & Services
- 74- Education
- 74- Electronic Newsfeeds/Satellite Svcs.
- 75- Employment Services
- 75- Executive Search
- 76- Fulfillment
- 76- Graphic Services
- 77- Integrated Marketing & PR
- 77- Interactive/Multimedia Services
- 78- Management Consultants
- 78- Measurement and Evaluation
- 78- Media Lists























Market it Write









Media Tours/Roadshows -79









Newswires/Press Services -81

Photo Distribution -81 Photographers/Stock Photo -81

Press Release Distribution -82

Printing -82

Promotions -82

Public Relations Networks -84

Public Service Announcements -85

Radio -85

Research (Marketing Research) -87

Satellite Media Tours -88

Search Engine Optimization (SEO) -90

Social Media -90

Software Products -92

Speakers Service (Talent) -93

Special Events - 93 Speechwriting -94

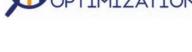
TV Production -94

Translation Services -95

Video -95

Webcasting -97

Website Development -97



















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Annual Reports/ Design/Branding

Bernhardt Fudyma Design Group, 38 E. 29th St., 9th flr., New York, NY 10016. 212/889-9337. www.bfdg.com. Craig Bernhardt, Pres.

Brand Union, The, 3 Columbus Circle, 11th flr., New York, NY 10019. 212/336-3200. www.thebrandunion.com. Toby Southgate, CEO.

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

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

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

John Kneapler Design, 151 W. 19th St., #11C, New York, NY 10011. 212/463-8774. www.johnkneaplerdesign.com. John Kneapler.

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

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

Point Five Design, 118 E. 25th St., 10th flr., New York, NY 10010. 212/414-4309. www.point5.com. Alissa Levin, Founder & Principal.

Associations

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

Advertising Specialty Institute, 4800 Street Rd., Trevose, PA 19053. 800/546-1350, 212/953-400. www.asicentral.com. Timothy M. Andrews, Pres. & CEO.

Advertising Women of New York, 28 W. 44th St., #912, New York, NY 10036. 212/221-7969; fax: 212/221-8296. www.awny.org. Lynn Branigan, Exec. Dir.

Alliance for Women in Media, 2365 Harrodsburg Rd., #A325, Lexington, KY 40504. 202/750-3664. www.allwomeninmedia.org. Debra Hurston, Exec. Director.

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

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

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

Arthur W. Page Society, 230 Park Ave., #455, New York, NY 10169. 212/400-7959. www.awpagesociety.com. Roger Bolton, Pres.

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

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

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

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

Association of Government Relations Professionals, 300 N. Washington St., #205, Alexandria, VA 22314. 703/960-3011. www.grprofessionals.org. Robert Hay, Exec. Dir.

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.

Automotive PR Council, Original Equipment Suppliers Assn., 1301 W. Long Lake Rd., #225, Troy, MI 48098. 248/952-6401. info@oesa.org; www.oesa.org. April Buford, Director, Comms.

British American Business Inc., 52 Vanderbilt Ave., 20th flr., New York, NY 10017. 212/661-4060; fax: 212/661-4074. www.babinc.org. Richard Furslan, CEO, Wendy Mendenhall, Managing Director.

Business Marketing Association, 1833 Centre Point Circle, #123, Naperville, IL 60563. 630/544-5054. www.marketing.org. Al Maag, Exec. Dir.

Chief Marketing Officer Council, 1494 Hamilton Ave., San Jose, CA 95125. 408/677-5300 x5333. www.cmocouncil.org. Donovan Neale-May, Exec. Dir.

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

CPR, The International Institute For Conflict Prevention and Resolution, 575 Lexington Ave., 21st flr., New York, NY 10022. 212/949-6490. www.cpradr.org. Noah J. Hanft, Pres./CEO.

Direct Marketing Association, 1120 Ave. of the Americas, 13th flr., New York, NY 10036. 212/768-7277. www.the-dma.org. Jane Berzan, Pres.

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

Electronic Retailing Association, 607 15th St., N.W., #530, Washington, DC 20005. 800/987-6462; 703/841-175. www.retailing.org. Julie Coons, Pres. & CEO.

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

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

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

Hospitality Sales & Marketing Association Int'l., 7918 Jones Branch Dr., #300, McLean, VA 22102. 703/506-3280; fax: 703/506-3266. www.hsmai.org. Robert Gilbert, Pres. & CEO.

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

Int'l Women's Media Foundation, 1625 K St., N.W., #1275, Washington, DC 20006. 202/496-1992: fax: 202/496-1977. info@iwmf.org. Elisa Lees Munoz, Exec.

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

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

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

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

International PR Assn., IPRA, PO Box 6945, London, W1A 6US U.K. 44 1903 74 4442. www.ipra.org.

Issue Management Council, 207 Loudoun St. S.E., Leesburg, VA 20175. 793/777-8450. www.issuemanagement.org. Teresa Yancey Crane, Pres.

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

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

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

VAGO National Association of **Government Communicators**

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

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National Association of Personnel Services, 78 Dawson Village Way, #410-201, Dawsonville, GA 30534. 706/531-0060. www.naps360.org. Trinette R.Cunningham, Pres.

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

National Foundation for Women Legislators, 1727 King St., #300, Alexandria, VA 22314. 703/518-7931. www.womenlegislators.org. Jody Thomas, Exec. Dir.

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

National Investor Relations Institute, 225 Reinekers Lane, #560, Alexandria, VA 22314. 703/562-7700; fax: 703/562-7701. www.niri.org. Matt Brusch, VP, Comms. & Practice Information.

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

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

New England Society for Healthcare Communications, PO Box 581, West Newbury, MA 01985. 978/948-8600. www.neshco.org. Kelly Woodsum, Exec.

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

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

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

Online News Association, c/o NPR, 1111 N. Capitol St., N.E., 6th flr., Washington, DC 20002. 646/290-7900. director@journalists.org; www.journalists.org. Jane McDonnell, Exec. Dir.

Pennsylvania Association for Government Relations, PO Box 116, Harrisburg, PA 17108. 717/939-1900; fax: 717/939-7900. www.pagr.org.

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



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

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

Professional Marketing Forum, 422 Salisbury House, London Wall, London, EC2M 5QQ U.K.. 020 7786 9786; fax: 020 7786 9799. www.pmforum.co.uk. Richard Chaplin, Founder & CEO.

Promotional Products Association Int'l., 3125 Skyway Circle North, Irving, TX 75038-3526. 888/426-7724; 972/252-0404; fax: 972/258-3004. www.ppai.org. Paul Bellantone, Pres. & CEO.

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

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

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

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

Public Relations Society of America (**PRSA**), 33 Maiden Lane, 11th flr., New York, NY 10038. 212/460-1400. www.prsa.org. Stephanie Cegielski, VP, Public Relations.

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

Radio Television Digital News Association, 529 14th St., N.W., #1240, Washington, DC 20045. 202/662-7257. www.rtdna.org. Mike Cavender, Exec. Dir.



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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.

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

Society for Technical Communication, 9401 Lee Highway, #300, Fairfax, VA 22031. 703/522-4114. www.stc.org. Christopher Lyons, CEO.

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

Society of American Travel Writers (SATW), 529 Fourteenth St., N.W., #750, Washington, DC 20045. 202/591-2476. www.satw.org. Mary Donovan, Exec. Dir.

Society of Professional Journalists,

Eugene S. Pulliam National Journalism Center, 3909 N. Meridian St., Indianapolis, IN 46208-4045. 317/927-8000; fax: 317/920-4789. www.spj.org. Joe Skeel, Exec. Dir.

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

Women in Government Relations, 8400 Westpark Dr., 2nd flr., McLean, VA 22102. 703/610-9030; fax: 703/995-0528. www.wgr.org. Emily Bardach, Executive Director.

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

Awards

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

Adrian Awards, Hospitality Sales & Marketing Association Int'1., 7918 Jones Branch Drive, #300, McLean, VA 22102. 703/506-3280; fax: 703/506-3266. www.hsmai.org. Robert A. Gilbert, Pres. & CEO.

Advertising Woman of the Year Award, Advertising Women of NY, 25 W. 44th St., #912, New York, NY 10036. 212/221-7969. www.awny.org. Lynn Branigan, Exec. Dir.

Alexander Hamilton Medal - Institute for PR, University of Florida, PO Box 118400, 2096 Weimer Hall, Gainesville, FL 32611-8400. 352/392-0280. www.instituteforpr.org. Frank Ovaitt, Pres. & CEO.

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

American Hotel & Lodging Association's Stars of the Industry Awards, 1201 New York Ave., N.W., #600, Washington, DC 20005. 202/289-3100; fax: 202/289-3199. www.ahla.com. Rosanna Maietta, Sr. VP, Comms. & PR.

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

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

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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

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Projected 2016 CODiE Awards Timeline

Nomination Period Extended Nomination Period	September - Late October 2015 Late October - Early November 2015
Expert Review:	December 2015 - March 2016
First Round Judges Evaluate Products	
Finalists Announced	March 2016
Peer Review:	March - April 2016
SIIA Members Vote	
Winners Announced	May 2016



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2015 PR BUYER'S GUIDE

Association TRENDS Annual All-Media Contest, Columbia Books, 4340 East-West Highway, #300, Bethesda, MD 20814. 202/464-1662.

www.associationtrends.com. Jamie Herring.

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

AVA Digital Awards, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX 75207. 214/377-3527. www.ayaawards.com.

Bell Ringer Awards, Publicity Club of New England, P.O. Box 520444, Winthrop, MA 02152. 508/213-8800. megan@pubclub.org; www.pubclub.org/bellringer-awards. Megan Noonan, Exec. Administrator.

Bronze Anvil Awards of PR Society of America, 33 Maiden Lane, 11th flr., New York, NY 10038. 212/460-1400. www.prsa.org. Stephanie Cegielski, VP, PR.

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

CLIO Awards, 770 Broadway, 7th flr., New York, NY 10003. 212/683-4300. www.clioawards.com. Nicole Purcell, Exec. VP.

//CODIE// 2016 SIIA CODIE AWARDS

CODIE Awards, Software & Info Industry Association, 1090 Vermont Ave., N.W., 6th flr., Washington, DC 20005. 415/654-5422. www.siia.net/codies. Angel Scott, Awards Program Mgr.

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.

Galaxy Awards, Sponsored by MerComm, 500 Executive Blvd., Ossining-

on-Hudson, NY 10562. 914/923-9400. www.mercommawards.com. Reni L. Witt, Pres.

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

Gold Circle Awards, ASAE & The Center for Association Leadership, 1575 I St., N.W., #1100, Washington, DC 20005. 202/371-0940. www.asaecenter.org. John H. Graham, Pres. & CEO.

Gold Ink Awards, North American Publishing Co., 1500 Spring Garden St., 12th flr., Philadelphia, PA 19130. 215/238-5300. www.goldink.com. Mike Cooper.

Gold Quill Awards, Int'l. Association of Business Communicators, 601 Montgomery St., #900, San Francisco, CA 94111. 415/544-4700. www.iabc.com. Carlos Fulcher, Exec. Dir.

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

Hermes Creative Awards, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX 75207. 214/377-3525. www.hermesawards.com.

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

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

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

MarCom Awards, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX 75207. 214/377-3524. www.marcomawards.com.

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

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

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

See full listing under Associations.

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

New York Festivals, Int'l Television & Film Awards, 260 W. 39th St., 10th flr., New York, NY 10018. 212/643-4800. www.newyorkfestivals.com. Rose Anderson, Exec. Dir.

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 Cigielski, VP, PR.

Power of A Awards, ASAE & The Center for Association Leadership, 1575 I St., N.W., #1100, Washington, DC 20005. 202/371-0940; fax: 202/371-8315. www.asaecenter.org. John H. Graham, Pres. & CEO.

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

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

Sigma Delta Chi Awards, c/o Society of Professional Journalists, Eugene S. Pulliam Nat'l Journalism Center, 3909 N. Meridian St., Indianapolis, IN 462084045. 317/927-8000. www.spj.org. Joe Skeel, Exec. Dir.

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

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

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

Stevie Awards, 10560 Main St., Suite 215, Fairfax, VA 22030. 703/547-8389. www.StevieAwards.com. Michael Gallagher, Pres.

Telly Awards, The, 22 W. 21st St., 7th flr. North, New York, NY 10016. 212/675-3555. www.tellyawards.com.

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

Books

A Fighting Chance, by Elizabeth Warren, Metropolitan Books, April 2014, 384 pages. April 2014, 384 pages.

Achieve Sales Excellence: The 7 **Customer Rules for Becoming the New** Sales Professional, by Howard Stevens and Theodore Kinni, Platinum Press, 236 pages.

All the Truth is Out: The Week Politics Went Tabloid, by Matt Bai, Knopf, September 2014, 288 pages.

The Age Curve: How to Profit from the Coming Demographic Storm, by Kenneth W. Gronbach, Amacom Books, New York, 2008, 268 pages.

Alice: Alice Roosevelt Longworth, from White House Princess to Washington **Power Broker**, by Stacy A. Cordery, Viking Adult, 2007, 608 pages.

Alpha Dogs: The Americans Who Turned Political Spin Into a Global

Business, by James Harding, Farrar Straus and Giroux, 2008, 272 pages.

Author 101: Bestselling Book Publicity, by Rick Frishman and Robyn Spizman, Adams Media, division of F+W Publications, 2006, 256 pages.

Arthur W. Page: Publisher, Public Relations Pioneer, Patriot, by Noel L. Griese, www.anvilpub.com, 427 pages.

Beer and Circus: How Big-Time **College Sports is Crippling** Undergraduate Education, by Murray Sperber, Owl Books, 2000, 352 pages.

Benchmarking Basics: Looking for a Better Way, by James G. Patterson, Crisp Publications, 79 pages.

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

Billy Lynn's Long Halftime Walk, by Ben Fountain, Ecco, 2012, 320 pages.

Building Buzz: How to Reach and Impress Your Target Audience, by Marisa D'Vari, Career Press, Franklin Lakes, NJ, 2005, 253. pages.

Bush at War, by Bob Woodward, Simon & Schuster, 416 pages.

Business-to-Business Communications Handbook, by Fred Messner, Assn. of Nat'l Advertisers, Publications Dept., 155 E. 44th St., New York, NY 10017, 302 pages.

The Capital Campaign Handbook: How to Maximize Your Fund-Raising Campaign, by David Hauman, The Taft Group, 835 Penobscot Bldg., 645 Griswald St., Detroit, MI 48226.

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.

The Chief: The Life of William Randolph Hearst, by David Nasaw, Mariner Books, 704 pages.

Clinton Inc.: The Audacious Rebuilding of a Political Machine, by Dan Halper, Broadside Books, July 2014, 352 pages.

The Cluetrain Manifesto: The End of Business As Usual, by Christopher Locke, Rick Levine, Doc Searls, David Weinberger, Perseus Publishing, 190 pages.

Complete Publicity Plans: How to **Create Publicity That Will Spark** Media Exposure and Excitement, by Sandra Beckwith, Adams Media Corp., 1st edition, 352 pages.

Confessions from the Corner Office: 15 Instincts That Will Help You Get There, by Scott Aylward and Pattye Moore, John Wiley & Sons, Inc., 229 pages.

The Confessions of an Ink-Stained Wretch: An Insider's Secrets to Getting Press, by John Persinos, Larstan Publishing, Potomac, MD, Sept. 2006, 176 pages.

Conquering Consumerspace: Marketing Strategies for a Branded World, by Michael Solomon, Amacom. 1st edition, April 2003, 276 pages.

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

The Creative Side of Public Relations, Aspatore Books, 107 pages.

Crisis Communications: A Casebook **Approach**, by Kathleen Fearn-Banks, Lawrence Erlbaum Assocs., 368 pages.

The Crisis Manager: Facing Risk and Responsibility, by Otto Lerbinger, Lawrence Erlbaum Assocs., 393 pages.

Crisis Tales: Five Rules for Coping with Crises in Business, Politics and Life, by Lanny J. Davis, Threshold Editions, March 2013, 400 pages.

Critical 2nd Phase of Your Professional Life, by Robert Dilenschneider, Citadel Trade, 240 pages.

Damage Control: Why Everything You Know About Crisis Management Is Wrong, by Eric Dezenhall and John Weber, Penguin Group, 212 pages.

Dancing with the Bear: Crisis Management in Eastern Europe, by J. Michael Willard, Summit Books, 142 pages.

Dealing Effectively With The Media, by John Wade, Crisp Publications, 83 pages.

Desperate Networks, by Bill Carter, Doubleday, New York, 2006, 404 pages.

Developing and Enforcing a Code of Business Ethics, by Gary Ward, Pilot Books, PO Box 2102, Greenport, NY 11944. 47 pages.

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

E-Mail Selling Techniques: That Really Work, by Stephan Schiffman, Adams Media, 147 pages.

The Elusive Fan: Reinventing Sports in a Crowded Marketplace, by Irving Rein, Philip Kotler and Ben Shields, McGraw-Hill, June 2006, 300 pages.

Emotional Branding: How Successful Brands Gain the Rational Edge, by Daryl Travis, Crown Business, 302 pages.

Eyewitness to Power: The Essence of Leadership, Nixon to Clinton, David Gergen, Simon & Schuster. 2000. \$11. Amazon.com. 384 pages.

The Fall of Advertising and the Rise of PR, by Al Ries and Laura Ries, Harper Business Publishers, 320 pages.

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

The Flak: A PR Journey, by J. Michael Willard, Vidalia House Publishing, Ukraine, 1st edition, 393 pages.

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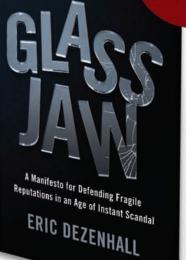
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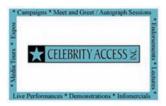
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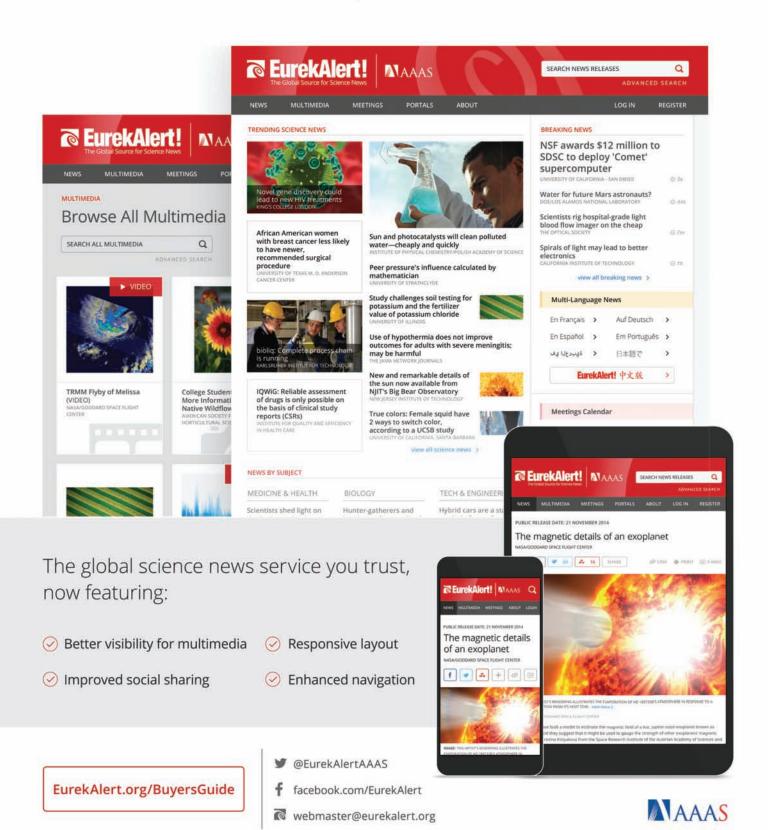
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 - •Integrated Media Tours
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info@broadcastdirectpr.com. Irene Minett, Patricia Ruth Kresner.



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. &

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.

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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 blogger tour is that it actually includes video and is a digital delivery to only major Internet sites. In just two years, GSH, a division of GCI, has not only set the standard for this service, it is the standard. And the co-op SMT business, created and invented by GCI, is now doing more business than ever before.

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Alan Weiss Productions, 270 White Plains Rd., #2N, Eastchester, NY 10709. 212/974-0606. myacoub@awptv.com. Marilou Yacoub.

Associated Press, The, 450 West 33rd St., New York, NY 10001. 212/621-1585. Ted Mendelsohn.

Cover Edge Television News Service, 4325 Dean Martin Dr., #375, Las Vegas, NV 89103. 800/822-6397.

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bookings@coveredge.com; www.coveredge.com. Rich Travis, CEO.

Engel Entertainment Inc., 535 8th Ave., 7th flr., New York, NY 10018. 212/413-9200. inquiry@engelentertainment.com; www.engelentertainment.com. Steven Engel, Pres./Exec. Producer.

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

See full listing under Webcasting.

Parallax Productions Inc., 119 Braintree St., Boston, MA 02134. 617/787-1415; fax: 617/787-1416. www.parallaxproductions.com.



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RPM Media Inc., 5-28 51st Ave., 2nd flr., Long Island City, NY 11101. 718/729-2408. info@rpmmedia.com; www.rpmmedia.com. Roberto Mitrotti.

Strauss Media Strategies Inc., 529 14th St., N.W., #1163, National Press Bldg., Washington, DC 20045. 202/638-0200; fax:

202/638-0400. info@straussmedia.com; www.straussmedia.com. Richard Strauss, Pres.

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

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

See full listing under Radio.

Teen Kids News, LLC, 182 Sound Beach Ave., Old Greenwich, CT 06870. 203/637-0044; fax: 203/698-0812. info@teenkidsnews.com; primonews@aol.com; www.teenkidsnews.com. Al Primo, Pres.

VideoLink Inc., 1230 Washington St., Newton, MA 02465. 800/452-5565. www.videolink.tv.

Translation Services

French Into English, P.O. Box 1275, Washington, DC 20013. 202/546-0898; fax: 202/546-4152. cvoss@frenchintoenglish.com: www.frenchintoenglish.com. Chari Voss.

Iverson Language Assocs. Inc., 111 W. Pleasant St., #102, Milwaukee, WI 53212. 414/271-1144; fax: 414/271-0144. www.iversonlang.com. Helene Pielmeier, Pres.

Language Bank, 34W056 Wagner Rd., Batavia, IL 60510. 630/406-1277; fax: 630/406-0917. info@language-bank.com; www.language-bank.com. Dennis Merritt.

O'Sullivan Comms., 1 Fairfield Crescent, West Caldwell, NJ 07006. 973/227-5112. info@oneworldonestop.com; www.oneworldonestop.com.

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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.

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

Boom Broadcast & Media Relations, 4 Hill Spruce, Littleton, CO 80127. 303/904-2100. info@boombroadcast.com; www.boombroadcast.com. Barbara Kelly-Gutjahr, Joan Winkler, Founding Partners.

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Broadcast Productions, 44 Beechwood Dr., Robbinsville, NJ 08691. 609/443-

1199. dick@broadcastproductions.tv; www.broadcastproductions.tv. Dick Cunningham, Pres.

Center City Film & Video, 1501-1503 Walnut St., Philadelphia, PA 19102. 215/568-4134; fax: 215/568-6011. info@ccfv.com; www.ccfv.com. Jordan Schwartz, CEO.

Coastal Media Group, P.O. Box 8751, Calabasas, CA 91372. 818/880-9800; 888/570-LIV. www.coastalmediagroup.com. Bob Adler, Pres./CEO.

Communications Plus Digital, 102 Madison Ave., 7th flr., New York, NY 10016-7417. 212/686-9570. www.cpdigital.com. Franco Fiore.

Conch Republic Media Group, PO Box 6164, Key West, FL 33041. 305/393-7000. www.conchtv.com. Gail Hollenback, Pres.

Conus Archive, The, 3415 University Ave., St. Paul, MN 55114. 651/642-4576. cbridson@conus.com; www.conus.com. Chris Bridson, Sr. A/E.

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.

Dietrich Nelson & Associates, Inc., 75109 Sunset Blvd., #1415, Los Angeles, CA 90046. 323/845-9608; fax: 323/883-1821. dnelson@dnaepr.com. Dietrich Nelson.

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

Double R Productions, 1621 Connecticut Ave., N.W., Ste. 400, Washington, DC 20009. 202/797-7777. info@doublerproductions.com; www.doublerproductions.com. Rosemary Reed, Pres.

EFX Media, 2300 Ninth St. South, Ste. 136, Arlington, VA 22204. 703/486-2303. sales@efxmedia.com; www.efxmediatv.com. Robin Evans, VP, Bus. Dev.

Feature Photo Service Inc., 320 W. 37th St., #301, New York, NY 10018. 212/944-1060; fax: 212/944-7801. www.featurephoto.com. Oren Hellner, Pres.

GRS Systems Inc., 216 E. 45th St., New York, NY 10017. 212/286-0299. mg@grsv.com; www.grsv.com. Mitch Gak.

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dmanning@manningproductions.com. Douglas Manning, Exec. Producer.

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

Mercury Labs, 3118 Locust St., St. Louis, MO 63103. 314/645-4244. www.mercury-labs.com. Angie Lawing, CEO.

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National Press Club, 529 14th St., N.W., Washington, DC 20045. 202/662-7541. sales@press.org; www.press.org.

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Newscast US, 526 West 26th St., Suite 515, New York, NY 10001. 212/206-0055. contact@newscastus.com; www.newscastus.com. Jim Sulley, Director.

NewsWatch, 1166 Fairfax Blvd., #403, Fairfax, VA 22030. 703/359-5480. etropeano@newswatchtv.com; www.newswatchtv.com. Ed Tropeano, Pres.

Osprev Communications, 1010 Washington Blvd., Stamford, CT 06901. 203/905-1600. www.osprey.com.

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Park Avenue Post Inc., 419 Park Ave. South, #600, New York, NY 10016. 212/ 689-7678. nigel@parkavenuepost.com; www.parkavenuepost.com. Nigel Kettle, Mng. Dir.

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Ventana Productions, 1819 L St., N.W., #100, Washington, DC 20036. 202/785-5112. info@ventanadc.com; www.ventanadc.com. Armando Almanza, Pres.

Video Image Productions, 51 Quail Close, Irvington, NY 10533. 212/979-7433. viptv@vip-tv.com; www.vip-tv.com. Wayne Ferguson, Pres.

VideoLink Inc., 1230 Washington St., Newton, MA 02465. 800/452-5565. www.videolink.tv.

Vidicom Inc., 520 Eighth Ave., #2206, New York, NY 10018. 212/895-8300. www.vidicom.com. Christy Ferer, Founder. VNR1 Communications, Inc., 16415 Addison Rd., #500, Addison, TX 75001. 800/937-8671. sales@vnr1.com: www.vnr1.com. Jack Trammell, Pres.

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

National Press Club, 529 14th St., N.W., Washington, DC 20045. 202/662-7541. sales@press.org; www.press.org.

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VideoLink Inc., 1230 Washington St., Newton, MA 02465. 800/452-5565; 617/340-4100. www.videolink.tv. Richard G. Silton, Pres. & CEO.

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.

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0-9

24-7 Press Release Newswire: Press Release Distribution

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Abernathy MacGregor Group, The, Crisis Management

Addison Design Company: Graphic Services AdMedia Partners Inc.: Management Consultants

Adrian Awards: Awards

Advertising Club of New York: Associations Advertising Specialty Institute: Associations Advertising Woman of the Year Award: Awards

Advertising Women of New York: Associations

Adweek Directories: Directory Publishers AIA New Dimensions in Marketing: Promotions

AKA MEDIA INC.: Electronic Newsfeeds/Satellite Services, Interactive/Multimedia Services, Public Service Announcements, Satellite Media Tours, Social Media, Television (TV) Production, Video, Webcasting

Alan Weiss Productions: Television (TV) Production, Video

Alexander Hamilton Medal - Institute for PR: Awards

All-In-One Media Directory: Directories Allerton, Heneghan & O'Neill: Executive Search

Allhealth Public Relations: Promotions Alliance for Women in Media: Associations Allied Vaughn: Video

AME - Advertising & Marketing Effectiveness Awards: Awards

American Association of Advertising Agencies (4As): Associations

American Association of Political

Consultants: Associations

American Hotel & Lodging Association's Stars of the Industry Awards: Awards

American Marketing Association, The: Associations

American Program Bureau, Inc.: Speakers Service (Talent)

American University, School of Communication: Education

AmericanPOP: Social Media APEX Awards: Awards

ARC Awards: Awards

Arthur W. Page Society: Associations

ASAE & The Center For Assn. Leadership: Associations

ASAE & The Center for Assn. Leadership: Education

Aspen Marketing Services: Special Events Associated Press, The: Newswires/Press

Services, Photo Distribution,

Photographers/Stock Photo, Press Release Distribution, Television (TV) Production

Association for Conflict Resolution: Associations

Association for Education in Journalism and Mass Communications: Associations

Association for Women in Communications: Associations

Association of Government Relations Professionals: Associations

Association of Strategic Alliance Professionals: Associations

Association TRENDS Annual All-Media

Contest: Awards

Astrid Awards: Awards

At (@) Large Films: Video

At Point Inc.: Website Development Audio Productions Inc.: Video

Auritt Communications Group: Radio.

Satellite Media Tours, Video

Authors Unlimited: Speakers Service (Talent) Automotive PR Council, Original Equipment Suppliers Assn.: Associations

AVA Digital Awards: Awards

Bader TV News: Video

Bell Ringer Awards: Awards

Bella PR: Public Relations Networks

Bernhardt Fudyma Design Group: Annual Reports/Design/Branding

BizBash Media: Newsletters

Black PR Wire Inc.: Newswires/Press Services

Blink: Crisis Management

Bloom Gross & Associates: Executive Search Boom Broadcast & Media Relations: Video

Booz Allen Hamilton: Management Consultants

Bowling Green University, School of Media and Communication: Education

Brand Union, The: Annual Reports/Design/Branding

Bravo Productions: Special Events

British American Business Inc.: Associations

Broad Street Productions: Video

Broadcast Direct Communications Inc.:

Satellite Media Tours

Broadcast Monitors: Broadcast Monitoring Services

Broadcast Productions: Video

Bronze Anvil Awards of PR Society of America: Awards

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Buchbinder Tunick & Company LLP:

CPA/Consulting Services

Burke Marketing Research Inc.: Research Business Marketing Association: Associations

C. Lewis Shows & Events: Special Events Cable & TV Station Coverage Atlas: Directories

Cambridge Information Group: Directory Publishers

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Can Stock Photo: Photographers/Stock Photo Cantor Integrated Marketing Search: **Executive Search**

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Evaluation Cavanaugh & Assocs. Inc.: Celebrities CCI - Corporate Communication International

at Baruch College/CUNY: Education Celebrities, Plus Inc.: Media Tours/Roadshows

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Celebrity Endorsement Network: Celebrities

Celebrity Service Int'l Inc.: Celebrities

Celebrity Source, The: Celebrities Center City Film & Video: Video

Charet & Associates: Executive Search

Chief Marketing Officer Council:

Associations

Cision: Clipping Services, Content Marketing, Directories, Measurement & Evaluation,

Media Lists, Media Monitoring, Newswires/Press Services

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Clarity Media Group: Media Training

CLIO Awards: Awards

CMG Productions: Media Training

Coastal Media Group: Video

CODiE Awards: Awards

Cogent Reports, Market Strategies Int'l: Research

Columbia Books: Directory Publishers

CommCore, Inc.: Media Training

Communication Leadership Exchange, The: Associations

Communications Plus Digital: Video

Company Agenda: Special Events Competitive Edge Newsletter: Newsletters

Conch Republic Media Group: Video

Conference Board, The:

Conventions/Conference Planners, Special

Congressional Yellow Book: Directories Connex International Inc.: Webcasting Consultants and Consulting Organizations

Directory: Directories Conus Archive, The: Video

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Corporate Public Issues: Newsletters Council of American Survey Research

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CPR. The International Institute For Conflict

Prevention and Resolution: Associations Creative Civilizations: Research

Creators News Service/Creators Syndicate:

Newswires/Press Services Crews Control: Video

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Cushman & Associates, Judith: Executive Search

Custom Medical Stock Photo Inc.: Photo Distribution CustomScoop: Clipping Services

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Digital Park, a division of rbb Public Relations: Social Media

Dilenschneider Group, Crisis Management Direct Marketing Association: Associations

Direct Marketing Club of New York: Associations

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Directory of Executive Recruiters: Directories Dominion Productions: Video

Double R Productions: Video

DRG (Development Resource Group): **Executive Search**

\mathbf{E}

E.J. Krause & Associates Inc.: Conventions/Conference Planners

Eagles Talent Connection: Speakers Service (Talent)

Edelman Berland: Research

Edgewise: Editorial Distribution & Services Editor & Publisher Newspaper Data Book and

Interactive Database: Directories Editor Showcase: Special Events

EFX Media: Video

EHM Group LLC: CPA/Consulting Services

Eisenberg & Associates: Annual Reports/Design/Branding

Electronic Retailing Association: Associations EMSI: Radio

Encyclopedia of Associations: National Organizations of the U.S.: Directories

Engage121: Social Media

Engel Entertainment Inc.: Television (TV) Production

Entertainment Publicists Professional Society: Associations

EurekAlert!: Press Release Distribution Event Planners Plus!: Special Events

Eventage: Special Events evolve 24: Research

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Feats Inc.: Special Events Feature Photo Service Inc.: Photo Distribution, Photographers/Stock Photo, Video

Federal Yellow Book, The: Directories Feintuch Communications: Crisis

Management, Media Training, Social Media

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Fry Group, The: Executive Search Futures Company, The: Research

Galaxy Awards: Awards

Gale: Directory Publishers

Gale Directory of Publications and Broadcast Media: Directories

Gallup Inc.: Research

Galperin Design Inc.: Annual Reports/Design/Branding

George Washington University, The: Education

Get Ahead Productions Speakers Bureau: Speakers Service (Talent)

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Getty Images: Photo Distribution

GfK: Research

Gilbert Tweed Associates: Executive Search Gold Anvil Award of PR Society of America:

Gold Circle Awards: Awards Gold Ink Awards: Awards Gold Quill Awards: Awards

Golden Trumpet Awards: Awards

Gonzaga University, Communication Studies: Education

Google: Research

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GreenBook Online Guide for Buyer's of Marketing Research: Directories

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Heidrick & Struggles: Executive Search Henninger Media Services: Video

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Hispanic Market Weekly: Directories

History Associates: Research

Home Improvement Time Inc.: Camera-Ready Releases Hospitality Sales & Marketing Association

Int'l.: Associations

Howard-Sloan-Koller Group, The: Executive Search

Hudson's Washington News Media Contacts Directory: Directories

Hunter Public Relations: Social Media

ICR, Crisis Management

IEG LLC: Special Events

IGEL Technology America LLC: Software Impact Communications: Media Training

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iNova Awards: Awards

Institute for Crisis Management: Crisis

Management

Institute for PR: Associations

Int'l Women's Media Foundation:

Associations

Int'l. PR Network: Public Relations Networks

Integrity Search: Executive Search Interface Media Group: Video

International Association of Business Communicators: Associations

International Association of Business Communicators, Wash., D.C. Chapter:

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Bureaus: Associations International Digital Enterprise Alliance:

Associations International PR Assn., IPRA: Associations Intersource Recruiting: Executive Search

IPR Software: Software IPREX, Global network of communication agencies: Public Relations Networks

Issue Management Council: Associations Ivanhoe Broadcast News Inc.: Video Iverson Language Assocs. Inc.: Translation

Services

J

J Tech: Executive Search

J.D. Power & Associates: Research Jack Felton Golden Ruler Award: Awards Jackson Spalding, Crisis Management JB Cumberland Public Relations: Social Media

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K

Karen Friedman Enterprises Inc.: Media Training

Keep in Touch: Broadcast Monitoring Services KEF Media: Satellite Media Tours Kekst and Company, Crisis Management Kennedy Information: Directory Publishers Keppler Speakers: Speakers Service (Talent) Keynote Speakers Inc.: Speakers Service (Talent)

Korn-Ferry Int'l.: Executive Search KRM Information Services: Research Kundell Communications: Media Training

L

LACP - League of American Communications Professionals: Associations

Lagrant Communications: Promotions Language Bank: Translation Services Laskin Media Inc.: Media Training

Laurie Mitchell & Company, Inc. Marketing & Comms. Executive Search: Executive Search

Law Firms Yellow Book: Directories LCWA Research Group: Research

Leadership Directories: Directory Publishers Leading Authorities Inc.: Speakers Service (Talent)

Lee Hecht Harrison: Executive Search

LexisNexis: Research

Lippincott: Annual Reports/Design/Branding Liv Davick: Radio, Satellite Media Tours Live Star Entertainment: Satellite Media Tours

Lloyd Kolmer Enterprises: Celebrities Lloyd Staffing: Executive Search

Louw's Management Corp.: Management Consultants

Lovett Stories + Strategies: Video Lukaszewski Group, Division of Risdall Marketing: Crisis Management Lyons PR: Satellite Media Tours

M

Magellan Awards: Awards Magnify Digital: Social Media

Major Mailers Online Database: Directories

Makovsky, Crisis Management

Management Recruiters Int'l of Boston:

Executive Search
Manning Digital: Video
MarCom Awards: Awards
Maritz Research: Research
Market it Write: Copywriters

Marketing Resource Directory Online

Database: Directories

Marketing Werks - Mobile & Event Marketing: Promotions

MarketWired: Newswires/Press Services, Press Release Distribution

Maryanne Russell Photography Inc.: Photographers/Stock Photo

Matrix Awards: Awards

Measurement Standard, The: Newsletters Media Connect: Satellite Media Tours Media Vantage: Media Monitoring MediaFinder Online Database: Directories MediaMax Online: Broadcast Monitoring Services, Clipping Services, Media Monitoring

MediaMiser Ltd.: Measurement & Evaluation, Media Monitoring, Social Media

MEDIAmobz: Video Medianet: Media Training MediaPrep: Media Training

MediaTracks Communications, Inc.: Radio

Mercury Awards: Awards Mercury Labs: Video

Merri Makers Catering: Special Events Metro Editorial Services: Editorial Distribution & Services

Monument Optimization: Search Engine Optimization

Moreover Technologies: Media Monitoring Moyer, Sherwood Assocs. Inc.: Executive Search

Multicultural Marketing News: Press Release Distribution

Murray Hill Studios: Satellite Media Tours, Television (TV) Production, Video, Webcasting

MVP Collaborative: Special Events MyPRGenie: Social Media M|A|R|C Research: Research

N

National Aircheck: Media Monitoring, Radio National Association of Broadcasters: Associations

National Association of Business Political Action Committees: Associations National Association of Government

Communicators: Associations, Awards,
Public Relations Networks

National Association of Personnel Services: Associations

National Black PR Society: Associations National Directory of Corporate Public Affairs: Directories

National Directory of Magazines: Directories National Foundation for Women Legislators: Associations

National Hispanic Media Coalition: Associations

National Investor Relations Institute: Associations

National Press Club: Interactive/Multimedia Services, Satellite Media Tours, Special Events, Video, Webcasting

National School PR Association: Associations National Speakers Bureau: Speakers Service (Talent)

National Writers Association: Associations Neil Frank & Co.: Executive Search New England Society for Healthcare Communications: Associations

New Jersey Awards: Awards

New York Festivals, Int'l Television & Film Awards: Awards

New York Financial Writers Association: Associations

New York Market Radio Association: Associations

New York Women in Communications: Associations Newman Group Inc., The: Media Training News Analysis Institute: Media Lists News Data Service: Broadcast Monitoring Services, Media Monitoring Newscast US: Photographers/Stock Photo,

Video

NewsWatch: Video Newz Group: Clipping Services Nielsen Company, The: Research Nikki Richardson: Media Training Northeastern University College of Professional Studies: Education

nVision: Special Events

NYU School of Continuing and Professional Studies, M.S. in Public Relations and Corporate Communication: Education

C

O'Dwyer's: Directory Publishers O'Dwyer's Directory of Public Relations Firms: Directories

O'Dwyer's Newsletter: Newsletters O'Sullivan Comms.: Translation Services Omnigraphics: Directory Publishers Online News Association, c/o NPR: Associations

ORC International: Research Osprey Communications: Video

Outstanding Educator Award of PR Society of America: Awards

Oxbridge Communications: Directory Publishers

Oxbridge Communications Inc.: Research Oxbridge Directory of Newsletters: Directories

P

Paladin Staffing Services: Employment

Parallax Productions Inc.: Television (TV)
Production, Video

Park Avenue Post Inc.: Video

Partnership Marketing Brand, Media, and Entertainment Directory: Directories Paul M. Lund Public Service Award of PR Society of America: Awards

Paulette Wolf Events & Entertainment: Special Events

Penn, Shoen and Berland Associates: Research Pennsylvania Association for Government Relations: Associations

Peter Bell & Assocs., LLC: Executive Search Philadelphia PR Association: Associations Pile & Co.: Executive Search, Management

Consultants
PLUS Media Inc.: Radio
PMTV: Satellite Media Tours
Point Five Design: Annual
Reports/Design/Branding

Power of A Awards: Awards PR Council: Associations

PR News: Newsletters

PR World Alliance: Public Relations Networks PremiereTV: Electronic Newsfeeds/Satellite Services, Radio, Satellite Media Tours,

Television (TV) Production PRIME Research: Research Production Masters Inc.: Video

Professional Marketing Forum: Associations Promotional Products Association Int'l.: Associations

Proof Advertising: Research

ProPRcopy: Copywriters

PRSA/Georgia: Associations

PRSA/National Capital Chapter: Associations

PRSA/New York Chapter: Associations

Public Affairs Council: Associations

Public Relations Boutiques Int'l.: Public

Relations Networks

Public Relations Global Network (PRGN): Public Relations Networks

Public Relations Society of America (PRSA): Associations

Publicity Club of Chicago: Associations

Publicity Club of New England: Associations

Publicity Club of New York: Associations

PublicRelay: Measurement & Evaluation Purdue University, Online Masters in

Communications: Education

Q

Oueens University of Charlotte, Online Master of Arts in Communication: Education

Questar Awards: Awards

Queue Associates: Software

Quinn & Co. Public Relations: Social Media

Quinnipiac University: Education

R3:JLB: Management Consultants

Radio Television Digital News Association: Associations

Ragan Report, The: Newsletters

Rappy & Co. Inc.: Graphic Services

RCM Broadcast Communications Inc.: Public

Service Announcements, Satellite Media Tours readMedia: Press Release Distribution

ReBrand 100 Global Awards: Awards

Regatta Inc.: Special Events

Rene Plessner Associates: Executive Search

REPASS Research • Strategic Consulting:

Measurement & Evaluation, Research RepEquity DC: Interactive/Multimedia Svcs.

Reputation Group: Media Training

RFP Associates, Agency Search Consultants:

Management Consultants

Rich Green Photography: Photographers/Stock

Photo

Robin Lewin Productions: Video

Royce Carlton Inc.: Speakers Service (Talent)

RPM Media Inc.: Television (TV) Production

Russell Reynolds Associates: Executive Search

Rutgers School of Communication and

Information: Education

Sachs Media Group: Crisis Management

Sadler Productions: Video

Sard Verbinnen & Co.: Crisis Management

Schneider Associates: Integrated Marketing &

PR, Search Engine Optimization

Schwartz PR: Special Events

Select Resources Int'l: Management

Consultants

Send2Press®Newswire, a service of Neotrope®: Press Release Distribution

Seton Hall University, Master of Arts in Strategic Communication: Education

ShadowTV: Broadcast Monitoring Services

SHOOT Publicity Wire: Newswires/Press

Services

Sigma Delta Chi Awards: Awards

SIIA: Associations

Silver Anvil Awards of PR Society of America: Awards

Silver Apple Awards: Awards

Simmons College: Education

Sitrich and Company, Crisis Management

Sloane & Company, Crisis Management

SMM Advertising: Graphic Services

Society for Healthcare Strategy & Market Development: Associations

Society for Technical Communication: Associations

Society for Technical Communication, STC Awards: Awards

Society of American Business Editors and

Writers, Inc.: Associations Society of American Travel Writers (SATW): Associations

Society of American Travel Writers' Directory:

Directories Society of Professional Journalists:

Associations Solomon McCown & Company, Inc., Crisis

Management Sorkins Directory of Business & Government:

Directories Speakers On Healthcare: Celebrities, Speakers

Service (Talent) Spencer Stuart & Associates: Executive Search

SplashLab Social: Social Media

Spong, Crisis Management

SSRS: Research

Standard & Poor's Research Reports: Research Standard Periodical Directory: Directories Stanton Public Relations & Marketing, Crisis

Management

Stevie Awards: Awards

Stowe Co., The: Executive Search

Strauss Media Strategies Inc.: Electronic Newsfeeds/Satellite Services, Media

Tours/Roadshows, Public Service

Announcements, Radio, Satellite Media Tours, Television (TV) Production

StreetSpeak Inc.: Media Training

Synaptic Digital, a Definition 6 company: Interactive/Multimedia Services, Radio,

Satellite Media Tours Synergy Events: Special Events

Syntaxis Inc.: Education

Syracuse University, S.I. Newhouse School of Public Communications: Education

Take One Productions: Video

Talent U Seek: Executive Search

TANE Digital Video: Video

TBA Global Events: Special Events

Teen Kids News, LLC: Television (TV) Production

TEKgroup Int'l Inc.: Software

Television & Cable Factbook: Directories

Telly Awards, The: Awards

Tesar-Reynes Inc.: Executive Search

The Brandon Agency: Integrated Marketing &

Thomson Reuters: Newswires/Press Services THUNK! Media. Inc.: Satellite Media Tours

Tobin Communications Inc.: Radio

Toby Clark Associates Inc.: Executive Search

Toluna: Research

Travaille Executive Search: Executive Search

Tufts University, Gerald J. & Dorothy R.

Friedman School of Nutrition Science,

Master's Degree Program in Nutrition

Communication: Education

TV Access: Public Service Announcements

TV Eyes: Media Monitoring

TVA Media Group: Video

University of Denver: Education

University of Florida: Education

University of Maryland, College Park:

Education

University of Memphis, The, College of

Communication and Fine Arts, Dept. of Journalism: Education

USC Annenberg School for Communication

and Journalism: Education

Ventana Productions: Video

Very Special Events: Special Events

Video Image Productions: Video

VideoLink Inc.: Satellite Media Tours,

Television (TV) Production, Video, Webcasting

Vidicom Inc.: Video

VISTA Satellite Communications: Electronic

Newsfeeds/Satellite Services, Special Events VNR1 Communications, Inc.: Video

Votenet Solutions Inc.: Software

VSS Communications Industry Forecast:

Directories

W

W. Howard Chase Award: Awards

Wagner International Photos:

Photographers/Stock Photo

Ward Group, The: Executive Search

Washington Independent Productions: Video

Washington Speakers Bureau: Speakers

Service (Talent)

Washington Women in PR: Associations

Weber Shandwick, Crisis Management

Westport Entertainment Associates: Celebrities

Who's Who in America: Directories Wieck Media: Interactive/Multimedia Services

Wills Consulting Associates Inc.: Executive

Search Women in Government Relations: Associations Word of Mouth Marketing Assn.: Associations

World Class Speakers & Entertainers: Speakers Service (Talent) World Radio TV Handbook: Directories

Worldcom Public Relations Group: Public Relations Networks

X, Y, Z

Yearbook of Experts: Directories Zing How Design: Fulfillment, Graphic

Services, Printing, Promotions



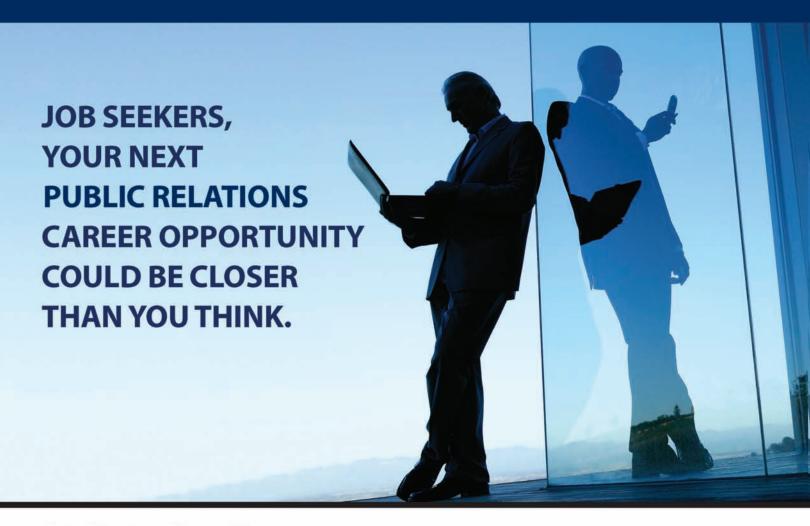
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