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March: Food & Beverage  
April: Broadcast & Social Media  
May: PR Firm Rankings  
June: Global & Multicultural  
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*Michael Williams, Director of Corporate Marketing, Magellan GPS*

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## 2015, a year in review

**T**he outburst of terrorism at the end of 2015, including the massacres in Paris and San Bernadino, plus threats of continued incidents in the future, dominated media coverage and defined the year. A December *New York Times*/CBS poll found 44% of those surveyed fear a terror attack in the next few months. Politicians are taking into account increased public anxiety over safety issues. Immigration has percolated to the top of public issues, as many argue the arrival of tens of thousands of newcomers appears to present a security threat.

The main trends we saw in 2015 include a **continued decline of the influence of mainstream media** due to tightened ad budgets and numerous free information/news sources, **corporate “PR” departments under increased control** of legal, marketing and financial, and **the continued growth in the agency side of PR** where about a dozen specialized areas like healthcare, tech and financial are growing. *O’Dwyer’s*, focusing on such practices, published 692 pages in 2015 that included hundreds of profiles of the practices and trends in those specialized areas.

**PR is growing** as mainstream media declines because technology allows companies and institutions to contact potential customers directly via emails, corporate websites, digitized company publications and social media.

**More media are carrying corporate-generated editorial-type copy** as “native advertising.” Agencies are becoming more skilled at creating “stories” that contain client messages.

There were many major, even shocking developments in the PR/media arena this year. The biggest story in the services sector was the **December purchase for \$841 million of UBM’s PR Newswire by Cision**, owned by private equity firm GTCR. Also under the same ownership are Vocus and Gorkana. Cision, headed by Peter Granat, adds a legacy news dissemination service to its tech-based offerings which include low-cost PRWeb, the “world’s No. 1 news release service.”

**The sale of Newsday, Cablevision and news12.com** to French-owned Altice for \$17.7 billion was a shock to those in Eastern Long Island where we have spent half the year for 30 years. Local media are weak enough without being under foreign ownership.

**The dismissal of PRSA VP-PR Stephanie Cegielski** on Monday, July 27 was a shock. She had been there three years and was promoted to VP after the sudden death of Arthur Yann on July 13, 2013. We think she has a case against the Society because she got the duties of Yann but only about half his pay. What did she do that was wrong? The Society is now searching for a VP-PR.

**Thomas Delaney**, a graduate of *The Gallagher Report*, Madison Avenue’s feisty investigative newsletter that folded in 1989, shocked us by suing Meredith Corp. (*Better Homes & Gardens*) Dec. 16 on charges of copyright violation of *The Delaney Report*, a weekly newsletter based in Tryon, NC. The 15-page suit, filed in New York’s U.S. District Court, recalls copyright charges against PRSA made by 12 authors in 1994. *Crain’s*, *New York Times*, Prentice-Hall, Wylie and other major publishers whose works were copied and sold refused to join the authors in a legal action.

A pleasant shock came from attending **Fair Media Council’s annual “Connection Day”** Oct. 23 at Briarcliffe College, Bethpage, L.I. Attendance of 500-plus included more than 50 reporters and editors, many from major New York City media such as NBC, CBS and Fox News. PR pros and media figures heard 100 speakers and rubbed elbows in a friendly atmosphere.

**Reporters are flowing to the PR side.** Gawker reporter Gabrielle Bluestone found two Pulitzer Prize winners who had gone to PR: Rob Kuznia of the *Daily Breeze*, Torrance, CA, joining the USC Shoah Foundation, and Natalie Caula Hauff of the *Post and Courier*, Charleston, SC, to media relations at the county government. Journalists who went to PR were interviewed by *New York Observer* reporters Michael Kaminer and John Bonazzo who asked what it was like. All were positive about their new jobs, stressing the creativity required and better working conditions. Among those interviewed were Deborah Solomon, ex-*Wall Street Journal* and Pulitzer Prize winner now with Finsbury; William Goss, ex-*New York Times* real estate editor now at Rubenstein Assocs., and Joe Checkler, ex-WSJ, now at Peppercomm. Gorkana, a subsidiary of Cision, now has a regular feature on journalists switching to PR called “Moving to the Dark Side.”

**Michael Kinsley**, writing in the May 2014 *Vanity Fair* on the decline of news jobs, described a “content farm” in Maryland as “dozens of recent college grads — paid 75 cents an hour — who sat at their computers grinding out blog items while editors stood above them with whips.” He admits this was an exaggeration but likens the “farm” to the 19th century factories that minimized labor costs.

**Bloomberg in September cut 90 editorial staffers** in New York, Washington, D.C., and overseas.

**The Institute for PR compromised its mission** with its CEO appointment of Prof. Tina McCorkindale of Appalachian State University. This turned the clock back on IPR’s 26-year quest to be independent of PR Society of America. McCorkindale, a Director of the Society-controlled Universal Accreditation Board, chaired its Educators Academy in 2013. ○

— Jack O’Dwyer

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# Ad blockers become industry nuisance

The rising popularity of ad blocking software could have a major financial impact on the digital advertising industry.

By Jon Gingerich

The use of ad blocking software, technology that allows users to bypass Internet advertisements, has surged in popularity, leaving digital media publishers at a loss for a solution. A series of recent reports reveals just how widespread consumers' use of ad blockers has become, and what challenges they pose to digital marketers and publishers today.

Digital Consumer Next, releasing key findings from its Consumer Ad Block Report, found 33% of consumers are at least somewhat likely to use ad blocking software within the next three months.

It seems consumer antipathy toward Internet ads, much like reported ad load times, has grown. The DCN study reveals more than 70% of Internet users dislike ads that expand over digital content, 57% have noticed slower page loads due to ads and 68% are concerned about the idea of ads tracking their behaviors.

Worse, the challenges digital publishers

face in wake of ad blocking software are somewhat compounded by an industry that seems mostly unsure about how to solve the problem.

A recent survey of U.S. digital publishing professionals conducted by Cxense and Editor & Publisher found more than half of digital publishers surveyed—52.8%—admitted they didn't have a strategy in place for dealing with the issue of ad blockers.

The survey also showed fewer than 17% of all respondents have software capabilities that gauge how many visitors use ad blocking software when visiting their sites, and about half — 45.4% — admitted they weren't even sure if their company possessed the ability to do so.

While an industry answer seems elusive, the urgency in finding a solution could be illustrated by the notion that consumers' increasing use of ad blocking software may already be having deleterious affects on ad spending.

Pivotal Research Group analyst Brian Wieser last week said long-term outlook for the ad economy in 2016 would be characterized by a "tepid pace" — around 3% — citing ad blocking as a reason. Wieser noted that brand marketers' concerns about ad blocking could compel some to ditch the medium and turn to branded content as an alternative.

Meanwhile, a recent Magna Global report on international ad sales predicts banner-ad sales will fall in 2016 by about 2%, due to a proliferation of ad blocking software.

For years, consumers voiced their preference for advertising over a pay model for Internet content. Now that those solutions are the norm, consumers are doing anything they can to avoid those ads, which have exhibited increasing load time that drags down users' Internet and drains cell-phone batteries.

While solutions proposed for dealing with the prevalence of ad blocking vary — from introducing paywalls, to friendly reminders to readers that ads fund the content they view, to employing technology that prevents users employing ad blockers from accessing sites — digital publishers face an enormous challenge balancing quality user content with commercial solutions that don't repel those users.

In October the Tech Lab at the Interactive Advertising Bureau launched its L.E.A.N. Ads program, which is slated to gather input for the purpose of creating a series of proposed industry standards for digital advertising. ○

## Media brief

### Digital Ad Revenues Set Record

Internet advertising revenues in the U.S. totaled \$15 billion in 2015's third quarter, signaling the highest quarter on record, according to findings released today by the Interactive Advertising Bureau.

These record revenues reveal a growth of 5% from 2015's second quarter, and a massive 23% uptick in Internet ad spends during the same period in 2014, also a record at the time.

The findings arrived in the IAB's latest Internet Advertising Report, a quarterly estimate of U.S. interactive advertising revenues. That report is compiled from data given to the IAB from companies that sell Internet ads.

"These landmark figures confirm marketers' confidence in using digital to reach consumers," said IAB president and CEO Randall Rothenberg in a statement.

A report released in December by Interpublic research firm Magna Global claimed U.S. ad gains this year were "entirely driven" by digital ad sales, and predicted that digital ads would see double-digit gains again in 2016, jumping 14.6%.

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# Millennials value professional, social reputations

Millennials exhibit an acute awareness of their reputations, and place a greater value on face-to-face interactions and socializing with co-workers than their senior peers, according to a survey conducted by Weber Shandwick with the Institute for PR.

By Jon Gingerich

The survey, titled “Millennials at Work: Perspectives on Reputation,” analyzed U.S. workers belonging to the Millennial, Generation X and Baby Boomers generations, and gauged the similarities and differences each place on reputation in the workplace.

The study found distinct differences in the qualities workers aged 18-34 consider important to maintaining good reputations at work, with a particular emphasis on the roles networking and socializing play in maintaining those reputations.

The survey indicates Millennials place a far higher emphasis on workplace reputations when compared to their senior colleagues. Nearly half of Millennials polled — 47% — said they think about their professional reputations “all or most of the time,” almost twice the number of Baby Boomers — 26% — who admitted exhibiting the same degree of reputational anxiety. More than any other generation, 59% of Millennials believe a person’s reputation is established within their first month on the job.

These beliefs continue outside the office. Millennials place a far greater emphasis on in-person interactions and socializing with coworkers during off hours than any other generation polled. More than a third — 34% — of Millennials surveyed believe meeting with colleagues outside the office can have a positive affect on someone’s professional reputation, compared to 14% of GenXers and 15% of Baby Boomers. One in five Millennials surveyed — 20% — said not being social outside of work can serve as a detriment to someone’s reputation, three times the number of Baby Boomers — 7% — who agreed with this.

“Hanging out with colleagues after work might have been a nice way to kick back for a Gen Xer, but for Millennials it’s a critical component of building their ‘rep’ or ‘brand’ at work and they take it seriously,” Leslie Gaines-Ross, Chief Reputation Strategist at Weber Shandwick said in a statement. “Our research shows that more than any other generation, Millennials believe that in addition to doing a good job, it’s important to connect with colleagues to build their careers and create lasting im-

pressions.”

Perhaps not surprising, Millennials’ use of digital media as a tool for enhancing professional reputation revealed more disparity than any other category in the survey. Millennials place a uniquely high value on using digital media as a means for projecting a positive reputation, with 12% claiming that being active on social media can help them build a good professional reputation, compared to 3% of GenXers and 4% of Baby Boomers. GenXers and Baby Boomers are also more likely to believe — 73% and 72%, respectively — that their work reputations are more important than their social media reputations, while 70% of Millennials agreed to this. More than any other generation polled, 21% of Millennials find work and social media reputations to be equally important.

However, Millennials appear less aware about the perils of workplace gossip than their senior peers. Only 64% of Millennials stated that they believe making negative statements about coworkers could potentially damage their own reputations, a contrast to the 74% of GenXers and 79% of Baby Boomers who believe this. By contrast, more Millennials than any other generation — 37% — believe that being too competitive can damage one’s professional reputation, compared to only 29% of GenXers and 28% of Baby Boomers who agreed to this.

Millennials this year surpassed GenXers as the most represented demographic in the U.S. workforce, according to a recent Pew Research Center analysis of U.S. Census Bureau data. More than 53 million Americans — about a third of all U.S. workers — now belong to the generation.

The Weber Shandwick/IPR survey was conducted with KRC Research, and consisted of online interviews with 600 employed U.S. adults. ○



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# Crisis preparation in a digital age

**Crisis communication has changed from a primarily reactive tactic, to one that requires speed and proactivity. While some crises will always be unpreventable, social media can empower brands to mitigate damage when dealing with the unexpected, and eliminate threats before they emerge.**

By Brandon Andersen

Henry Kissinger once said, “There cannot be a crisis next week. My schedule is already full.”

Who knows how that tongue-in-cheek declaration turned out, but those certainly aren’t words to live by, especially for PR professionals.

Social media has leveled soapboxes. Now, any average Joe with a blog or social account and a handful of rabid followers can tarnish your brand.

Influence has evolved and so too must crisis communications. Once predicated on reactionary measures, successful crisis communication now requires an equal dose of proactivity.

Crisis emerge suddenly and move across country lines at the speed of a retweet. Perhaps many communicators assume crisis strike only highly visible brands or ones in volatile industries. Don’t be fooled. Crisis has no regard for your field, plans or goals.

The good news is modern technology empowers brands to cut down threats before they emerge and mitigate damage should the unexpected strike.

## A stitch in time

Crisis doesn’t always involve a C-Suite scandal or dysfunctional products. It can start from a simple miscommunication between buyer and sales rep.

Social media is the 21st century outlet for frustration, especially for those betrayed by brands.

Nearly a third of those who contact brands on social media expect a response within 30 minutes, and 57% expect the same response time at night and on weekends. Even the biggest-budgeted brands will have difficulty meeting those expectations without the proper resources.

Too many rely on just a human touch instead of investing in social listening software. Though PR professionals often disagree about strategy, nearly all (89%) give a thumbs up to social media listening. Despite this, only 37% use the tactic.

Social listening provides advantages in product development, content creation, media pitching, sentiment analysis, and undoubtedly other areas that pioneering brands will identify as the technology saturates the market. Social listening’s role in crisis communication, though, cannot be understated.

It provides 24/7 coverage and eliminates the tediousness and imperfections of manual searches. By searching for keywords—such as your brand’s, products’ and services’ names, related industry topics and common misspellings of each—you will have the pulse of your audience, enabling you to interject, solve issues and mitigate damage.

## You can only control your reactions

Even the best proactive measures can’t stop all crises from emerging. This is the time to react with quick, precise and informed communication.

Create a plan that empowers specific individuals to handle specific crises. Lay out who gives final sign off and how long they have to do so. Waiting to mitigate crises only fans the flames.

Include backups, practice and learn from successes and mistakes. The flu or “we’ll do better next time” won’t satisfy an answer-hungry executive. Preparedness helped Scott Peacock, Public Relations Manager of Visit North Carolina, navigate an unusual and scary crisis.

After a series of shark bites off the North Carolina coast, Peacock, as part of the state’s division of tourism, found himself in “full-blown crisis mode.” The media sensationalized the story and news spread fast on social media. Contributing to the turmoil, the crisis overlapped with the 40th anniversary of “Jaws” and *National Geographic*’s “Shark Week.”

“We stuck to the plan as far as understanding the tactics and communication channels at our disposal and how to use each one,” Peacock says. “We’d been through this before, but never this many in this short of time frame and with so many unknowns.”

More than consistent communication, brands need to collaborate with media during crisis just as they would during relative peace. That means helping reporters accurately tell the stories that they have planned.

For Visit North Carolina, many reporters focused on the impact on the state’s tourism revenue. Peacock became a go-to resource, acquiring and synthesizing the data they sought and eventually showing that revenue actually increased because many vacationers spent more time at beachside attractions, restaurants and shops instead of spending

the day in the ocean.

Brands shouldn’t rely solely on the media to tell the story, though. They should share their own story, but using only factual information, not spin or half-truths, remains vital.

Peacock and staff assuaged fears by creating content about beach safety that covered everything from sunburn prevention to rip currents and shark bites.

“We didn’t want to create just a shark safety page because that would just exacerbate the issue,” Peacock said. “It covered what we needed (in terms of shark safety), but it wasn’t the focal point of the content.”

Visit North Carolina serves as a model for any brand dealing with crisis, but it wasn’t all hustle and know-how that got them through. Data drove its communication strategy, allowing them to identify the specific paths for handling this situation.

With social listening and media monitoring data, Peacock learned that media coverage of “shark bites” and “shark attacks” was higher than in the previous three decades. It also showed how closely related North Carolina’s beaches were to those terms.

“That’s what really drove the strategy,” Peacock said. “Data is huge. I know not everyone has access to the best monitoring software out there, but whatever you do have access to, make sure you mine it, comb through it and most importantly listen to it.”

## A true recovery?

No brand wants to find itself embroiled in controversy, but only the foolhardy will avoid planning for it. By adding proactive measures, building blueprints for crisis procedures and making data-driven decisions, your brand will protect its image, recover from negative incidents and engender goodwill with the public.

“To fully recover, it comes down to transparency, honesty and trust,” Peacock said. “Bad things happen to good organizations, but it’s those three key areas and how you utilize them that determine whether you will make or break.”

Brandon Andersen is Director of Marketing at Cision. ○



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# Managing the cybersecurity threat

**The likelihood of being victim to a cybersecurity attack isn't a matter of if, but when. Given the reputational fallout that can occur when organizations fail to manage a crisis, preparation is critical. Here are some tips for surviving the inevitable.**

By Heather Wilson

Nearly half of all Americans had their data exposed through cybersecurity breaches in 2014, according to the Ponemon Institute.

Breaches come in many forms, from hacktivist groups who are motivated by political or social purposes; to state-sponsored entities that are well-funded, highly sophisticated and whose aim is usually corporate espionage, or in some cases, seeking control over critical U.S. infrastructure; to organized crime rings that seek data for financial gain; to an organization's own employees. In fact, according to a recent Experian study, 54% of cybersecurity breaches in 2014 were caused by employees (either accidentally or maliciously).

Even a limited breach can cost a company millions in lost revenue, profit and reputation.

## Prepare for it

This is not just an IT problem. Preparing for and managing a cybersecurity incident needs an intra-disciplinary approach. The first step is the creation of a crisis management team comprising senior members from legal, PR, HR, operations, security and IT (and perhaps other relevant departments depending on the organization).

This group should be formed during "peace time" so that it can establish roles and protocols well before any threat arises. Waiting until a crisis strikes will only result in more chaos and confusion over responsibilities and the loss of valuable time needed to assess what occurred and how to remedy the situation. During an actual cybersecurity incident, the crisis management team will serve as the liaison to senior management and other key stakeholders to ensure that the company can maintain business as usual while this smaller team focuses on the problem at hand.

In addition, the crisis management team needs a communications playbook that covers cybersecurity incidents along with other traditional potential crises. This plan must be short to be effective; in fact meticulously trying to map out a blueprint for managing an anticipated incident can be counterproductive because events rarely unfold the way we expect them to. To be effective, the plan must focus on guiding

principles and goals to help the organization best communicate during times of crisis. By having this work done in advance, the crisis team, and the broader organization, is better able to maintain an orderly process throughout a crisis.

Once the playbook has been drafted, it is important to practice it. The team should hold a cybersecurity crisis drill to rehearse its roles, think through key messages and stress test the plan to see if there are any steps or items that might need to be added or rethought. The best drills include as many life-like elements as possible, including mock social media chatter, reporter and public official inquiries and angry customer comments.

## Get help

Should a cybersecurity breach occur, bring in expert outside counsel. Companies should engage outside legal counsel and forensic investigators within 24 hours of an incident to perform the internal investigation. This will demonstrate that the company is taking the matter seriously. Even the largest of organizations often lack the specific expertise and resources needed to carry out the number of activities that need to be taken when a breach occurs.

Cybersecurity incidents, especially if personal or financial information has been exposed, can also open up a company to potential litigation and regulatory investigations. Bringing in outside help quickly can preserve evidence and will demonstrate to regulators, policy makers, customers, the board, shareholders and other stakeholders that the company is taking the appropriate steps to contain and manage the breach.

Some of the first questions that the crisis team and outside experts will want to ask are:

What has been compromised?

How many people may have been affected? What states/countries do they live in? (Notification laws vary by geographies.)

How was that data stored?

Has the hole that the hackers discovered been closed? Are there other ways they could get in?

How can we contact those affected?

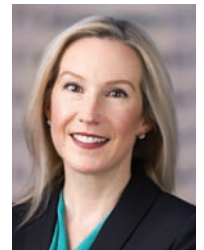
Has law enforcement been notified?

If the suspects are employees or ex-employees, what information do we have about them? Were background checks done?

Going forward, what changes will be made to secure data or change procedures?

## Communications considerations

During the early hours of a cyber crisis, you will not have all the facts. Until the investigation is complete, it is unwise to provide estimates or speculate on the breach's origination and extent of potential damage caused. If the breach is especially large, high-profile rumors may already be circulating on social media (and in many cases the stories may be started by the hackers themselves, especially if the breach was caused by hacktivists). If the information you provided



Heather Wilson

publicly before fully confirming the size and scope turns out to be wrong, it will undermine your credibility and make it appear that you do not have control of the situation. What you should communicate is that the organization is taking the matter seriously and will take care of those affected by the incident. Those individuals who may be affected are your chief concern.

Additional steps include:

The legal and PR teams will work together to craft all messaging for the incident, as well as potential customer letters informing them of the breach. Communications materials should include language that can be used both internally and externally and versions appropriate for social media (should the need arise).

Arm your front-line employees (receptionists, customer service, etc.) with talking points about the incident. Ensure that they do not "go off script" or speculate.

## Initiate media, social media monitoring

While avoiding a cyber-attack altogether may not be realistic, being prepared to handle it is. In a 24/7 digital age, organizations no longer have the luxury of waiting to figure it out on the fly. Any misstep will be amplified instantly. Demonstrating leadership and control of the situation will help an organization through the crisis. By taking the time to do the prep work, organizations can better withstand a cybersecurity crisis with their reputation and business intact.

Heather Wilson is Managing Director at The Abernathy MacGregor Group. ○



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# Social media in a crisis: to respond or not to respond?

When a corporate crisis occurs, should a company respond on social media, or remain silent? As is often the case in complex situations, the answer usually lies somewhere in between.

By Kayla Hamberg

If a company monitors diligently for on-line conversation, it has an opportunity to respond quickly and contain potential issues before they expand. Sometimes, however, the right strategy is to ignore the chatter until it dies down. In such cases, responding can actually expand the reach of a crisis unnecessarily.

Below are two very different examples of social media response to a recent crisis, and the lessons one can learn from each: Each strategy arrives with a level of risk, of course, so deciding how to approach a situation always requires careful consideration.

## To respond on social: REI

**Strategy overview:** Sporting goods company REI received negative attention after a social media crisis in November 2015. Because the crisis occurred on social media, REI responded on social media. This strategy was successful: REI was able to contain the negative conversation within only the affected community.

**The crisis:** In November 2015, REI announced that it would close on Black Friday to encourage customers to “Opt Outside” (presumably, engaging in sporting events). Then REI CEO Jerry Stritzke held a question and answer session on social media discussion forum Reddit. The company’s “Opt Outside” campaign otherwise had been re-

ceived favorably, so it likely anticipated the Q&A would have the same reception. It did not. In fact, the forum opened floodgates of criticism from REI employees. They complained that their success at the company was too dependent upon membership sales. A conversation that previously had been taking place behind closed doors was made public for all to see. The number of negative comments grew dramatically: from 300 to over 5,000. After the session ended, Stritzke posted a response on Reddit, the same forum in which the conversation took place. An excerpt of his post follows: “... I want you to know we’re committed to this community and to being honest about REI. I see a lot of value in hearing from our employees and members in a candid and anonymous setting like this. Thank you for the good conversation and holding us accountable.”

This conversation spilled over onto REI’s Facebook page, where more comments collected. REI’s Facebook team responded in real time, pointing users to Stritzke’s response, and thanking them for their feedback. Again, REI maintained its strategy of responding to the issue in the same channel where it originated.

**Lessons learned from REI:** Because REI’s crisis occurred on Reddit, the company responded there. When the conversation expanded to Facebook, REI also responded on this forum. By closely watching the level of discussion and continuing its normal course social strategy on other channels, REI did not communicate about the matter more broadly. Although the crisis certainly did spark mentions on several online news sites, overall, conversation about REI did not increase for long. Its strategy of containing the relevant conversation to the channels where it originated appears to have paid off.

## Not to respond on social: GE

**Strategy overview:** GE dealt with a recent crisis without acknowledging it on social media. Instead, during the days that followed the crisis, GE paused its own social media activity. The strategy proved to be advantageous. The media cycle was short, and talk of the crisis on social media was limited.

**The crisis:** In April 2015, a fire destroyed six acres of GE’s Appliance Park manufacturing facility in Louisville, Kentucky. An investigation followed. When findings were released at the end of July, it became clear

that GE’s outdated sprinklers and broken hydrants may have caused some of the damage.

In the days following the crisis, GE stopped posting its usual amount of social media content. After discussion related to the fire died down online, GE resumed posting normal course content. Its large suite of content helped steer discussion about the company back on track with little more than a brief pause.

GE maintains a massive online presence, churning out positive articles, websites, and social media posts which dilute any negative discussion and dominate search results.

## Lessons learned from GE:

By watching the conversation and responding on a reactionary basis, GE was able to discern that it was not necessary to address the fire through its social platforms. Instead, it was able to limit the damage and exposure of bad news. It accomplished this even though it stopped posting on social media in the days following the crisis due to its strong, long-term digital presence. While it is always necessary to communicate news of a crisis with affected and relevant groups, the means to do so must be carefully thought through. Corporate social media handles may not be the best means to communicate unless warranted by conversation happening there.

## Key takeaways

Although GE and REI handled their respective crises differently, several principles were present in both companies’ responses.

First, monitor social media at all times. In a crisis, judge response strategy based upon the location and level of conversation.

Second, like any crisis, attempt to contain conversation within the affected communities. Respond to social media chatter on the same platform or channel in which it originated.

Finally, a strong digital footprint, including a long-term presence on social media channels, can prevent negative discussion from dominating online.

By formulating a strategy built upon these principles, companies can successfully navigate social media in a crisis.

Kayla Hamberg is a Senior Associate in Sard Verbinen & Co’s Digital Communications Group. ○



Kayla Hamberg

## Media brief

### Newsstand magazine sales continue decline

U.S. magazines suffered double-digit declines in newsstand revenues this year, according to a report from MagNet, a magazine industry group that supplies marketing data to the publishing industry.

Overall, U.S. newsstand sales fell 10.1% during 2015’s third quarter, compared to last year.

Top-selling celebrity magazines, accounting for 24.7% of all newsstand magazine sales, witnessed a 10.6% drop, followed by women’s magazines, which account for 13.4% of the market, seeing a decrease of 12.1%. Food/beverage tomes, 6.9% of the market, fell 12.2%. Home improvement and gardening magazines, 7% of all newsstand magazine sales, slid 12.9%.

Game/puzzle/crossword magazines fared far better than others, growing 11.5% and accounting for a 4.9% market share. Categories coming close to this were ones focusing on the outdoors (whose growth remained flat) and entertainment magazines, which fell only .9%.

The biggest declines were those in the teen/children category, which fell 26.4% year-over-year, followed by general interest, which fell 19.4%, and business and finance, which witnessed 15.9% declines.

# 37%

of people's decisions are  
swayed by negative  
comments online.

Source: A survey of 1000 adult  
social media users from 2014.

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# Crisis in an age of instant gratification

Smart, effective communications are fraught with challenges in an era where technology compels us to share everything and respond without thinking.

By Ronn Torossian

Communication has never been easier or faster. While that is a helpful development in terms of sharing important news far and wide, expansive communication can also be problematic for a number of reasons. Not every news item should be forwarded, nor should every tweet be retweeted. A few simple but solid communication strategies can help to prevent miscommunication in an age of instant gratification facilitated by social media.

## Fast and easy communication

Brands can now communicate almost effortlessly with consumers around the globe. All it takes is a few keystrokes on a phone, iPad, or computer, and a message arrives at its destination in a matter of seconds. Chat, videos, and photos are proliferating and traveling at unprecedented rates to almost anywhere on the map.

Internet technology and mobile phone service have made their way into the far north regions as well as into the depths of tiny villages in remote desert or jungle locations. While not every area has access to these services, countless numbers do, and coverage is growing daily.

Not only can these communication strategies be shared with friends and relatives instantaneously, personal pictures and mindless comments are now posted with intensity and ferocity on numerous social media websites for the world to see.

While we used to worry about the neighbors next door catching us sunbathing in the backyard or overhearing an argument, millions of people now air their most private thoughts and images with billions of strangers. This incredible shift has happened so rapidly that few consider the actual or potential ripple effect.

A casual glimpse at online news outlets reveals not only the latest events but also random comments from viewers who may or may not be who they claim to be. We cannot be sure who is posting the comments, nor can their opinions be validated as sincere, since so many Internet users create one or more fake identities with which they troll cyberspace.

Because this astonishing phenomenon requires a cautious response, especially when a crisis is brewing, it is important to consider the logical approach to crisis communication to deal responsibly with the facts of a situation along with personal emotions and involvement.

Although it has never been easier to communicate in a variety of ways, there has also never been a more important time to measure one's words before sharing them with or responding to the public at large.

It is also a good idea to frequently review social media connections and feeds to see who is on the lists that receive posted messages. Not every message should be shared with all your followers. Hitting the send key without thinking is almost like firing a gun without aiming. Once sent, a message cannot easily be undone or recalled in all venues.

## When not to speak up

Consumers like to share happy news like birth announcements and party invitations as quickly as possible. Brief updates or news tips are also frequently sent. As quickly as they are sharing happy news, they are also sharing questions, issues and complaints. There are certain situations when it is best not to speak up immediately, but rather to wait and decide if a response is truly needed, and if so, what to say, and how, as well as when. A protocol for how to react is imperative.

## Don't respond to rumors or gossip

Be guarded when joining a conversation that circulates messages based on rumors, speculation, or hints. All too often, discussing unfounded facts has a way of coming back to bite you when it becomes known they are false or at least misinterpreted. Anyone who sends messages like these begins to lose the trust of those who read the posted messages. Credibility is compromised. Resist the temptation and wait for the facts to become manifest.

## Don't insult or confront others

Public communication is not the place for targeted conflict. If the issue is with an individual, handle it directly and privately. Throwing verbal darts on social media is in poor taste. It makes the sender look worse than the one at whom they are directed. Public disagreements often encourage others to get involved. Look to diffuse the situation and share the facts about your brand.

## Take a beat

Never respond to comments immediately. Chances are you'll say something that you'll regret later. Wait until you have all of the facts before responding to a crisis situation.

Many accounts can be given of incidents where someone posted a picture or comment that affected others adversely through personal interaction or forwarding of wrong information. With communication

widely accessible at any time, people are interacting for all to see.

Despite our growing dependence on the Internet for most of our daily activities like checking the news, monitoring finances, and communicating with others, it should be used cautiously as a medium of interaction and a source of information. The Web is rife with inaccuracies and misinformation. Everyone who uses the Internet should remember to sift information carefully in search of truth, and to validate facts whenever possible. With the current speed of transmissions, much of what we read is unreliable.

After receiving inflammatory social media comments, it is important to refrain from responding in a knee-jerk manner. If you must share your thoughts, have a protocol in place outlining steps on how to react.

The Internet has made communication accessible to almost anyone for any purpose. It is up to each individual to use communication responsibly. Self-control in an age of self-gratification is essential in many aspects of daily life, including social media. Take time to sift spontaneous communication thoroughly before responding to avoid overreacting or misrepresenting the facts, intentionally or otherwise.

Discretion now will prevent regret later.

Ronn Torossian is CEO of 5WPR. ○



Ronn Torossian

## Media brief

### Sitrick aids Millennium in Chap. 11

Drug testing lab Millennium Health, which overbilled the federal government by more than \$250 million, is working with Sitrick and Company on its pre-packaged Chapter 11 bankruptcy.

The San Diego-based company filed for bankruptcy protection Nov. 10 in a bid to restructure and cut \$1.15 billion in debt.

Millennium Health, one of the country's largest drug testing labs, in October agreed to pay \$256 million for billing Medicare, Medicaid and other federal health programs for unnecessary drug and genetic testing. The company also copped to giving gifts to doctors in exchange for referrals, reported the *Wall Street Journal*.

Among its debt is \$206 million in its Justice Dept. settlement.

Sitrick's Mike Sitrick and Terry Fahn advise Millennium.



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# Crisis management predictions for 2016

Looking ahead at 2016, it's worth taking note of what occurred in the world of crisis management during the last year. An increased response time, a pronounced role of data, a need for companies to commit to change, and a penchant to plan for the unexpected will all play greater roles next year.

By Louise Harris

In 2015 we saw prominent CEOs lose their jobs, stocks plunge and reputations left in tatters. Airlines, banks, car companies, retailers, restaurant chains, pharma companies, dating sites, fantasy football and even the governing body of international football found themselves under attack. What's especially astounding is how so many companies — even those aided by crisis veterans — found themselves caught badly off guard.

This also meant grappling to respond in real time to questions and threats from activists, internal whistleblowers, cyber hackers, disgruntled employees, outraged customers and government watchdogs all under the glare of a relentless 24/7 global news cycle.

So, what lessons can we learn from this and what can we expect in 2016? Here are six top predictions:

**Scenario planning will need an overhaul.** Who could have predicted the Volkswagen emissions cheating scandal? Was that ever a factor in VW's scenario planning? Crisis managers will need to re-examine their potential vulnerabilities and think carefully about not only what could happen, but also what couldn't possibly happen. It's time to consider highly unlikely scenarios and prepare for the unexpected. It is un-

comfortable to consider the possibility of your CTO involved in fraud or your retailer putting a cheaper, fake product on shelves, but managers will need to get comfortable with the uncomfortable and trust no one person fully.

**Crisis manuals will live on and offline.** Recently, crisis management plans have moved away from manual versions, to shorter, increasingly mobile plans, accessible anywhere, anytime and housed on the cloud. This makes sense in the always-on crisis world, where timely response is critical.

So, what happens in the event that your entire network goes down? When Ted Koppel asked Janet Napolitano, former secretary of homeland security about the chances that someone will knock out a significant part of the power grid, she responded, "Very high — 80%, 90%." The possibility of a cyber-attack on any company's network is highly probable. At a minimum, having a printout of key contacts and steps to take on-hand will be critical.

**Data analytics will increasingly be used to track and predict threats.** We hear a lot about "big data" and "predictive technology," but corporations today really do have some ability to look around the corner to forecast what's going to hit them and deflect the punch. Imagine if you could see a social media spark and stop it from becoming a fireball. The amount of data available is staggering. With the rise of Natural Language Generation, we will be able to make sense of all that data, create reports in minutes and respond more quickly than ever before.

**Consumers will become less trusting and more fearful.** According to a New York Times/CBS news poll, Americans are more fearful of a terrorist attack now than any time since just after 9/11. With recent world events, people will be increasingly fearful of riding the subway, handing over their credit card or buying a car.

On top of that, there are growing alarms around everything from processed food and antibiotic-resistant bacteria, to spontaneously combusting hover boards. Brands will need to work even harder to build and maintain trust and credibility through clear, transparent and authentic engagement. And when things go wrong, the "mea culpa" apology will no longer be enough; corporations will need to show that things are gen-

uinely going to change.

**Comedy will feature more in crisis.** Just a few months ago, on *Last Week Tonight*, John Oliver managed to use humor even when he covered the horrendous Paris attacks on his show. Comedians, such as John Oliver and Stephen Colbert as well as YouTube and other Internet influencers, will continue to poke fun at corporate and personal misdeeds for entertainment. But, brands can also look to use humor to provide perspective and prevent issues from escalating.

**Response times will need to be on steroids.** According to a recent Freshfields study, the majority of crises were visible within 59 minutes, whereas it took an average of 21 hours for companies to respond. This means that for 20 hours, these companies' reputations were being shaped by others and rarely favorably. As the virality of the Internet speeds the spread of information, companies need to respond to allegations and developments within the first twenty minutes to ensure their voice is heard.

Speed and good judgment are essential to have any control over a story with updates shared almost in real time. Silence will very rarely be golden in 2016. Chances are that others will have the facts at the same time as — if not before — you. Think of the first responder, the government official, your receptionist and the bystander filming on his phone and posting to Twitter — how can we be one step ahead?

Getting the response to a major issue "wrong" in 2016 could have enormous repercussions on reputations as well as on a company's bottom line. The same Freshfields study showed that 53% of corporations who experienced a crisis had not seen share value recover to pre-crisis levels even a year after their initial problem.

So what is going to drive a successful response to a reputational threat in 2016? In the words of veteran TV journalist Ted Koppel, we need think the unthinkable. And plan for it.

Louise Harris is Chief Global Strategist at Ruder Finn. ○



Louise Harris

## Media brief

### Edelman buys Germany's ergo Kommunikation

Number-one independent PR firm Edelman has acquired German communications consultancy ergo Kommunikation. The acquisition, which effectively combines ergo with Edelman Germany, will result in a new partnership that will operate under the name Edelman.ergo.

ergo specializes in financial and corporate PR, as well as public affairs, media relations and content marketing. The independent agency holds offices in Munich, Hamburg, Cologne, Berlin and Frankfurt.

Edelman already has a strong foothold in Germany, maintaining offices in Berlin, Frankfurt, Hamburg and Munich, under the Edelman Germany umbrella. The ergo buy marks Edelman's fourth European acquisition in the last 18 months, portending ambitious growth plans in that market for the PR giant. The new 350-person agency will account for net fees of about 35 million euros, effectively establishing Edelman.ergo as Germany's fourth largest agency.

Edelman Germany CEO Susanne Marell, who oversaw the acquisition, will become Edelman.ergo's CEO. ergo Kommunikation founders and chief partners Hans Ulrich Helzer and Tobias Mündemann will join the newly minted agency's senior leadership, along with other key ergo staff.

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# Washington and crisis, a unique relationship

Crisis communications and Congressional hearings are inevitably intertwined, proving the adage that the most dangerous place to be in Washington is between a politician and a TV camera.

By Michael W. Robinson

The recent testimony by Volkswagen Group of America President and CEO Michael Horn is a case in point. In addition to the inevitable picture of the witness raising his or her right hand to be sworn in — and yes, the committee does this on purpose — he initially hit the right notes before going flat.

The *New York Daily News* captured the scene perfectly: “While under oath, Horn admitted that the illegal software installed in the TDI-models produced between 2009 and 2015 were ‘for the express purpose of beating tests,’ as it was phrased by Rep. Tim Murphy, a Republican from Pennsylvania. ‘It was installed for this purpose, yes,’ Horn said. This isn’t a surprise given the repeated apologies from Volkswagen higher-ups, including Horn, but it’s still nice to hear it stated so resoundingly.”

But then, under the sub-head, “Execs pass the buck,” the *News* continued: “Horn claimed Volkswagen’s top officials had nothing to do with the emissions tampering. ‘This was not a corporate decision,’ Horn said, instead placing the blame on ‘a couple of software engineers’ who he said installed the software.”

Unfortunately for VW, the company failed to observe some primary tenets of navigating a public affairs crisis: 1) You can’t defend the indefensible, and 2) The words “I am sorry” and “we apologize” are necessary prerequisites for any senior executive to utter before anything else he or she says will be heard.

Indeed, the reality is that companies and high profile individuals who are subject to the Beltway Kabuki Theater do not always have to come across as the wrongdoer. In fact, with advance planning, careful preparation, and the right communications strategy, organizations can pierce through the background noise and articulate their own narrative when faced with a high profile public affairs crisis situation. Specifically:

**Engage in realistic and comprehensive scenario planning.** The Pentagon calls it their “Red Team” — a vertically-integrated unit that forecasts the worst-case scenarios precisely so that the appropriate courses of action, leaders, and materials can be aligned ahead of time. Take the time to really imagine what could go wrong (not just an oil spill, but one that is from the un-

dersea well that doesn’t stop, for example). And keep in mind that the larger the organization, the more important it is to engage in this practice at corporate headquarters, in operating divisions, and out in the field.

**Deeply understand the organization.** Know its business, culture, and stakeholders (internal and external) in order to create the right system so that the right information gets to the right people at the right time, and decisions can be made accordingly. Often, it is helpful to get outside assistance to bring a fresh eye to this analysis.

**Get the tone of the messages right.** Understanding that in the event of a major crisis, the notion that a multi-billion dollar company is the victim simply won’t fly. That is especially true when it comes to data breach and cybercrime. From Target’s 2013 breach to the revelation last year that the Office of Personnel Management’s (OPM) systems had been exploited, large organizations are expected to have the right safeguards in place.

**Practice, drill, and rehearse.** Disasters that are well-handled from the beginning are generally not those that attract media and Congressional interest. Knowing that, companies should commit to annual (or, even better, biannual) crisis exercises. Bring in outside facilitators and be ready to experience the time-compressed lifecycle driven by Twitter, Facebook, 24x7 cable coverage in 2016. Make flexibility part of this practice, understanding that what you know in Hour One on Day One, will be wrong (or, at least, out of date) by Day Two. And to be effective, force disagreements during these drills (CEO v. Chairman or General Counsel v. Marketing), so that they can be understood and resolved in advance.

**Measure the tangibles outcomes as well as the intangibles.** Ask as many questions as possible to evaluate your team’s readiness for the real thing. How did the company do in this simulation? Were decisions made quickly enough, with the right messages? Is the crisis team too big/too small/just right? Do members of the team know their roles and are the teams in the field equally prepared?

Once a Congressional hearing has been announced, or even if individual Members have taken to social media to raise the issue, companies often feel a sense of paral-

ysis. But there is no need for that. In fact, companies do have resources at their disposal and they should use them. This includes:

**Be proactive in telling your story.** You know it best and nobody else is going to help you until you begin to come to your own defense.

**Recruit and deploy supporting third parties who can provide business, economic, statistical, legal, and other critical analysis in your favor.** And be sure they are honest about their relationship with you.

**Embrace transparency.** Too many companies in Washington have, over the years, funded Astroturf organizations (essentially, sock-puppet advocacy groups) to defend them. Be proud to tell your story.

**Engage in social media and with new digital outlets.** It’s coin of the realm in politics today, an instant opinion poll if you will. A December 2015 Pew Research Center study found that: “reporters for niche outlets, some of which offer highly specialized information services at premium subscription rates, now fill more seats in the U.S. Senate Press Gallery than do daily newspaper reporters. Also increasing in number are reporters for digital news publishers — some of which focus on niche subjects, others on a broad range of general interest topics. In 2009, fewer than three dozen journalists working for digital-native outlets were accredited to the Press Gallery. By 2014, that number had risen to more than 130 — roughly a four-fold increase.”

Not unlike business interruption insurance or D&O policies for board members, companies that make an investment today in planning for tomorrow will reap the benefits many times over.

The November elections, the August Summer Olympics, and one or two Congressional hearings are all events that can be calendared now. For the corporate executive who ends up under the klieg lights in that hearing room, so too should the preparation.

Michael W. Robinson is Managing Director of ICR. ○



Michael W. Robinson



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# Crisis planning for the Greek life

Fraternal organizations on America's college campuses are as old as our country itself. From "Animal House" to "Neighbors," the image of fun-loving and risqué Greek life has been reinforced in pop culture and has provided much comic relief. But perhaps never before have fraternities and sororities been the center of such unwelcome attention.

By Ashley McCown

**R**ecent incidents involving the hot button issues of race and campus sexual assault have put Greek life under a microscope.

For all the good these organizations do — creating a sense of community, fundraising for important causes, and forging lifelong friendships — it is often the poor choices that undergrads make that fraternities and sororities are most often recognized for. Racist, misogynistic and downright criminal conduct are a reminder that Greek leadership must remain vigilant to protect both their members and their reputations.

There was a time not too long ago when knowledge of this bad or offensive behavior remained confined to the frat or sorority house. That's no longer the case, of course, with many Greek organizations having thousands of active members, each operating multiple social media channels.

While the exposing or "outing" of offensive rituals has contributed to progress and more responsible behavior, we all know that a few rotten apples can spoil the bunch. In the world of 24/7 social and online media, it doesn't take much for the entire chapter or its national organization to be painted with a broad brush. While it may not be fair, no one in Greek life should be surprised.

The UVA/Rolling Stone saga is a cautionary tale of how vilifying the entire Greek culture is an overly simplistic and potentially dangerous approach. Even so, today's collegiate landscape presents new realities. Awareness that one in five coeds is sexually assaulted — according to a 2015 study by the Association of American Universities — can't be ignored. Just because this is a campus-wide problem, doesn't mean fraternities and sororities shouldn't be part of the solution. In fact, it presents an important opportunity for Greek leaders to engage in the current discussion around legislation on Capitol Hill intended to create safer college campuses.

Every National President or Executive Director should have systems in place to avoid a myriad of issues, and should know what their response would be if high-profile misconduct were to occur. In addition

to building good will, taking important steps to prevent a crisis can keep a local issue from escalating into something that threatens to erode the trust and goodwill of a fraternity's and/or sorority's many stakeholders.

Here are some steps for every Greek organization to take to prepare for a potential crisis.

**Have a social media policy. Or at least a defined set of guidelines that each member is required to sign their name to.** For many fraternities and sororities, social media falls under an overall conduct code but this is not enough. Social media needs its own set of rules. It should be in writing and should set standards and an approval process for the chapter's channels. To be effective, the policy should promote a degree of self-policing among members' own social channels. Some sororities, for instance, have a single code word that sisters post when they feel a photo or a status update is inappropriate. A designated social media point person would email women notifications that they should to remove offending images immediately.

**Encourage local chapters to cultivate a regular dialogue with the designated Greek Life advisor and other key College & University administrators.** It always helps if you have an established, trusted relationship before a crisis strikes with those that will be asking the tough questions during a difficult situation. These individuals can be advocates in time of need, can vouch for an organization's character and provide insight as to what the Administration is thinking in terms of discipline or sanctions. Being familiar with these expectations early on can help Greek organizations understand how the community at large views the offense and can react in a way that doesn't appear tone-deaf. Depending on the severity of the incident, a good working relationship and reputation on campus can also help keep these issues out of the press.

**Ensure all financial transactions occur in a transparent manner.** From members to officers to alumni volunteers, the headlines about Greek organizations having

thousands to hundreds of thousands of dollars embezzled are sobering. To avoid such a scandal, make sure that a system of checks and balances is in place so one individual is not responsible for the checkbook. Mandate that a program such as Billhighway is used on the local level across chapters and that every dollar is accounted for.

**Have an internal investigation and adjudication process that works swiftly and fairly.** When a crisis

breaks, especially one where multiple audiences are paying attention, it's critical to appear thoughtful, organized and decisive. Gather the facts, speak to all of those involved, consider the evidence and issue a ruling. Be as transparent as possible while protecting your members as much as you can. While it's important to allow for due process, the appearance of Greek leaders dragging their feet when their organization's reputation is on the line conveys the impression that they just don't get it.

**Make sure your chapter is performing (and promoting) good works.** Volunteering time in a community project, raising money for a local charity? Make sure the chapter is talking, writing and gaining visibility around these good deeds. This is one way to build a reservoir of good will that can increase the likelihood that others will give you the benefit of the doubt when the going gets tough.

An embarrassing episode has negative implications not just for Greeks, but for the host institution as well. In fact, for colleges and universities, the stakes are even higher. In addition to student and reputation damage, schools have to concern themselves with lawsuits and how admissions and donations could be negatively impacted. That's why when Greek organizations have solid crisis planning in place it benefits all parties.

Ashley McCown is President of Solomon McCown & Company. ○



Ashley McCown

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# Navigating the age of new populism

Have you complained about the cost of education, home prices or feeling like your salary is not going as far as it used to? If so, you might belong to a growing segment of new populists.

By Meg Alexander

**O**n first reflection, the word populist may conjure vague recollections from sophomore year American history class and images of Huey Long from cobweb-covered corners of the memory. But, it would be a mistake to conflate the “populist party” of the nineteenth and twentieth centuries with today’s “era of new populism.” New populism is an emerging phenomenon that is agnostic of political party and race, and it raises serious implications for the way companies must communicate.

What is the era of new populism? We posit new populism is a bundle of attitudes held by generations of citizens who are reaching their maturity and buying power, but who feel the pathway to traditional markers of “success” are no longer readily achievable. Expressions of new populism — no matter your registered political affiliation — tend to be rooted in the belief that few organizations control the persuasive power and monetary resources that sway judgment. New populists aim to regain that influence.

The trends fueling new populism are readily observable. The global and domestic economy is limping its way back to an era of growth, and its vibrations continue to contribute to pockets of uncertainty for consumers. Economists say wages in nations like the United States are stagnant for most people relative to the increasing costs of goods. And while higher education is a prerequisite to access many professions, the cost of that education has increased significantly over the last decade. Therefore, it is no surprise that a recent Harvard Institute of Politics study conducted in November 2015 found that half of millennials surveyed believe the American dream is dead.

Technology has fueled the populist evolution. Remember the photos of Occupy Wall Street protesters in Zuccotti Park with their iPads? Many scoffed at the seeming incongruity of using Apple products while protesting “corporate greed.” Yet, it is by virtue of digital and social media that such populist movements can better communicate and organize — from promoting marches to sharing calls-to-action as the new form of digital picketing.

So what exactly does the era of new populism mean for how companies and brands behave and communicate relative to their customers? We’ll answer that question through the lens of one industry: healthcare.

In the healthcare industry, large pharmaceutical companies have traditionally researched, funded and developed new medicines under the supervision of federal safety requirements. As a result, many people are living longer lives and are cured of previously terminal diseases. Yet, we are witnessing acts of new populism in the form of patients, advocates, and physicians who are challenging the decisions made by medical developers. For example, national polls by the Kaiser Foundation indicate that 72% of Americans find the price of medicines to be “unreasonable;” most respondents blame the lack of affordability on the manufacturer. Similarly, earlier this year, leading physicians in oncology sounded a populist alarm when they published an editorial in a Mayo Clinic journal and initiated an e-petition on Change.org to raise concern about the affordability of cancer medicines relative to household incomes.

To navigate this new populist movement, health companies must quickly recognize that the direct engagement with patients is the “new norm.” Social media is allowing patients and advocacy groups to circumvent the doctor outreach to pharma companies directly and voice their opinions online. As a result, it is now incumbent on pharmaceutical companies to communicate their intentions in terms that address these populist ideals, all while navigating a heavily-regulated environment. This often involves speaking in a humanizing language that differs from the language of investment to which CEOs are accustomed.

Context is also important in the era of new populism. Providing the facts, figures and rationale for why business decisions are made is unlikely to win popularity points, but it can help explain the hard decisions often made by company leaders. For example, many emerging pharmaceutical and biotech companies who seek to commercialize major medical advances are in debt in the early years of their work. We need to help the public understand that it is not greed, but a need to continue operating, save jobs and research life-saving medicines that influence how a medicine is priced.

Providing a vision is imperative. In an environment where big business is often looked on with cynicism, C-suite leaders and employees must have a vision that reflects the company’s values and demonstrates consistency. A good example was an announce-

ment by Novartis Pharmaceutical’s global CEO Joseph Jimenez who committed the company to providing access to many chronic disease medicines for about one dollar in emerging markets.

Finally, it is important for companies to communicate in forums where new populists are going for information. Most pharmaceuticals have legitimate explanations for why a medicine is priced as it is in addition to programs to make them affordable to patients. Yet, the arguments are buried three clicks deep on a corporate website. It is essential that large companies put information in a venue where their stakeholders are going — not where we’d like them to go — for information.



Meg Alexander

We live in a time where there is increasing tension about who in society holds wealth, power and influence. And technology and social media will enable new populists to voice their feedback about companies instantaneously — either through praise or shame.

Companies must adapt their systems of engagement and outreach to better address this new world. Failure to do so could result in backlash that could be crippling to a company and its reputation.

Meg Alexander leads the Issues Management practice at inVentiv Health Public Relations Group. ○

## Media brief

### APCO talks to new investors

APCO Worldwide, No. 2-ranked PR operation in *O'Dwyer's* rankings with documented fees of \$118 million in 2014, said it is in talks with investors who would replace American merchant bank WindRiver as the main investor.

The firm, which had 635 employees at the end of 2014, is majority owned by the employees. Net fees declined 1.9% in 2014 to \$118,112,600.

Margery Kraus, Founder, was succeeded as CEO on Jan. 5, 2015 by Brad Staples, international president. Kraus is Executive Chairman. Staples, a veteran of 19 years with APCO who will be based in London, is the firm's first non-American CEO.

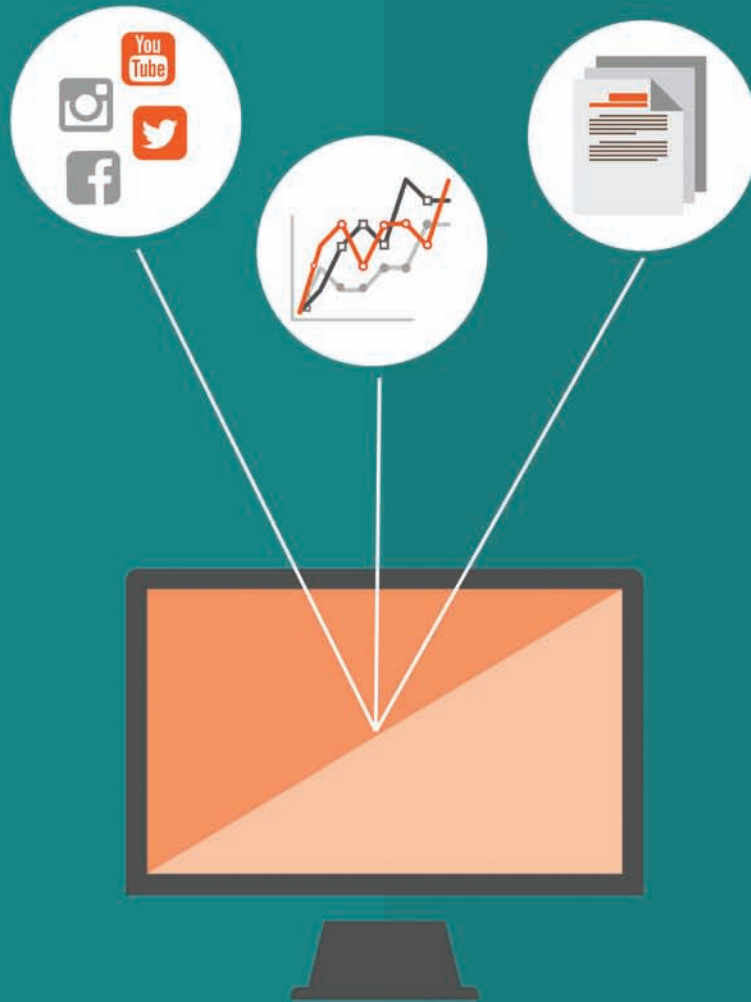
Talks reportedly have been held with Teneo, New York-based consulting firm, but APCO would not confirm this.

Teneo was founded in 2011 by Declan Kelly, former U.S. Special Envoy to Northern Ireland, U.S. CEO of Financial Dynamics, and EVP, FTI Consulting; Doug Bank, counselor to President Clinton; and Paul Keary, former Senior Managing Director, FTI Consulting.

The firm also has offices in Washington D.C., Brussels, São Paulo, London, Dublin, Dubai, Hong Kong, Beijing, and Melbourne. It has 200+ employees.

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# Avoiding your next social media crisis

Looking back at some of the bigger PR gaffes from 2015 can serve as a good reminder for what crisis professionals can look for in the coming year.

By Maggie O'Neill

**P**ushing boundaries and bringing brands directly to the consumer has long been the motivation for brands' social media engagement. However, when something goes wrong in this public forum, or a crisis unfolds online, the risk is often not worth the reward. So, how could brands that stumbled in 2015 have done better? And what can we learn from these gaffes to prepare us for next year?

## AskJPM

**Where they went wrong:** JP Morgan, like many brands, had good intentions when it launched its AskJPM Twitter series, a live Twitter Q&A with senior executives. However, before going live, the brand should have listened better to the industry and conversation happening online, realizing that the time was not right to put a banking executive out there for an open Q&A. And while the brand pulled the concept immediately, the damage was done.

**What they could have done?** Clearly the social sphere has concerns about the industry and banking practices. AskJPM could have focused on one of these issues and addressed it via a blog or Periscope. This way, it was focusing the conversation on an issue, not just an open forum for customer complaints.

**Lesson learned?** Listen better, and listen always. Listening first may have saved the brand from a hijacked account and posts like: "Can I have my house back? #AskJPM"

## PR News brief

### Cision buys PR Newswire

Cision has inked a deal to acquire PR Newswire for \$841 million from UBM, after months of speculation as the London-based publisher and trade events producer sought a buyer of the profitable news disseminator.

The price tag includes \$810 million in cash and \$31 million in equity. Cision is owned by the private equity firm GTCR, which has cobbled together Cision, Vocus and Gorkana Group to create a PR services powerhouse.

UBM was expected to garner more than \$700 million for PRN and Cision was among reported suitors of the unit.

With the deal, Cision adds a legacy news dissemination service to its tech-based offerings, which include the low-cost PRweb, as well as Gorkana's and Cision's own PR platforms. Parent GTCR bought Vocus in 2014 in a \$446.5 million deal.

The sale will have to clear US regulators and UBM shareholders but is expected to close in the first quarter of Q1. A special dividend of around \$371 million will go to existing shareholders.

## Volkswagen Emissions Scandal

**Where they went wrong:** Earlier this year, the EPA issued a notice of violation to Volkswagen regarding an emissions scandal; almost immediately, the brand set itself up for a social media witch-hunt by going silent and hiding from the issue. For about a week, the normally vocal brand hunkered down and allowed fans the time to ruminate and get angry.

**What they could have done?** Volkswagen knew the EPA news was coming, so it could have timed its communication with the news. Even if Volkswagen could not say much, saying nothing allowed their passionate consumers to create their own story.

**Lesson learned?** You can't run or hide.

## Deflategate

**Where they went wrong:** Deflategate blew up well beyond what the NFL and Patriots probably ever imagined. Both parties — including Tom Brady — remained quiet and waited for the final report to become public. Neither used their powerful reach on social media to tell their side of the story; they allowed the accusations to lead the news.

**What they could have done?** There was a period of weeks where each party could have showed how they were putting practices in place to ensure this would never be an issue again. Proactive communications and more transparency could have kept some of the negativity at bay. Instead the fans and the report led the conversation, and put Brady and others at third and long with little option but to punt.

**Lesson learned?** Leverage social dialogue to get ahead of the news, and tell your story.

## Coke & Global Energy Balance Network

**Where they went wrong:** The Coke brand went to great lengths — \$1.5 million — to invest in research from Global Energy Balance Network to counter the campaign for taxation of unhealthy foods — one of which is Coke — and to promote messages that directly benefit the brand. The issue here is that Coke did this with zero transparency, and expected no one to find out. When the network started posting healthy snacks that included a small soda, people got suspicious. And Coke executives were not shy about putting all of this in emails, now obtained by the media.

**What they could have done?** Be transparent and announce the partnership, not as a means to deceive, but as a means to point to

holistic health needs that the Global Energy Balance Network could talk about. The brand needed to use this as a means to educate, rather than downplay the products' obesity legacy.

**Lesson learned?** Be transparent.

## Lane Bryant

**Where they went wrong:** Lane Bryant meant well when it hosted its #AskLaneBryant Twitter chat just last week,

but it backfired when consumers used the platform to discuss grievances with the brand in regards to inclusivity and diversity. The brand, which says it celebrates women of all sizes, was caught off guard with questions like why it never has size 22 models and why much of its product is slimming wear. Some praised the brand for starting the conversations, but it was definitely a Pandora's box of issues for Lane Bryant.

**What they could have done?** Next time the brand should focus its chat on some of the issues its consumers are having and have raised in the past. Address the issue head-on and don't just open it up to any and all questions. In addition, Lane Bryant could have brought on one of its models to field questions about the clothes, fits, etc. Authenticity is key.

**Lesson learned?** Make sure your product and pitch stands up to your platform.

## Subway and Jared

**Where they went wrong:** Subway could have managed a few issues better when news of the FBI investigation into spokesperson Jared Fogle broke. First, there appeared to be no game plan for the company, despite rumors about Jared, which surfaced more than eight years ago. Second, and most damaging, Subway's responses on social channels as the FBI investigation played out was not consistent and offered very little to its consumers, franchisees or employees.

**What they could have done?** Plan better, for starters. But aside from that, Subway needed to be more consistent and decisive in its outbound messaging. Social posts were confusing and ended with "no further comment." The brand should have communicated its sympathy for the victims and families, and needed to stand behind its decision to part ways.

**Lesson learned?** Have a game plan, and never say never.

Maggie O'Neill is a Partner and Managing Director at Peppercorn. ○



Maggie O'Neill

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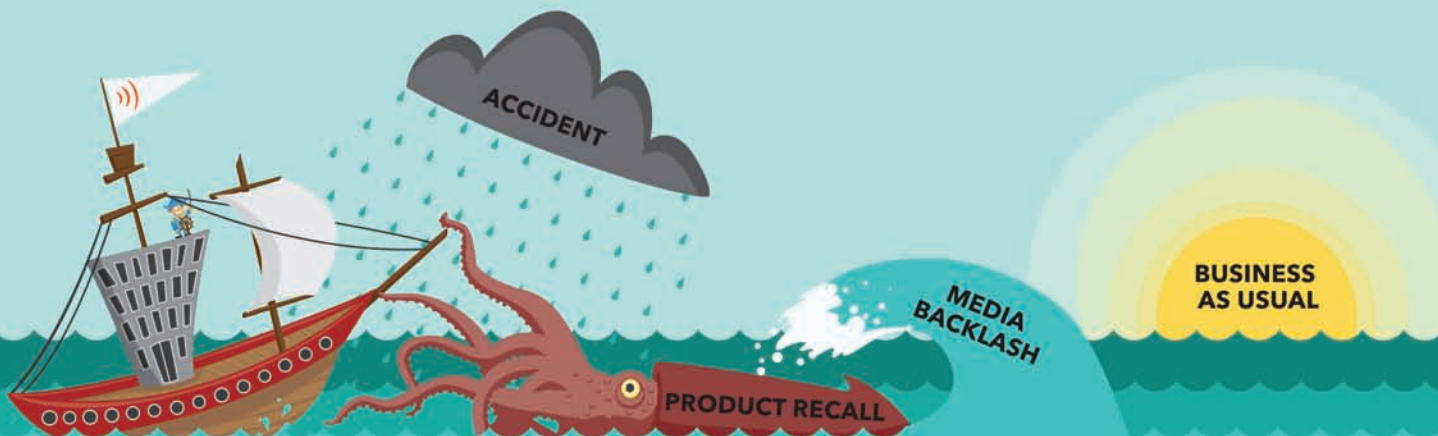
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- **A**ssemble the facts. Once they are verified, Announce All bad news at once
- **N**o blame, No speculation, No repetition of negative charges or questions
- **T**ell your side of the story or Take responsibility
- **C**are and Concern for those affected – express it sincerely and right at the outset
- **H**igh-level organization spokesperson – let the public see the crisis has top-level attention
- **E**nsure that it will not happen again with a solid plan that will generate confidence
- **K**eep a separate plan for moving daily business ahead



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Crisis Preparedness | Crisis Communication | Reputation Recovery

# Facts and myths about data security

Misconceptions and misunderstandings about data security are holding companies back from sharing their stories and developing effective strategies.

By George Little and Siobhan Gorman

**C**ybersecurity is a pressing and poorly understood issue across all sectors. With big names such as Target, JP Morgan Chase, Sony Pictures Entertainment and health insurance giant Anthem in the digital crosshairs, CEOs and boards are zeroing in on cybersecurity threats as a growing risk to their businesses.

While security is the central concern, it is increasingly important that companies get ahead of the communications curve to develop and defend not just data, but their own narrative. A company's data story should explain to both the public and employees how the company is benefiting from the collection and analysis of data — a critical issue for many investors — and how they are acting responsibly to protect it.

Unfortunately, misunderstandings about data security and hacking are hampering efforts to develop and communicate effective strategies. With anxiety high as a result of headlines and public outcry around high-profile breaches, these false impressions are keeping corporations on the defensive. Here are some myths that have emerged around corporate data security — and why they're wrong.

**MYTH:** Your computer network is safe if you have a strong enough security "fence."

**FACT:** There is a "new normal." Every fence has holes. Hackers will find a way into your system, so you need to plan for that eventuality by enhancing the internal protection of your most critical data. You should also think ahead about how you will explain a hacking episode publicly. What story do you want to be able to tell when — not if — your company has a breach?

**MYTH:** All security incidents are created equal.

**FACT:** Hackers have different methods and objectives when accessing corporate systems. Like robbers rattling doorknobs to find an unlocked house, hackers test security systems all the time. Some merely probe networks, while others seek to steal, manipulate or destroy data. The information they target varies with the intent, from customer credit card data that they can steal to sensitive internal communications,

research and development projects, or full customer profiles that can be used to expose or embarrass the parties involved.

**MYTH:** The government will help with a breach.

**FACT:** You're mostly on your own. In many countries, companies learn they had a security incident from a government agency, but often the assistance ends there. For major events where officials are interested in information about how a hack was executed, the government might offer investigative or forensic help from law enforcement and intelligence officials. But governments are sometimes wary — for legal or political reasons — of helping companies fix their computer systems or of retaliating against the believed perpetrator of a hack on behalf of a company or group of companies. Governments have their hands full protecting their own networks.

**MYTH:** Breach investigations will quickly tell you what happened.

**FACT:** Companies usually discover breaches long after they occur, and forensic investigations often take weeks or months to produce data. Even when complete, those investigations sometimes can't pinpoint who was responsible for the hack. It's important to manage expectations within a company during an investigation about how much information will likely be gleaned about the hack.

**MYTH:** Computer systems security is just an information technology problem.

**FACT:** People, not software, tend to be the weakest link in data protection. A study by computer security firm Trend Micro found that 91% of cyberinfiltrations began with "phishing," where malicious links are embedded in emails sent to unsuspecting employees or customers. Recipients unknowingly grant the hacker access to their computers when they click on the link.

**MYTH:** Communicating about a corporate breach must be reactive.

**FACT:** Plotting out a communications strategy in advance for different types of data security problems will help a company understand the risks and plan for them. It's also worth thinking about what data the

company has that could be damaging to it — or others — if released.

**MYTH:** All hacking is a cyberattack.

**FACT:** There are many flavors of hacking, and the most common types are not attacks but network infiltrations to steal corporate secrets. Cyberattacks that manipulate or destroy data or computer systems are still relatively rare. However, these attacks have been on the rise, as seen recently with the breach at Sony Pictures that both destroyed data and exposed embarrassing company communications.

**MYTH:** Breaches must first be handled by technical and legal experts and only later shared with other key people in a company.

**FACT:** Given the reputational risk a breach generates, an organization's communications team should be involved in early discussions about the event to provide guidance on how to ensure the company maintains the trust of the public. The team should also be well-versed in cybersecurity basics before a hacking incident, so it can quickly get up to speed when one occurs.

**MYTH:** With a breach, the biggest problems are security and legal issues.

**FACT:** The greatest threat a breach poses is ultimately to corporate reputation. While the need to fix security problems and address legal issues is clear, companies may not realize that how they discuss the event publicly at the outset will often determine whether they can recover the confidence of the public — and investors — once it is over. Companies that change their story over time risk a more severe loss of that trust.

*George Little is a Partner in Brunswick's Washington, DC office. Siobhan Gorman is a Director in Brunswick's Washington, DC office. This article originally appeared in the Brunswick Review. ○*



George Little



Siobhan Gorman



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# Failure to plan guarantees a “crisis within a crisis”

Life is often about solving problems, but an actual crisis that can be triggered by internal or external forces poses a distinctly separate set of more severe dilemmas. Improperly handled, the fallout can result in extreme and lingering damage to an individual or institution's reputation, success and survival.

By Ron Sachs

**W**e would all serve ourselves well to evolve our thinking to account for the unexpected advent of a crisis. If we embrace a culture of preparation through anticipation, each of us can be better prepared for the likelihood that crises will occur. Still, for now, few are properly prepared to handle these dire situations.

Whether it's a corporation, government entity, non-profit or individual, preparing for crisis includes having a plan that involves candor, control, cooperation and cool. Rather than let a crisis be defined in the terms and on the turf of others — including media — take charge of telling your own story, painful as that seems, or risk being on the permanent defensive.

These oversimplified tips are relevant to developing and activating any crisis plan — and it all begins with having a plan.

**Be prepared. Have a plan.** Before a crisis

happens, you need to have a plan to deal with any potential crisis. Crises generally come in the form of fiscal or physical.

**Fiscal:** someone stole something; something cost too much; numbers don't add up and taxpayers or stockholders are undermined.

**Physical:** through some action, inaction or neglect, something is terribly damaged, someone is hurt or made ill — and, at worst, someone is killed.

Identify your crisis team and spokesperson, and train personnel how to handle the crisis — quickly. Lack of preparation makes a crisis much worse and more difficult to deal with. No one is immune to a crisis, so you need to be prepared — it's not if, but when.

**Get the facts, fast. Tell the truth; never lie.** You need to create an information funnel to control the message. Always tell the truth; never lie. Examples of what NOT to do: politicians like Anthony Weiner and athletes like Lance Armstrong. Be fearless in getting out information. This is not a place for spin — but for facts and updated information, regularly.

**Break your own bad news. Define the crisis in your own terms on your own turf.** You must get in front of the story and drive the information yourself. You need to publicly say: here is what we know and what we have done about it. If a mistake has been made, shine a light on it.

**No comment = guilt.** It's important to understand the difference between court of law (presumption of innocence) and court of public opinion (presumption of guilt). Remember to have confidence in your own competence; don't fall for “circle the wagons” mentality.

Attorneys may counsel to say little or nothing, but that is a path fraught with peril in the court of public opinion. Respectfully, crisis managers may have to butt heads with attorneys over their advice if it suggests low or no profile in the face of the crisis, for fear of legal consequences.

**Communicate with all audiences.** Make sure you communicate with internal audiences, such as employees, shareholders, suppliers and vendors, as well as external audiences, such as customers, public officials, the media and the general public.

The media operates as an amplifier to most other audiences, too, in addition to being an important audience on their own.

**Feed the media early, regularly, truthfully.** Make sure you provide regular statements that reflect genuine sensitivity and concern. Update details, facts.

**Don't be afraid to challenge the media when they get it wrong or are unfair.** If necessary, you should climb higher on the newsroom hierarchy if a reporter fails or declines to correct a bad mistake. Even if the error isn't corrected now, you could lay the foundation for a follow-up story.

**Take real action steps. Cooperate with authorities. Implement new protocols.** It is important that you communicate steps you've taken — for all audiences — to be able to assure this (whatever is at the heart of the crisis) “never happens again.”

**Bring in third-party validators.** You should work with outside experts who can evaluate the situation, provide expert advice to best correct any missteps, and implement new protocols and procedures.

Make sure you show audiences that you take the crisis seriously. Outside experts can validate the corrective action is appropriate and positive.

**Open a proactive positive track even as you deal with the crisis.** Look for positive news hooks that show movement forward from the crisis. Develop a way to protect your brand's reputation and focus on the positive rather than the negative.

Honesty, candor, transparency, timely updates, admission of fault, separating guilty parties/wrongdoers from the “good guy” organization, commitment to corrective action all are integral elements of any crisis.

No one wants a crisis, but they happen every day. Knowing that reality removes the excuse of unpreparedness for any organization — public, private or non-profit. Deal with it: early, openly and with courage, candor and, when appropriate, contrition.

Ron Sachs is CEO of Sachs Media Group. ○



Ron Sachs

## Media brief

### PAN acquires Vantage PR

PAN Communications this morning announced that it has acquired San Francisco-based tech PR agency, Vantage PR.

Vantage, which specializes in consumer tech, mobile, social media, biotech and medical technology, was founded in 1990. It holds offices in San Francisco, New York, Orlando and Boston.

Vantage assumes the PAN name April 1, 2016. Until that date, the agency will be known as Vantage PR, a PAN Communications Company.

Vantage founder Ilene Adler will assume the role of chief strategist. She'll be responsible for increasing the mid-sized agency's Silicon Valley presence, as well as coordinating its executive team on strategies and services, and developing PAN's global partner strategy.

Vantage senior VP Rob Adler will now serve as executive VP and managing director, overseeing operations in San Francisco and Orlando. Current Vantage employees will report to him.

Ilene and Rob will report to PAN founder and president, Phil Nardone.

Boston-headquartered PAN, which specializes in technology, healthcare and consumer tech brands, was founded twenty years ago and holds offices in San Francisco, Orlando and New York.

PAN's acquisition of Vantage effectively brings annual agency revenues to more than \$13 million, and accounts for an employee roster of more than 100. PAN in 2014 revealed \$5.7 million in net fees related to technology, and \$936,000 in healthcare net fees, according to *O'Dwyer's* 2015 rankings of PR firms.



# Satellite Co-Op Checklist

7 Things Your Vendor Should Supply To You For Your Co-Op  
(Go on...Tear This Page Out and Save It)

## ☐ **Bookable Talent**

Talent is key. Make sure the talent your vendor offers is bookable.



## ☐ **Livestreaming**

Every vendor should supply FREE streaming of the Co-Op for you and your clients.

## ☐ **Airchecks**

Your vendor should supply UNLIMITED airchecks at no charge.



## ☐ **Professional Studio**

Any Co-Op you sign onto should be at a PROFESSIONAL studio to which you are proud to bring your client.

## ☐ **Open Invite**

Your vendor should encourage you and your client to be on-site for the day of the Co-Op.



## ☐ **Placements**

Your Co-Op should have at least 60% TV placements.  
Co-Ops shouldn't be radio first tours



## ☐ **On-line Placements Links and UVPM**

Beware of online placements that sound outlandish. If you don't have a real UVPM and video link, it's not real.

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Super Bowl Party - January 22nd - Mark Schlereth  
March Madness - April 1st-4th - Bill Walton

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# Benjamin Franklin's crisis wisdom still applies today

**Benjamin Franklin's adages and aphorisms remain relevant in our complex media landscape today, and can be used as a guideline for reputation management and crisis communications.**

By Michael Fineman

**H**ashtag hijacking, social live-streaming, email hacks and cyber attacks, superbugs and flash activists: today's brands face myriad fissures that can burst into full-blown geysers at the speed of a tweet, propelling them into uncharted territory.

As circumstances that feed and amplify the need for crisis communications evolve and multiply, public relations professionals are challenged to keep pace and adapt. Social media listening, rapid and in-kind responses and message development must be deployed as never before. The ever-changing media landscape demands a reconfiguration of strategies and tactics lest practitioners find themselves prey to another year's "biggest PR blunders."

While brands face unprecedented risks and PR pros new trials, certain foundational principles have stood the test of time.

To wit, the wisdom of Benjamin Franklin, born 310 years ago this month. Franklin was a superhero back when our republic was born. I've sensed that his profile is diminished of late, but his accomplishments as an author, scientist, statesman, inventor, communicator and diplomat could be compared in breadth and depth to the likes of Da Vinci, Galileo and Newton. So, in honor of his January 17 birthday, let us recognize Benjamin Franklin, one of our Founding Fathers, for instilling in society bedrock principles that all PR practitioners would be wise to remember.

Franklin's proverbs are embedded in our nation's lexicon, and some of the best known could have been written with crisis communications in mind: "Glass, china and reputations are easily crack'd, and never well mended"; "An ounce of prevention is worth a pound of cure"; "No gains without pains"; "Haste makes waste"; "A friend in need is a friend indeed"; "A penny saved is a penny earned."

More to the point, Franklin published a number of adages that serve as the basis for reputation management and crisis communications.

**"By failing to prepare, you are preparing to fail."** Every crisis is unique, but strategic preparation will help you take a prin-

cipled approach rather than flying by the seat of the pants. Communications planning and media training give you the tools needed to create helpful media opportunities, establish a media policy covering digital and social media as well as traditional news media, create visuals, develop or enhance a media monitoring program, secure third-party support, and craft and rehearse responses to important questions.

**"It takes many good deeds to build a good reputation, and only one bad one to lose it."** A trustworthy reputation is your most precious asset. In the event of a crisis, a strong reputation will serve as a bulwark of credibility that will allow you to capture the benefit of the doubt and recover speedily. However, if you fail to respond appropriately, regardless of your reputation, a crisis can destroy your brand. In less dire forms, a crisis could still badly damage your organization and, at the very least, cause misunderstanding and lost revenues and customers.

**"Never ruin an apology with an excuse."** In a crisis situation, your audiences expect you to demonstrate care and concern for those affected — not to deflect blame, bloat and further insult. If an apology is appropriate, make it clean, succinct, unequivocal and heartfelt. And don't make it an afterthought; apologize up front.

**"He that speaks much is much mistaken."** When responding to a crisis, it is important not to run on, especially when speaking with media. Windy responses can lead you to speculate, provide unconfirmed facts or new content for the media to target, sound too promotional or bureaucratic, speak on behalf of others, or divert attention from your core messages. Know what you need to say, say it and stop. Once you've said too much, you can't take it back.

**"Humility makes great men twice honorable."** In a crisis, your credibility and reputation may be questioned. Trumpeting your successes and achievements is not as powerful as when others sing your praises. If you're actively building your reputation, you'll gain relationships with key influenc-

ers, who can add credibility to your message and help balance your response. Hold on to your dignity.

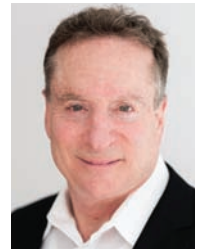
**"If you will not hear and obey reason she will surely rap your knuckles."** When a crisis strikes, you'll be in the "hot zone," between internal pressure to staunch the bleeding and external pressure to respond. These pressures can lead you to overreact precipitously or, worse, freeze. Listen carefully to outside counsel. They are not as emotionally invested as you probably are and more apt to see the forest for the trees.

**"There is no little enemy."** Arrogance and dismissiveness can only hurt you. If you don't take every crisis situation seriously and consider all potential audiences, you risk further damage and negative momentum, which will be more costly and time-consuming to recover from in the end — if ever. Get to know all your stakeholders, and consider what is concerning to each of them. The best managed crises are those which do not see the light of day. Update your crisis scenario plans regularly, especially with consideration to adversaries and potential adversaries.

**"Silence is not always a sign of wisdom, but babbling is ever a folly."** Others recognize that still waters run deep. While it is important to make sure your voice is heard in a crisis, both your tone and the way you present are as important as your message and will, in fact, serve to demonstrate your message for good or bad. Rehearse your key messages so they are sincere and succinct. When the time comes to speak, confirm all facts and dispel all lies. Tell the truth as simply as possible. Media training helps you designate appropriate spokespeople, state your point with evidence, conclude with your point intact, then stop talking.

You never know when a crisis will strike or what form it might take, but it is critical for you to prepare for the unexpected and respond quickly and strategically. As innovative technologies and the media landscape continue to evolve, Ben Franklin's words from more than 300 years ago remain relevant. Take heed or succumb to the maelstrom.

*Michael Fineman is President of Fineman PR in San Francisco. ○*



Michael Fineman



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# Report details massive government PR spending

The U.S. government is the “second largest public relations firm in the world,” and has spent more than \$4 billion on PR work since 2007, according to a watchdog report.

By Jon Gingerich

The federal government has dropped more than \$4 billion on PR work since 2007, according to a report conducted by non-profit Open the Books, a nonpartisan watchdog dedicated to transparency in public spending.

Those findings were reported today by political site The Hill.

The Open the Books report, titled “The Department of Self-Promotion: How Federal Agency PR Spending Advances Their Interests Rather Than the Public Interest,” shows the federal government spent \$4.35 billion in combined public affairs salaries, bonuses and outside PR contract work between 2007 and 2015.

These figures account for more than \$2.3 billion in salaries, as well as “performance bonuses” totaling nearly \$11 million given to federal public affairs officers in the last eight years. In 2014 alone, more than 3,000 federal public affairs officers were employed by more than 200 federal agencies, and more than half — 1,858 public affairs officers — took a base salary of at least \$100,000. Given the number of public affairs officers on its payroll, the report claims the U.S. government is now the “second largest public relations firm in the world.”

Despite boasting such a massive in-house PR staff, however, about half the money the federal government spent on PR in the last eight years has gone to outside PR firms. More than \$2 billion has been spent by 139 government agencies on contracts with outside PR firms since 2007, according to the report, accounting for 2,403 PR vendors and 16,249 transactions.

The biggest federal spenders on outside PR contracts include The Centers for Disease Control and Prevention, the U.S. Army, the EPA, FEMA, the Substance Abuse and Mental Health Services Administration, the Navy and the National Insti-

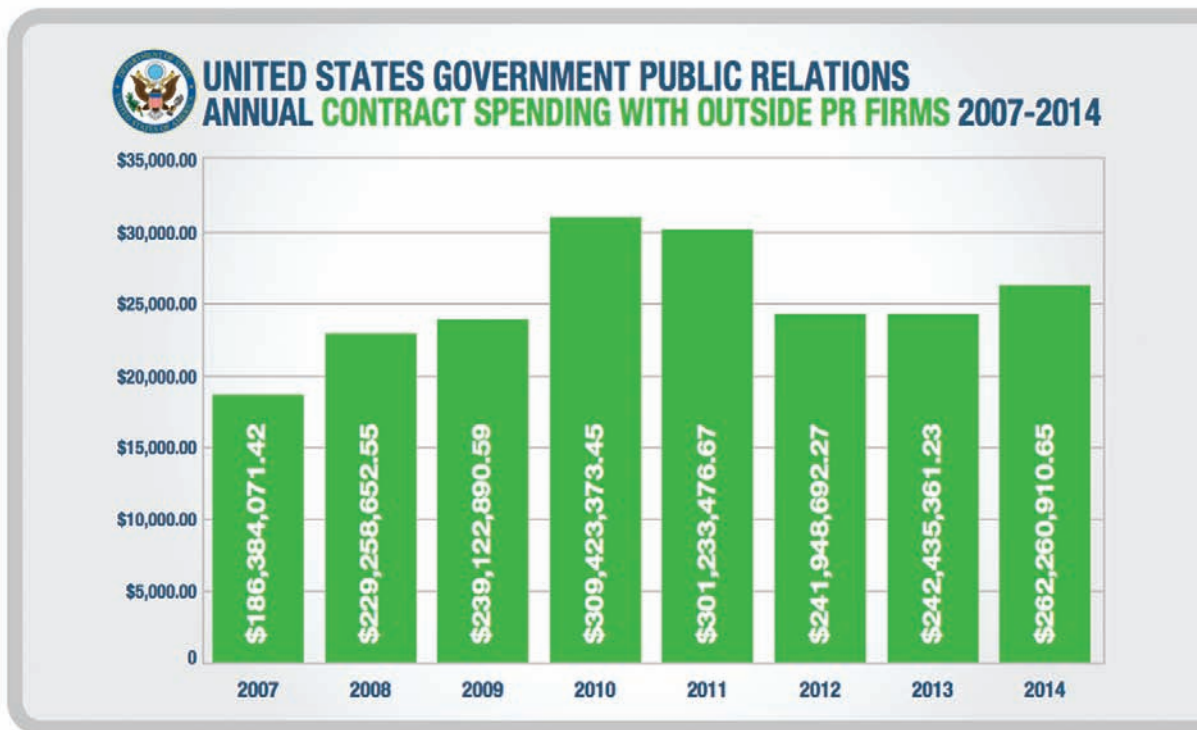
tutes of Health, among others. According to the report, the ten biggest federal agency spenders dropped more than \$50 million in outside PR consulting in the last eight years, which represents almost 70% of all outside PR spends made during that period.

The most common services paid to outside PR consulting firms are “market research and public opinion” and “public relations services.”

The Open the Books report shows more than half of those private PR spends went to some of the country’s largest PR agen-

an annual salary of \$1,093,290). Ketchum billed up to \$88.26 per hour (or a salary of \$183,581 per year) for a position titled “intern.”

The report claims outside PR costs have skyrocketed under the Obama administration, revealing a 47% difference between the highest two years for PR costs during Obama’s tenure, compared to spending during the last two years of the Bush administration. Government PR positions have grown 15% in the last seven years — or about more than 400 employees — from 2,688 to its current roster of 3,092 employees. PR salary spending has increased by more than 22% per year, according to the report.



United States Government Public Relations Contract Spending, 2007-2014.

Source: Openthebooks.com

cies: Laughlin, Marinaccio & Owens, Inc., \$87.98 million; Young & Rubicam Inc., \$57.5 million; Ogilvy PR Worldwide, \$47.93 million; Fleishman-Hillard, Inc., \$42.4 million; and Gallup, \$42.0 million.

Reviewing U.S. General Services Administration labor supply contracts, the Open the Books report discovered in the fees several bloated employee salaries. Booz Allen Hamilton billed the government at a rate of \$525.62 per hour for an “executive manager” (equal to weekly pay of \$21,025, or

In October, Republicans in the Senate Budget Committee launched a probe into the federal government’s spending on outside PR work. The Senate Finance Committee has since requested that the Obama administration divulge information related to PR and ad spending related to the Affordable Care Act.

Open the Books claims its report is intended to examine “cases when federal agencies go beyond making information available and engage in self-promotion.”

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# Crisis management: 70% internal, 30% external

Having internal protocols in place that effectively handle the flow of information and address the issues at hand are key to success in crisis management.

By Brian Ellis

**M**y first mock crisis exercise was held at a chemical plant. The number-one complaint expressed during our critique was lack of communication among team members. The litany of frustrations included radios that didn't work, security that wasn't trained to shield family members from reporters and an upset plant manager who had missed critical information that could have been shared with journalists.

At the time, I chalked up our shortcomings to a team that still had a lot of work to do, but after 25 years in crisis communications, I can appreciate the importance of that early experience. Today when I talk with executives about crisis management, their focus is almost exclusively external. They are worried about how reporters will cover the story or what they might say to upset customers.

The reality is, if leaders spent more time focused on the internal aspects of crisis management, their ability to respond externally would improve dramatically.

In crisis management, the name of the game is speed. The faster a crisis team can get ahead of the issue, the less damage will be caused to the company. Speed is based on three factors: the flow of information inside the company, the internal processes that drive decisions, and trust.

## A supply of information

Lack of information is the number one

reason companies choose not to respond rapidly. It's true that sometimes critical information is not available, but far too often it's discovered after the fact that a key piece of information was blocked by a senior manager afraid to share bad news. How many times has a spokesperson learned of a disaster from the media and not their own company? Information plays a critical role in determining the strategic direction leaders choose to address an issue. If the flow is slow, so too will be the response.

## Having a process in place

One way to improve the flow of communication is to fine-tune internal processes that drive decision-making. During table top exercises, you can measure how team dynamics impact a company's ability to respond.

During a recent training exercise with a client, I challenged the team with a scenario they already knew was coming. Yet it still took them an hour to get to work due to a handful of players who clearly didn't know their role in the crisis plan. Dysfunction within a team is a direct result of a lack of process and understanding of how that process works. Without that understanding, meetings become a free-for-all with differing opinions and paralyzing indecision. Team structure, clear roles and responsibilities, and simple protocols are all effective tools to manage the chaos.

As a former journalist, I like to use the

newsroom as the perfect example. During a major, breaking story newsrooms are filled with screaming producers, and scrambling reporters and editors. The untrained eye might think of this as complete chaos, but in reality it's organized frenzy where everyone knows their job, which enables them to make the on-air show look like a polished presentation of the facts. If internal teams aren't clear on their roles and responsibilities — and if they can't immediately get to work to address the issues without direction — the company's ability to respond effectively will suffer.

## Trust

Trust is at the heart of every issue. Do I trust this person or this company to do what they say they will do? Trust can't be earned on the outside if there isn't trust on the inside. I constantly have to remind my clients to focus more on their employees in the midst of a crisis than any other audience. Employees are brand ambassadors who foster the relationship a company has with each target audience. A relationship without trust is bound to fail.

In my career, I've been involved in many plant closures and have experienced the considerable difference between locations where there is a high level of trust and those where none exists. The fire drill in the latter is almost always more intense and painful than in locations where workers trust their managers. Organizations build trust by being truthful and available to employees during a crisis. Sure, it's hard to stand before colleagues and deliver bad news — much harder than facing a horde of reporters. But this is the time when true leaders earn their reputations and secure their brands. Leaders that handle this aspect of the crisis poorly often lose key members of their management team, which makes recovery from the crisis much more difficult.

The first 24 hours of a crisis often determine how the entire issue will be resolved. Organizations that have strong processes in place that enable information to flow freely and have established trust within the team will simply respond better. When speaking with executives, trust is the core issue. They either question the data provided to them by their internal partners, or they question whether their key audiences will trust that they have the situation under control.

Brian Ellis is Executive Vice President of PadillaCRT. ○



Brian Ellis

## Poll: Clinton is most dishonest candidate

By Jon Gingerich

**A** December Economist/YouGov poll shows that former Secretary of State and 2016 Presidential candidate Hillary Clinton, when compared among the leading seven Democratic and Republican candidates for presidency, ranks lowest among the public overall in terms of perceived honesty and trustworthiness.

More than half of those polled — 53% — described the leading Democratic candidate as “not honest and trustworthy.” An overwhelming 85% of Republican respondents described her as dishonest, and 56% of Independents said the same, while 24% of Democrats agreed with this statement.

The only leading candidate who comes close to rivaling Clinton's deficit of trust among Americans is Donald Trump, who

was characterized as dishonest by 51% of respondents.

Trump, similarly, was described as “honest” by only 33% of those polled, only two points above Clinton.

The poll did reveal a few silver linings for Clinton: more than half — 59% — of Democrats polled considered Clinton honest, and most Americans overall claimed they prefer Clinton over Senator Bernie Sanders as the Democratic nominee.

“Clinton's low trust numbers clearly pose a challenge for her campaign,” Will Jordan, YouGov America elections editor, told O'Dwyer's. “However, she continues to be rated highly in other areas, like strength and leadership ability, which may be offsetting some of the effect.” ○



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# Response versus reputation enhancement

When communications pros speak about managing a crisis, the discussion now often centers on speed: react quickly, get ahead of the story, quell rumors and disseminate your message without delay. While speed is always important, a thoughtful and successful crisis communications approach also requires keeping the longer-term implications of an organization's reputation in proper focus.

By Alex Stanton

A timely communications response to a crisis has always been important, but a 24/7 news cycle — coupled with the explosion of mobile, online and social media — has contributed to a “need for speed” crisis culture. As a result, emerging from a crisis with your reputation intact is more akin to a marathon than a sprint.

A crisis, however, should be seen as more than an event that demands fast action in the moment. It should be the catalyst for the development — or refinement — and execution of a reputation communications effort that will play out for weeks and months, long after the inciting event has been resolved. Though it may be tempting to let out a sigh of relief after calm has been restored, it is your post-crisis actions that can have an even greater impact on corporate reputation than the initial response. This marks the difference between damage control and honest commitment.

It's easier said than done. The natural

impetus for all involved may be to put the crisis in the rear view mirror and get back to some form of normalcy. The communications team must walk the fine line between showing the proper degree of attention without dwelling on the negative. Communicate too little and the organization might be viewed as arrogant. Communicate too much and the organization may be seen as paralyzed, wounded and backward-looking. Following are some things to consider when developing a reputation management response that strikes the right balance:

**Acknowledging the problem.** In this age of transparency, it's important to acknowledge the problem and make a definitive statement that you are committed to do better. This shouldn't be confused with accepting all of the blame. Rather, it underscores that the organization has not willfully ignored the underlying issues, and is addressing their issues thoughtfully and for the long-term. Organizations should use this opportunity to explain what processes and procedures were in place to prevent or mitigate the event, identify the apparent gaps, and give tangible direction around next steps.

**Progress updates.** Thoughtful people understand that the issues underlying a crisis are not solved with the wave of a magic wand. Once an organization has committed to making improvements, it is critical to make this a priority and share progress. Many organizations fall short in one or both areas, perhaps hoping their constituents will forget, or feeling that their word is good enough. A reputation-minded company will be proactive in communicating what is being done and why. You don't have to provide every last detail, but a brief run-down on meaningful changes goes a long way toward instilling faith that your organization has taken the lessons to heart and will act responsibly.

**Engagement with the affected.** While a reputation management program must work broadly, special attention must be paid to those who were directly affected by a crisis situation. This might mean the community around a plant where there was a safety issue, or business customers who

received a faulty product. In any of these cases, the organization must do what it can to make the communication personal. For suppliers, business partners and wholesale customers, this is usually fairly straightforward because there is a structure already in place where each relationship has an “owner.” Still, having the communication come from a more senior person — along with the relationship owner — is a wise step to convey that this is an ongoing priority for the organization.

Employees are your most important ambassadors and front line of defense in a crisis, but may also be the most cynical. Direct communication with employees is a good gesture, but executives should strongly consider going the extra mile by meeting select employees one-on-one or in small groups, sharing the feedback with senior executives, and acting on that input.

**Consider a formal initiative.** Some situations may call for a more formal commitment — and communication of an initiative — to demonstrate that attention is being paid. For example, a branded employee education initiative (e.g. “Safety, Security, and Success: 2016”) following a plant accident, with clearly defined, *measurable* objectives, and quarterly reporting to key executives.

Another good example would be a philanthropic effort that broadly relates to the reputational challenges, showing that the company is engaged and working to support solutions.

Many organizations proclaim they are “taking this very seriously” in the wake of a crisis. Those who take a longer view and focus on the right communications issues over time will be the most successful in repairing the damage done, preventing future occurrences, making progress with internal culture, and building a strong reputation.

Alex Stanton is CEO of Stanton Public Relations & Marketing, based in New York. ○



Alex Stanton

## PR news brief

### Weber pilots Facebook at Work

Weber Shandwick will be the first PR agency to pilot a beta rollout of Facebook's forthcoming social network for businesses, Facebook at Work.

The business-focused network, which will be released to the public early next year, is a professional resources tool and communications platform that will allow company employees to interact and collaborate over the social media network.

The LinkedIn-like network, which has a high emphasis on mobile, offers accounts separate from personal or company pages, so only those employed by the company will be allowed to see the content that's posted and shared.

The basic features of Facebook at Work will be free. Fees will be reserved for companies wishing to use the platform's apps, analytics and customer support features.

Currently, about 300 companies have access to the beta version of Facebook at Work before its public release. Weber Shandwick becomes the first PR agency to do so, and will explore the platform to test out how it works, determine its best features and advise clients on its effectiveness.

Interpublic unit, which began testing the program in December, has enlisted employees from various teams across the globe — about a quarter of its workforce — to collaborate and collect insights on Facebook at Work's usage and features.

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# Why “crisis marketing” is a misnomer

**When a crisis hits, it isn't always necessary to call in the rescue squad. In many cases, a thorough, strategic communications plan can double as a crisis communications blueprint.**

By Courtney Stapleton

I once had the unfortunate experience of kicking off a client engagement during crisis mode. The ink was still fresh on the contract as we huddled into a 72-hour crisis communications session. The experience produced an unintended benefit, however, in the sense that it gave my team incredible insight into the company's leadership, culture and communication behaviors that became a key part of the long-term communications strategy we developed.

In the process, I realized that crisis communications isn't dramatically different than regular communications. The timeline is simply intensified.

There's no need for the latest crisis management guide or putting a crisis firm on speed dial, so long as you take the time each year to develop a thoughtful strategic communications plan and review social media guidelines. While there may be some extreme crisis situations that warrant more

heavyweights, most of the time, these two resources will serve as a solid guide to organizations facing a crisis.

Instead of focusing on how to respond in moments of crisis, I'm highlighting the four elements that ought to be in your current communications strategy that can double as your crisis response resource:

**Delivering the right message to the right people.** A good communications plan is informed by understanding where your key audiences live, which includes the various online channels where they communicate. A crisis typically requires very targeted communications to affected targeted audiences. Regardless of what you say to the market — in times of both crisis and normalcy — the rules are the same: figure out your message for each audience and deliver it via the appropriate channels.

**Accessibility.** If your audience can't reach you, you're dead in the water. Social channels

like Facebook and Twitter are your 1-800 numbers that must be monitored constantly. If a crisis erupts on social media, consider the potential ripple effect and whether a response is warranted on other channels. Apply the same strategy for disseminating thought leadership content to your audiences, but in reverse. Key to successfully navigating these situations is a good social media policy that aligns with your organization's culture and, most importantly, that employees embrace in good times and bad. It doesn't have to be a 13-page narrative like The Smithsonian's; it could be as simple as Zappos' policy, which is “be smart.”



Courtney Stapleton

**Operating with honesty and integrity.**

Transparency should be emphasized throughout a strategic communications plan and is critical to engaging with audiences, especially in difficult times. Inevitably all companies make mistakes and will need to utter the words “I'm sorry.” The more complex, delayed and detached the answer, the worse it makes the situation. This HBR article offers a smart, simple formula for corporate apologies, citing numerous well-intentioned, sophisticated organizations who completely botched them. Every communication, from apologies to white papers, underscores the core values and integrity of your company. Don't be tone deaf.

**Listening and reacting.** The easiest way not to be tone deaf in your communications is to listen. Listening is a core part of any marketing strategy—as a way to learn what your audience cares about, how they are responding to what you publish and how they feel about your company's products or services. When a crisis hits, it simply elevates attention levels. If you've been doing the right things all along, you'll likely face an audience that is more receptive to listening back.

If you find yourself facing a crisis without an active integrated marketing communications plan, Jay Baer has a great roadmap from his book *The Now Revolution* you can bookmark. Or maybe you need a crisis firm on speed dial. However, spending the time and resources upfront to develop a thorough communications plan can serve multiple benefits, save you valuable time and money in times of crisis, and might help you sleep better at night.

*Courtney Stapleton is Partner and Professional Services Practice Leader at Bliss Integrated Communication. ○*

## FTC updates guidelines for native ads

By Jon Gingerich

The Federal Trade Commission on December 22 issued a stern warning to publishers and marketers, with a new series of guidelines for native advertising, or online content supplied by marketers that appears in newsfeeds and often takes on the appearance of journalism.

With its enforcement policy updates, the Commission offers a series of general principles for properly disclosing advertisements to consumers, and lays out what constitutes a “deceptive ad” in violation of the FTC Act.

Disclosure is the order of the day: The policy statement claims marketing content that has been formatted to look like news content must be clearly labeled as advertising. The Commission defines ads as “deceptive” if they mislead consumers about their commercial nature, or are not clear as to their source.

Ad disclosures must be made in “simple, unequivocal language,” according to the enforcement policy, and must also “be made in the same language as the predominant language in which ads are communicated.”

Not all native ads are required to carry these disclosures, however, if they appear “so clearly commercial in nature that they

are unlikely to mislead consumers.”

According to Doug Simon, CEO and president of D S Simon Media, the new guidelines provide needed clarity for disclosure that can be beneficial to brands and marketing firms. There may be cases where marketers have created content that's accurate, but the FTC may still have a problem with it if it's presented in a misleading way.

“Advertisers can still be in violation of the new guidelines even if you place the words ‘sponsored content’ prominently in the native ad, which is surprising. The FTC claims consumers may not understand that the advertiser influenced the content. A safer disclosure would be ‘Content from (advertiser)’ if you want to be in compliance,” Simon told *O'Dwyer's*. “While ad agencies and operators of advertising networks may be targeted by the FTC, it's the advertisers themselves that are at the greatest risk. It's imperative that they partner with firms that demonstrate an in-depth understanding of these issues as well as FTC spokesperson guidelines to minimize risk.”

Simon also cited a potential loophole that exists for marketers in the Commission's notion that not all native ads must disclose their commercial nature. ○

# Know how to run a biz, PR firms tell jobseekers

Executives of major PR firms spent nearly two hours on December 8 telling members of the New York chapter of PR Society of America what they look for in new employees.

By Jack O'Dwyer

**O**ur main takeaway was that agency people not only have to be good writers, ambitious, articulate and creative, but also business people.

They must know "how to run a business," they must show what client goals were achieved at other agencies, or how they successfully ran their own businesses, the 65 attendees were told. Moderator was Art Stevens of The Stevens Group.

PR people now often report to the chief marketing officer at clients, noted Richard Edelman, whose firm billed \$797 million and employed 5,308 as of Dec. 31, 2014. It is 6.7 times as big as the nearest independent.

"If you can't read a profit and loss statement or are economically illiterate, go back

\$265 million in fees in 2014. Finn Partners was No. 9 on the tech list with \$12.7M in fees.

Eighteen of the top 25 firms had double-digit gains, reflecting the move of what is generally regarded as "PR" to the agency side of the industry.

Corporate PR departments have shrunk in recent years. At major companies, IR, marketing and legal have become dominant. The dominant corporate PR organization, now known as "Seminar" but called "PR Seminar" until 2008, holds its meetings off-the-record and membership lists are confidential.

No press coverage has ever been allowed even by editors attending or speaking at the annual four-day meetings at the finest resorts in the U.S. Fewer editors have attended in recent years possibly because they don't want to take part in such off-the-record proceedings.

The last *New York Times* staffer to address the group was John Geddes, financial editor, who spoke to it in 1996. Catherine Mathis, NYT PR head from 1997-2009 and now with McGraw-Hill Education, was listed as an attendee for four years but she said she never went to any of the meetings. NYT has never mentioned the existence of Seminar.

Another takeaway we got was that new employees will almost certainly come from an agency background. That has been industry wisdom for as long as we can remember. Working for a single company or institution builds a different mindset from that which is required in agency life. "You can go from an agency to a company but not vice versa," say PR pros.

## "Work hard, play hard"

Ed Moed, co-CEO of Peppercomm, said the firm, which grew to \$20M in 2015 from \$16M in 2014, has a culture of "work hard, play hard." Peppercomm "is entrepreneurial to the core," he said. "Everyone in the firm is creative."

It likes staffers "who take risks" even though mistakes may be made and who "create value for clients." Successful job candidates will "show how smart they are" and how they may have managed a business. "We will ask you a lot of questions," he said.

A sophisticated candidate will "turn the tables on me and ask me questions," he said. Media relations skills are important but employees must also know how to manage a client relationship. Employees must become an integral part of the agency culture.

Peppercomm's training program includes having staffers do a stand-up comedy routine since this helps them to build story-telling skills.

## Foreign service is route to Edelman

Edelman says successful job candidates who are most likely to agree to working abroad will be young and single. The firm has offices in more than 20 countries and is especially looking for recruits who have knowledge of French, Spanish or Mandarin Chinese.

"We are looking for people who have the flexibility to get up and go" to countries including those in Asia and the Middle East, he said. They must then have the ability to re-integrate themselves with U.S. staffers when they return from such a posting.

Edelman said the firm is "far too Anglo" and it is doing what it can to recruit candidates of color or who are Hispanic or Asian.

He touched on a problem that exists not only on the agency side but on the corporate side.

## Paul urges minority recruitment

Counselor Michael Paul, a longtime member of Seminar, this year skipped the May 31-June 3 meeting in Colorado Springs to protest lack of people of color in high posts.

There is only a "sprinkling" of minorities in the group which has nearly 300 members, he said. Paul is one of 13 executives on the website who are shown praising the group. One other person of color is also shown, Barry Caldwell of Waste Management.

Seminar, said Paul, "is like Davos for CCOs and PR executives. It is the most selective group of corporate communications and PR executives in our industry."

Companies, PR firms, PR groups and executive recruiters have failed in recent years to recruit minorities for top positions, he said. The main thrust, according to Paul, is recruiting for entry-level jobs. He called for more action from groups such as the PR Council and the Arthur W. Page Society.

"For years we have heard cries of, 'We can't find any qualified senior executive candidates of color and that we must focus on entry level positions.' It must stop now," he said. ○



Jack O'Dwyer



Ed Moed and Richard Edelman at the Dec. 8 NY PRSA event.

Photo: Sharlene Spingler

to school and take economics," advised Edelman. "Learn how to run a business."

## Know what specialties are "hot"

Peter Finn, founding partner of Finn Partners, which has grown in four years from 150 staffers to 500 in 12 offices handling \$70 million in fees, described nine practice areas headed by tech and healthcare.

He advised jobseekers to check the nearly 500 specialty rankings that are compiled by the O'Dwyer Co. to see what specialties are generating the most fees. He described the culture of the firm as "Work hard, play nice." About \$1 million in firm time is devoted to public service projects.

The O'Dwyer tech/industrial category ranked 73 firms headed by Edelman with

# O'Dwyer's guide to CRISIS COMMUNICATIONS

## 5W PUBLIC RELATIONS

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New York, NY 10036  
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**Ronn Torossian**, *Founder & CEO*

5W Public Relations, a Top 20 Public Relations firm based in New York City, specializes in high profile issues and crisis management for companies and individuals faced with the unanticipated challenges in the marketplace.

5WPR has worked across the spectrum of crisis issues from IPO's to business and personal litigation, from product recalls and trade disputes to environmental problems, warranty and product liability claims, executive related scandals, misinformed publics, sexual harassment and sexual discrimination cases, labor issues, criminal indictments and a variety of sensitive domestic and international political issues.

In addition to traditional crisis communications, we are also skilled at navigating a digital crisis. Leveraging our experience in Online Reputation Management, we can craft a comprehensive SEO rich program to positively impact your reputation to quickly mitigate a negative story's impact on Google search results.

Our crisis clients trust our expert counsel, as well as the confidential way in which we handle their communications.

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**James Abernathy**, *Chairman & CEO*  
**Chuck Burgess**, and **Tom Johnson**, *Co-Presidents*

AMG is a strategic communications firm with more than 30 years of experience advising U.S. and international organizations through times of change. We distinguish ourselves from our peers by focusing on partnering closely with our

clients to understand an organization's business, culture and goals to achieve results. We offer a breadth of services to achieve success in all assignments. Our professionals operate in six disciplines: corporate and financial public relations, investor relations and shareholder activism, transaction communications, crisis management, initial public offerings, and corporate restructurings and bankruptcy. AMG is a founding member of the AMO network, a partnership of leading strategic communication consultancies in the financial centers of Europe, Asia and North and South America.

Our crisis management approach is practical and sometimes unconventional. It has produced tangible and lasting results for clients and crisis victims. Crises are unexpected. They can do great harm, but they can be managed. Our crisis management experts assist clients when unplanned circumstances threaten the public perception and financial standing of their 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.

## BLINK

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**Laurel Kennedy** and **Paula Hahn**,  
*Principals*

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.

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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

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## BLISS INTEGRATED COMMUNICATION

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**Elizabeth Sosnow**, **Meg Wildrick**,  
*Mng. Partners*  
**Cortney Stapleton**, *Partner*  
**Michael Roth**, *Healthcare Practice Leader*  
**Aven James**, **Katherine Kilpatrick**, **Patrick Ruppe**, **Vicky Aguiar**,  
**Diana Dopfel**, *VPs*

Bliss Integrated Communication is a mid-sized, independent marketing communication firm that helps healthcare, financial and professional services companies build reputation and grow sales through PR strategy and execution, messaging and content development, brand identity, issues management, digital and social media and analytics.

At Bliss, we focus on our clients' goals and results, not stand-alone tactics. Average tenure among large clients is eight-plus years and includes some of the most respected names in the industries served. What sets Bliss Integrated Communication apart is our strategic approach to communication and an unwavering commitment to our clients' success.

## BOARDROOM COMMUNICATIONS, INC

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**Don Silver**, *Chief Operating Officer*  
**Todd Templin**, *Executive Vice President*

Boardroom Communications is one of Florida's top PR agencies offering statewide coverage. The firm's experienced staff of public

relations and crisis management professionals routinely handle high-profile crisis projects and public affairs campaigns each year. Examples include: investigations, hostile takeovers, litigation, product recalls, criminal charges, safety compliance issues, accidental deaths, project approvals, bid objections and legislative campaigns.

Whether you're developing a crisis communications plan or responding to an urgent threat, Boardroom's trusted and respected team will help you evaluate the situation, mitigate the risks and deal with your most important audiences, i.e. media, social media, employees, stakeholders, customers, government and others. We immediately consult with your executives to assess the situation and develop an appropriate strategy and plan. Our team monitors traditional media, blogs and social networking sites and handles all inquiries. Call or email us if you are faced with a "Bet-the-Ranch" situation where a capable, seasoned crisis management team can help guide you to a satisfactory resolution.

## BRUNSWICK GROUP

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**Sir Alan Parker**, *Chairman*  
**Susan Gilchrist**, *Group Chief Executive*

Brunswick is an advisory firm specializing in critical issues and corporate relations. 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 and effective stakeholder engagement is about 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 who have diverse backgrounds and skills. Whatever the

task, no matter how complex or where it is in the world, we can assemble the right expertise from across the firm. Brunswick is a global partnership with 23 offices in 14 countries: Abu Dhabi, Beijing, Berlin, Brussels, Dallas, Dubai, Frankfurt, Hong Kong, Johannesburg, London, Milan, Munich, Mumbai, New York, Paris, Rome, San Francisco, São Paulo, Shanghai, Singapore, Stockholm, Vienna, and Washington, D.C.

## COPERNIO

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**Susan van Barneveld, CEO**

Copernio's clients describe our team as nimble, creative, and effective. With more than 55 years of communications experience, and an affiliate network that spans the globe, Copernio is a rare breed of boutique agency specializing in public relations, influencer marketing and social media.

Copernio prides itself on the long-term relationships established with both the media and our clients. Our personalized, creative approach enables us to effectively integrate digital, broadcast and print media with innovative influencer campaigns and social media initiatives for start-ups through *Fortune* 100 clients. We work with our clients to deliver results with a high ROI that relate directly to their goals — whether it is responding to a crisis, brand building, or other strategic business goals.

With a strong client base in the consumer electronics, aerospace and defense, high technology, manufacturing, healthcare and green initiatives arenas, Copernio's clients are recognized as category leaders in their respective niches. Copernio's team is comprised of specialists with expertise in areas specific to our clients' needs, products and services.

## COYNE PUBLIC RELATIONS

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**Thomas F. Coyne, CEO**  
**Rich Lukis, COO**  
**John Gogarty, President**  
**Tim Schramm, Senior VP**  
**Kevin Sullivan, Senior Consultant**

Coyne PR 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, Good-year, Heathrow Airport, Del Monte, Atlantic Health System, Motel 6, Burger King Corporation, Red Robin Restaurants, the Cayman Islands and Daytona International Speedway. Our deep knowledge of our clients, their industries and the macro and micro issues that can impact them, combined with comprehensive planning and the ability to act swiftly make us the best possible brand steward to protect their image.

Our team has built crisis communications plans for global implementation involving countless issues and scenarios. We have guided clients through the recall process, food safety and health issues, labor issues, natural disasters; worked with various regulatory agencies, developed social media policies and managed social media crisis situations; created employee codes of conduct; and conducted media relations campaigns to help clients maintain positive brand reputation.

Coyne's teams of PR professionals have extensive experience developing, executing and supporting crisis communication plans for clients in a wide array of industry categories including health, restaurant, toy & juvenile, travel, sports and entertainment, pet, food and nutrition, sports, energy, technology and social.

## FINEMAN PR

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Consistently recognized as one of the top public relations firms, Fineman PR — founded in 1988 and headquartered in San Francisco — specializes in crisis communications, brand messaging, community relations and multicultural communications.

Fineman PR's high-profile crisis

communications work has achieved national renown. In today's fast-paced culture of instant media exposure, online defamation and quick-draw lawsuits, its battle-tested experience and strategic resourcefulness guide clients through rough waters. Agency president Michael Fineman is ranked among the nation's top crisis counselors.

Fineman PR works extensively on reputation building, crisis preparedness, crisis communications and reputation recovery with a wide range of organizations, from schools and municipalities to small food companies and *Fortune* 500 corporations.

Fineman PR's successful, high-profile crisis work includes 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; putting a juice company on firm public footing immediately after an E. coli crisis; setting the record straight after media slander of packaged salads; 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.

## GOURVITZ COMMUNICATIONS, INC.

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www.gourvitzcommunications.com

**Paul Gourvitz, President**

Gourvitz Communications continues to be a leader in the world of Broadcast Public Relations. We are the only company that can do an Internet Media Tour with legitimate online sites and quantified metrics for the UVP's we deliver. GCI also continues to set the bar high for its participant media tours, called coops.

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GCI has added new partners for coops guaranteeing that no client will ever hear the words "we do not have a tour for you."

Our production staff includes full time editors and camera crews anywhere in the USA and even overseas. We have forged agreements with major syndicated TV networks to guarantee PR content will air and be seen by millions of viewers.

We do SMT's, RMT's, ANR's, IMT's, B-rolls and Integrated Marketing. We are already working on SMT's for the Consumer Electronics Show and Toy Fair in 2016.

In the last two months of 2015, Gourvitz produced over 27 SMT's, IMT's and RMT's featuring Technology, Sports, Food, Fashion, Beauty and more.

We work with every Public Relations agency, big or small. We are always around and can deliver on time, all the time. And we are West Coast based too. Robert Gourvitz covers that territory full time.

## HENNES COMMUNICATIONS

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**Bruce Hennes, Managing Partner**  
**Nora Jacobs, APR, Senior Vice President**  
**Howard Fencel, APR**  
**Thom Fladung, Vice President**

Hennes Communications has built its business helping clients manage their communications response to reputational challenges, crisis events and other bet-the-farm issues threatening 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 media training, reputation management, crisis communication plans and drills and litigation communications.

Bruce Hennes is one of the region's best-known crisis specialists and an in-demand speaker at law firms, bar and trade associations on the subject of crisis communications. For the past three years, he's been the plenary speaker at the American Bar Association's Leadership Conference.

Nora Jacobs, a three-time Silver Anvil winner, has decades of agency experience creating and carrying out strategic communications

— Continued on page 44

## HENNES COMMUNICATIONS

— Continued from page 43

plans for clients making consumer and industrial products, and those in healthcare, biotechnology, education, chemicals and plastics.

Howard Fencil has significant experience in crisis communications, media training and digital distribution of news, having spent many years managing broadcast newsrooms.

Until this past June, Thom Fladung was managing editor of *The Plain Dealer*. Prior to that, he was M.E. for the *Detroit Free Press*, *Akron Beacon Journal* and *St. Paul Pioneer Press*.

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

## ICR

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

Established in 1998, ICR partners with companies to optimize transactions and execute strategic communications programs that achieve business goals, build credibility and enhance long-term enterprise value. The firm's highly differentiated service model, which pairs capital markets veterans with senior communications professionals, brings deep sector knowledge and relationships to more than 500 clients in approximately 20 indus-

tries.

ICR's clients range from emerging, pre-IPO companies to mature multinationals, seeking counsel in a variety of high-stakes situations, whether it's preparing for an IPO, paving the way for a merger, managing a crisis, rebuilding a reputation, or communicating a significant change in a business model or strategy.

Today, ICR is one of the largest and most experienced independent communications and advisory firms in North America, maintaining offices in New York, Norwalk, Los Angeles, Boston, San Francisco and Beijing. The firm marked 2015 with another year of double digit growth, the launch of ICR Capital, an independent capital markets advisory subsidiary, and a new brand identity. In January 2016, ICR will host the 18th consecutive ICR Conference, Wall Street's premier investor event for growth companies.

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**Jeanine O'Kane, U.S. Managing Director**

The global public relations group of inVentiv Health helps launch brands and build the reputations of companies working to improve human health. With an integrated approach to communications, inVentiv Health Public Relations Group includes four agencies that offer best-in-class capabilities spanning public relations, digital and social media, medical and scientific education, and analytics and measurement.

Our teams create communications that drive corporate value, enhance brand perception, and deliver on the bottom line. Agencies within inVentiv Health Public Relations Group include: Allidura Consumer, Biosector 2, Chamberlain Healthcare PR, and Chandler Chicco Agency.

The broad scope of inVentiv Health Public Relations Group is powered by inVentiv Health, a global, top-tier, clinical and commercial professional services company.

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**Joel Frank, Managing Partner**  
**Matthew Sherman, President**

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

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

## KEKST

437 Madison Avenue, 37th Floor  
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**James Fingerth, Chairman**  
**Jeremy Fielding, President & CEO**

Many companies or institutions will confront unforeseen events that could alter their future, pose unprecedented challenges and potentially set them on a new course that will redefine the organization and significantly impact key stakeholders. What is required in these circumstances is an expert, experienced strategic communications partner to work with senior management and a Board of Directors to: articulate a new business strategy and a vision for success; explain an enterprise-transforming event and its significance; successfully navigate complex business chal-

lenges or crises; build trust and support among key stakeholders; and strengthen the organization's credibility, reputation, and brand.

Successful execution requires superior counsel, judgment and expertise, broad experience, and a comprehensive, effective and intelligent approach for communicating to all stakeholders. For over 45 years companies and institutions around the world have selected and relied on Kekst to provide that counsel and support across a wide range of disciplines including: corporate & financial communications; specialized investor relations; mergers & acquisitions, shareholders activism & corporate governance; IPOs & spinoffs; crisis communications; bankruptcy and restructurings; and litigation and regulatory support.

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**Kim Blazek Dahlborn, Pres. & CEO**  
**Gary Goodfriend, Executive VP**

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.



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Bicoastal integrated marketing and strategic communications firm, Marketing Maven, focuses on media relations, investor relations, issues management, crisis communications and public affairs. We are in constant communication with key financial media, analysts, shareholders and influencers on behalf of our clients. From traditional earned media to new forms of social engagement, Marketing Maven drives conversations while maintaining a positive reputation for clients by delivering newsworthy messages to key audiences, using a range of platforms.



**Lindsey Carnett, CEO and President of Marketing Maven.**

From high profile litigation, bankruptcy or restructuring announcements, analyst calls with media, public affairs issues with utilities companies, law enforcement association communications, mergers and acquisition stakeholder communications to reputation management for educational institutions, our strategic execution is core to the success of our campaigns for financial and professional services clients.

Marketing Maven is 8(a) certified by the U.S. Small Business Administration, Women's Business Enterprise (WBE), has WOSB status with the government and DBE, CUCP and CPUC certification.

## MARX LAYNE & COMPANY

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**Michael Layne**, Managing Partner

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

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

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

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

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

## MWWPR

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When trouble befalls a brand or organization, reputations can be made or broken in a matter of hours, or even minutes. During this crucial time, a company can protect — even enhance — its standing with its key stakeholders, or it can sustain damage that is widespread and long-lasting. That's why clients across industries and around the globe rely on MWWPR, whose crisis counselors possess an exceptional depth of expertise and experience. 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 MWWPR'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 most.

## PADILLACRT

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**Brian Ellis**, Executive Vice President  
**Bob McNaney**, Vice President

PadillaCRT is a top 15 independent public relations and communications company. Its 200 employee owners use insightful strategies to help clients develop deep connections with the people who are important to their success. Its 360-degree approach uses research, branding, advertising, design, digital, social, mobile, media relations and crisis management expertise to build corporate and product brands with customers, investors, employees and communities.

The worst time to plan for a crisis is in the midst of one. When an emergency situation arises, the right response is crucial to help protect your reputation — and often, your bottom line. PadillaCRT's highly experienced Crisis Consultancy team prepares to deal with any worst-case scenario. And if trouble strikes, day or night, we're just a phone call away. We'll help tell clients' stories clearly, coherently and credibly, whether they are speaking to the media, employees, shareholders or government officials.

We understand the urgency of a crisis. That's why you can contact the PadillaCRT Crisis Consultancy team anytime — day, night and weekends — by calling 1-877-PR.ER.911.

Is your company or organization prepared to manage a crisis situation? PadillaCRT's Crisis IQ helps to answer that question. This tool is based on proven crisis-response methodologies. Want to know more? Visit [crisisiq.padillacrt.com](http://crisisiq.padillacrt.com).

## PEPPERCOMM, INC.

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**Deborah Brown**, Partner & Managing Director  
**Jacqueline Kolek**, Partner & Managing Director  
**Maggie O'Neill**, Partner & Managing Director

Peppercomm is an independently owned 20-year-old integrated communications and marketing agency headquartered in New York with offices in San Francisco, Boulder and London.

Everyone loves a good listener — and at Peppercomm, we're always paying attention. We're a strategic partner that listens to uncover your business objectives. Then we listen to your audiences to learn what they need and how they think. We look around corners to see what's coming next, and help our clients creatively push boundaries while avoiding minefields and mitigating risk.

Founded in 1995 by Steve Cody and Ed Moed, Peppercomm began as a traditional PR agency and has evolved into fully integrated firm

with a focus on financial and professional services, B2B industrial and consumer lifestyle and the technology that serves them all.

Our combined years of deep category experience and love of what we do shapes our work. We engage your audiences on every level and set your brand apart. And we do all this to help your bottom-line and build your business. So get in touch. We're all ears.

## PUBLIC COMMUNICATIONS INC.

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**Jill Allread, APR, CEO**  
**Pamela Oettel, CFO and COO**  
**Craig Pugh, President**

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

With experience, senior counsel Public Communications Inc. helps clients manage crises online, in the news, on the air and in the C-suite. The core principles remain the same. Assess the situation. Communicate clearly and honestly. And do it quickly to protect the client's reputation. 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. Our counselors bring strategies and calm. And we continuously adapt crisis management 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 things are calm, we help our clients avoid, anticipate and prepare, so that if a crisis does strike, it becomes the type that is soon forgotten. We can help. Let's talk.

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We are health care crisis specialists. We understand that issues can become crises in the blink of an eye, and when that happens health care organizations can't afford their agency to have a learning curve. ReviveHealth has the deep industry expertise and issues management experience to navigate the complex health care legal, regulatory, and business landscape.

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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

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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 and managing 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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Sachs Media Group is renowned for helping clients successfully navigate disaster. The key priority is to positively respond to a crisis — preventing inaction, or the wrong action, from becoming a "crisis within a crisis."

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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 and implementation. Their diverse backgrounds and expertise, unparalleled relationships and credibility with the media, and deep understanding of the investment community drive the firm's ability to help our clients manage complex situations and communicate to multiple constituencies successfully.

The February issue of *O'Dwyer's* will profile environmental PR firms, as well as public affairs firms. If you would like to be profiled, contact Editor Jon Gingerich at 646/843-2080 or jon@odwyerpr.com

## SCHNEIDER ASSOCIATES

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A hallmark of Schneider Associates' 36-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-the-job 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 occurring.

Schneider Associates is a full-service public relations and integrated marketing communications agency specializing in Launch Public Relations®, a proprietary method of launching new and revitalizing iconic products, services, companies, institutions and communities to build awareness, excitement, and sales. Visit [www.schneiderpr.com](http://www.schneiderpr.com).

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Sitrick and Company is widely regarded as one of North America's leading strategic and crisis communications firms. While it has substantial practices in corporate, financial, transactional, reputational 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. BusinessWeek 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." The firm's senior executives include former reporters, editors and correspondents from such media organizations as *The New York Times*, *Wall Street Journal*, *Bloomberg*, *Barron's*, *Forbes*, *The Los Angeles Times*, *San Francisco Chronicle*, CBS Television and NBC Television. Please visit [www.sitrick.com](http://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

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

Our clients represent a wide array of industries — healthcare, financial services, technology, telecom, media and travel to name a

few. 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  
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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 with in healthcare and real estate and with corporations and non-profit organizations to deliver integrated communications strategies that include: messaging, media relations & training, digital and social campaigns, and development of creative content that help clients achieve their goals.

We believe that at the core of advancing an organization's mission is protecting it. Crisis planning and management is a defining strength of our organization. Our nationally-recognized senior team of crisis managers comes from journalism and politics. We have developed crisis plans for corporations, institutions, and mission-focused organizations, and have played a key role in many sensitive and complex issues including those involving public agencies and non-profits, data breaches, public health issues, labor negotiations and strikes, bankruptcies and business failures, accusations of sexual harassment and abuse, 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.

## STANTON PUBLIC RELATIONS & MARKETING

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

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

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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### BUSINESS TRAVEL



### MEETINGS & EVENTS



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— Continued from page 48

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

Our global Crisis practice encompasses a team of senior professionals who possess an unparalleled mastery of protecting corporate reputation in the digital age. Working in partnership with our clients, we understand that preserving corporate and brand reputations are the highest priorities. We ensure that all constituencies that have a stake in the outcome are addressed, and are expert in managing social and digital, as well as traditional media. As such, Weber Shandwick offers the full cycle of issues and crisis management.

Our Crisis practice has provided counsel to many *Fortune* 500 companies and we meet their needs with expertise and insight. We have successfully managed crises in a wide number of areas including environmental and safety issues, litigation, activist campaigns, political pressure at the local, regional and state level, regulatory actions, operational crises and negative press. We have managed 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.

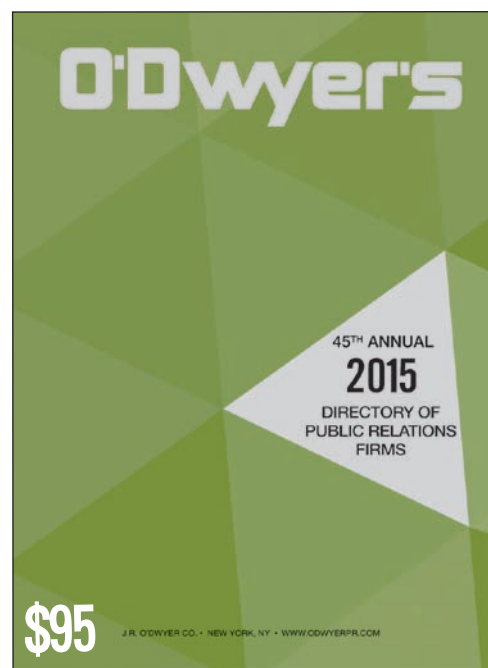
In addition, we have extensive experience in crisis communications, including strategy development and rapid response implementation for both corporations and individual executives. Our background features work on crises for government agencies, nationally-recognized corporations, commercial real estate 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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## Gerald Wollan, 93, Ex Padilla/CRT Vice Chair, dies at 93

**G**erald Wollan, 93, who retired in 1987 as Vice Chairman of Padilla & Speer, Minneapolis, died Dec. 15.

Wollan was Secretary of the PR Society of America in the 1960s and President of its Minnesota chapter. He founded Wollan and Wollan with his wife, Lois, in the 1960s. It was merged in the 1970s with P&S.

He was Chairman of the Arthritis Foundation and taught at the University of Minnesota and College of St. Thomas. He was noted at P&S for training young PR professionals.

Born in Glenwood, Minn., Wollan won five battle stars while serving in the Army during World War II. His unit saw action during the Battle of the Bulge. After the war he worked for the Wisconsin News Service, La Crosse Tribune, Baxter Labs and Modern Medicine.

He was married in 1979 to Otilie "Billie" (Bergdahl) Poindexter, who died in 2014. An ardent golfer, he won Wisconsin County and state amateur titles.

Surviving are children Eric Wollan; Chris Wollan; Lisa Wollan, and grandchildren, great grandchildren, and stepchildren. ○



Wollan

## PCI names Koziol Senior VP

**C**hicago-based agency Public Communications Inc. has promoted Wendi Koziol to the role of Senior VP.

Koziol, who has been with the Worldcom unit for sixteen years, has provided strategic counsel and account management for many of the firm's largest and most successful campaigns, representing clients in industries ranging from healthcare to education and cultural institutions.

Her work for the agency has resulted in several awards, including a MarCom National Platinum Award for the Museum of Science and Industry's "Month at the Mu-



Koziol

seum" campaign, as well as a Brand Builder Award from the Publicity Club of Chicago.

Koziol also leads PCI Cares, a program she helped create that promotes the agency's involvement in volunteer and charity efforts. That program won a national Communitas Award for Leadership in Community Service.

She joined PCI in 1999 as an Assistant Account Executive. ○

## Cushman & Wakefield lists Murphy for PR

**S**tefanie Murphy, who handled global communications for LaSalle Investment Management, has signed on with commercial real estate giant Cushman & Wakefield as VP of Global PR.

C&W in September was acquired by DTZ in a \$2 billion deal to mount a global challenge to the industry-topping CBRE Group and JLL.

Murphy, based in Chicago, takes a newly created post overseeing the broker's worldwide reputation management practices and brand building.

She was stationed in London and Chicago for LaSalle, owned by JLL, and earlier handled comms. for Penrose Financial in London. She was also at CKPR and Edelman in Chicago.

Murphy reports to Corporate Comms. Chief Brad Kreiger. ○



Murphy

## MPAA Casts Ortman as VP of Comms

**C**hris Ortman, former VP of Communications and Corporate Affairs for CreativeFuture, has moved to the Motion Picture Association of America as VP of corporate communications.

Ortman takes over for Kate Bedingfield, who stepped down to become communications director for Vice President Joe Biden in August. He reports to EVP for global comms., Laura Nichols, at the trade group for Hollywood's six major studios.

Ortman was previously Deputy Press Secretary and Spokesman for the US De-



Ortman

partment of Homeland Security and ran his own shop since exiting CreativeFuture in August. He also was a PR aide at the Democratic National Convention Committee in 2008. ○

## Landry shifts to Tanis as EVP

**M**ichele Landry, VP of Corporate Communications for semiconductor maker Spansion, has moved to Tanis Communications as an Executive VP.

Landry is charged with growing PR and employee communications practices for the Silicon Valley-based tech agency.

Her resume spans the agency and corporate realms. She directed PR and executive communications for Openwave and was a Senior VP for The Weber Group. ○



Landry

## Steinreich signs Seaman

**F**ort Lee, NJ-based Steinreich Communications has appointed Daniel Seaman, a former Director of Israel's government press office, as Managing Director of the firm's Israel headquarters in Tel Aviv.

In the new role, Seaman will be responsible for coordinating the firm's communications staff, which boasts clients in travel and tourism, healthcare, education, technology and government.

Prior to his decade of service as Israel's press office director — during which he served under six prime ministers — Seaman was Deputy Director General of Israel's minister of diaspora affairs. He was also a Spokesman for the Israel Defense Forces and served as an attaché for the country's minister of foreign affairs in New York.

Steinreich, which was founded in 2002 by CEO Stan Steinreich, now has offices in New York, New Jersey, Washington, London, Los Angeles, Frankfurt and Tel Aviv.

Last year, Steinreich's daughter, Ariella Steinreich, joined the firm as Media Relations Director. ○



Seaman

# Disclosing a CEO Illness

By Fraser Seitel

In his youth, 92-year-old Sumner Redstone, executive chairman of Viacom, Inc. and CBS Corp, cut a dashing swath.

Young Redstone graduated first in his class at Boston Latin School, graduated from Harvard College and Harvard Law, served as an Army lieutenant in World War II and went on to become a multi-billionaire with media investments in Columbia Pictures, Twentieth Century Fox, Orion, Paramount and finally, Viacom, which he acquired and led after a



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

hostile takeover.

For more than half a century, there was no more powerful figure bounding across the entertainment landscape than Sumner Redstone. But today, even though Redstone continues to serve in executive capacities at both Viacom and CBS and controls nearly 80% of the companies' voting shares, by all reports, the nonagenarian commands all the power of a kumquat.

In fact, beyond a reported "perpetual desire for steak and sex" — neither of which he apparently is able to tolerate — Redstone doesn't do much of anything but sit in a darkened bedroom in his 15,000-square-foot Beverly Hills mansion.

And therein lies the problem, especially if you're a Viacom or CBS shareholder. (which, in full, despondent disclosure, I am!).

Redstone, and those who control his affairs, have steadfastly refused for him to step down from his executive chairmanship. The Viacom board claims he remains "mentally capable." At the center of the confrontation between corporate managements and shareholders — certain to evolve into imminent lawsuits — is the question of a company's obligation to disclose the state of top management's wellness to shareholders.

It's a public relations issue that has confounded corporate managements, communications counselors and securities regulators for decades.

## An obligation to inform

Regulations regarding executive illness are fuzzy. The Securities and Exchange Commission has effectively punted on requiring companies immediately to announce the status of an executive's physical or mental health. The SEC does require disclosure when a CEO is "unable to perform his or her responsibilities." This is the "out" Viacom has used, acknowledging that while Executive Chairman Redstone hasn't been to the office in two years, he still "listens via phone to Viacom and CBS board meetings."

Without regulation to guide them, the guiding principle for public relations professionals as to whether and how much to announce is that of "materiality" — whether announcing the state or change of health will impact the buying, selling or holding of a stock.

In Redstone's case — his former live-in girlfriend has charged in a lawsuit that the Viacom executive chairman is imprisoned in his room, surrounded by plain-clothes security guards, can't eat or drink, must be carried to and from the bathroom and has all the mental acuity of a cricket — the board does, indeed, have a fiduciary obligation to inform the shareholders.

## Steve Jobs' secret cancer

Redstone's isn't the first high profile illness that has been kept secret from shareholders. The most famous recent case was that of Steve Jobs.

The Apple founder may have been a legendary creative and marketing genius, but he cared little for corporate governance and shareholders. As *Fortune* once put it, "Steve Jobs is considered one of Silicon Valley's leading egomaniacs."

As a consequence, Jobs was equally legendary for being secretive about his physical condition. After a bout with pancreatic cancer in 2004 that shook Apple's stock and shareholders, Jobs and Apple steadfastly refused to update the public on his health.

Cognizant of the reality, the *Atlantic* wrote that, "Every time he sneezes, shares of Apple catch a cold."

Ultimately, Jobs and his impotent board — just like the feckless board members drawing large monthly checks at Redstone's Viacom — decided that the executive's health was nobody's business; not even the shareholders who, certainly in Jobs' case, depended on the CEO's health to sustain the company's value.

Jobs was so intent on hiding his illness from the public that in 2009, when *The New York Times* asked him if the rumors

his cancer had returned were true, the CEO denied it and said he suffered from a "hormonal imbalance."

A day later, Apple "corrected" that falsehood to reveal that Jobs' medical problems were "more complex." For the next two years, Apple tiptoed through the raindrops in response to increasing questions about the founder's health, right up until the moment in 2011 when Jobs took his final "leave of absence" from Apple and died a few months later from the fatal disease he and his company had tried so vigorously to hide for a decade.

Over time, other more enlightened, shareholder-friendly CEOs have taken a decidedly different tack. When Berkshire Hathaway CEO Warren Buffet contracted prostate cancer in 2012, he immediately announced it. So did JPMorgan Chase CEO Jamie Dimon when he was diagnosed with throat cancer in the summer of 2014.

Buffet and Dimon correctly recognized that they work for their shareholders, not vice versa. And their communications counselors recognized that public companies have a responsibility to share such material announcements with the public.

Still, Redstone's companies resist. Viacom CEO Philippe Dauman, according to the *Los Angeles Times*, claims he "calls Redstone several times a week to discuss company business." The Times doesn't say whether Redstone even answers.

In any event, what's obligatory now is that Viacom and CBS stop the charade and immediately terminate Sumner Redstone's management responsibilities on the grounds that he is no longer mentally capable.

They owe nothing less to the shareholders for whom they work. ○

## PR news brief

### D S Simon partners with Guinness World Records

Record-breaking resource Guinness World Records has teamed up with New York-based D S Simon Media for a joint marketing collaboration.

D S Simon Media will help brands promote their Guinness World Records efforts by performing video services of those record-breaking attempts, and will promote and distribute those campaigns across broadcast and social platforms for the purpose of creating engaging, viral content.

The initiative will both bolster the Guinness World Records name, and will use record-breaking as a means of engaging consumers and generating media coverage.

# New tax legislation impacts PR firms

By Richard Goldstein

In October, at *The Holmes Report's* Independent PR firm Forum in Miami, Davis & Gilbert, in conjunction with *The Holmes Report*, announced the findings of an important survey regarding incentive compensation programs currently being used at independent PR firms. Here are some key survey highlights:



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

1. 24% of firms reported that their top line revenue had increased by more than 20% over the prior year. 24% reported that their revenues were either flat or had declined by 5%

or more. According to DG, this reflects a growing chasm between the fastest growing firms and the slowest growing firms in the industry — the most significant gap DG has seen in the three years they have conducted the survey. Of interest, at least to me, is the practice sector(s) of the fastest growing firms versus the slowest growing firms.

2. Those firms experiencing the greatest percentage of top line revenue growth had moved away from relying on a discretionary annual bonus to employees. Instead, they incentivize employees through either an annual bonus plan based upon pre-determined objective criteria, or a long term incentive plan, or both.

3. For those firms using a long term incentive plan, 60% structured these plans with a performance period of three years or more, and use a variety of objective criteria to determine the amount of payments under the plan. Criteria include firm net income, individual goals for specific employees, firm revenue and firm profit margin. Of these criteria, firm net income was the most used.

4. The PR industry generally has a benchmark that employee compensation should not exceed approximately 60% of revenue. Frankly, most PR firms I meet exceed this benchmark. According to the survey, 22% of the firms indicated that they spend more than 60% of their fee income on employee compensation. However, none of the firms that grew top line revenue by more than 20% spend as much as 60% of their fee income on compensation. I'm guessing that smaller firms may be under compensation

pressure to retain key employees. By this I mean their compensation package has to mirror the larger more profitable firms. Accordingly, the compensation to revenue percentage is higher.

Of particular interest is that 73% of firms do not share a portion of the firm's annual profits with key employees who do not own equity. Even larger majorities do not have a program that allows key employees to buy equity or even a program to grant an equity equivalent to key employees in the form of phantom stock or contract equity.

A phantom stock plan is simply an employee benefit plan that gives selected employees — usually senior management — many of the benefits of stock ownership without actually giving them company stock.

Equity compensation is generally used by a startup company. Since most companies lack the initial funds to get high quality employees, they use equity compensation to fulfill this need. Equity compensation is a non-cash compensation that represents a form of ownership interest in a company. Companies that offer equity compensation give employees stock options with the right to purchase shares of the companies' stock at a predetermined price, the exercise price. This right "vests" with time, so employees gain control of this option after working for the company for a certain period of time. When the option vests, the employees gain the right to sell or transfer the option. This method encourages employees to stay with the company for a long term. While I have seen phantom stock used in the PR industry, I have not seen options used in smaller firms, less than \$5.0 to \$10.0 million in firm revenue.

## A high-performance staffing strategy

Rick Gould CPA, J.D., managing partner of Gould+Partners, wrote a chapter in his book, titled *The Ultimate PR Agency Financial Management Handbook*. According to Rick, turnover influences a great many costs, and — if allowed to grow too large — eats into costs, productivity and, thus, profits in large bites. More profitable agencies are good at retaining great people, not only because they make servicing clients at attractive rates much easier, but because they add significant value when the agency is being sold.

Implementing a key staff-retention plan is crucial to increasing performance and rewarding loyalty, which ultimately maximizes a firm's value. According to Rick, a firm is simply worth more when a strong second tier of management exists. The sec-

ond tier assures bottom-line success when the founding owners leave or phase down their firm participation.

## Why equity participation works so well

A key retention technique, according to Rick, is to give discretionary bonuses, but pay them out over three years. If they leave, they lose the balance. In this case the unpaid balance goes into a separate fund to use for future discretionary bonuses.

When used correctly, this and other tools are proven ways to retain key staff.

## Tax legislation

The Consolidated Appropriations Act (CAA), which includes the Protecting Americans from Tax Hikes (PATH) Act of 2015, was enacted on December 18, 2015. The PATH Act contains a host of tax provisions that will impact individuals and families and, for the most part, are taxpayer friendly. CAA also contains a few tax provisions outside of PATH.

The following provisions are made permanent: Enhanced Child Tax Credit; Enhanced American Opportunity Tax Credit; Enhanced Earned Income Tax Credit; Deduction for Educator Expenses; Parity for Employer-provided Mass Transit and Parking Benefits; Deduction for State and Local General Sales Taxes (helps those who live in no tax or low tax states); 100% Gain Exclusion for Qualified Small Business Corporation Stock; Qualified Conservation Contribution Breaks; IRA Qualified Charitable Contributions; Favorable Rule for S corporation Donations of Appreciated Assets; Research and Development Credit. ●

## PR news brief

### Adelson gets crisis help for *Review-Journal* purchase

A company controlled by casino billionaire Sheldon Adelson has brought in crisis PR counsel to navigate its controversial purchase of the *Las Vegas Review-Journal*.

Adelson, a kingmaker in Republican politics, bought the state's largest paper in December through a shell company, sparking criticism over his conservative agenda and past showdowns with the publication.

The casino magnate, whose ownership wasn't revealed until days after the deal when the *Review-Journal* reported the story, hired crisis manager Mark Fabiani to tackle fallout. Fabiani's assignment is with News + Media Capital Group, an Adelson-controlled entity that bought the paper for \$140 million.

*Review-Journal* Editor Mike Hengel stepped down soon after Adelson's role was revealed, citing an adversarial relationship with Adelson's family, according to staff reports.

Among editorial concerns raised by staff was an assignment by the paper's corporate ownership to track Clark County judges, including one who has been involved in a large suit against Adelson.

## Top Obama Aide to head comms. for GoFundMe

**D**an Pfeiffer, one of President Obama's top advisors for communications, has moved to crowdfunding start-up GoFundMe as VP of Communications and Policy.

Pfeiffer, traveling press secretary and Communications Director for the 2008 presidential campaign, served in the White House as Comms. and Senior Advisor to the President. He stepped down from the White House in March.

He is based in the Bay Area for Menlo Park-based GoFundMe, which helped raise more than \$1 billion for users in 2015.

A venture capital investor group this year bought a majority stake in GoFundMe, valuing the company around \$600 million. Chief Product Officer David Hahn said of Pfeiffer's appointment: "It's inspiring to see the sheer number of people raising money on GoFundMe to help those around them — their friends, their family, their community. Dan will help us capture and share the amazing stories from these heroes."

Zeno Group works with GoFundMe on the PR front. ○



Dan Pfeiffer



## GAO: EPA online campaign broke propaganda rule

**T**he Environmental Protection Agency's social media campaign supporting clean water legislation violated bans against publicity, propaganda and lobbying by the federal government, the Government Accountability Office said in a December report.

EPA lawyers said the agency did nothing wrong in its PR efforts. The government entity spent around \$65,000 on resources for the campaign raising awareness of the proposed Waters of the United States rule, a PR push executed by EPA staff.

The GAO singled out the EPA's use of the social media platform Thunderclap, which allows users to share a message en masse to a group of supporters, along with a blog post that promoted the message to encourage support of the proposed rule. Similar efforts to tackle blowback against the rule were also called into question by the GAO as the EPA linked to external websites that encouraged users to sign up to support the rule.

Federal law prohibits government agencies from lobbying or producing covert propaganda and self-aggrandizement. In lieu of fines, the GAO instructed the EPA to produce a full accounting of the campaign costs and a report to President Barack Obama and Congress acknowledging the violations. ○

## Bernard Directs PR for Princeton Plasma Lab

**L**arry Bernard, a veteran writer and PR pro in the healthcare and science fields, has taken the communications reins for the US Dept. of Energy's Princeton Plasma Physics Laboratory.

Bernard, who took up the Director of Comms. post on Dec. 15, had been consulting for the past year since leaving a senior PR role with the Network for Excellence in Health Innovation in Cambridge.

The Princeton facility, based in Plainsboro, N.J., recently com-

pleted the National Spherical Torus Experiment-Upgrade, a major fusion facility that launches an extensive research program. "Communicating its findings and those of our other cutting-edge programs will broaden and deepen awareness of the laboratory," said lab Director Stewart Prager.

The lab, spawned from a government program to control thermonuclear reactions during the Cold War dubbed Project Matterhorn, is managed by Princeton Univ. for the Dept. of Energy.

Bernard previously worked in the drug and healthcare field, serving as senior comms. manager at Pfizer and Amgen. He also directed public affairs at the Schepens Eye Research Institute at Harvard Medical School and was a PR writer for Cornell University. ○

## Kozakos flies to A4A

**P**enny Kozakos, Managing Director and 16-year alum of Burson-Marsteller in Washington, is flying to airline trade group Airlines for America as VP of Communications in January.

Kozakos is a former journalist who served as a news assistant for USA Today and NBC News before moving to Burson in 1999.

She starts Jan. 4 at A4A under SVP/comms. Jean Medina. A4A claims to rep an industry with a \$1.4 trillion domestic impact and 11 million US jobs. ○



Penny Kozakos

## Valeant bolsters PR

**V**aleant, the US pharma facing scrutiny over its drug prices, has brought in Washington's Vianovo for PR support.

Reuters reported the company also hired the DC law firm Covington & Burling as it faces Congressional probes of its drug pricing.

The politically connected Vianovo is led by partners including former President George W. Bush aide Tucker Eskew, Public Strategies alum Blaine Bull and Martha Stewart Living corporate comms. and IR vet Katherine Nash Goehring.

Bridgewater, N.J.-based Valeant's shares have taken a beating since both houses of Congress took an interest in its pricing policies this fall. Rising drug prices have also become a political campaign issue in the presidential election, ratcheting up pressure on Valeant and other pharmaceutical companies.

Valeant has worked with crisis and financial specialist Sard Verbinen & Co. for M&A PR in the past, including its \$10.1 billion February acquisition of Salix Pharmaceuticals and failed hostile bid for Allergan in 2014. ○

## Golin merges China with Magic

**G**olin has merged its China operation into Magic Group, forming GolinMagic.

Golin said the operation includes a staff of more than 150 in Beijing, Shanghai and Guangzhou and evolves from a strategic partnership first formed in December 2013.

Magic Group founder Catherine Zhou called the move a “natural next step” in an ongoing partnership. Zhou (healthcare) and corporate Frank Ren, along with Golin Shanghai GM Sarah Chin (consumer) will lead the venture as managing directors.

Adrian Looi heads digital while Taiwan managing director Rachel Hsueh helms tech for the China venture. ○

## L&C acquires first US firm

**L**orente & Cuenca, the PR group focused on Spain, Portugal and Latin America, has made its first US deal with the acquisition of Miami's EDF Communications.

L&C, which secured private equity backing in June, has made four acquisitions in the past six months.

EDF specializes in Latin multinationals operating the US, US companies with Latin American interests and related matters like M&A in the region. The firm was founded in 2001 by Erich de la Fuente, an Edelman and Burson-Marsteller alum who continues to run EDF. ○

The combined L&C and EDF Miami operation includes 12 staffers. M&C opened in Miami in July led by partner Alejandro Romero, the firm's Latin America CEO.

EDF also has outposts in Mexico, Columbia, Argentina, Chile, Brazil and Costa Rica, all of which will be integrated into L&C.

L&C bought Brazil's S/A Comunicacao, a majority stake in Im-possible Tellers, and digital shop Cink. ○

## American takes Vatican PR slot

**G**reg Burke, an American former journalist who advises the Holy See on communications, has been named Deputy Director of the Holy See Press Office.

Vatican media noted the appointment by Pope Francis puts Burke in a position to head the press office currently under the direction of Rev. Federico Lombardi, spokesman for Francis and his predecessor, Pope Benedict XVI. Burke would be the first American to serve as primary spokesman for a pope.

Burke takes the deputy slot vacated by Rev. Ciro Benedettini.

Cruznaw.com, which covers the Vatican, called Burke and Rev. Paul Tighe, who was promoted and now in line to become a bishop, as the “most accessible, and effective, communications personnel in the Vatican, making them natural points of contact not only for media outlets, but also for a wide range of other individuals and organizations seeking to engage the institution.”

Burke was stationed in Rome for 10 years for *Time* magazine.

The Vatican last year formed a prominent committee to make recommendations on overhauling its global communications. ○

### 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. For a complete list of filings, visit [www.fara.gov](http://www.fara.gov).

**New Partners Consulting, Inc.**, Washington, D.C., **registered Dec. 17, 2015 for VMRO - Democratic Party for Macedonian National Unity, Republic of Macedonia**, to facilitate outreach to foreign reporters regarding foreign affairs and migration in Macedonia, including, but not limited to, writing press releases, statements from the Prime Minister & opinion articles for dissemination to reporters.

**DLA Piper US LLP**, Washington, D.C., **registered Dec. 7, 2015 for PRONACOM (Programa Nacional de la Competitividad), Guatemala**, to engage the U.S. government, think tanks, NGOs, and the business community in support of legal reform, economic development, and social impact initiatives in Guatemala.

### 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](http://www.senate.gov).

**FaegreBD Consulting**, Washington, D.C., **registered Dec. 22, 2015 for Myriad Genetic Laboratories, Inc.**, Salt Lake City, UT, regarding protection of access to Medicare Act of 2014; implementation of changes to Medicare payment for clinical laboratory tests; FDA draft guidance to regulate laboratory developed tests and companion diagnostics legislation to further regulate clinical labs under CLIA and FDA.

**Squire Patton Boggs**, Washington, D.C., **registered Dec. 21, 2015 for Union of Orthodox Jewish Congregations of America**, Washington, D.C., regarding issues related to tax extenders and IRC 170 (f)(8).

**Arent Fox LLP**, Washington, D.C., **registered Dec. 18, 2015 for Harmar Mobility, LLC, Sarasota, FL**, regarding issues pertaining to Veterans Mobility Safety Act of 2015.

**PriceWaterHouseCoopers**, Washington, D.C., **registered Dec. 21, 2015 for Coalition for Effective and Efficient Tax Administration (CEETA)**, Morristown, NJ, regarding tax issues related to the administration of US tax laws.

**Manatt, Phelps, and Phillips**, Washington, D.C., **registered Dec. 18, 2015 for Audubon** New York, New York, NY, regarding natural resources issues.

**Ogilvy Government Relations**, Washington, D.C., **registered Dec. 18, 2015 for Ally Financial Inc.**, Detroit, MI, regarding financial services issues.



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## Annual Reports/ Design/Branding

**Bernhardt Fudyma Design Group**, 38 E. 29th St., 9th fl., New York, NY, 10016. 212/889-9337. [www.bfdg.com](http://www.bfdg.com). Craig Bernhardt, Pres.

**Brand Union, The**, 3 Columbus Circle, 11th fl., New York, NY, 10019. 212/336-3200. [www.thebrandunion.com](http://www.thebrandunion.com). Toby Southgate, CEO.

**Eisenberg & Associates**, 3102 Oak Lawn Ave., Ste. 750, Dallas, TX, 75219. 214/528-5990. [www.eisenberginc.com](http://www.eisenberginc.com). Arthur Eisenberg, Pres.

**Galperin Design Inc.**, 2280 Frederick Douglass Blvd., #9D, New York, NY, 10027. 212/873-1121. [www.galperindesign.com](http://www.galperindesign.com). Peter Galperin, Pres.

**INC Design**, 35 West 35th St., New York, NY, 10001. 212/599-2222. [williamf@incdesign.com](mailto:williamf@incdesign.com); [www.incdesign.com](http://www.incdesign.com). Bill Ferguson, Mng. Partner.

**Johnson Strategic Communications, Inc.**, P.O. Box 27227, Overland Park, KS, 66225-7227. 913/649-8885. [www.johnsonstrategic.com](http://www.johnsonstrategic.com). Richard Johnson, Pres.

**Lippincott**, 499 Park Ave., New York, NY, 10022. 212/521-0000. [info@lippincott.com](mailto:info@lippincott.com). Rick Wise, CEO.

**Point Five Design**, 118 E. 25th St., 10th fl., New York, NY, 10010. 212/414-4309. [www.point5.com](http://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](http://www.theadvertisingclub.org). Gina Grillo, Pres. & CEO.

**Advertising Specialty Institute**, 4800 Street Rd., Trevose, PA, 19053. 800/546-1350. [www.asicentral.com](http://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. [www.awny.org](http://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](http://www.allwomeninmedia.org). Becky Brooks, Exec. Director.

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

**American Association of Political Consultants**, 8400 Westpark Dr., 2nd fl., McLean, VA, 22102. 703/245-8020. [www.theaapc.org](http://www.theaapc.org). Alana Joyce, Exec. Dir.

**American Marketing Association, The**, 311 South Wacker Dr., #5800, Chicago, IL, 60606. 312/542-9000. [www.ama.org](http://www.ama.org). Russ Klein, CEO.

**Arthur W. Page Society**, 230 Park Ave., #455, New York, NY, 10169. 212/400-7959. [www.awpagesociety.com](http://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](http://www.asaecenter.org). John H. Graham, Pres. & CEO.

**Association for Conflict Resolution**, 1639 Bradley Park Dr., #500-142, Columbus, GA, 31904. 202/780-5999. [www.acrnet.org](http://www.acrnet.org). Cheryl Jamison, Exec. Dir.

**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](http://www.aejmc.org). Jennifer McGill, Exec. Dir.

**Association for Women in Communications**, 3337 Duke St., Alexandria, VA, 22314. 703/370-7436. [www.womcom.org](http://www.womcom.org). Pamela Valenzuela, Exec. Dir.

**Association of Government Relations Professionals**, 300 N. Washington St., Alexandria, VA, 22314. 703/960-3011. [www.grprofessionals.org](http://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](mailto:info@strategic-alliances.org); [www.strategic-alliances.org](http://www.strategic-alliances.org). Mike Leonetti, Pres. & CEO.

**Automotive PR Council, Original Equipment Suppliers Assn.**, 25925 Telegraph Rd., #350, Southfield, MI,

48033. 248/952-6401. [info@oesa.org](mailto:info@oesa.org); [www.oesa.org](http://www.oesa.org). April Buford, Director, Comms.

**British American Business Inc.**, 52 Vanderbilt Ave., 20th fl., New York, NY, 10017. 212/661-4060; fax: 212/661-4074. [www.babinc.org](http://www.babinc.org). Wendy Mendenhall, Managing Director.

**Chief Marketing Officer Council**, 1494 Hamilton Ave., San Jose, CA, 95125. 408/677-5300 x5333. [www.cmocouncil.org](http://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](http://www.thecommunicationexchange.org). Fred Droz, Exec. Dir.

**CPR, The International Institute For Conflict Prevention and Resolution**, 575 Lexington Ave., 21st fl., New York, NY, 10022. 212/949-6490. [www.cpradr.org](http://www.cpradr.org). Noah J. Hanft, Pres./CEO.

**Direct Marketing Association**, 1120 Ave. of the Americas, New York, NY, 10036. 212/768-7277. [www.thedma.org](http://www.thedma.org). Tom Benton, CEO.

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

**Electronic Retailing Association**, 607 14th St., N.W., #530, Washington, DC, 20005. 800/987-6462. [www.retailing.org](http://www.retailing.org). Julie Coons, Pres. & CEO.

**Entertainment Publicists Professional Society**, 6767 Forest Lawn Dr., #315, Los Angeles, CA, 90068. 818/760-8995. [www.eppsonline.org](http://www.eppsonline.org). Rick Markovitz.

**Florida PR Association**, 40 Sarasota Ctr. Blvd., #107, Sarasota, FL, 34240. 941/365-2135. [www.fpra.org](http://www.fpra.org). Cheray Keyes-Shima, 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](http://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.hsmmai.org](http://www.hsmmai.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](http://www.instituteforpr.org). Tina McCorkindale, 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](mailto:info@iwmf.org). Elisa Lees Munoz, Exec. Dir.

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

**International Association of Business Communicators, Wash., D.C. Chapter**, 200 Little Falls St., #205, Falls Church, VA, 22046. 703/267-2322; fax: 703/691-0866. [www.iabcdnmetro.org](http://www.iabcdnmetro.org). Sherri Core, Dir. of Admin.

**International Association of Speakers Bureaus**, 4015 S. McClintock Dr., #110, Tempe, AZ, 85282. 480/839-1423. [www.iasbweb.org](http://www.iasbweb.org). Marie Fredette, Exec. VP.

**International Digital Enterprise Alliance**, 1600 Duke St., #420, Alexandria, VA, 22314. 703/837-1070. [www.idealliance.org](http://www.idealliance.org). David Steinhardt, Pres. & CEO.

**International PR Assn., IPRA**, P.O. Box 6945, London, W1A 6US, U.K. 44 1903 74 4442. [www.ipra.org](http://www.ipra.org).

**Issue Management Council**, 207 Loudoun St. S.E., Leesburg, VA, 20175. 793/777-8450. [www.issuemanagement.org](http://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](http://www.lacp.com). Tyson Heyn, Founder.

**National Association of Broadcasters**, 1771 N St., N.W., Washington, DC, 20036. 202/429-5300. [www.nab.org](http://www.nab.org). Dennis Wharton, Exec. VP, Comms.

**National Association of Business Political Action Committees**, 101 Constitution Ave., N.W., #L-110, Washington, DC, 20001. 202/341-3780. [www.nabpac.org](http://www.nabpac.org). Geoffrey Ziebart, Exec. Dir.

**National Association of Government Communicators**, 201 Park Washington

Court, Falls Church, VA, 22046. 703/538-1787. [www.nagconline.org](http://www.nagconline.org). Elizabeth Armstrong, Exec. Dir.

**National Association of Personnel Services**, 78 Dawson Village Way, #410-201, Dawsonville, GA, 30534. 844/NAPS-360. [www.naps360.org](http://www.naps360.org). Trinette R. Cunningham, Pres.

**National Black PR Society**, 14636 Runnymede St., Van Nuys, CA, 91405. 888/976-0005. [www.nbpr.org](http://www.nbpr.org).

**National Foundation for Women Legislators**, 1727 King St., #300, Alexandria, VA, 22314. 703/518-7931. [www.womenlegislators.org](http://www.womenlegislators.org). Jody Thomas, Exec. Dir.

**National Hispanic Media Coalition**, 55 S. Grand Ave., Pasadena, CA, 91105. 626/792-6462. [info@nhmc.org](mailto: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](http://www.niri.org). Matt Bruschi, VP, Comms. & Practice Information.

**National School PR Association**, 15948 Derwood Rd., Rockville, MD, 20855. 301/519-0496; fax: 301/519-0494. [www.nspr.org](http://www.nspr.org). Rich Bagin, Exec. Dir.

**National Writers Association**, 10940 S. Parker Rd., #508, Parker, CO, 80134. 303/841-0246. [www.nationalwriters.com](http://www.nationalwriters.com). Sandy Whelchel, Exec. Dir.

**New York Market Radio Association**, 125 W. 55th St., 21st fl., New York, NY, 10019. 646/254-4493. [www.nymrad.org](http://www.nymrad.org). Deborah Beagan, Exec. Dir.

**New York Women in Communications**, 355 Lexington Ave., 15th fl., New York, NY, 10017-6603. 212/297-2133; fax: 212/370-9047. [info@nywici.org](mailto:info@nywici.org); [www.nywici.org](http://www.nywici.org). Marie Ungaro, Exec. Dir.

**Online News Association, c/o NPR**, 1111 N. Capitol St., N.E., 6th fl., Washington, DC, 20002. 646/290-7900. [director@journalists.org](mailto:director@journalists.org); [www.journalists.org](http://www.journalists.org). Jane McDonnell, Exec. Dir.

**Pennsylvania Association for Government Relations**, P.O. Box 116, Harrisburg, PA, 17108. 717/939-1900; fax: 717/939-7900. [info@pagr.org](mailto:info@pagr.org); [www.pagr.org](http://www.pagr.org). Christine Corrigan, Exec. Dir.

**Philadelphia PR Association**, PO Box 579, Moorestown, NJ, 08057. 215/557-9865. [www.ppra.net](http://www.ppra.net). Denise Downing, Exec. Dir.



**PR Council**, 32 East 31st St., 9th Floor South, New York, NY, 10016. 646/588-0139. Christina Grafstein, Manager of Member Engagement.

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.prcouncil.net](http://www.prcouncil.net).

**Professional Marketing Forum**, 422 Salisbury House, London Wall, London, EC2M 5QQ, U.K.. 020 7786 9786; fax: 020 7786 9799. [www.pmforum.co.uk](http://www.pmforum.co.uk). Richard Chaplin, Founder.

**Promotional Products Association Int'l.**, 3125 Skyway Circle North, Irving, TX, 75038-3526. 888/426-7724; 972/252-0404. [www.ppai.org](http://www.ppai.org). Paul Bellantone, Pres. & CEO.

**PRSA/Georgia**, 4971 Staverly Lane, Norcross, GA, 30092. 770/449-6369. [www.prsageorgia.org](http://www.prsageorgia.org). Denise Grant, COO.

**PRSA/National Capital Chapter**, 200 Little Falls St., #205, Falls Church, VA, 22046. 703/691-9212. [www.prsa-ncc.org](http://www.prsa-ncc.org). Sherri Core, Dir. of Admin.

**PRSA/New York Chapter**, 41 Madison Ave., 5th Fl., New York, NY, 10010. 212/228-7228. [www.prsany.org](http://www.prsany.org). Carol Davis-Grossman, Exec. Dir.

**Public Affairs Council**, 2121 K St., N.W., #900, Washington, DC, 20037. 202/787-5950. [www.pac.org](http://www.pac.org). Douglas Pinkham, Pres.

**Public Relations Society of America (PRSA)**, 33 Maiden Lane, 11th fl., New York, NY, 10038. 212/460-1400. [www.prsa.org](http://www.prsa.org). Laurent Lawrence, Director of PR.

**Publicity Club of Chicago**, P.O. Box 663, Deerfield, IL, 60015. 773/463-5560. [office@publicity.org](mailto:office@publicity.org); [www.publicity.org](http://www.publicity.org). David Brimm, Exec. Director.

**Publicity Club of New England**, P.O. Box 415, Belmont, MA, 02478. 508/213-8800. [megan@pubclub.org](mailto:megan@pubclub.org); [www.pubclub.org](http://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](mailto:pcnyevents@aol.com); [www.publicityclub.org](http://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](http://www.rtdna.org). Mike Cavender, Exec. Dir.



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

**Society for Technical Communication**, 9401 Lee Highway, #300, Fairfax, VA, 22031. 703/522-4114. [www.stc.org](http://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., Phoenix, AZ, 85004. 602/496-7862. [www.sabew.org](http://www.sabew.org). Kathleen Graham, Exec. Dir.

**Society of American Travel Writers**, One Parkview Plaza, #800, Oakbrook Terrace, IL, 60181. 847/686-2321. [www.satw.org](http://www.satw.org). Marla Schrager, 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](http://www.spj.org). Joe Skeel, Exec. Dir.

**Washington Women in PR**, Washington Square, P.O. Box 65297, Washington, DC, 20035. [www.wwpr.org](http://www.wwpr.org).

**Women in Government Relations**, 8400 Westpark Dr., 2nd fl., McLean, VA, 22102. 703/610-9030. [www.wgr.org](http://www.wgr.org). Emily Bardach, Executive Director.

**Word of Mouth Marketing Association**, 200 E. Randolph St., #5100, Chicago, IL, 60601. 312/577-7610. [www.womma.org](http://www.womma.org). Suzanne Fanning, Pres.

## Awards

**Adrian Awards**, Hospitality Sales & Marketing Association Int'l., 7918 Jones Branch Drive, #300, McLean, VA, 22102. 703/506-3280; fax: 703/506-3266. [www.hsmi.org](http://www.hsmi.org). Robert A. Gilbert, Pres. & CEO.

**Advertising Woman of the Year Award**, Advertising Women of NY, 28 W. 44th St., #912, New York, NY, 10036. 212/221-7969. [www.awny.org](http://www.awny.org). Lynn Branigan, Exec. Dir.

**Alexander Hamilton Medal - Institute for PR**, University of Florida, P.O. Box 118400, 2096 Weimer Hall, Gainesville, Florida, 32611-8400. 352/392-0280. [www.instituteforpr.org](http://www.instituteforpr.org). Tina McCorkindale, Pres. & CEO.

**AME - Advertising & Marketing Effectiveness Awards, New York Festivals**, 260 W. 39th St., 10th fl., New York, NY, 10018. 212/643-4800. [www.AMEawards.com](http://www.AMEawards.com). Alisun Armstrong, Exec. Dir.

**American Hotel & Lodging Association's Stars of the Industry Awards**, 1250 I St., N.W., Washington, DC, 20005. 202/289-3100; fax: 202/289-3199. [www.ahla.com](http://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](mailto:info@ApexAwards.com); [www.ApexAwards.com](http://www.ApexAwards.com). John De Lellis, Editor and Publisher, Anne Lopez, APEX Program Manager.

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

**Association TRENDS Annual All-Media Contest**, Columbia Books, 4340 East-West Highway, #300, Bethesda, MD, 20814. 202/464-1662. [www.associationtrends.com](http://www.associationtrends.com). Jamie Herring.

**Astrid Awards**, Sponsored by MerComm, Inc., 500 Executive Blvd., Ossining-on-Hudson, NY, 10562. 914/923-9400. [www.mercommawards.com](http://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.avaawards.com](http://www.avaawards.com). Ed Dalheim, Program Director.

**Bell Ringer Awards**, Publicity Club of New England, P.O. Box 415, Belmont, MA, 02478. 508/213-8800. [megan@pubclub.org](mailto:megan@pubclub.org); [www.pubclub.org](http://www.pubclub.org). Megan Noonan, Exec. Administrator.

**Big Apple Awards**, PRSA/New York Chapter, 41 Madison Ave., 5th Fl., New York, NY, 10010. 212/228-7228. [www.prsany.org](http://www.prsany.org). Carol Davis-Grossman, Exec. Dir.

**Bronze Anvil Awards of PR Society of America**, 33 Maiden Lane, 11th fl., New York, NY, 10038. 212/460-1400. [www.prsa.org](http://www.prsa.org). Laurent Lawrence, Director of PR.

**Clarion Awards**, Association for Women in Communications, 3337 Duke St., Alexandria, VA, 22314. 703/370-7436. [www.womcom.org](http://www.womcom.org). Pamela Valenzuela, Exec. Dir.

**CLIO Awards**, 825 8th Ave., 29th fl., New York, NY, 10019. 212/683-4300. [www.clioawards.com](http://www.clioawards.com). Nicole Purcell, Pres.

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**CODiE Awards**, Software & Info Industry Association, 1090 Vermont Ave., N.W., 6th fl., Washington, DC, 20005. 949/448-0545. [jbaranowski@siia.net](mailto:jbaranowski@siia.net); [www.siia.net/codie](http://www.siia.net/codie). Jennifer Baranowski, Awards Dir.

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**Galaxy Awards**, Sponsored by MerComm, Inc., 500 Executive Blvd., Ossining-on-Hudson, NY, 10562. 914/923-9400. [www.mercommawards.com](http://www.mercommawards.com). Reni L. Witt, Pres.

**Gold Anvil Award of PR Society of America**, 33 Maiden Lane, 11th Fl., New York, NY, 10038. 212/460-1400. [www.prsa.org](http://www.prsa.org). Laurent Lawrence, Director of 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](http://www.asaecenter.org). John H. Graham, Pres. & CEO.

**Gold Ink Awards**, NAPCO Media, 1500 Spring Garden St., 12th fl., Philadelphia, PA, 19130. 215/238-5300. [www.goldink.com](http://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](http://www.iabc.com). Carlos Fulcher, Exec. Dir.

**Golden Trumpet Awards**, Publicity Club of Chicago, P.O. Box 663, Deerfield, IL, 60015. 773/463-5560; fax: 773/463-5570. [office@publicity.org](mailto:office@publicity.org); [www.publicity.org](http://www.publicity.org). David Brimm, Exec. Director.

**Hermes Creative Awards**, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX, 75207. 214/377-3525. [www.hermesawards.com](http://www.hermesawards.com). Ed Dalheim, Program Director.

**iNova Awards**, Sponsored by MerComm, Inc., 500 Executive Blvd., Ossining-on-Hudson, NY, 10562. 914/923-9400. [www.mercommawards.com](http://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](http://www.instituteforpr.org). Tina McCorkindale, Pres. & CEO.

**Magellan Awards**, LACP - League of American Communications Professionals, 999 Vanderbilt Beach Rd., #200, Naples, FL, 34108. 800/709-LACP. [www.lacp.com](http://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](http://www.marcomawards.com). Ed Dalheim, Program Director.

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

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

**NAGC Communicator of the Year Award, National Association of Government Communicators**, 201 Park Washington Court, Falls Church, VA, 22046. 703/538-1787. [www.nagconline.org](http://www.nagconline.org). Elizabeth Armstrong, Exec. Dir.

**New Jersey Awards**, New Jersey Advertising Club, 199 Prospect Ave., #7250, North Arlington, NJ, 07031. 201/998-5133; fax: 201/998-7839. [www.njadclub.org](http://www.njadclub.org). Pat Hanley, Admin.

**New York Festivals, Int'l Television & Film Awards**, 260 W. 39th St., 10th fl., New York, NY, 10018. 212/643-4800. [www.newyorkfestivals.com](http://www.newyorkfestivals.com). Rose Anderson, Exec. Dir.

**Outstanding Educator Award of PR Society of America**, 33 Maiden Lane, 11th fl., New York, NY, 10038. 212/460-1400. [www.prsa.org](http://www.prsa.org). Laurent Lawrence, Director of PR.

**Paul M. Lund Public Service Award of PR Society of America**, 33 Maiden Lane, 11th fl., New York, NY, 10038. 212/460-1400. [www.prsa.org](http://www.prsa.org). Laurent Lawrence, Director of 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](http://www.asaecenter.org). John H. Graham, Pres. & CEO.

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

**ReBrand 100 Global Awards**, 24 Corliss St., #6791, Providence, RI, 02940. 401/785-1412. [www.rebrand.com](http://www.rebrand.com). Anaenzi 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, 46208-4045. 317/927-8000. [www.spj.org](http://www.spj.org). Joe Skeel, Exec. Dir.

**Silver Anvil Awards of PR Society of America**, 33 Maiden Lane, 11th fl., New York, NY, 10038. 212/460-1400. [www.prsa.org](http://www.prsa.org). Laurent Lawrence, Director of 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](http://www.dmcny.org). Stuart Boysen, Exec. Dir.

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

**Stevie Awards**, 10560 Main St., #519, Fairfax, VA, 22030. 703/547-8389. [www.StevieAwards.com](http://www.StevieAwards.com). Michael Gallagher, Pres.

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**Telly Awards, The**, 22 W. 21st St., 7th fl., North, New York, NY, 10010. 212/675-3555. [www.tellyawards.com](http://www.tellyawards.com).

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

## Books

**All the Truth is Out: The Week Politics Went Tabloid**, by Matt Bai, Vintage, 1st edition, September 2015, 288 pages.

**Clinton Cash: The Untold Story of How and Why Foreign Governments and Businesses Helped Make Bill and Hillary Rich**, by Peter Schweizer, Harper, 1st Edition, May 2015, 256 pages.

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

**Crisis Tales: Five Rules for Coping with Crises in Business, Politics and Life**, by Lanny J. Davis, Threshold Editions, Reprint Edition, January 2014, 400 pages.

**A Fighting Chance**, by Elizabeth Warren, Picador, Reprint Edition, March 2015, 400 pages.

**Friend of the Court: On the Front Lines of the First Amendment**, by Floyd Abrams, Yale University Press, June 2013, 488 pages.

**From Kristallnacht to Watergate: Memoirs of a Newspaperman**, by Harry Rosenfeld, Excelsior Editions, 1st Edition, September 2013, 377 pages.

**Glass Jaw: A Manifesto for Defending Fragile Reputations in an Age of Instant Scandal**, by Eric Dezenhall, Twelve, an imprint of Grand Central Publishing, October 2014, 288 pages.

**Global Muckraking: 100 Years of Investigative Journalism from Around the World**, by Anya Schiffrin, The New Press, August 2014, 256 pages.

**How to Write and Give a Speech: A Practical Guide for Anyone Who Has to Make Every Word Count**, by Joan Detz, St. Martin's Griffin, 3rd Edition, March 2014, 240 pages.

**In the Line of Fire: How to Handle Tough Questions...When it Counts**, by Jerry Weissman, Pearson FT Press, 2nd Edition, September 2013, 224 pages.

**International Libel & Privacy Handbook: A Global Reference for Journalists, Publishers, Webmasters, and Lawyers**, by Charles J. Glasser Jr., Bloomberg Press, 3rd Edition, February 2013, 592 pages.

**The Last Magazine: A Novel**, by Michael Hastings, Plume, Reprint Edition, May 2015, 352 pages.

**The Law of Public Communication**, by Kent R. Middleton and William E. Lee, Routledge, 9th Edition, August 2013, 624 pages.

**League of Denial: The NFL, Concussions and the Battle for the Truth**, by Mark Fainaru-Wada and Steve Fainaru, Three Rivers Press, 1st Edition, August 2014, 432 pages.

**The Loudest Voice in the Room: How**

**the Brilliant, Bombastic Roger Ailes built Fox News--and Divided a Country**, by Gabriel Sherman, Random House, 1st Edition, January 2014, 560 pages.

**Mad as Hell: The Making of Network and the Fateful Vision of the Angriest Man in Movies**, by Dave Itzkoff, Picador, Reprint Edition, March 2015, 304 pages.

**Making News at The New York Times (The New Media World)**, by Nikki Usher, University of Michigan Press, April 2014, 294 pages.

**Marketing: An Introduction**, by Gary Armstrong and Philip Kotler, Prentice Hall, 12th Edition, January 2014, 672 pages.

**The Nazi Account**, by Larry Roth, CreateSpace Independent Publishing Platform, 1st edition, August 2014, 290 pages.

**Not Cool: The Hipster Elite and Their War on You**, by Greg Gutfeld, Crown Forum, 1st edition, March 2014, 272 pages.

**On Deadline: Managing Media Relations**, by Carole M. Howard, Wilma K. Mathews, Waveland Press Inc., 5th Edition, March 2013, 240 pages.

**The PR Masterclass: How to Develop a Public Relations Strategy that Works!**, by Alex Singleton, Wiley, 1st Edition, February 2014, 208 pages.

**The Practice of Public Relations**, by Fraser P. Seitel, Prentice Hall, 12th Edition, May 2013, 456 pages.

**Public Relations: Strategies and Tactics**, by Dennis L. Wilcox, Glen T. Cameron, and Bryan H. Reber, Pearson Education Limited, 11th Edition, July 2014, 624 pages.

**Public Relations Writing: The Essentials of Style and Format**, by Thomas H. Bivins, McGraw-Hill Education, 8th Edition, February 2013, 352 pages.

**Reputation Management: The Key to Successful PR and Corporate Communication**, by John Doorley and Helio Fred Garcia, Routledge, 3rd Edition, February 2015, 442 pages.

**S Street Rising: Crack, Murder and Redemption in D.C.**, by Ruben Castaneda, Bloomsbury USA, 1st Edition, July 2014, 304 pages.

**The Silencing: How the Left is Killing Free Speech**, by Kirsten Powers, Regnery Publishing, May 2015, 304 pages.

**So Wrong for So Long: How the Press, the Pundits -- and the President -- Failed on Iraq**, by Greg Mitchell, Sinclair Books, March 2013, 320 pages.

**What Did Jesus Drive? Crisis PR in Cars, Computers and Christianity**, by Jason Vines, CreateSpace Independent Publishing Platform, 1st Edition, September 2014, 400 pages.

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

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**Keep in Touch**, 30 Lafayette Sq., #118, Vernon, CT, 06066. 860/871-6500. www.keeptouch.com. Drew Crandall, Pres.

**MediaMax Online**, 550 N 3rd St., Burbank, CA, 91502. 818/260-8160. info@mediamaxonline.com; www.mediamaxonline.com. John Libby, President.



**Metro Monitor, Inc.**, 612 37th St. South, Birmingham, AL, 35222. 800/861-5255. bryancouncil@metromonitor.com; www.metromonitor.com. Bryan Council.

**News Data Service**, 29 Hopkins Rd., Plainfield, NH, 03781. 708/949-8407. info@newsdataservice.com; www.newsdataservice.com. Dave Vergin, VP, Sales & Bus. Dev.

**ShadowTV**, 630 Ninth Ave., Suite 1000, New York, NY, 10036. 212/445-2540. sales@shadowtv.com; info@shadowtv.com; www.shadowtv.com.



**Universal Information Services**, 1623 Farnam St., Suite 600, Omaha, NE, 68102. 800/408-3178. carens@universal-info.com; www.universal-info.com. Chad Arens.

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

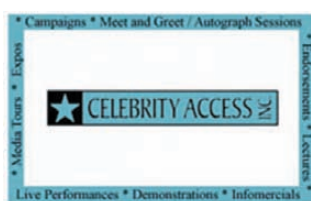
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**Lloyd Kolmer Enterprises**, 65 West 55th St., New York, NY, 10019. 212/582-4735. Lloyd Kolmer, Pres.

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

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

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**PublicRelay**, 8500 Leesburg Pike, Suite 7800, Tysons Corner, VA, 22182. 703/636-3350. info@publicrelay.com; www.publicrelay.com.



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**Tobin Communications Inc.**, P.O. Box 1268, White Plains, MD, 20695-1268. 301/661-0900. [mt@tobincommunications.com](mailto:mt@tobincommunications.com); [www.tobincommunications.com](http://www.tobincommunications.com). Maury Tobin, Pres.

## Research

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

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

**Council of American Survey Research Organizations**, 170 N. Country Rd., Suite 4, Port Jefferson, NY, 11777. 631/928-6954. [casro@casro.org](mailto:casro@casro.org); [www.casro.org](http://www.casro.org). Diane Bowers, Pres.

**Creative Civilizations**, 106 Auditorium Circle, 2nd flr., San Antonio, TX, 78205. 210/227-1999. [www.ccagency.com](http://www.ccagency.com). Gisela Girard, Pres./COO.

**D.K. Shifflet & Assocs.**, 1750 Old Meadow Road, #620, McLean, VA, 22102. 703/536-0933. [www.dksa.com](http://www.dksa.com). Douglas Shifflet, Chmn. & CEO.

**Edelman Berland**, 250 Hudson St., 15th flr., New York, NY, 10013. 212/768-0550. [www.edelmanberland.com](http://www.edelmanberland.com). Richard Edelman, Global CEO.

**evolve24**, 530 Maryville Center Dr., #250, St. Louis, MO, 63041. 314/225-2310. [www.evolve24.com](http://www.evolve24.com). Anthony Sardella, CEO.

**Futures Company, The**, 1300 Environ Way, Chapel Hill, NC, 27517. 919/932-8858. J. Walker Smith, Ph.D, Exec. Chmn.

**Gallup Inc.**, The Gallup Bldg., 901 F St., N.W., Washington, DC, 20004. 202/715-3030. [www.gallup.com](http://www.gallup.com). Jim Clifton, Chmn. & CEO.



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**LexisNexis**, 9443 Springboro Pike, Dayton, OH, 45342. 888/285-3947. [www.lexisnexis.com](http://www.lexisnexis.com). Mike Walsh, CEO, Legal & Professional, Mark Kelsey, CEO, Risk Solutions.

**Maritz Research**, 1355 N. Highway Dr., Fenton, MO, 63099. 636/827-4000. [www.maritzcx.com](http://www.maritzcx.com). David Mulkey, Sr. VP, Strategic Mktg. & Product Dev.

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**Nielsen Company, The**, 85 Broad St., New York, NY, 10004. 646/654-5000. [www.nielsen.com](http://www.nielsen.com). Mia Scott, Communication Analyst.

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**Pinpoint Market Research**, 2221 Peachtree Road NE, Suite D174, Atlanta, GA, 30309. 800/956-3409. [jennifer@pinpointmarketresearch.com](mailto:jennifer@pinpointmarketresearch.com); [www.pinpointmarketresearch.com](http://www.pinpointmarketresearch.com). Jennifer Jones.

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**SSRS**, 53 West Baltimore Pike, Media, PA, 19063. 484/840-4300. [www.ssrs.com](http://www.ssrs.com). Melissa Herrmann, Pres.

**Standard & Poor's Research Reports**, 55 Water St., New York, NY, 10041. 212/438-2000. [www.standardandpoors.com](http://www.standardandpoors.com). Christine Elliott, Sr. VP, Mktg. & Comms.

## Satellite Media Tours

**A-1 Broadcast**, 2030 Powers Ferry Rd., SE, Suite 400, Atlanta, GA, 30339. 770/790-3690 ext. 175. [Sales@A-1Broadcast.com](mailto:Sales@A-1Broadcast.com); [www.A-1Broadcast.com](http://www.A-1Broadcast.com). Beverly Brunston.



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erin@artisanproductionhouse.com;  
kara@artisanproductionhouse.com;  
www.artisanproductionhouse.com.  
Erin Lahey Schwitter, Producer/Partner;  
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Artisan Production House is a full service production company specializing in food and lifestyle publicity. We are known for our integrated brand strategy through satellite TV junkets, live/launch events, videos and celebrity talent partnerships. We work with you to tell your story and give it relevance, producing brand content that provides consumers something worth talking about. Our personal relationships with TV Producers and media influencers throughout the country and high-end production capabilities (film-style shooters, editors and graphic designers) produce meaningful business results.

## AURITT COMMUNICATIONS GROUP

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

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

Our services include (but are not limited to):

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shooting and editing to delivery of master

- Media Training
- TV Satellite, Radio and Online Media Tours
- Integrated Media Tours
- Social Media Campaigns, Blogger Connects and Twitter Parties
- Web Videos, Webcasts and Live Streamed Interactive Events
- Video, Audio and Multimedia News Releases
- B-Roll Packages
- PSAs



**Broadcast Direct Communications Inc.**, 130 Shore Rd., Suite 185, Port Washington, NY, 11050. iminett@broadcastdirectpr.com; pkresner@broadcastdirectpr.com. Irene Minett, 516/570-2369, Patti Kresner, 631/757-9630.

Broadcast Direct Communications, Inc. specializes in media relations for:

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

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



**CB Radio Tours**, 37 West 37th St., 12th fl., New York, NY 10018. 212/629-6532. sales@cbradio.com; www.cbradiotours.com. Natalie Camarda.

CB Radio Media Tours combines the best in breed: a proven media relations team, seasoned audio and mixing engineers and a brand new penthouse recording facility in NYC. You bring the spokesperson and we'll book back-to-back radio interviews and upload MP3 files to our FTP site for you to present to your client. For digitally-focused clients, we now offer Podcast Media Tours (PMTs).

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

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**Lyons PR**, 10410 N. Kensington Pkwy., Suite 305, Kensington, MD, 20895. 301/942-1306; fax: 301/942-1361.  
www.lyonspr.com. Dan Lyons, President.

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

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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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**Feintuch Communications**, 245 Park Ave., 39th fl., New York, NY 10167. 212/808-4900. info@feintuchpr.com; www.feintuchcommunications.com. Richard Roher, Managing Partner and Director of Social Media.

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

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

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**IPR Software**, 16501 Ventura Blvd., #424, Encino, CA, 91436. 800/514-1897. www.iprsoftware.com. JD Bowles, President & 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.

See full listing under Special Events.

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

## Website Development



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

At Point provides the services of developing websites and managing the Internet operations of businesses, both small and large, that do not have the experience or the resources in-house to perform these functions. Clients receive personalized and high quality customer service, solutions that fit their budgets, and the assurance of At Point's reliability.

**Concepts, Inc.**, 4800 Hampden Lane, Suite 200, Bethesda, MD, 20814. 240/482-3709. info@conceptscmm.com; www.conceptscmm.com. Karen Herson, President.

## 0-9

24-7 Press Release Newswire: Press  
Release Distribution  
70kft: Copywriters

## A

A-1 Broadcast: Satellite Media Tours  
A Fighting Chance: Books  
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  
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  
All the Truth is Out: The Week Politics  
Went Tabloid: Books  
Allerton, Heneghan & O'Neill: Executive  
Search  
Allhealth Public Relations: Promotions  
Alliance for Women in Media:  
Associations  
Allied Vaughn: Video  
AME - Advertising & Marketing  
Effectiveness Awards, New York  
Festivals,; 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  
Artisan Production House: Satellite Media  
Tours, Video

ASAE & The Center For Assn.  
Leadership: Associations  
ASAE & The Center for Assn.  
Leadership: Education  
Aspen Marketing Services: Special Events  
Associated Press, The: Camera-Ready  
Releases, 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

## B

Bader TV News: Video  
Bell Ringer Awards: Awards  
Bella PR: Public Relations Networks  
Bernhardt Fudyma Design Group: Annual  
Reports/Design/Branding  
Big Apple Awards: Awards  
BizBash Media: Newsletters  
Black PR Wire Inc.: Newswires/Press  
Services  
Blink: Crisis Management  
Bloom Gross & Associates: Executive  
Search  
Bonnie Ott Promotions & AIA New  
Dimensions in Marketing: Promotions  
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  
Bruce Wodder Photography:  
Photographers/Stock Photo  
Buchbinder Tunick & Company LLP:  
CPA/Consulting Services  
Burke Marketing Research Inc.: Research

## C

C. Lewis Shows & Events: Special Events  
Cable & TV Station Coverage Atlas:  
Directories  
Cameron Communications Inc.: Media  
Training  
Can Stock Photo: Photographers/Stock  
Photo  
Cantor Integrated Marketing Search:  
Executive Search  
Capitol City Speakers Bureau: Speakers  
Service (Talent)  
Caplan Communications LLC: Radio  
Cardwell Enterprises: Executive Search  
Career Press: Directory Publishers  
Carma: Newsletters  
Carma International: Measurement &  
Evaluation  
Cavanaugh & Assocs. Inc.: Celebrities  
CB Radio Tours: Media  
Tours/Roadshows, Radio, Satellite  
Media Tours  
CCI - Corporate Communication  
International at Baruch College/CUNY:  
Education  
Celebrities, Plus Inc.: Media  
Tours/Roadshows  
Celebrity Access, Inc.: Celebrities  
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  
Clarion Awards: Awards  
ClickTime: Software  
Clinton Cash: The Untold Story of How  
and Why Foreign Governments and  
Businesses Helped Make Bill and  
Hillary Rich: Books  
Clinton Inc.: The Audacious Rebuilding  
of a Political Machine: Books  
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  
 Competitive Edge Newsletter: Newsletters  
 Concepts, Inc.: Newsletters, Promotions, Public Service Announcements, Social Media, Speechwriting, Website Development  
 Conch Republic Media Group: Video  
 Conference Board, The: Conventions/Conference Planners, Special Events  
 Congressional Yellow Book: Directories  
 Consultants and Consulting Organizations Directory: Directories  
 Conus Archive, The: Video  
 Corey Weiner Marketing Communications Project Management: Content Marketing  
 Corporate Events: Special Events  
 Corporate Public Issues: Newsletters  
 Council of American Survey Research Organizations: Research  
 Cover Edge Television News Service: Television (TV) Production  
 CPR, The International Institute For Conflict Prevention and Resolution: Associations  
 Creative Civilizations: Research  
 Cresta Creative: Video  
 Crews Control: Video  
 Crisis Tales: Five Rules for Coping with Crises in Business, Politics and Life: Books  
 Critical Mention Inc.: Broadcast Monitoring Services  
 Cushman & Associates, Judith: Executive Search  
 CustomScoop: Clipping Services  
 CW& Co.: Special Events

**D**

D S Simon Media: Content Marketing, Interactive/Multimedia Services, Radio, Satellite Media Tours  
 D.K. Shifflet & Assocs.: Research  
 Deltek: Software  
 DHR Int'l: Executive Search  
 Dietrich Nelson & Associates, Inc.: Electronic Newsfeeds/Satellite Services, Public Service Announcements, Satellite Media Tours, Video  
 DigiClips, Inc.: Broadcast Monitoring Services  
 Direct Marketing Association: Associations  
 Direct Marketing Club of New York:

Associations  
 Directory of Business Information Resources: Directories  
 Dominion Productions: Video  
 Double R Productions: Video  
 DRG (Development Resource Group): Executive Search

**E**

E.J. Krause & Associates Inc.: Conventions/Conference Planners  
 Eagles Talent Connection: Speakers Service (Talent)  
 Edelman Berland: Research  
 Edgewise: Copywriters  
 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  
 Eventage: Special Events  
 Evolve Media: Video  
 evolve24: Research

**F**

Facts on File Publications Inc.: Directory Publishers  
 Feats Inc.: Special Events  
 Feature Photo Service Inc.: Photographers/Stock Photo  
 Federal Yellow Book, The: Directories  
 Feintuch Communications: Crisis Management, Media Training, Social Media  
 Finger Design Associates: Graphic Services  
 First Draft: Newsletters  
 Flesher & Associates: Executive Search  
 Florida PR Association: Associations  
 Formula PR: Special Events  
 Forum Group, The: Executive Search  
 Fotosearch Stock Photography: Photographers/Stock Photo  
 Friend of the Court: On the Front Lines of the First Amendment: Books  
 From Kristallnacht to Watergate: Memoirs of a Newspaperman: Books  
 Fry Group, The: Executive Search  
 Futures Company, The: Research

**G**

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  
 GfK: Research  
 Gilbert Tweed Associates: Executive Search  
 Glass Jaw: A Manifesto for Defending Fragile Reputations in an Age of Instant Scandal: Books  
 Global Muckraking: 100 Years of Investigative Journalism from Around the World: Books  
 Gold Anvil Award of PR Society of America: Awards  
 Gold Circle Awards: Awards  
 Gold Ink Awards: Awards  
 Gold Quill Awards: Awards  
 Golden Trumpet Awards: Awards  
 Gonzaga University, Communication Studies: Education  
 Google: Research  
 Gorkana Inc.: Measurement & Evaluation, Media Lists, Public Relations Networks, Special Events  
 Gould+Partners LLC: CPA/Consulting Services, Management Consultants, Mergers & Acquisitions  
 Gourvitz Communications Inc.: Satellite Media Tours  
 Greater Talent Network: Celebrities, Speakers Service (Talent)  
 GreenBook Online Guide for Buyers of Marketing Research: Directories  
 Greenleaf Book Group: Editorial Distribution & Services  
 Grey House Publishing: Directory Publishers  
 GRS Systems Inc.: Video

**H**

Hampton Group, The: Media Training  
 Harry Walker Agency: Speakers Service (Talent)  
 Headquarters USA Directory: Directories  
 Healthcare Businesswomen's Association: Associations  
 Heckhoff Executive Search Inc.: Executive Search  
 Hedquist Productions: Radio  
 Heidrick & Struggles: Executive Search  
 Henninger Media Services: Video  
 Herbert Mines Associates: Executive Search  
 Hermes Creative Awards: Awards

Heyman Associates Inc.: Executive Search  
 Hispanic Market Works: Directories  
 History Associates: Research  
 Hospitality Sales & Marketing Association Int'l.: Associations  
 How to Write and Give a Speech: A Practical Guide for Anyone Who Has to Make Every Word Count: Books  
 Howard-Sloan-Koller Group, The: Executive Search  
 Hudson's Washington News Media Contacts Directory: Directories  
 Hunter Public Relations: Social Media

**I**

IEG LLC: Special Events  
 Impact Communications: Media Training  
 In the Line of Fire: How to Handle Tough Questions...When it Counts: Books  
 INC Design: Annual Reports/Design/Branding  
 Infoition News Services Inc.: Media Monitoring  
 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  
 Interface Media Group: Video  
 International Association of Business Communicators: Associations  
 International Association of Business Communicators, Wash., D.C. Chapter: Associations  
 International Association of Speakers Bureaus: Associations  
 International Digital Enterprise Alliance: Associations  
 International Libel & Privacy Handbook: A Global Reference for Journalists, Publishers, Webmasters, and Lawyers: Books  
 International PR Assn., IPRA: Associations  
 Intersource Recruiting: Executive Search  
 IPR Software: Software  
 IPREX, Global network of communication agencies: Public Relations Networks  
 isentia: Measurement & Evaluation  
 Issue Management Council: Associations  
 Ivanhoe Broadcast News Inc.: Video  
 Iverson Language Assocs. Inc., Div. of TransPerfect: Translation Services

**J**

J Tech: Executive Search

J.D. Power & Associates: Research  
 Jack Felton Golden Ruler Award: Awards  
 Jane Gerard Executive Search, Inc.: Executive Search  
 Jenkins Group: Editorial Distribution & Services  
 JL Insight Communications: Media Training  
 John Kneapler Design: Graphic Services  
 Johnson Strategic Communications, Inc.: Annual Reports/Design/Branding  
 Joy Reed Belt Search Consultants: Executive Search  
 JSH&A Ltd: Media Training, Social Media

**K**

Karen Friedman Enterprises Inc.: Media Training  
 Keep in Touch: Broadcast Monitoring Services  
 KEF Media: Satellite Media Tours  
 Kennedy Information: Directory Publishers  
 Keppler Speakers: 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  
 Language Bank: Translation Services  
 Laskin Media Inc.: Media Training  
 Laurie Mitchell & Company, Inc. Marketing & Comms. Executive Search: Executive Search  
 Law Firms Yellow Book: Directories  
 LBF Recruitment Strategies: Executive Search  
 Leader Room, The: Media Training  
 Leadership Directories: Directory Publishers  
 Leading Authorities Inc.: Speakers Service (Talent)  
 League of Denial: The NFL, Concussions and the Battle for the Truth: Books  
 LexisNexis: Research  
 Licensing Source Book: Directories  
 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  
 Lovett Stories + Strategies: Video  
 Lukaszewski Group, Division of Risdall Marketing: Crisis Management  
 Lyons PR: Satellite Media Tours

**M**

Mad as Hell: The Making of Network and the Fateful Vision of the Angriest Man in Movies: Books  
 Magellan Awards: Awards  
 Magnify Digital: Social Media  
 Major Mailers Online Database: Directories  
 Making News at The New York Times (The New Media World) : Books  
 Management Recruiters Int'l of Boston: Executive Search  
 MarCom Awards: Awards  
 Marketing: An Introduction: Books  
 Maritz Research: Research  
 Market it Write: Copywriters  
 Marketing Maven: Integrated Marketing & PR, Social Media  
 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  
 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  
 Metro Creative Graphics, Inc.: Editorial Distribution & Services  
 Metro Monitor, Inc.: Broadcast Monitoring Services, Clipping Services, Media Monitoring  
 Moldow Communications LLC: Satellite Media Tours  
 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  
 M|A|R|C Research: Research

# **N**

NAGC Communicator of the Year Award,  
National Association of Government  
Communicators: Awards  
National Aircheck: Media Monitoring,  
Radio  
National Association of Broadcasters:  
Associations  
National Association of Business Political  
Action Committees: Associations  
National Association of Government  
Communicators: Associations, 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 Jersey Awards: Awards  
New York Festivals, Int'l Television &  
Film Awards: Awards  
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  
NewsWatch: Video  
Newz Group: Clipping Services  
Nielsen Company, The: Research  
Nikki Richardson: Media Training  
Northeastern University College of  
Professional Studies: Education  
Not Cool: The Hipster Elite and Their  
War on You: Books  
nVision: Special Events  
NYU School of Professional Studies,  
M.S. in Public Relations and Corporate  
Communication: Education

# **O**

O'Dwyer's: Directory Publishers

O'Dwyer's Directory of Public Relations  
Firms: Directories  
O'Sullivan Comms.: Translation Services  
OmniGraphics: Directory Publishers  
On Deadline: Managing Media Relations:  
Books  
Online News Association, c/o NPR:  
Associations  
ORC International: Research  
Osprey Communications: Video  
Outstanding Educator Award of PR  
Society of America: Awards  
Oxbridge Directory of Newsletters:  
Directories

# **P**

Paladin Staffing Services: Employment  
Services  
Parallax Productions Inc.: Television (TV)  
Production, Video  
Park Avenue Post Inc.: Video  
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  
Pinpoint Market Research: Research  
PLUS Media Inc.: Radio  
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  
Public Relations: Strategies and Tactics:  
Books  
Public Relations Writing: The Essentials  
of Style and Format: Books  
Publicity Club of Chicago: Associations  
Publicity Club of New England:  
Associations  
Publicity Club of New York: Associations  
PublicRelay: Clipping Services,  
Measurement & Evaluation, Media  
Monitoring  
Purdue University, Online Master of  
Science in Communication: Education

# **Q**

Queens University of Charlotte, Online  
Master of Arts in Communication:  
Education  
Questar Awards: Awards  
Queue Associates: Software  
Quinn & Co. Public Relations: Social  
Media  
Quinnipiac University, Master of Science  
in Public Relations: Education

# **R**

Radio Television Digital News  
Association: Associations  
Ragan Report, The: Newsletters  
RCM Broadcast Communications Inc.:  
Public Service Announcements, Satellite  
Media Tours  
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  
Services  
Reputation Management: The Key to  
Successful PR and Corporate  
Communication: Books  
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

**S**

S Street Rising: Crack, Murder and Redemption in D.C.: Books  
 Sachs Media Group: Crisis Management  
 Sadler Productions: Video  
 Sard Verbinen & Co.: Crisis Management  
 Schneider Associates: Integrated Marketing & PR, Search Engine Optimization  
 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, BA, Communications: Education  
 SMM Advertising: Graphic Services  
 So Wrong for So Long: How the Press, the Pundits – and the President – Failed on Iraq: Books  
 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: Associations  
 Society of American Travel Writers' Directory: Directories  
 Society of Professional Journalists: Associations  
 Sorkins Directory of Business & Government: Directories  
 Speakers On Healthcare: Celebrities, Speakers Service (Talent)  
 Spencer Stuart & Associates: Executive Search  
 SSRS: Research  
 Standard & Poor's Research Reports: Research  
 Standard Periodical Directory: Directories  
 Stevens Group, The: Mergers & Acquisitions  
 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  
 Synergy Events: Special Events  
 Syntaxis Inc.: Education  
 Syracuse University, S.I. Newhouse School of Public Communications: Education

**T**

T. J. Sacks & Associates: Copywriters, Integrated Marketing & PR, Newsletters  
 Take One Productions: Video  
 TANE Digital Video: Video  
 Teen Kids News, LLC: Television (TV) Production  
 TEKgroup Int'l Inc.: Software  
 Television & Cable Factbook: Directories  
 Telly Awards, The: Awards  
 Tesar-Reynolds Inc.: Executive Search  
 The Brandon Agency: Integrated Marketing & PR  
 The Last Magazine: A Novel: Books  
 The Law of Public Communication: Books  
 The Loudest Voice in the Room: How the Brilliant, Bombastic Roger Ailes built Fox News--and Divided a Country: Books  
 The Nazi Account: Books  
 The PR Masterclass: How to Develop a Public Relations Strategy that Works!: Books  
 The Practice of Public Relations: Books  
 Thomson Reuters: Newswires/Press Services  
 The Silencing: How the Left is Killing Free Speech: Books  
 THUNK! Media, Inc.: Satellite Media Tours  
 Tobin Communications Inc.: Radio  
 Travaille Executive Search: Executive Search  
 Tufts University, Gerald J. & Dorothy R. Friedman School of Nutrition Science and Policy, Master's Degree Program in Nutrition Communication: Education  
 TV Access: Public Service Announcements  
 TV Eyes: Media Monitoring  
 TVA Media Group: Video

**U**

Universal Information Services: Broadcast

Monitoring Services, Clipping Services, Measurement & Evaluation, Media Monitoring  
 University of Denver, University College: 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

**V**

Ventana Productions: Video  
 Very Special Events: Special Events  
 Video Image Productions: Video  
 VideoLink Inc.: 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

**W**

W. Howard Chase Award: Awards  
 Ward Group, The: Executive Search  
 Washington Independent Productions: Video  
 Washington Speakers Bureau: Speakers Service (Talent)  
 Washington Women in PR: Associations  
 Westport Entertainment Associates: Celebrities  
 What Did Jesus Drive? Crisis PR in Cars, Computers and Christianity: Books  
 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 Association: 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



Join PR's biggest marketplace for  
PR products & services--only \$25

Dear PR Service Firm:

If you would like to be listed in **O'Dwyer's 2017 PR Buyer's Guide**, which will be published in the January 2017 issue of O'Dwyer's magazine, provide your information on this form. O'Dwyer's magazine is read by more than 10,000 PR professionals each month and is now in its 30th year. **Your entry will also appear on PR's No. 1 website, [odwyerpr.com](http://odwyerpr.com)**, throughout 2017. This is where communicators shop online for services and products and it is the one web database you need to be part of. [odwyerpr.com](http://odwyerpr.com) averages 60,000 visits per month. Basic listing cost is \$25 per category (each additional category is \$20). Feel free to suggest a new one.

Name of Firm \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Phone \_\_\_\_\_ Website \_\_\_\_\_ E-mail \_\_\_\_\_

Staffers \_\_\_\_\_

Categories \_\_\_\_\_

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

**75-word description** (each additional 40 words is \$125) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(Use separate sheet if necessary)

#### PR Buyer's Guide Categories

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

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