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Special Issue: Crisis

360° VR: The future of storytelling Troubleshooting a crisis plan

Citizen journalism's impact on crisis management

Preparing for a crisis before it hits

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2016 in review: Trump bypasses press, PR functions

onald Trump's successful tactic of communicating directly to the public via tweets and other means, almost never having a news conference, is a worrisome development both for journalism and public relations.

Both industries have lost lots of their powers in recent years. The number of reporters has shrunk along with ad revenues. Both Gallup and Pew put confidence in media around 20 percent. It used to be in the '70s.

Media that bet heavily on Clinton winning the presidency were red-faced when the results became known. New York Times publisher Arthur Sulzberger Jr. published a half-hearted apology for the almost non-stop attacks on the Trump candidacy. The *Times*' estimate that Clinton had an 84 percent chance of winning, made on the day of the election, resulted in some women thinking there was no need to vote.

The *Times* is an example of media shrinkage. It is sub-leasing eight floors of its 52-story building at 620 Eighth Ave. between 40th and 41st streets. About 400 employees are affected. Hundreds of other employees have been laid off in recent years. The *Times* sold 21 floors of its space in the building in 2009 for \$225 million and leased it for 15 years. It could buy it back for \$250 million in 2019. The Times owns 58 percent of the building and Forest City, 42 percent.

Tribune Media Co., Chicago, sold the Chicago Tribune and Los Angeles Times in 2014 and this year sold the iconic Tribune Tower in Chicago and the *Times* building in L.A. after an employee buyout program.

PR/press relations may warm

Signs that PR/press relations may warm up after being cool for decades appeared at the Institute for PR dinner Nov. 30.

Patrick Ford, Burson-Marsteller executive and recipient of the Alexander Hamilton Medal of IPR, said the "most important role" of PR people is to "focus as much or more on behavior as we do on words."

Among those listening was Tina McCorkindale, president of IPR who herself has said effective communications requires that people talk to each other, even if they disagree. She calls this "dialogic looping."

The same advice was given at the dinner by Distinguished Lecturer Geoff Colvin, Fortune editor-at-large, who spoke about the importance of face-to-face communications. Certain parts of the brain "light up" when people are facing each other but are inactive when they talk to each other without being F2F, he said, quoting research.

PR availability is needed

This reminded us of what Harold Burson said in accepting the PRSA Foundation's Paladin award for courage in communications in 2012. PR, according to Burson, has four duties: to listen; to be the corporate conscience; communicate, including answering questions and serve as "ombudsman" representing the public's interest to companies.

Our wish list for 2017 is that corporate and association PR people reach out to the press and not wait for the press to call them. Emails and phones of press contacts should be on websites rather than boxes where questions can be submitted. PR groups including PRSA, IABC and the Arthur W. Page Society should open their membership lists to the press. PRSA and IABC used to publish their lists. Reporters should be able to join PRSA.

One reason for the decline in the influence of the press is that it has become hard for reporters to prize any facts out of companies and institutions. Press conferences and interviews with CEOs and other top execs have about vanished. Much of reporting today is combing official records, "data-mining."

PR professors, who have replaced PR firms and corporations as the dominant element in PRSA, can lead such reforms if they wish. They must erase the bogus designation of APR from the Society's governance structure. Despite a move to do that led by Richard Edelman, Art Stevens and Dave Rickey in 2010, the 2017 board will have 16 APRs and one non-APR.

Cision surprises

Cision, which owns PR Newswire, Vocus and Gorkana, with annual revenues reaching \$630 million, emerged as the largest PR services company. Kevin Akeroyd, Senior VP of Oracle, joined as CEO, succeeding Peter Granat, who becomes Chairman of the Chicago-based company.

Cision unveiled an integrated platform titled the Cision Communication Cloud that integrates earned media with paid and owned channels into a single platform, allowing communication pros better insights and the ability to establish a stronger multichannel content strategy. Users can monitor trending topics with access to millions of news stories across online, print, broadcast and social channels. It also provides content management and media outreach performance tools that allow users to target and engage audiences and influencer communities, leading them to make better real-time decisions. O

— Jack O'Dwyer



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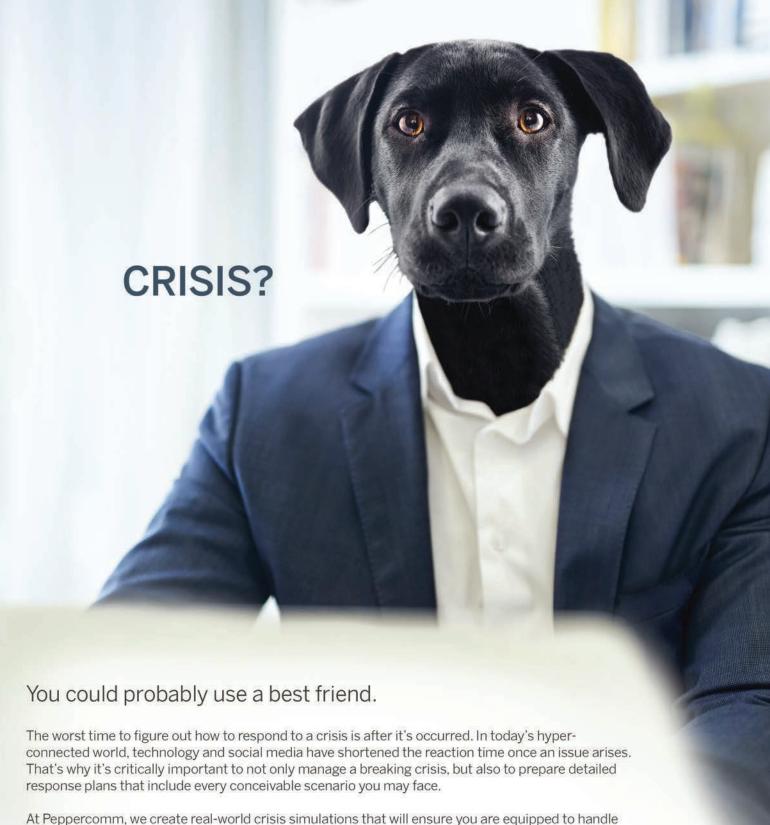
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Millennials more likely to spot workplace discrimination

Millennials value the role diversity plays in the workplace, and place a high priority on this factor when searching for prospective iobs.

By Jon Gingerich

iversity's role in the workplace maintains a far higher priority among Millennials than older generations, and members of this demographic place a premium on this factor when searching for prospective jobs, according to a December report issued by Weber Shandwick and the Institute for Public Relations.

Millennials now comprise more than a third of all employed Americans, and 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.

Nearly half — 47 percent — of this generation said they consider diversity and inclusion to be important criterion when considering potential employers, significantly higher than Gen X (33 percent) and Baby Boomer (37 percent) job seekers. The study also found that far more Millennials (64 percent) claimed they were comfortable discussing issues related to workplace diversity and inclusion than members of the Gen X (57 percent) and Baby Boomer (54 percent) generations.

When it comes to the prevailing reasons why workplace diversity was important, all three generations listed diversity's role in making a workplace a generally better environment among their top reasons. Millennials and GenXers also widely claimed that diversity increases opportunities for all employees. However, GenXers and Boomers also listed outside pressure and a need to improve a company's reputation as important reasons for workplace diversity. Millennials, on the other hand, also cited the notion that diversity improves employee morale.

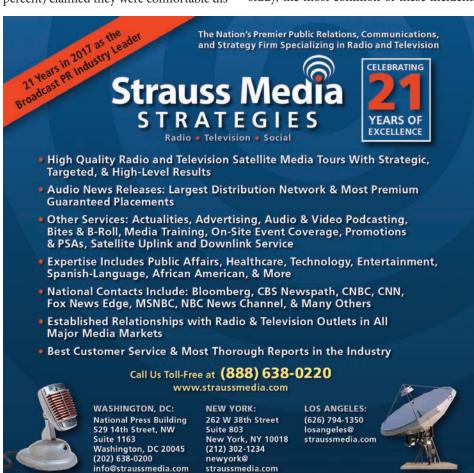
Research also found that nearly six out of every 10 U.S. employees (58 percent) have witnessed some form of discrimination or bias in the workplace. According to the study, the most common of these incidents

involved racial or ethnic discrimination, followed by gender discrimination and age discrimination.

The study suggests Millennials are significantly more likely to be attuned to these behaviors, as this demographic statistically reported far higher occurrences of discriminatory incidents than older generations. Incidents of racial discrimination, for example, was noticed by 27 percent of Millennials, versus 21 percent of GenXers and 14 percent of Baby Boomers. 23 percent of Millennial respondents said they've witnessed gender discrimination in the workplace, versus 16 percent of GenXers and 13 percent of Baby Boomers. 22 percent of Millennials polled said they've seen age discrimination in their place of employment, versus 15 percent of GenXers and 16 percent of Baby Boomers.

The study also found that fewer than half of all U.S. employees — 44 percent — believe their employer is doing a good job communicating workplace diversity and inclusion

On the other hand, about a third of all respondents — 34 percent — said they actually experience more diversity at their jobs than in their personal lives. Interestingly enough, Millennials were more likely to agree with this statement — 36 percent — suggesting a greater disparity exists among this generation when it comes to the values they're exposed to at work in contrast to what they experience elsewhere. Moreover, a wider margin of employed Millennials - 53 percent — said they considered their workplace to be "very diverse," compared to only 46 percent of GenXers and 54 percent of Baby Boomers. O



Media brief

FCC's Wheeler to step down

Federal Communications Commission Chairman Tom Wheeler announced in December that he plans to step down from his post.

Wheeler's resignation becomes effective January 20, the day Donald Trump is sworn in as the 45th President.

Wheeler, a former telecommunications lobbyist, was appointed the FCC's 31st Chairman in 2013, succeeding former Chairman Julius Genachowski, who is now stationed at private equity giant The Carlyle Group.

Prior to becoming the nation's top telecom regulator, Wheeler was Managing Director at venture capital firm Core Capital Partners. He was also previously President of the National Cable & Telecommunications Association and President and CEO of the Cellular Telecommunications & Internet Association.

Ad industry, consumers debate responsibility for fake news

The growing controversy surrounding fake news has consumers, lawmakers and tech industry leaders debating who bears the blame and ultimately the responsibility for policing the spread of phony content over the Internet.

By Jon Gingerich

n epidemic of web outlets deliberately peddling misinformation that circulates across blogs and social media channels has now been blamed for everything from the outcome of the Presidential election to a December attack on a Washington, D.C. Pizzeria erroneously linked to a child-abuse ring.

While U.S. consumers, lawmakers and tech leaders seem to agree that the fake news phenomenon is a problem, a debate wages on regarding what should be done about it and who should be responsible for policing this content.

A recent survey from digital politics and policy outlet The Morning Consult underscores the prevalence of specious content on the web today. About half (49 percent) of respondents polled said they're exposed to fake news through Facebook or Twitter on a daily basis, and more than two-thirds (69 percent) admitted reading a news story which they later discovered was phony.

When it comes to who bears the responsibility in preventing the spread of phony news content, however, Americans appear divided. The Morning Consult survey reported that 67 percent of respondents lay the responsibility for policing fake news on search engines such as Google, but almost the same number (66 percent) believe the person reading the news bears that duty, followed by social media sites like Facebook and Twitter (63 percent) and the federal government (56 percent).

Regarding what party bears the most responsibility for ensuring this content doesn't spread, 24 percent said the obligation falls on the shoulders of the person reading the news, followed by social media sites (17 percent), the federal government (14 percent), web service providers (10 percent) and search engines (9 percent).

The Morning Consult survey, which polled more than 1,000 adults online in early December, also suggested political corollaries in respondents' answers: the survey found that those identifying as Republican were more likely to cite the person reading fake news as responsible for ensuring others aren't exposed it (25 percent, versus 20 percent of Democrats); Democrats, by contrast, were more likely to place the responsibility on social media companies (21 percent, versus 17 percent of Republicans).

Interestingly enough, the survey also found a clear majority of Americans are open to the prospect of tech companies censoring fake news, with 71 percent claiming it would be appropriate for Google to remove this content, 71 percent stating it would be permissible for Facebook and Twitter to do so, and 67 percent saying web service providers should outright ban its circulation.

Fake news becomes brand pariah

A rise in spurious news outlets is also stirring panic among brands that are now looking for ways to potentially vet their content from appearing on sites offering deceptive or misrepresentative information.

A December 8 Wall Street Journal report detailed some of the many well-known brands that are now appearing — and unknowingly, helping fund — these fringe sites, in an ad buying climate where marketing content now appears on sites not because companies placed them there, but based solely on consumers' browsing history or demographics.

Given the recent popularity of programmatic media buying, where the placement of display ads is entirely automated, it can be difficult for advertisers to know where their ads will appear, or if they're being featured on sites alongside phony content. According to September findings by digital market research company eMarketer, U.S. programmatic display ad spending could top \$25 billion by the end of this year.

While the public at present seems unable to arrive at an agreement regarding who should be responsible for addressing the fake news phenomenon, in the private sector the consensus appears discreetly clear: leaders in the tech industry should be doing something to mitigate how this content is shared, at least in the search engines and sites that direct much of the traffic to these

Google in November announced it would take steps that would prevent sites offering false or deceptive content from generating revenue through the company's ad-selling services.

Facebook Chairman, **CEO** and Co-Founder Mark Zuckerberg, who previously trivialized the role a phalanx of fake news content pouring through his network could have played in influencing the election, seems to have buckled to pressure. Facebook in November banned phony sites from using the company's advertising network to generate revenue, and the same month announced it is now mulling over ways it can limit the amount of false information being shared on the social media site, avenues that may include third-party verification services and new automated detection tools.

A May Pew Research Center survey found that 62 percent of U.S. adults get their news from social media and two-thirds of Facebook users (67 percent) use that site as a news source, which accounts for about 44 percent of the general U.S. population. •

PR brief

W20 Group acquires Sentient Interactive

Continuing a restless wave of agency acquisitions this year, marketing and communications network W20 Group has acquired Morristown, NJ-based digital marketing shop Sentient Interactive.

Sentient specializes in digital marketing, strategy, media management and SEO, as well as web design and development for clients in the healthcare, consumer, financial services and e-commerce sectors. The full-service agency, which staffs more than 50 and maintains a second office in New York, was founded in 2008 by Partners Adam Cossman, Jeff Rohwer and Walter Stevenson. Cossman serves as President, while Stevenson is Chief Operating Officer and Rohwer leads strategy.

Sentient plans to maintain its brand identity in light of the acquisition. The agency will also maintain its Morristown office, while its New York team will move into W20's existing Financial District location.

In addition to maintaining the president title at Sentient, Cossman will now also serve as W20 chief digital officer and will focus on integrating his agency's digital strategy and assets with W20's media, engagement and creative services capabilities and proprietary platforms. Stevenson and Rohwer also maintain their Sentient titles while broadening their roles within W20 Group, with Stevenson serving as Managing Director of Digital Ops and Rohwer as Managing Director of Digital Strategy.

"It's not every day that you get to combine two companies that are so complementary and who truly make the one-plus-one-equals-three equation a reality," Cossman told O'Dwyer's.

W20 this year has been in the midst of an acquisition splurge. The tech-focused independent network, which owns agencies Brewlife, Twist Mktg and WCG, in September acquired Wilmington, NC-based life sciences PR agency Pure Communications and in November bought New Hope, PA-based digital marketing firm Marketeching Solutions.

Wells Fargo, Samsung, Mylan top O'Dwyer's PR 'fails' for 2016

Wells Fargo, Samsung and Mylan are a few of our contenders for O'Dwyer's top "PR fails" of 2016.

By Jon Gingerich

Wells Fargo defrauds customers

Wells Fargo Bank in September was embroiled in a firestorm of controversy after federal and local regulators slapped the San Francisco-headquartered institution with a massive enforcement action over "widespread unlawful sales practices." As it turns out, thousands of the company's employees nationwide had for years established millions of fake deposit and credit card accounts in customers' names without their consent as a means of boosting employees' sales figures, in many cases billing customers for financial services they never autho-

Fines totaling more than \$185 million were levied at the bank in September by the Consumer Financial Protection Bureau the heftiest in that U.S. government agency's history — including fines from the City Attorney of Los Angeles and the Office of the Comptroller of the Currency. Wells Fargo was also forced to pay full remediation to customers who incurred fees for financial products and services sold to them without their knowledge.

The CFPB cited Wells Fargo's high-pressure sales culture, where branch employees were encouraged to cross-sell an array of financial products to customers, coupled with a lack of oversight, in setting the stage for the illicit activity. An internal review of five years' worth of banking deposit accounts conducted by Wells Fargo resulted in the bank firing more than 5,000 employees as a result of its findings. The bank also discovered more than 10,000 cases of customers being billed for services they never

asked for, accounting for fees totaling more than \$2.6 million.

weeks-long After cries for his ouster from the public, Wells Fargo Chairman and CEO John Stumpf -



whose brutal verbal takedown before a Senate Banking Committee hearing became a YouTube favorite — announced his resignation from the company and board in October. He was succeeded by President and COO Timothy J. Sloan, an effete move seen as inadequate by many, as Wells Fargo essentially retains the same leadership - minus Stumpf — that took the bank down this path to begin with.

Samsung's brand goes up in flames

Samsung in August released its flagship Galaxy Note 7 smartphone to much fanfare, breaking the Seoul-based company's pre-order records in many parts of the world. A scant few weeks later, however, reports began circulating that the smartphones were literally catching fire. Believing a manufacturing defect in the phone's batteries was the culprit, the world's largest mobile phone maker suspended Note 7 sales, announced a voluntary recall and said it would replace customers' batteries.

SAMSUNG

Incidents of combustion continued with the replacement devices, however, and a month later the brand finally decided to recall all Galaxy Note 7s worldwide and permanently discontinue their production. Samsung had thus far still been unclear communicating with the public whether the now-discontinued devices were safe to use or not, and as a result failed to manage its messaging and stay ahead of the crisis until it was too late. In the meantime, several countries banned the phone outright, and the Federal Aviation Administration had barred the Note 7 from being taken aboard any U.S. aircraft, a bad mark against a brand if there ever was one.

Samsung in November also announced that it was initiating a second recall, this time involving 2.8 million of its top-loading washing machines, some of which have reportedly exploded.

Tesla's crash course in crisis messaging

Electric car maker Tesla Motors was poised to have a great year, having just unveiled its latest vehicle, the Model 3 sedan. Unfortunately, that announcement was quickly overshadowed by the news in June that Tesla driver Joshua Brown had been killed a month earlier in Florida, when his Tesla Model S collided on a public highway with a tractor-trailer while Brown was allegedly using the car's much-heralded autopilot technology.

In the aftermath of the accident — which prompted an investigation by the National Highway Traffic Safety Administration — Tesla Motors boss Elon Musk did what many senior executives do in times of crisis: he turned to the Internet. Unfortunate-

ly, his words weren't exactly ameliorative. Called by some a "case study in how not to handle a crisis," the South African-born business magnate, who was the visionary behind PayPal and aerospace manufacturer SpaceX, penned a eulogy for Brown that read more like a rant and spent more time defending the company than memorializing the employee who'd died. Noting that Brown's death was the first in the company's 130 million testing miles, Musk later tweeted that: "1.3 million people die a year in car accidents. Yet, 1 person dies in a Tesla on autopilot and people decry driverless cars as unsafe." Musk's public reaction had the unintended consequence of trivializing his employee's death and making the incident all about his company, as if that's any way to save a brand's reputation.

It wasn't until September when Musk rolled back some of his comments and noted that improvements in Tesla's autopilot technology likely would have prevented the fatal crash in Florida. Meanwhile, it was reported that Tesla was being investigated by the U.S. Securities and Exchange Commission regarding whether the company failed to disclose the fatal crash to investors in a formal regulatory filing, with Fortune reporting that Tesla had sold more than \$2 billion worth of new shares to investors before news of the accident had been announced.

Microsoft's hate-mongering Twitter bot

The technology and research teams at Microsoft, working in conjunction with its Bing team, in March debuted AI chatbot Tay, the tech giant's latest innovation focused on how technology can better interact with people and understand human speech.

Billed as "the AI with zero chill," Tay was outfitted with a Twitter account and programmed to interact with other users on the microblogging site, mimicking words and language patterns. The bot was designed to improve its communication skills as its interactions grow, ideally becoming more natural sounding over time and better equipped to understand conversational language.

It took less than 24 hours for society to corrupt the bot, as Tay quickly became the

Continued on next page



Internet's id and soon began issuing a series of racist and sexist tweets, which memorable quotables such as "Bush did 9/11 and Hitler would have done a better job than the monkey we have now."

Microsoft quickly found itself deleting some of Tay's more inflammatory tweets, claiming in a March 25 statement that the bot had been the victim of a "coordinated attack by a subset of people" that "exploited a vulnerability in Tay." Microsoft then suspended Tay's Twitter account for adjustments before taking if offline entirely several

Mylan gouges customers

Pharmaceutical company Mylan, which sells popular emergency allergy treatment EpiPen, has maintained a virtual grip on the epinephrine autoinjector market for a decade, accounting for about 90 percent of the devices sold ever since it acquired the right to market and distribute the life-saving products from Merck.

EpiPen sales in 2015 accounted for \$1.5 billion, about 40 percent of Mylan's profits, and since 2009 the company has continually raised the price of the devices. When the price for a two-pack of EpiPens skyrocketed this year by nearly \$150 without warning — accounting for an overall increase of 400 percent in the past 10 years — the outrage was palpable, especially considering the product's primary users are children.

Headlines were rife with accusations of price gouging, and Mylan's stocks - and reputation — plummeted precipitously as a result. To make matters worse, media outlets then began reporting that Mylan CEO Heather Bresch had given herself a multimillion dollar raise the year prior.

The company was quick to respond, with Bresch hitting the TV circuit in an apology tour of celebrity proportions. Mylan attempted amends by introducing a less-expensive but identical generic autoinjector product, and when this didn't seem to move the needle, the company in August said it would double the eligibility for its patient assistance program, thereby eliminating out-of-pocket costs for the uninsured, as well as reducing out-of-pocket patient costs by 50 percent for the EpiPen through the use of a savings card.

The PR salvo didn't put an end to Mylan's problems. Aside from a lingering deficit of consumer trust, the U.S. Department of Justice opened an investigation into whether the company had committed fraud by misclassifying the EpiPen under the Medicaid Drug Rebate Program.

Theranos' bad blood with regulators

Blood-testing company Theranos is best known for its innovative fingerstick technology, which draws a pinprick sample of blood from a patient's hand at a fraction of the cost — and pain — of traditional diagnostics tests.

When the Wall Street Journal last year reported on an extensive investigation that questioned the accuracy of its technology, however, the Palo Alto-based company became the subject of probes from federal regulators.

The Centers for Medicare and Medicaid Services levied a series of harsh sanctions against the start-up, revoking Theranos' CLIA certificate and prohibiting its owners from operating a lab for two years. In its findings, the CMS concluded that Theranos' blood tests "pose immediate jeopardy to patient health and safety."

theran s

The embattled health tech company in October announced it would close its lab operations, lay off 350 employees — about 40 percent of its workforce — and shift its focus to the creation of miniature medical testing devices. Then, in November, Theranos pharmacy partner Walgreens filed suit against the company in a federal court for breach of contract, allegations which Theranos has disputed. The diagnostics company is also now under investigation by the Securities and Exchange Commission for allegedly misleading investors and government officials about its technology.

Ikea issues delayed recall

In February 2014, a two-year-old boy from West Chester, PA died after a six-drawer Ikea Malm chest tipped over and pinned him against a bed. Four months later, a three-drawer version of the same chest was responsible for killing another two-yearold boy in Snohomish, WA.

Terrible as the news was, the deaths prompted the Swedish furniture giant to issue little more than a mere warning, informing the public that a line of its chests and dressers weren't stable if left unanchored to a wall. The company also offered free wall-mounting kits to customers that requested them. Both announcements went notably unpublicized.

Then came the news that more than a dozen additional tip-over incidents had occurred, including a 2016 incident in which

a two-yearold boy from Apple Valley, MN died after a Malm chest fell on top of him



(it has since been reported that a fourth child was killed by a falling Malm dresser in 2011).

Like Samsung, it wasn't until this late development that Ikea finally shifted into crisis mode, and in June announced that it was recalling 29 million chests and dressers, and said it would give full refunds to customers that purchased the Malm between 2002 and 2016 (the company also set up a program where Ikea would pick up the dressers from customers' homes). The 2016 recall announcement resulted in massive media coverage. Arguably, it's what the multinational retailer should have done several years ago.

A 'Democratic' National Committee?

Democracy, as it turns out, isn't the Democratic National Committee's strong suit. After a primary/caucus cycle that highlighted horrible inefficiencies, leaked emails later revealed outright corruption in the DNC's ranks, where party members colluded to push its preferred "brand," Hillary Clinton, through the delegate selection process to become the party's choice over Bernie Sanders.

Perhaps it's an unpopular opinion, but it's also the truth: Clinton is a terrible brand with far too much baggage, and throughout the election, she was always just one crisis away from implosion. She was so bad, in fact, that Donald Trump managed to beat her. The Russians weren't responsible for the fact that Clinton received six million fewer votes than Obama in 2012. FBI Director James Comey isn't to blame for the fact that Clinton barely campaigned in Democratic strongholds like Wisconsin, costing her crucial Rustbelt votes that have gone blue without fail for the last three decades. Julian Assange isn't the reason Clinton didn't fol-

low the proper procedure for setting up her email account when she was Secretary of State.

If Democrats want to win another election, maybe pick a candidate next



time who isn't wildly unpopular seen by overwhelming number of Americans as dishonest and untrustworthy. Maybe pick a candidate next time who isn't under investigation by the FBI. Maybe pick a candidate that people are genuinely excited about, someone who actually promises something aside from being an alternative to the other candidate. Maybe listen to your party's members for once. With Clinton, the DNC made the classic PR mistake of overpromising and underdelivering. Now the rest of us have four years to mull over that decision. O

Citizen journalism's impact on crisis management

Technology has empowered an entire generation to take an active role in sharing news, and this trend has had an enormous impact on a communication team's ability to respond quickly in a crisis.

By Brian Ellis

ne need only catch a breaking news event to see citizen journalism's dramatic impact on today's society.

When a young man rammed his car into a gathering of students at The Ohio State University and then started attacking people with a knife, Facebook posts showing students barricading themselves in classrooms were on the air within the first news cycle. Some of the first up-close images from the crime scene were taken by students posting pictures on their social channels.

Bystander videos of recent police shootings of unarmed suspects have placed law enforcement organizations across the country under a microscope of media scrutiny. News organizations like CNN are even offering viewers advice on how to participate:

"Once you're in a safe place, you can get your story to us by posting on Twitter, Instagram or Facebook with the hashtag #CN-NiReport."

The shifting landscape is also impacted by the way consumers get their news. According to a 2016 study from the Pew Research Institute, 62 percent of adults get news on social media, up from 49 percent in 2012. Online channels have now surpassed both radio and print as the preferred channel for news among Americans. With 72 percent of the U.S. population carrying smartphones, technology is now enabling consumers to access news no matter where they are, any time of day.

That technology also has empowered a new generation to take a more active role in sharing news. I often remind CEOs that at this very moment, dozens of citizen journalists are walking their office halls waiting for their 15 seconds of fame.

As some organizations have discovered the hard way, this trend has a tremendous impact on a crisis team's ability to respond to an emerging crisis. Today's digital platforms enable citizen journalists to report "live from the scene" faster than news organizations can arrive on the scene.

They have also opened a pathway for some to spread fake news to further their cause. Social platforms provide unfiltered access to breaking news events in a fashion never experienced before. The speed in which a

company needs to be prepared to respond has shifted from hours to minutes.

Unfortunately, far too many CEOs aren't ready to respond that rapidly. Through PadillaCRT's Crisis IQ tool, we recently gathered data on 75 organizations from multiple industries about their ability to respond quickly to a crisis situation.

The results were humbling:

42 percent of respondents had never or rarely practiced their crisis response plan.

Only 18 percent believed they would be able to have an approved statement ready to go within the first 30 minutes.

Fewer than 30 percent noted that they were prepared to respond on social media within 15 minutes.

Far too many organizations are choosing to wing it in an era where social media and digital platforms can spread misinformation like wildfire. While social media trends and technology can certainly create challenges, they also create opportunities for the company that is prepared to take advantage of them. It simply requires a different mindset to managing a crisis, one that demands a willingness to play offense rather than de-

The explosion of the internet and new technology platforms have created a need for an endless stream of content. That is especially true during a crisis event. With a demand to fill time or space, journalists will jump on any speck of new information so they can demonstrate that they are first or have the "latest" information. This creates an opportunity for those in the eye of the storm to feed that beast with information and images that guide the story down a more accurate path.

The key is you have to be ready before the crisis strikes. All it takes is to follow three simple steps:

Message for your primary threats now

Every organization that I have worked with already knows the primary threats facing the company. Very few of them have taken that information and acted upon it from a communications perspective.

We counsel our clients to create issues papers that identify the preventative steps taken to mitigate the risk, the high-level action steps to address the situation, as well as the key messages that we would use to address

the issue.

The documents not only give them a head start in speeding up their response, but they also provide a level of confidence to senior leadership that you have a plan of action to address the threat.

Utilize social channels to tell your story

While today's digital tools can accelerate

the spread of news, they also create opportunities to take your story directly to the consumer instead of depending on others to tell your story.

We recommend that companies develop dark sites on at least their number one threat so they can launch a website dedicated to the is-



Brian Ellis

sue within the first hour. At first, these sites focus on the actions and plans you have in place to address the issue including images and videos that can be shared on social platforms.

For instance, in cases regarding product recalls, the website may discuss the organization's quality control efforts, include video of the production process and cover steps the company takes to ensure a safe supply

Leverage your own citizen journalists

One of the great values of having strong social media platforms is the benefit of fans defending your brand in a crisis. After devastating tornados slammed Tuscaloosa, Alabama Power encouraged their followers to post images of their crews working day and night to restore power to counter critics complaining that it was taking too long. Within a few hours, pictures were popping up from across the region featuring positive comments from customers about the sacrifices the crews were making to turn the lights back on.

Another advantage of playing offense in a crisis situation is the ability to quickly counter misinformation caused by the citizen journalist.

With the right digital tools in place, your team will have the ability to offer a different perspective based on fact, not fiction.

Brian Ellis is Executive Vice President of PadillaCRT. O

This won't work in a Crisis.



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Unseen risk: troubleshooting a crisis plan

Having a plan in place is the first step in preparing for a crisis, but no strategy is foolproof, and even experienced communicators can get rattled when their organization faces reputational threats and phones start ringing off the hook.

By Travis Taylor

et's face it: your crisis communications plan is inadequate. Sure, you have a document gathering dust on a bookshelf or somewhere in a seldom-used file folder. Or maybe that plan follows a generic template you found online. Or maybe you don't have one. You can still do something about it and you should ... before the you-know-what hits the fan.

Sudden cardiac arrest is a leading cause of death, yet many CPR-trained bystanders forget what to do and panic when they could be providing life-saving support. Having a plan in place is the first step in preparing for a crisis, but it's worthless if you don't use it. Address the following issues to help ensure your crisis response safeguards your organization's reputation.

"Trust fall" when no one's there

The most important part of an effective crisis plan isn't in the plan at all — it's organizational buy-in. Everyone on your crisis response team should have a firm understanding of the plan, specifically including their individual roles and responsibilities. And don't leave out board members; they might need to play a critical part in the response. No one can resolve a crisis by himor herself. Teamwork is essential, and decisive leadership will keep you from losing those precious first moments of a crisis. If your team is not prepared now, you'll regret it later.

Theory versus reality

Even if the crisis response team is aware of the plan and can access it, the plan can easily fall far short of what it should do. The main reason for this is a lack of rehearsal. At a minimum, the entire crisis response team should walk through crisis scenarios step-

PR brief

Lewis opens NYC outpost

Lewis has widened its east coast footprint with the addition of a new location in New York City.

The San Francisco-based tech agency's new SoHo digs accounts for Lewis' fifth U.S. location and 28th global office.

The agency said its Big Apple outpost would complement Lewis' marketing services and research divisions based in Boston and Washington D.C.

"The timing was perfect because we had several employees that wanted to locate to New York and we also have some clients in New York so it made sense to open it now," Stephen Corsi, Lewis US Executive VP, told O'Dwyer's.

Corsi, who joined the firm in 2012, was tapped to lead the Lewis' U.S. operations earlier this year.

by-step to identify weaknesses and gaps in the plan. Crisis drills and simulations will familiarize crisis team members with the plan and keep potential scenarios top-of-mind.

Cut the fluff

Many crisis plans, especially older ones, are more like textbooks than guides. No one will absorb it cover-to-cover, so include only the most critical information, forms, checklists and templates to allow team members to get what they need instantly, without hunting for it. Do you really need that introductory letter from the CEO on page 1? Cut the fluff.

Don't wait for bad news to act

Every crisis has possible story extensions that keep the story alive through multiple news cycles. It's critical to identify emerging story extensions early on and adjust your strategy and messaging to keep the story from being prolonged unnecessarily. If you don't act, the situation will worsen and could affect your organization in unexpected ways. Anticipate the additional attention by considering other "soft spots" in your organization and work to address them.

One size does not fit all

Every crisis is different. Plan for the most likely scenarios you're facing and keep building them out as you run through simulations. When crunch-time hits, it's all but impossible to think creatively and state your position as gracefully as you can when not under fire. Do the hard work in advance, then tailor it to the specifics when the crisis rears its ugly head.

Don't be a glutton for punishment

If you followed your plan and the crisis still clobbered you, would you follow that plan the same way next time? Of course not, but if you wait too long after a crisis to update the plan, you'll lose a lot of the context and nuances. Meet with the entire team within days or weeks, not months, while the details are still fresh in everyone's memory, lest you get clobbered again.

Conduct messaging tune-ups

In a crisis, it's surprising how easily organizations can stray from the brand promise and reputation they have painstakingly built. Employee turnover, cutbacks, new vendors, market changes, organizational growth and lax enforcement and training can all create a disconnect between how your audiences view you and how you're operating. Assess changes to your risk profile and make sure your communications — especially any claims you make about your products and services — are consistent, accurate and upto-date.

Be ready to show, not just tell

The obvious is not always so obvious in a crisis. A high-profile crisis will immediately

call your credibility into question, so you cannot assume people will see your point of view. Even if you were doing what you've always done when the crisis hit, and you have a strong record of safety, quality, etc., make sure you can explain how your approach is the right one - unless it's not. You



Travis Taylor

might need to show, not just tell, audiences, including media, why your actions had merit. You'll likely have people come out of nowhere, speculating about what you should have done differently.

Track and adapt

Many organizations lack social media response guidelines for a crisis or the ability to recognize potential crisis scenario "triggers" on social media. However, even plans that cover social media may lack processes for listening and guidelines for adapting strategy and tactics as required by evolving conversations. Whether or not your crisis erupts on social media, tracking conversations about the crisis will help identify new developments and potential story extensions before they spike additional coverage. This will allow you to adjust course and limit damage.

Let your values be your compass

Unanticipated crises are more challenging to address. You may not have any messaging or templates developed to handle them, but it's important to stay true to your mission and values and refer to a set of guidelines or principles on which to base decision-making in any crisis. Always remember that public welfare is the first priority.

Even experienced communicators can get rattled when the phones are ringing off the hook and social media is running amok. No crisis communications plan is foolproof, but if you treat it as an evolving document and gain the ongoing involvement of your crisis team, you will have a leg up when the

Travis Taylor is Executive Vice President of Fineman PR in San Francisco. O

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When a crisis hits, navigating the stormy seas can be the ultimate test of your crew, your cabin and your communication channels.



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



See the video at www.FinemanPR.com Crisis Preparedness | Crisis Communication | Reputation Recovery

360° Virtual Reality: the future of storytelling

360° Virtual Reality Video is the latest trend peaking interest amongst consumers, brands and media organizations. Here's why it's important that PR agencies incorporate VR into their communications plans for 2017.

t's no surprise that Virtual Reality is a hot rising topic for consumers. 2016 was always pegged as the year for the emergence of VR and that is certainly how it will be remembered, but the more interesting development is how brands will leverage $360^{\circ} \ \bar{VR}$ experiences to engage with their target customers.

This is likely going to be a key focus area for clients as they start developing their 2017 marketing plans, and it's not just digital and video production agencies that can reap the rewards of this trend: there is a significant role for PR firms in delivering impactful 360° Virtual Reality content as part of their communication activities.

The content is all around us

Tech companies have had an important part to play in the rise of the 360° video trend, with many launching their VR tech gadgets. In fact, this year alone we have seen the Samsung Gear 360, the Oculus Rift, PlayStation VR and HTC Vive all become available for consumers. As the proliferation of consumer VR tech devices increases, including simple cardboard viewing masks that make VR accessible for everyone, so too has our appetite for VR content with many 360° videos appearing on our Facebook feeds and racking up mil-

PR brief

Highwire opens Boston office

Silicon Valley agency Highwire PR has moved to Boston, in a bid to continue expanding its East Coast presence while placing a footprint in a city known as a hub for tech and innovation.

The Beantown outpost will be led by Senior Vice President Ross Levanto. Levanto joins Highwire from corporate communications and investor relations giant ICR, where he served as Senior VP. He previously held an SVP role at MSLGROUP, where he was also Boston technology practice lead.

Boston recently ranked fifth among geographic markets represented by companies listed in the Deloitte Fast 500. Levanto told O'Dwyer's that many organizations now rate the city as one of the country's top innovative markets.

Many, many new ideas in technology are born in the Boston region and New England, and we believe Highwire's approach to PR is well-suited to represent them and the companies behind them," Levanto said. "Highwire has driven PR results that match strategic business objectives for companies in technology areas where Boston is strong, such as enterprise tech, IT security and digital health. For all these reasons, we are bullish about our prospects for success in the new market."

lions of views on YouTube.

Since launching in September 2015, Facebook 360° has become a compelling mode of story-telling for publishers and creators, with people watching more than 1 million hours of immersive video from over 20,000 uploaded VR videos on the platform. For comparison's sake, Google is witnessing the same soaring response with viewers watching over 350,000 hours of YouTube videos in VR, using Google Cardboard.

One of the main reasons that brands are taking notice of VR as a story-telling platform is because it is not just Millennials that are clocking up the views, according to eMarketer, in addition to the 80 percent of Generation Z internet users that are interested in virtual reality videos, 64 percent of Baby Boomers are also spending time in these 360° environments. VR really is for everyone.

News and storytelling with VR

Virtual reality tells amazing stories in a more immersive way, building a connection between the viewer and the environment, helping to offer experiences that someone would otherwise never be able to do. In effect, it is one of the most powerful visual story-telling platforms that exists.

Even the media are jumping on the VR bandwagon, identifying that 360° videos are an effective way to tell their stories, essentially transporting the viewer right into the center of the action. USA Today's VRtually There, the New York Times Daily 360 and the Washington Post's VRroom are a few of the early adopters that will likely be remembered as the early pioneers of VR storytelling.

Investing in a VR platform makes sense for news organizations because it can help build empathy by literally putting the viewer in another person's shoes. Therefore, through news based 360° videos, you can experience almost anything — from what it would be like to stand in unity with protestors at Standing Rock to walking through a deprived Syrian Refugee camp or the destroyed city of Aleppo.

The VR train is leaving the station

As clients start building their 2017 PR plans, they will inevitably already have thought about how they can incorporate VR into their communications — regardless of their sector. The key for PR agencies is to accept the brief and not assume that it is an activity more suited for a video production and digital agency. The beauty of 360° Virtual Reality videos is that they can be created by anyone, with relative ease.

As PR professionals, we are the expert

story tellers, it's what we do for a living. We need to view VR as a new medium for delivering our clients message to their stakeholders, however I am sure most agencies would be reluctant to incorporate VR into their communications



Ivan Ristic

planning due to a lack of experience with developing video content.

At Diffusion PR, we were recently faced with this challenge from our client Cyber-Link, a multimedia technology company. We were tasked to develop a VR campaign idea that would showcase its video editing suite of products — a request we had never received before.

Our team came up with the idea of creating the first ever 360° VR video of a runner taking part in the New York City Marathon, which would be shot, edited and posted for viewers within 24 hours of the race. We learned everything there was to know about shooting in VR, trialing different camera options, using multiple stabilization techniques and studied how to use the editing software. Once we worked out the process, we seeded the video idea as exclusive content to TIME Media, who promoted it across all their publications and its LIFE VR mobile application — all for free. This is a great example of how stepping out of the comfort zone of our specialism was rewarded with a great earned-media opportunity for a client.

In the words of Ray Soto, Design Director of emerging technologies at USA Today Network: "Next year will be the defining moment for virtual reality in news as organizations around the globe build teams to support the emerging platform. Expect a shift from experimental passive video to interactive video."

360° VR is clearly here to stay and with news organizations set to invest heavily in 2017, it's crucial that PR professionals make sure we are also along for the ride.

Ivan Ristic is President of Diffusion PR. O

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In 2017, many companies and 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 challenges or crises
- Build trust and support among key stakeholders
- Strengthen the organization's credibility, reputation, and brand

Successful execution requires superior counsel, sound judgment and expertise, broad experience, and a comprehensive, effective and intelligent approach for communicating to all stakeholders.

For over 45 years, thousands of companies and institutions around the world have selected and relied on Kekst to provide that counsel and support.



How PR and legal can team up to protect higher education

PR pros and attorneys are often seen as two entities eternally at odds, but when their shared client is a learning institution, it's critical for both parties to work jointly to navigate reputational threats, assess and reassess risks and collaborate in a bid to protect their mutual client.

By Ashley McCown

he job of a college or university president has never been an easy one, with multiple concerns and constituencies to manage and balance. Today, more so than ever before, sensitive issues and crisis management are demanding a great deal of top administrators' time and attention across the landscape of higher education.

From calls for sanctuary campuses to transgender rights, and from campaigns demanding an endowment's divestment of fossil fuels to union organizing efforts, the concerns are numerous, complex and often overlapping. This web of student activism, government investigations and other reputational minefields have combined to thrust higher education into the spotlight. These hot button issues have taken hold in both traditional and social media where they are amplified, facilitating a robust, nation-wide dialogue.

For schools, the degree of difficulty communicating around these issues is steep and complicated by numerous factors. The Family Educational Rights and Privacy Act means a playing field which is rarely level and where the rules of engagement are far from clear. Students can get away with hur-

PR brief

Gavin grabs TFM Advertising

Central PA-based PR and marketing agency Gavin Advertising has acquired Harrisburg-headquartered marketing communications shop TFM Advertising.

TFM specializes in marketing and campaign strategy, digital advertising, multimedia planning and media buying, video production, branding, social media marketing and PR. The agency was founded in 2006.

TFM and its downtown Harrisburg office will now bear the Gavin name. TFM President Tom Hollerbach, a former president and CEO of BBDO West, has been named Gavin President. Hollerbach succeeds Mandy Arnold, who has been named Gavin CEO and will focus on long-term strategy while leading the agency's PR, crisis communications and communications strategy

Arnold told O'Dwyer's that expanding the agency's services and geographical footprint were strategic goals the company has undertaken in a bid to maintain its planned growth trajectory, and Gavin's acquisition will now allow the agency to provide a new suite of services the agency believes today's clients need.

"To continue to grow into the agency we envision for the future, we want a collaborative team that can lead in times of change. The acquisition allowed us to gather expanded service offerings in virtual reality and video, while at the same time building our executive team for expected growth," Arnold told O'Dwyer's.

tling accusations and insults at an institution, while the institution's hands are tied, restrained by student privacy concerns and an obligation to take the moral high

This is why, whether an institution utilizes in-house or external communications and legal counsel — or both — it's critical for the two to work hand in glove to protect their mutual client. What's at stake is just as varied and as complicated as the issues themselves: student/public safety on campus, admissions and donations, lawsuits and potential loss of federal funding.

There is an age-old — and I would say now outdated — perception that PR pros and attorneys are often at loggerheads because the former wants to be proactive with the media while the latter wants to "kill" any statements out of concern that they will come back to bite the school in court.

Having worked side by side with dozens of attorneys over the years, I can say more often than not, we find common ground. From that experience, here are some insights and tips for how PR and legal counsel can work together to protect their institutions in the court of public opinion and

Develop, deliver a narrative consistently

Institutions need to tell their story and not be defined by what critics, students, faculty or alumni say. That starts with creating a written narrative, approved by legal counsel, which can be drawn from when communicating with key audiences and updated over time.

The narrative should capture what the institution has done in the area of concern, what changes or improvements have been made and the impact of those changes. Use every opportunity to deliver that narrative to the college community across multiple channels: social and traditional media, email, and town halls.

Preserve attorney-client privilege

The strategies and messages that are developed with legal counsel can end up in the hands of a reporter or on Twitter if not properly protected. The best course is for the outside law firm to retain the PR firm/ practitioner who should then cc attorneys on all emails with the institution and note "Privileged & Confidential" in the subject

While labeling them so does not, itself, make an e-mail privileged, the attorney will have a stronger case in protecting that confidentially in the event of litigation or an investigation where the emails are sub-

Beware of legalese

Words that make for a strong defense in the courtroom (e.g. "contributory negligence") rarely win the day in the court of public opinion and in fact can backfire on the institution. Simply show PR counsel court filings or complaints before they are made public so they can identify problem-



Ashley McCown

atic language and ensure that, depending on the situation, the school communicates with the press and relevant audiences with empathy, sincerity, trustworthiness and, above all, transparency.

Anticipate key dates and milestones

Will court filings or rulings happen right before Parents' Weekend or graduation and trigger media coverage? The legal team should keep the PR team informed of key dates so there can be a communications strategy and messages in place. Similarly, if federal investigators are going to be on campus to review files and interview staff, the communications team needs to know in advance so they can consider how to manage internal communications.

The reputational threats facing colleges and universities today are fast-moving, can divert the leadership's focus from core functions and also strain financial resources. That's why navigating these situations requires advance planning by a cross-functional team working in unison. Get buy-in early and understand that the communications strategy devised at the outset, and approved by legal counsel, should be flexible and nimble enough to respond to rapidly and ever-changing developments.

It's PR's job and legal's job, jointly, to stay on top of these issues, to be proactive and to continually assess and reassess the risks to best protect the institution.

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Getting caught with your pants down

Learning lessons from three of 2016's high-profile crises.

By Donovan Roche

et's agree on one thing out of the gate: We all make mistakes. Some are certainly bigger than others, and the biggest are typically made in public — for all to see and develop opinions of your brand.

Whether a CPG stalwart, tech giant or one of the world's most trusted banks, you're not exempt from becoming embroiled in a PR crisis. And 2016 saw its fair share of doozies. As these and others who experienced a major misstep discovered, few things are worse than getting caught with your pants down (metaphorically speaking, of course). The best one could hope for in such situation is to learn from the mistake and hope that others do, too.

Here are three of this year's headline stealers and what we can learn from them:

Cheerios angers fans with Prince's tweet

Soon after rock icon Prince's passing, General Mills-owned and Minneapolis-based Cheerios tweeted an image of the words "Rest in Peace" on a purple background with #Prince in the message.

That probably would have been fine, but to put the brand's stamp on it, they dotted the "i" with a Cheerio. This creative touch set off mourning fans, who viewed the tweet as an insensitive marketing ploy.

Lesson learned: Attempting to capitalize on a high-profile celebrity's death rarely puts a brand in a positive light, and it's usually deemed tasteless. It was no different for Cheerios. Part of the issue here is the timing of the post — mere hours after Prince's death was confirmed — which was difficult to digest.

With fans still in disbelief, the perception was that Cheerios was hopping on the bandwagon to align their brand with the artist. Few were probably aware that Cheerios was located in the same city as Prince, so the company was likely feeling the loss as much if not more than others.

To the brand's credit, when it was clear the Twittersphere was upset over the post, Cheerios quickly removed it and released a statement explaining that the company wanted to "acknowledge the loss of a musical legend in its hometown." However, by that time, the damage was done (and enough people had captured the image to repost with their displeasure).

Bottom line is when it comes to a national loss or tragedy, a brand is better off to either express sympathy without incorporating a commercial message, or avoid it altogether.

Well-meaning or not, some will likely raise a social stink over it.

Galaxy Note 7 response draws criticism

Mere weeks after the release of its flagship Galaxy Note 7, Samsung started to receive reports of the smartphones catching fire while charging. Initial analysis pointed to overheating batteries, so the South Korean company suggested owners return the phone to where they purchased it for an exchange or refund, extending the crisis to carriers like Verizon and AT&T.

When reports of fires continued with the replacement devices, the brand decided to recall all Galaxy Note 7s and cease produc-

Lesson learned: Though relatively quick in responding to the situation, Samsung made several mistakes along the way. To begin with, the company treated the crisis with kid gloves when it should have been much more direct and transparent.

For example, their initial notification to consumers was an easy-to-miss tab on their website. Given the severity of the situation (people's safety at risk), it would have been much more appropriate and effective to feature this important news prominently on their home page, as well as on all of their social channels (this came days later).

Secondly, Samsung mistakenly executed the recall without adhering to the U.S. Consumer Product Safety Commission's guidelines, and issued a statement in Hong Kong to reassure customers that their phones were not subject to the same faulty manufacturing ... only to retract it once this was discovered erroneous.

By acting passively and communicating misinformation, Samsung's brand reputation was put into question while their mobile division's bottom line dropped a whopping 96 percent.

The company could have minimized this blow by immediately distributing a holding statement to all stakeholders that acknowledged they were aware of the situation, that they care for the well-being of their customers, and were working to quickly resolve the

Then they could have focused on getting their facts straight before going out with errant information.

Fake accounts scandal rocks Wells Fargo

One of the largest and most trusted financial institutions in the world, Wells Fargo experienced what was arguably the biggest crisis of the year and botched it entirely. It began when the bank was fined \$185 million for opening up to 2 million false customer accounts. CEO John Stumpf immediately blamed 5,300 employees and allowed consumer banking head Carrie Tolstedt, who oversaw the unit responsible for the fraudulent behavior, to "retire" with a \$125 million payout. And that was just the beginning of Stumpf's slippery slope.

Lesson learned: Stumpf's first mistake was assigning all culpability to the compa-

ny's worker bees and not holding him or other senior management accountable for these actions, which employees claim was the result of unrealistically high sales goals.

Clearly, the problem was deeply rooted in Wells Fargo's culture and the fix was going to require a deeper examina-

tion of their corporate practices.



Donovan Roche

Secondly, the CEO was slow to apologize, which didn't come until a week-plus later when Stumpf was required to appear before the Senate Banking Committee. By not admitting fault, blaming others and showing little concern for their customers, Wells Fargo's credibility and reputation was seriously put into question, ultimately leading to Stumpf's ouster (he also willingly left with an estimated \$130 million payout).

While new CEO Tim Sloan appears to be handling the fallout much more transparently, employees are feeling the repercussions and remain understandably unsettled. It will be a long road ahead for Wells Fargo to regain the trust of both employees and customers, but like many big brands before them, they will be successful if they learn from their mistakes and implement changes to ensure they are never made again.

Those operating in the crisis world recognize that it's not a matter of if a crisis will occur, but when. Every brand, no matter how big or small, will one day find themselves with their proverbial pants down.

While each crisis will provide learning lessons, the best first step any brand can take is

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Six ways to prepare for a crisis before it hits

In an era of always-on digital communications and the ability to instantly share information, opinion and "fake news" around the world, organizations of all stripes need to rethink how they prepare for a reputational crisis. Whether it's a plaintiff's lawsuit, a product recall or cyber attack, a company's good standing now faces more risks than ever. **Bv Jackie Kolek**

o protect their brand, their business partners and their customers/clients, companies need to be prepared to handle a crisis before it hits so they can not only manage negative news, but effectively neutralize it. Here are some tips on how to stay ahead of the game:

Check your digital footprint ... often

Believe it or not, even today some companies don't check their digital footprint. To start, simply perform a Google search on your company and its senior leaders. Do your search results represent the positive aspects of your company, your leaders' accurate points of view and other great content? If not, you have some work to do. Without positive content that's search-optimized filling your search results, it will be much harder to push down negative news when a crisis

If you know a lawsuit or other problem is imminent, start immediately to build out a robust online footprint that can potentially mitigate negative stories. And make sure you share your positive content via your organization's social channels.

Plan for a microsite

Many crises are so complex that it's almost impossible to respond directly to myriad questions and accusations. You can manage this process more efficiently by planning a crisis microsite before trouble hits. A microsite can be built in advance as a "dark" or non-functioning site, and then launched when the crisis happens. Microsites can contain accurate company background, basic information about the crisis, FAQs and other content, all on one hub that lives on your organization's server. As issues pop up, you can direct stakeholders to the microsite for answers without directly engaging with them. For example, if your social media monitoring spots a concerned customer tweeting, "Will this crisis drive your company into bankruptcy," your best response would be: "We appreciate your concerns around this difficult situation. For accurate background and information, please visit our microsite."

Consider digital reputation management

Through a combination of keyword analytics, a technical audit, content optimization, social media content development and paid

support (search-engine marketing), you can potentially displace negative search results. One key to this is developing strong content

that will help keep negative content from appearing on page one of the search results during a crisis.

Develop scenario planning

Surround yourself with a team of legal and

communications pros to develop a scenario plan outlining any potential crises, their impacts and your planned responses. Combine this with a constituent matrix that details all relevant audiences, main concerns, key messages for each audience, who will communi-



Jackie Kolek

cate with these audiences and what communication platforms you will use. This ensures everyone involved knows who will answer stakeholder concerns and how.

Train your experts

Consider holding presentation training and media training sessions for senior leaders who will be spokespeople during a crisis. This job requires a unique set of skills far beyond traditional media interviews or employee town halls. Use these sessions to simulate negative questions and to ensure spokespeople are responding in an authentic, empathic, compassionate way, and with the right messages.

Connect with key influencers

When a crisis is imminent, make sure to build relationships with key influencers. These could include local government officials if the crisis is regional and prominent third-party experts who have a significant following. Media will often call on these influencers to comment, and you want them to know your company's point of view. When you meet with these influencers in advance, inform them of the situation and the remedial steps the company has taken. This makes it more likely they'll support you during tough times.

Every crisis situation is different, but these are best practices I've gleaned from working with dozens of clients in similar situations. It's critical to remember that ample preparation keeps everyone focused and takes much of the fear out of crisis communications.

Jackie Kolek is Partner and Managing Director of Peppercomm. O

Echo chambers, e-tailing to trend in '17

Havas PR North America has released its annual forecast titled "Blowback to the Future: The Trends That Will Shape 2017." Some of those trends for the year are:

Boiling points: The predicted blowback may not always be pretty: People are more energized to act against what they don't want (whether it's Airbnb or Donald Trump) than for what they do want.

Echo chambers: Even though a diversity and plurality of insights and opinions is only a click away, nobody is listening to anyone with a different POV these days.

Going ethnographic: When real insights are needed, a survey is no substitute for close personal contact with ordinary people in ordinary places.

Dr. Jekyll technology: As more tech evangelists champion innovation's ability to replace real workers, they risk welding suspicion of innovation to the economic uncertainty of declining jobs.

Cellphone health scare: With the number of smartphone users worldwide now over two billion and growing, there's a massive market shaping up to investigate and treat the ailments that will certainly emerge.

Rediscovering privacy: Expect the demand for greater privacy to grow, much to the benefit of those brands and businesses that get it and help facilitate it.

Scatalogical gets logical: Menstruation, urine and poop transplants are all part of today's TMI media diet.

Pedal power to the people: A growing number of mayors and citizens are trying out bicycles as a smart way to tackle their mobility problems, and get a little exercise at the same time.

Dressed for Zuckerberg success: The more billionaires and tech stars wear T-shirts and jeans, the more a vest and open-collar dress shirt look like last-century throwbacks.

Sugar showdown: The public's burgeoning interest in "clean" food has left even less room in our diets for "dirty" sugar.

Life hacks: For marketers, tracking life hack searches has to be one of the smartest new product hacks available.

Unstoppable e-tail: Retailers will increasingly be using in-store beacons to deliver promotions and offers to browsing shop-







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Consumer-facing crises: a special challenge

From data breaches to product recalls to health-related issues, consumer-facing companies face a unique set of challenges when it comes to crisis communications.

By Michael W. Robinson

ithout question, 2016 was a year full of memorable — or, infamous depending on your point of view - crises. For many of the companies and their leaders who found themselves under the uncomfortable glare of the klieg lights — the well- known names now include Chipotle, VW (a carryover from 2015), Theranos, Wells Fargo, and Mylan — the consequences of lost billions of dollars in market capitalization and heightened customer anger were harsh.

The Mylan saga is illustrative of how the fragile trust that consumer-facing companies have with their customers must be continually nurtured and supported, lest it shatter with devastating results. To compound Mylan's challenge, its EpiPen literally makes the difference between life and death for millions of Americans, children includ-

From the outset, the plot of this crisis could easily have been drawn from any of a hundred TV shows or B-grade cable movies, with the apparently greedy pharmaceutical company putting profits over patients. And the facts didn't help, given that the company had increased the price for a two-pack of EpiPens to \$600 by 2016 from \$100 in 2009. Add a confusing — and some would say evasive — narrative offered by company CEO Heather Bresch during Congressional testimony along with the disclosure of her multimillion dollar compensation package and the company's reputation — and stock price — went into a nosedive.

In its "Top Ten Business Stories of 2016," USA Today logged Mylan at a tie for Number Four, noting: "By year's end, Mylan had introduced a generic version of the medication for \$300 per two-pack. All of these events drew fire from a Senate committee report in December that warned 'staggering' increases in the cost of some prescription drugs threaten the health of patients and 'the economic stability of American households."

For Mylan and Bresch, their future will surely continue to include ongoing litigation on multiple fronts, regulatory investigations, the wrath of investors, and a role as the face of soaring pharmaceutical costs.

Still, there are lessons that every company and communicator can draw from this crisis:

Understand all of a company's stakeholders and map them to potential levels of exposure and public anger. To put it bluntly, different stakeholders react differently depending on the facts of each crisis. For example, J.P. Morgan's 2012 London Whale incident, for which it was eventually fined \$920 million, was certainly not a positive for the bank — but it never rose to the long-term, reputation-harming results that Wells Fargo's customer account crisis has. Why? Because the media, politicians, and prosecutors are, almost always, more attentive to those cases where individual investors, patients, and consumers are harmed.

Explore the widest possible range of scenarios during the crisis planning process, being sure to include those eventualities where, while it may not be likely to occur, the impact of such an occurrence would be an existential threat to the organization. While no company likes to think the worst will happen, those who have dedicated resources ahead of time to this imperative are unquestionably better positioned in the event there is a need to act.

To be comprehensive, look at the crisis planning process in two equally important parts. First, put in place a clear architecture for the crisis team, identify its internal and external membership, their roles, their back-ups, along with the requisite contact information for all key stakeholders. Also, include a tool that enables the organization to measure the potential impact of the crisis, understanding that as more information becomes available the severity could escalate or de-escalate. In parallel, provide detailed and customized information for each of the scenarios that are developed, including: key messages (drawn from the company's existing information, which is why assembling this information now is so important), rank-order of the stakeholders who care most about that specific risk, and expected questions and answers from the media, investors, employees, etc.

Have a clear narrative, and stick to it. Mylan, for example, got stuck trying to explain the extraordinarily complex health care reimbursement system in a sound bite, when all people wanted to hear at that point was that the EpiPen would cost less. Messaging is difficult, takes time, and always has to be accurate and consistent.

Drive strong and lasting relationships with supportive third parties. Today, it's fair to say there are more cynics and critics than ever before. Empowered by social media, those voices can be amplified many-fold and multiply with geometric inten-

sity. To overcome this challenge with superior reputational firepower, there is an opportunity to build a strong, diverse base of supporters.

To generate the most effective results from this approach, it is important to:

Be relevant. Each third party should have credibility in the com-



Michael W.

pany's primary area of operations (it's nice to have a former Secretary of State on the Board, but it really helps if he or she has a background that is relevant to the company's underlying business).

Don't hide the ball. Overshare information about the company whenever possible (and obviously protect intellectual property) to demonstrate transparency.

Take the feedback. If third parties are reluctant to be supportive, find out why and improve accordingly.

Actively monitor social media. In consumer-facing crises, this is usually the medium that aggrieved individuals turn to first. The undisciplined nature of social media is often frightening for many companies, especially those accustomed to more top-down communications. Nonetheless, organizations that have an existing presence on social media are ahead of the game. Understand that this two-way channel allows for a dialogue (not a monologue) and presents organizations with a direct means of communications outside of the media

From data breaches to product recalls to all manner of health-related issues, consumer-facing companies face a unique set of challenges in crisis communications. Recently, General Michael Hayden (former head of the CIA and NSA) related what he sees as an inflection point in corporate crisis preparation and cyber security, noting that more and more of the companies he interacts with no longer view such efforts as time-consuming expenses, but rather as smart and prudent investments.

Michael W. Robinson is Chairman & CEO of The Montgomery Strategies Group. O

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"The Winston Wolf of public relations had arrived. Wolf, you will recall, was the fixer in Pulp Fiction. Played by Harvey Keitel, he washed away assassins splatter and gore. Sitrick cleans up the messes of companies, celebrities and others, and he's a strategist who isn't adverse to treating PR as combat." – Fortune Magazine

"Now (they) have hired Michael Sitrick, whose Los Angeles (based) public relations firm is known for going atomic on opponents, using "truth squads," "wheel-of-pain" tactics and high profile journalists (to write profiles... That's unbelievable (said the head of the PR firm for the opposing entity). This is the heavy artillery." - BusinessWeek

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How Trump's tweets will change corporate communications

Donald Trump's tweets have the ability to rattle the cage of corporate America. How will corporations respond and react to this new dynamic in public diplomacy? By Stan Steinreich

ajor corporations in America today are stunned by our Twitter-tweetin President-elect Donald Trump, who takes on the likes of Boeing and Carrier because he disagrees with their policies and plans.

Let me say at the outset this has nothing to do with political affiliation or affinity, but rather, that as communicators we're entering a new world with our President-elect taking directly to social media to rattle the cage of corporate America. Now that the gloves are off, how will corporations respond and react to this new dynamic in public diplomacy?

The challenge for corporations and corporate communicators generally, is that social media is still not the primary communication platform, but rather a distant second- or third-tier outlet. It's the place a candy company goes to engage its customers about what the next flavor or color will

The tool of choice remains a well-crafted, message prone press release stating the company's reaction, most likely in a muted form. The press release is more than 140 characters, and certainly not penned with the spice and vigor of a tweet.

The last thing most corporations want to do is publicly take on a President or Washington, for fear of retaliation and retribution. That's why you rarely see anything more than a paragraph's statement when a company is hit by an OSHA or EPA fine. You want to be responsive to your stakeholders, so issue a tightly-worded press release and move on. If you're lucky, you can do this on a Friday after the market closes, with the hopes that not many people are seeing it, considering Saturday news reading and viewing are the lowest numbers of

Twitter is a whole new ball game. When The Donald tweets, millions see it, and then they retweet it. His pithy phrases get echoed through cyberspace.

Corporate communicators will need to change their styles in this new world order. Instead of balanced language, they will need to be more provocative, and this will no doubt go against the grain of many corporate executives who will fear this edginess will add fuel to the jousting volley.

The key here is not to let social media comments knock you down, but in fact, to rise up and stand your ground. So, when the tweet says "cancel the contract with Boeing," an appropriate response would be: "Mr. President, we honor our agreements ... but

happy to work with you on a resolution." When threatening a company who needs to move jobs out of the U.S., that company would be better to talk, not balk: "Mr. President, happy to discuss ways we can stay."



Stan Steinreich

We have a new communication landscape, and corporations need to

recognize our President-elect is using social media more effectively, and they're going to have to change with the times and join the discussion much more rapidly than before. Trump's use of social media as a primary source of direct communication is going to raise the prominence of Facebook, Twitter, Instagram, Snapchat and other platforms to a level we've never seen. Corporations need to prepare, and they need to do so fast!

Stan Steinreich is the President and CEO of Steinreich Communications Group. •

Trump's tried and true PR practices

Donald Trump ran the most unconventional presidential campaign in political history. But when it comes to PR, he actually drew upon some pretty conventional thinking.

By Doug Bennett

et's take a look at the tried and true PR practices that The Donald employed when dealing with the media.

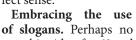
Feeding a 24-hour news cycle. Much was made when Trump tweeted at 3 a.m. It was nothing more than responding to news as news occurred. In the past, candidates had the luxury of answering the media on their own terms. They could strategize and refine their messages over time. But when news cycles compressed, campaigns had to get faster. No one knew this better than Bill Clinton, whose famous war room left no charge unanswered. Trump followed suit, even if it meant logging onto Twitter at 3

Embracing social media. Speaking of Twitter, no candidate ever employed social media as joyfully, recklessly and effectively as Trump. The good news is social media allowed Trump to share his message unfiltered. The bad news is social media allowed Trump to share his message unfiltered. As a result, Trump gained more than 16 million followers, but committed some big gaffes, too. In the final few weeks of the campaign, Trump's team finally built some discipline around his Twitter use and the campaign

Using surrogates effectively. When the "Access Hollywood" scandal broke, Trump originally responded early on a Saturday morning through an apology video, protecting the candidate from being cross-examined. By the time the Sunday morning talk shows arrived, campaign surrogates Rudy Giuliani and Newt Gingrich took the heat on Trump's behalf. Even Trump's often press shy wife, Melania, was enlisted in subsequent days to support him.

Leveraging friendly media. Rather than wasting capital on confrontational outlets, Trump returned time and again to the friendly confines of Sean Hannity

and Fox News. At first glance, that might seem wrong-headed given Trump's need to broaden his base. However, when you consider his need to unite a divided Republican Party, it makes perfect sense.





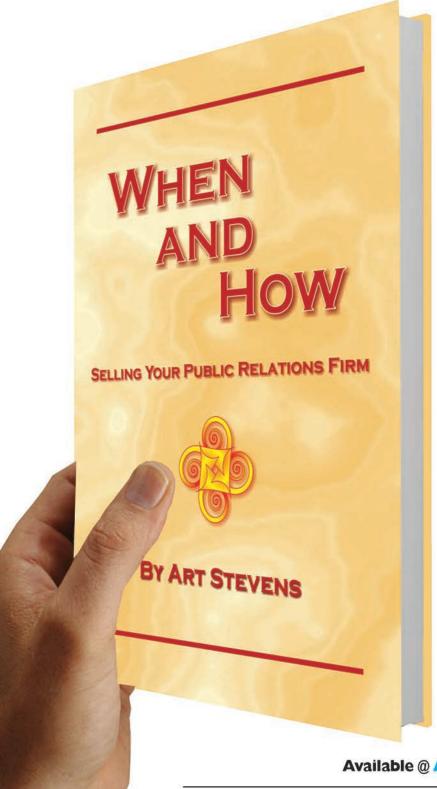
Doug Bennett

one this side of a 60s ad man has enjoyed a slogan more than Trump. He launched his campaign promising to "Make America Great Again," making some promotional marketer with a gross of red trucker hats rich. Trump closed his campaign by promising to "Drain the Swamp." This became an apt metaphor for Washington corruption. Since Trump's election, this slogan has been co-opted by his opponents, but that doesn't diminish its effectiveness.

In fact, perhaps the only surprise here is Trump never commissioned a Donald Trump jingle. No doubt it would've been huuuuge.

Doug Bennett Jr. is a political enthusiast and a public relations executive based in southern Indiana. O

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Bell becomes B-M Worldwide president

lobal PR giant Burson-Marsteller has named Kevin Bell Worldwide President. The appointment is effective immediately.

Bell joined Burson in late 2013 as Global Public Affairs Practice Chair in London, succeeding MEA CEO Jeremy Galbraith. Bell arrived at the WPP property from British public affairs consultancy Maitland Polit-



Kevin Bell

ical, where he was Executive Chairman. Earlier, he was regional President for the U.K., Africa and Middle East at Omnicom's FleishmanHillard unit and Founding Director of legendary lobbying shop Westminster Strategy, where he advised a number of senior Conservative Party politicians in the UK. He was also previously a Managing Director at British multinational public relations and marketing company Bell Pot-

As Worldwide President, Bell will collaborate with senior executives and work across each of B-M's regions and practice groups to spearhead the firm's growth opportunities and build its strategic communications services. He'll be based in the firm's New York headquarters and will report to Worldwide Chair and CEO Don Baer. O

Warner Bros. names Morentin comms. EVP

ajor record label Warner Bros. Records has named Liz Morentin Executive VP of Comms. and Media. Morentin joins Warner Bros. from enter-

tainment production giant Dick Clark Productions, where she served as SVP of Communications and Marketing. Prior to that, she was VP of Communications and Media Relations for Live Nation, where she led communications for that live entertainment and eCommerce com-



Liz Morentin

pany's North American concert division. She was previously a VP of Media Relations at RCA Music Group and also held stints at A&M Records, Elektra, Epic Records, Rhino Entertainment and Atomic Pop.

Kempner names Werner MWWPR pres

ret Werner, who came over to MWW-PR in January of this year from Catalyst as chief client officer, is the firm's new President as part of a revised manage-

ment structure. He will share day to day management with CEO Michael Kempner.

Werner co-founded Catalyst as Managing Partner in 2006 and worked through its 2012 sale to IMG Worldwide. He stepped down with Co-Founder Bill Holtz in October



Bret Werner

Newly-promoted Chief People Officer Gina Cherwin and CFO William Starace round out the executive team that will report to CEO Michael Kempner. O

Wilson is Spectrum CEO

onathan Wilson, President of health, life sciences and public affairs firm Spectrum Science Communications, will now also hold the dual title of Chief Executive Officer.

Wilson's appointment was announced today by Spectrum Founder John J. Seng, who formerly wore the CEO title and will remain onboard as Chairman. Seng, who founded the Washington, D.C.-based agency in 1996, will also remain Chair of international health and science agency network GLOBALHealthPR, which he founded in 2001.

Seng told O'Dwyer's that Spectrum's leadership is currently in the midst of a succession plan that he described as a "calculated, strategic internal sale," wherein the agency would remain independent while ownership would gradually



Jonathan Wilson

be ceded to "a mix of owners" over the next two years, with Wilson at the helm.

Seng told O'Dwyer's that by January 2019, he expects to have "moved out of the picture," and plans to dedicate more time thereafter to non-profit work.

Wilson, who was previously President of inVentiv unit Chamberlain Healthcare PR, joined Spectrum in early 2014 to fill the President slot. The agency has expanded

considerably in that time, posting 33 percent year-over-year growth in 2014 and a whopping 83.5 percent surge in healthcare-related net fees last year.

Wilson this year was also named president of GLOBALHealthPR, which maintains 16 partner agencies in 42 countries and is headquartered in New York, with regional offices in London and Singapore.

Seng said Wilson's new title at the healthcare firm essentially formalizes a role he's already been playing for the past two years, managing Spectrum on both a day-to-day basis while also shaping the firm's long-term growth strategy. **O**

Delta books Walker for return flight as CCO

ed Walker, who retired as Chief Communications Officer of Delta Air Lines in 2014, will return to the Atlanta-based carrier in January in its top communications role.

He will fill a post being vacated by Kevin Shinkle, the former Associated Press Business Editor who is stepping down to return to the Northeast after nearly three years in Atlanta.



Ned Walker

Walker spent eight years at Delta after leading communica-

tions for Continental Airlines, where he spent 21 years.

He will report to Delta CEO Ed Bastian, who took the reins in May after 18 years there. O

APCO adds Rigas

as Rigas, who was previously Consumer Practice Group Director at Publicis' MSLGROUP unit in New York,

has moved to APCO Worldwide, where she's been named Senior Director of that agency's food, consumer products and retail practice.



Kas Rigas

MSLGROUP in 2013, was previously with MWW Group, where she was Managing Di-

rector of that agency's consumer lifestyle marketing practice in New York.

Prior to that she was a SVP at DKC Public Relations, and also held stints at Ruder Finn and Rubenstein Communications. O

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Janey Bishoff, CEO

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Bliss Integrated Communication is a mid-sized, independent mar-

keting 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.

Bliss has extensive corporate reputation and issues management/ crisis experience in product recalls, government and regulatory inquiries, pricing issues and advisory meetings, and was ranked among the top crisis management PR firms by healthcare industry clients in Black Book. Bliss is skilled at developing tailored playbooks and scenario plans for our clients, including protocols delineating internal responsibilities, and preparing teams with content, press releases/ company statements, 3rd party engagement, Q&As and media talking points.

We have deep expertise training spokespeople and orchestrating all logistics involved in a rapid-response situation. Moreover, Bliss works closely and proactively with media to educate and gain trust, building dependable relationships for use in times of crisis. As part of our issues management strategy, we also maintain rigorous real-time monitoring of both traditional and social media sources, keeping teams up-to-speed and using this knowledge to inform external re-

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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. Out 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.

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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 food companies and Fortune 500 corporations.

Fineman PR's successful, high-profile crisis work includes helping our client respond to and recover from a national public health crisis, 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.

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Thomas Ryan, CEO Don Duffy, President

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Deborah Hileman. President and

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ICM has developed crisis plans, counseled executives and managed crisis communications for clients in virtually every industry for crises including workplace shootings, social media attacks, strikes, white collar crime, criminal and civil investigations, large-scale merg-



Deborah Hileman, ICM President and CEO.

ers/acquisitions and bankruptcies, data breaches, recalls, plant closings, unfounded rumors, wrongful death/patient abuse investigations, activist threats, boycotts, natural disasters, social and political is-

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Joele Frank, Managing Partner Matthew Sherman. President

When an unexpected, out-of-theordinary 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

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James Fingeroth, 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 challenges 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.

L.C. WILLIAMS & **ASSOCIATES**

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Kim Blazek Dahlborn, President and CEO Gary Goodfriend, EVP

L.C. Williams & Associates (LCWA) has successfully guided clients — from Fortune 500 companies to non-profit organizations - through some of their worstcase 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 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 ex-

_ Continued on page 32



Based in their NYC office, Andrea Pass serves as Vice President of Media Relations for Marketing Maven.

L.C. WILLIAMS & **ASSOCIATES**

_ Continued from page 31

ecutives 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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Lindsey Carnett, CEO & President, lindsey@marketingmavenpr.

Andrea Pass, VP of Media Relations, andrea@marketingmavenpr.

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.

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.

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Michael W. Robinson. Chairman & CEO

The Montgomery Strategies Group is an elite consulting firm with unsurpassed expertise in crisis communications, public affairs, the financial markets, and reputation creation & management.

We draw on decades of collective experience as trusted counselors and strategists to global C-Suite executives, Boards of Directors, marketplace leaders, and elected officials - with a team that includes former senior leaders from the SEC, FTC, The White House, Justice Department, HHS, HUD, The Wall Street Journal, The New York Times, CNBC, and a host of Fortune 500 companies and global consultancies.

The breadth of our award-winning team includes expertise across all types of criminal and civil litigation, regulatory actions, Congressional investigations, mergers & acquisitions, bankruptcies, data breaches, product recalls, executive transitions, and activist investors. The solutions we put in place are customized to meet the needs of all our client's stakeholders from Wall Street to traditional and social media.

We maintain an alliance of consultancies with offices in: New York, San Francisco, Chicago, Denver, London, Zurich, and Brussels.

PADILLACRT

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Brian Ellis, EVP Bob McNaney, SVP

PadillaCRT is a top 10 independent public relations and communications company. Its 240 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 IO helps to answer that question. This tool is based on proven crisis-response methodologies. Want to know more? Visit crisisiq.padillacrt.com.

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

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.

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Protesters are attracting media crews outside your gates, your board chair has been accused of harassment, a new study questions your company's miracle drug, you have been hacked, business is halted due to a cyber security incident. Each situation could be your organization's undoing.

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We are healthcare crisis subject matter experts focused on helping our clients navigate disruptions both anticipated and unforeseen that pose a potential reputational or financial challenge to their business. When a crisis happens, you can't afford for your agency to have a learning curve. Our deep industry expertise and issues management experience can help any healthcare organization navigate the complex healthcare, legal, regulatory, and business landscape.

As an integrated marketing communication agency, we help our clients create and grow brands -and protect them when something happens. We have profound experience in litigation support, legislation outcomes, union issues, data breach preparedness and reputation management. We are unique in that we are the only agency in the nation to specialize in the business of healthcare finance with a specific niche in payor/provider communication.

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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 communi-

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

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

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

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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-thejob deaths, securities fraud, sexual harassment, legal issues, social or digital media issues, community relations, website hacks, user data breaches, organized labor 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.

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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." 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 Barron's, Bloomberg, CBS Television, CNBC, Forbes, Fox Business News, NBC Television, Los Angeles Times, New York Times, San Francisco Chronicle and Wall Street Journal.

Please visit www.sitrick.com for more information on the firm including a list of current and former clients for which its work has been public.

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



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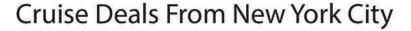
















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Reporters gather for a Tellem Grody PR press briefing, also transmitted nationally via Facebook Live, about a lawsuit challenging the constitutionality of surrogacy laws.

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Whit Clay and Darren Brandt. Co-

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.

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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 within healthcare and real estate and with corporations and non-profit organizations to deliver strategic communications, messaging, public affairs and crisis communications services through media relations & training, digital, social & video that help clients achieve the definition, recognition and protection needed to meet their goals.

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TELLEM GRODY PR

30745 PCH, Suite 243 Malibu, CA 90265 310/313-3444 www.tellemgrodypr.com Facebook: @TellemGrodyPR Twitter and @susantellem.

Tellem Grody Public Relations, Inc., (TGPR) a global public relations and social media agency, has expanded its crisis management practice to include homeland threats, terrorism and cyber-crime. The team is led by Susan M. Tellem, APR, RN, BSN, the agency's senior partner. TGPR helps companies, law enforcement and citizens manage terror-related crises. Her diverse crisis team includes a seasoned private investigator with Israeli military training, a veteran food safety expert and a photo/ video news journalist who worked daily with the LAPD.

Tellem's 35 years of crisis preparedness and management expertise includes counsel to the DA prosecuting the Michael Jackson case; Pope John Paul II's visit to Los Angeles where she led a media advance team, credentialing more than 3,000. She recently completed two FBI courses on terrorism, including an intensive program on "ISIS and Social Media." She herself survived an active shooter situation; the gunman was killed by police. Tellem is a LAPD Reserve Officer Specialist (retired); a registered nurse (retired); and a member of the FBI's InfraGard team. She served as a Malibu Public Safety Commissioner and is trained and frequently drills as a Malibu Community Emergency Response Team (CERT) member. She speaks frequently on crisis management, most recently to the Orange County Coroners Association and at the Orange County Sheriff's Department Leadership Retreat.

WEBER SHANDWICK

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In the digital and globally interconnected world we live in today, the immediacy of events impacts everything — from seismic global business and policy issues to the seemingly insignificant sec-ond-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, 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. O

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Multicultural, beauty/fashion, professional services, travel/hospitality, home furnishings, financial PR/investor relations, healthcare, food & beverage, entertainment/sports clients and social media. Employees: 14. Founded: 2009.

Agency Statement: With offices in Los Angeles and New York City, Marketing Maven's integration of PR, SEO and social media marketing helps provide a competitive edge to their clients. Marketing Maven helps businesses grow their revenues by developing campaigns that engage a target audience, generate sales then utilize advanced metrics to measure ROI. Their services aid national marketing campaigns and product launches with reputation management, organic SEO tracking, competitive analysis reports, key influencer

identification and online product reviews to help increase revenue. Hispanic marketing is also a core competency for Marketing Maven, not only focusing on Spanish language media relations, but assisting clients with culturally relevant content for various marketing channels. Visit www.marketingmavenpr.com for more information.



Lindsey Carnett, CEO & pres.; Phil Rarick, COO; Natalie Rucker, VP of business dev.; Aljolynn Sperber, director of social media; Mari Escamilla, Hispanic media mgr.

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Why the Times should hire a pro-Trump columnist

By Fraser Seitel

n a mea culpa unprecedented in American journalism, the exalted New York Times immediately followed the upset election of Donald Trump with a public



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.

apology, questioning its reporting of the candidate and promising readers to "rededicate ourselves" to fairness and honesty in its coverage.

That letter, written by publisher Arthur Sulzberger, Jr. and executive editor Dean Bacquet, was a not-so-subtle acknowledgement of what anyone who regularly reads the Times knew all along: that the

paper has been virulently anti-Trump from

the moment the megalomaniacal real estate developer entered the race.

Most prominent in the *Times*' antipathy to Trump is its op-ed page, where every single regular contributor without exception despises the Donald and everything he

From left wingers Charles Blow and Gail Collins to right wingers Ross Douthat and David Brooks, the Times' columnists consider Trump little more than an egotistical, fabricating blowhard, whose "knowledge" of policy extends no further than cable TV, and who'd rather tweet and condemn than listen and learn.

And, of course, they are right, but ...

Donald Trump, warts and all, still won more than 62 million American votes. And while that might have been two million less votes than Hillary received, Trump still won, so the Times needs to get over it. So far, it hasn't.

Despite its publisher's promising words, the Times since the election has doubled down on its daily damning of the incoming President. Indeed, if Arthur, Jr. is really serious about the "paper of record" regaining its credibility after its Trump trashing of the last several months, he will make a concerted effort to add one, lone pro-Trump advocate as a New York Times op-ed columnist.

Such a credibility-saving move is necessary when one considers the current *Times* op-ed cadre of critics.

Charles Blow

The resident commentator of all things racial has staked out territory as the Times' most hysterical anti-Trumper, relishing to readers how he refused to attend the President-elect's sit down with Times' editors

"The very idea of sitting across the table from a demagogue who preyed on racial, ethnic and religious hostilities and treating him with decorum and social grace fills me with disgust, to the point of overflowing."

Since then, Blow has continued to "overflow," calling for open resistance against the next President as an act of "revolutionary patriotism." Whew. Take a blow, Charles.

Paul Krugman

The Nobel Prize-winning economist is another never-Trumper. So much so, that if the new President actually does follow through on his promise to invest federal funds in infrastructure improvement as Krugman has been calling for years the lugubrious columnist will likely blame Trump for not picking the right projects. Hopeless.

Gail Collins

The Times' resident humorist progressively stopped being funny as Trump got closer to beating her beloved Hillary. And when the dastardly deed did occur, Ms. Collins' glee turned to a gloom that she is just now attempting to shake off.

While there will be myriad possibilities for amusement in an Administration run by a cuckoo clock, it will be difficult for Ms. Collins to recover her comedic mojo in the face of such a scary clown.

David Brooks

The Times' resident moralist warned fellow-Republicans during the campaign that backing Trump was like supporting evileyed communist hunter Joe McCarthy.

Trump, wrote Brooks, "lives in an alternative, amoral Howard Stern universe where he cannot enjoy the sweetness that altruism and community service can occasionally bring."

The columnist's conclusion about our next President: "Pathetic."

Continued on next page



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Managing for prosperity in 2017 and beyond (part I)

By Richard Goldstein

n the course of devising an interesting, relevant column this month, many ideas came to mind but none immediately ex-

cited me.



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

Then I discovered an old newsauthored by my late good friend, Al Croft, titled "How to Make 2003 Better Than 2002. Apply Basic Business Strategies."

Going through archives, came across my columns on managing for prosperity, and it dawned on me to write

about managing for prosperity using the ideas taught to me by Al Croft and Rick Gould. Be warned, this is not a one-time column but will be a series. Any feedback from my readers is always appreciated.

From my friend Al Croft and me ...

Al wrote about applying basic business strategies 15 years ago. His advice still applies today so here goes!

Update your long-range business plan. Write a plan if you don't have one. Then follow it. Despite the fact that the agency business continues to be hectic, cloudy and hard to plan for, a good fluid business plan — really two plans; one short range for 2017 and one for the next three to five years — provides a healthy backbone and operating base for your firm.

Develop a realistic budget for your firm based on your best income expectations. Regularly update based on business changes and a flexible SWOT analysis. (This is a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities

and threats.)

Staffing needs. Based on your expectations and the amount of average income generated per person in 2016, plan your staffing needs for 2017. Evaluate your staff; no need to stick with losers or underperformers. I believe there are good people in the market place looking for the right spot. They might as well be working for you!

Determine the average income generated per professional in 2016. Use this figure to gauge staff needs against projected budgets and evaluate your staff against the average. (I will write more on this in future

Develop or revise your marketing plan and allocate funds to make it work. Be proactive about marketing your firm. Try and spend at least 50 percent of your time serving clients and the other half managing and growing your business.

Develop/revise and promote a unique strategic position or marketing niche for your firm. Decide what your firm is or what you want it to be. Build strength in a market niche with good growth potential. Maybe one of the practice areas of PR has undeveloped potential for your firm. Make sure your clients and prospects understand your strengths. It is important to merchandise your accomplishments to current clients as to prospects. Look for ways to develop additional business from current clients. This additional business is much more profitable than chasing after new clients; despite the fact that you must do both.

PR Week in 2002 ran an article that "The most single most powerful, strategic and competitive asset a company has is its brand identity." I disagree, but not by much. In my view the most valuable asset a PR firm has is its intellectual capital. When is the last time your agency strategized its brand identity? Your goal is to stand out so that the right clients choose you for what you do best. You need to specify what makes your agency special and why clients would choose you?

Read your mission statement. Substitute the name of a very different agency that is dramatically opposed to yours — for your name and re-read it. The better your mission statement works for the other agency, the poorer it is. No agency, small or large can exempt itself from the challenge of standing out in the increasing competitive marketplace. Your identity says who you uniquely are and why clients should choose

Determine to achieve at least 80-85 percent staff utilization this year. Stop worrying about monthly variances; shoot for long range (minimum quarterly) results. I will write more on this in future columns, and will note industry averages.

Monitor write-offs closely, no more than five percent of income if possible. Watch for poor budgeting, over-servicing (more on this coming soon) and/or staff mistakes, the usual culprits for write-offs and less than possible and desirable profits. Train staff to have the professional confidence to stop work, and speak to management, on client projects before they invest more time than the client will be willing to

Track individual client profitability monthly. Your firm may be profitable overall, but individual problem clients can pull down total profits. Know when and why profitability on any account drops below where you want it to be. Do something about problem clients, even if it means resigning the business.

Check your hourly rates against industry average. Are your rates competitive? Can they be increased? Make sure individual rates are set to make individual employees profitable. Are you charging enough for crisis or client-inspired weekend work? I will write more on this in future columns

Again, your feedback is important to me. Hope this month's column will add to your success! O

Pro-Trump NY Times Columnist

_Continued from previosu page

Ross Douthat

During the campaign, Douthat, the Times' token Republican spiritual columnist, cast his lot with the never-Trumpers, pointing out that the candidate's views were neither conservative nor libertarian.

Now that Trump will be President, Douthat has softened a bit; I'm still no fan but I'm willing to see if Trump's unorthodox approach might somehow result in progress.

Frank Bruni

The columnist on all things gender-related, Bruni is yet another who desperately pleaded for Clinton's election right up until the bitter judgment day.

But like Douthat, Bruni has seemed to mellow a bit since the worst happened; at least, he was willing to attend Trump's

meeting at the *Times*!

The rest of the New York Times' op-ed brigade is equally resentful, disdainful or even downright hateful of what Donald Trump hath wrought.

That's why the best move Arthur, Jr. can make is to follow what his father did 50 years ago when he recruited former Nixon public relations man William Safire for the Times' op-ed page, and bring in a pro-Trump columnist. **O**

Kochs Network launches PR firm

he advocacy network backed by billionaire industrialist brothers Charles and David Koch has added a PR firm to its roster of conservative outreach and policy efforts.

In Pursuit Of is the name of the new entity that will be run by Koch's anchor advocacy group Freedom Partners. The for-profit agency will provide services to outside clients such as political candidates, companies and non-profits, and will also supply communications work for the various arms of Koch's vast political network. According to a December 7 NBC News report, the firm plans to focus on corporate tax reform, regulation reduction and replacing the Affordable Care Act.

James Davis, Freedom Partners' Executive VP of Marketing and Communications, has been tapped to lead In Pursuit Of and will hold the title of President. Davis, who was Chief Spokesman and Communications Director for the 2012 Republican National Convention, was formerly an Associate at M&A PR giant Brunswick Group.

In 2009, the Kochs funded the launch of a similar private offering, political data and analytics firm i360. That firm, which was founded by former John McCain chief technology officer Michael Palmer, collects data on all 250 million U.S. adults for the purpose of creating predictive modeling for political campaigns.

The news of In Pursuit Of's formation comes amid a restructuring effort involving Koch's political operations that were announced earlier this year. Those measures resulted in several organizations being consolidated under the Americans for Prosperity umbrella and a scaling back of its work with several consulting firms, fundraising entities and conservative advocacy groups. In December the Kochs also announced that it would be laying off 81 employees across its network as part of this reorganization. •

The Sugar Association signs lobbying support

he Sugar Association, the U.S. trade group that represents the sugar industry, has tapped agriculture industry specialists Olsson, Frank, Weeda, Terman & Matz for lobbying support on Capitol Hill.

OFWT&M has been hired to "provide monitoring, consulting, and advocacy services regarding legislation relating to the areas of food labeling and nutrition," according to lobbying registration documents filed in December.

The sugar group was ensnared in controversy this year when the New England Journal of Medicine published a bombshell article detailing how the association in the 1960s — then known as the Sugar Research Foundation — had allegedly paid Harvard scientists to pen research that downplayed the link between sugar consumption and coronary heart disease, and instead shifted the dietary blame for CHD to fat.

The New York Times reported that one of the scientists allegedly paid by the association was nutritionist David Mark Hegsted, who later went on to serve as Administrator of Human Nutrition at the United States Department of Agriculture.

In response to the New England Journal of Medicine report, the Sugar Association said in a statement that the industry "should have exercised greater transparency in all of its research activities." However, the group went on to state that it "questions the continued attempts to reframe historical occurrences to conveniently align with the currently trending anti-sugar narrative" and maintains its position that "the last several decades of research have concluded that sugar does not have a unique role in heart disease." O



White House correspondent Keil to H+K

ichard Keil has been appointed Executive VP in Hill+Knowlton's Global Corporate Practice. The former Lead White House Correspondent for The Associated Press and Bloomberg News will focus on media relations, crisis and public affairs starting in January.

Most recently Keil served multiple roles in public and government affairs for ExxonMobil at its Irving, Texas, headquarters. Prior to that he was a Senior Communications Advisor at Purple Strategies and worked at H+K merger partner Public Strategies, Inc.



Richard Keil

In September, H+K named political and agency vet Joe Householder Executive VP. The former journalist and communications director for then-Sen. Hillary Clinton (D-NY) also worked at Public Strategies and Purple Strategies. O

Uber hails Ulman Public Policy

ide-hailing service Uber has tapped Government Relations firm Ulman Public Policy & Federal Relations for Capitol Hill representation on labor and transportation issues.

The smartphone-based car service has hired Ulman for help with "innovation in the transportation marketplace," as well as "issues related to the sharing economy," according to December lobbying registration documents.

Uber in December rolled out its driverless-car pilot program in San Francisco to much fanfare, which allows customers the ability to hail self-driving cars from their phones. That rollout was in defiance of California transportation regulators who said Uber does not have the necessary state testing permit to allow autonomous driving on public roads. The CA department of motor vehicles told Uber that it will face legal action if the company "does not confirm immediately that it will stop its launch and seek a testing permit."

Uber has argued that the program is only semi-autonomous, because cars in its self-driving fleet still employ a "safety driver" who monitors trips and can take the wheel when necessary.

Uber has spent nearly \$1 million in lobbying expenditures (\$970,000) this year, more than double what it spent in lobbying fees in 2015 (\$470,000). Lobbying groups Uber has hired in 2016 include Franklin Square Group, Heather Podesta & Partners, Capitol Tax Partners, Doerrer Group, Federal Hill Group and Mayer

Ulman Public Policy and Federal Relations is owned by Josh Ulman, who was formerly the Director of Labor Law policy at the U.S. Chamber of Commerce. •

APCO aids Switzerland

witzerland has tapped D.C. PR giant APCO Worldwide to provide communications services that promote a positive perception of the Swiss Government within the United

APCO's Washington headquarters will work with the Switzerland Embassy in D.C. to provide services that include media relations, stakeholder engagement, communication strategy, digital advertising, media monitoring and analytics services, according to Foreign Agents Registration Act documents filed in December.

The contract, which runs until March 30, 2017, fetches APCO a fee of \$80,000.

The pact was signed by APCO Deputy Managing Director Mike Hotra, who was previously Director of Legislation and Communication for the American Tort Reform Association and Director of the Civil Justice Task Force of the American Legislative Exchange Council. O

Gephardt reps Nicaragua

he Republic of Nicaragua has signed Gephardt Group Government Affairs for lobbying and government relations services that contribute to improved economic and political relations between that Central American nation and the U.S., according to Foreign Agents Registration Act documents filed in December.

GGA will provide strategic advice, lobbying and government relations services to the Nicaraguan Embassy in D.C., which includes outreach to Congress and the Executive Branch on the Embassy's behalf, according to FARA documents.

GGA will also supply the Embassy with written assessments and reports on its work, which terminates at the end of December.

GGA will receive approx. \$455,000 for the agreement.

GGA is led by former Majority Leader and Democratic presidential candidate Dick Gephardt. O

Fratelli fields Japan media work

he Government of Japan has awarded public affairs firm The Fratelli Group a \$15,000-a-month contract for communications consulting services.

Working through The Embassy of Japan in Washington, The Fratelli Group will focus on media outreach and media coverage, as well as legislation and congressional actions that may affect or relate to the Japanese government, according to Foreign Agents Registration Act documents filed in December.

Services to be rendered include providing strategic counsel, message and materials development, media monitoring and outreach and contacting potential third-party spokespersons and opinion

The Agreement, which was made effective in December, runs for three months. The public policy firm, which has had a history of representing Japan, has also done international affairs and trade work for South Korea, Colombia, the U.S.-South Africa Business Council, US-ASEAN Business Council, and American Business Coalition for Doha.

The Fratelli Group was founded by Francis O'Brien, who was Press Secretary to former Congresswoman and VP candidate Geraldine Ferraro. O

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.

Mercury Public Affairs, LLC, Washington, D.C., registered Dec. 13, 2016 for International Agency for Regional Development (Globee), Kharkov, Ukraine, for services related to the Deputy Minister for Foreign Affairs of Ukraine, Chief of Staff of the Ministry Mr. Vadym Prystaiko's visit to the US.

Sonoran Policy Group, LLC, Scottsdale, AZ, registered Dec. 11, 2016 for New Zealand Embassy, Washington, D.C., for public and private sector diplomacy.

Overseas Korean Cultural Heritage Foundation, Washington, D.C., registered Dec. 1, 2016 for Korean Cultural Heritage Administration, Daejeon South Korea, to manage and operate the museum in Washington, D.C. purchased by the Korean Cultural Heritage Administration.

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.

Covington & Burling LLP, Washington, D.C., registered Dec. 21, 2016 for SAP America, Inc., Washington, D.C., regarding cybersecurity and surveillance; IT modernization.

Brownstein Hyatt Farber Schreck, LLP, Washington, D.C., registered Dec. 21, 2016 for Taylor Energy Company, LLC, New Orleans, LA, regarding potential legislation to the outer continental shelf.

Federal Policy Group, LLC, Washington, D.C., registered Dec. 21, 2016 for American Investment Council, Washington, D.C., regarding tax legislative and regulatory issues regarding tax reform.

The Madison Group, Washington, D.C., registered Dec. 19, 2016 for American Retirement Association, Arlington, VA, for issues pertaining to retirement reform.

Ogilvy Government Relations, Washington, D.C., registered Dec. 12, 2016 for Rheem Manufacturing Company, Atlanta, GA, regarding issues related to energy efficiency of HVAC and water heater equipment.

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Bernhardt Fudyma Design Group, 21 W. 46th St., #1206, New York, NY, 10036. 212/889-9337. www.bfdg.com. Craig Bernhardt, Pres.

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

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

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

INC Design, 35 West 35th St., New York, NY, 10001. 212/599-2222. www.incdesign.com.
Mike Eisenstadt, VP, Inc Design.

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

Lippincott, 499 Park Ave., New York, NY, 10022. 212/521-0000. www.lippincott.com. Richard Wilke, Dir., Global Business Development.

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

Associations

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

Advertising Specialty Institute, 4800 Street Rd., Trevose, PA, 19053. 800/546-1350. 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. Lynn Branigan, Exec. Dir.

Alliance for Women in Media, 2365 Harrodsburg Rd., #A325, Lexington, KY, 40504. 202/750-3664. www.allwomeninmedia.org. Becky Brooks, Exec. Director. American Association of Advertising Agencies (4As), 1065 Ave. of the Americas, 16th flr., New York, NY, 10018. 212/682-2500. www.aaaa.org. Nancy Hill, Pres. & CEO.

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

American Marketing Association, The, 130 E. Randolf St., 22nd Flr., Chicago, IL, 60601. 312/542-9000. www.ama.org. Russ Klein, CEO.

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

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

Association for Conflict Resolution, 1639 Bradley Park Dr., #500-142, Columbus, GA, 31904. 202/780-5999. 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. Jennifer McGill, Exec. Dir.

Association for Women in Communications, 1717 E. Republic Rd., Ste. A, Springfield, MO, 65804. 417/886-8606. www.womcom.org. Becky Lucas, Exec. Dir.

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

Automotive PR Council, Original Equipment Suppliers Assn., 25925 Telegraph Rd., #350, Southfield, MI, 48033. 248/952-6401. info@oesa.org; www.oesa.org. Jeff Laskowski, Mgr., Comms.

British American Business Inc., 52 Vanderbilt Ave., 20th flr., New York, NY, 10017. 212/661-4060; fax: 212/661-4074. www.babinc.org. Wendy Mendenhall, Mng. Dir. Chief Marketing Officer Council, 1494 Hamilton Ave., San Jose, CA, 95125. 408/677-5300 x5333. www.cmocouncil.org. Donovan Neale-May, Exec. Dir.

Communication Leadership Exchange, The, 45 Delaware Court, Schaumburg, IL, 60193. 847/893-6079. www.thecommunicationexchange.org. Christine Moore, Exec. Dir.

CPR, The International Institute For Conflict Prevention and Resolution, 30 East 33rd St., 6th Flr., New York, NY, 10016. 212/949-6490. www.cpradr.org. Noah J. Hanft, Pres./CEO.

Direct Marketing Association, 1333 Broadway, #301, New York, NY, 10018. 212/768-7277. www.thedma.org. Tom Benton, CEO.

Electronic Retailing Association, 607 14th St., N.W., #530, Washington, DC, 20005. 800/987-6462. www.retailing.org. Chris Reinmuth, Pres.

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

Florida PR Association, 40 Sarasota Ctr. Blvd., #107, Sarasota, FL, 34240. 941/365-2135. 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. Carole Davis-Grossman, Exec. Dir.

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

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

International Association of Business Communicators, 155 Montgomery St., #1210, San Francisco, CA, 94104. 415/544-4700; fax: 415/544-4747. www.iabc.com. Stephanie Doute, Acting Exec. Dir.

International Association of Business Communicators, Wash., D.C. Chapter, 200 Little Falls St., #205, Falls Church, VA, 22046. 703/267-2322. www.iabcdcmetro.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. Marie Fredette, Exec. VP.

International Digital Enterprise Alliance, 1800 Diagonal Rd., #320, Alexandria, VA, 22314. 703/837-1070. www.idealliance.org. David Steinhardt, Pres. & CEO.

International PR Assn., IPRA, Suite 5879, P.O. Box 6945, London, W1A 6US, U.K. 44 1634 818308. www.ipra.org.

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

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

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

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

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

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

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

National Foundation for Women Legislators, 1727 King St., #300, Alexandria, VA, 22314. 703/518-7931. www.womenlegislators.org. Jody Thomas, Exec. Dir. National Hispanic Media Coalition, 55 S. Grand Ave., Pasadena, CA, 91105. 626/792-6462. info@nhmc.org; www.nhmc.org. Alex Nogales, Pres. & CEO.

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

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

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

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

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

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

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

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



PR Council, 32 East 31st St., 9th Floor South, New York, NY, 10016. 646/651-4838. Katie Doherty, 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.

Professional Marketing Forum, Suite 422, Salisbury House, London Wall, London, EC2M 5QQ, U.K. 020 7786 9786; fax: 020 7786 9799. 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. Paul Bellantone, Pres. & CEO.

PRSA/Georgia, 4971 Staverly Lane, Norcross, GA, 30092. 770/449-6369. 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. Sherri Core, Dir. of Admin.

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

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

Public Relations Society of America (**PRSA**), 33 Maiden Lane, 11th flr., New York, NY, 10038. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

Publicity Club of Chicago, P.O. Box 663, Deerfield, IL, 60015. 773/463-5560. office@publicity.org; www.publicity.org. David Brimm, Exec. Director.

Publicity Club of New England, P.O. Box 415, Belmont, MA, 02478. admin@pubclub.org; www.pubclub.org. Pam DeCoste, Executive Administrator.

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

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

SIIA, 1090 Vermont Ave., N.W., 6th flr., Washington, DC, 20005. 202/289-7442. jbaranowski@siia.net; www.siia.net. Jennifer Baranowski, Awards Dir.

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

Society for Technical Communication, 9401 Lee Highway, #300, Fairfax, VA, 22031. 703/522-4114. www.stc.org. Liz Pohland, Interim 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. Kathleen Graham, Exec. Dir.

Society of American Travel Writers, One Parkview Plaza, #800, Oakbrook Terrace, IL, 60181. 847/686-2344. 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. Joe Skeel, Exec. Dir.

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

Women in Government Relations, 8400 Westpark Dr., 2nd flr., McLean, VA, 22102. 703/610-9030. 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. Harvey Morris, Exec. VP.

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.hsmai.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. 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.
Tina McCorkindale, Pres. & CEO.

AME - Advertising & Marketing Effectiveness Awards, New York Festivals,, 260 W. 39th St., 10th flr., New York, NY, 10018. 212/643-4800. www.AMEawards.com. Alisun Armstrong, Exec. Dir. American Hotel & Lodging Association's Stars of the Industry Awards, 1250 I St., N.W., Washington, DC, 20005. 202/289-3100; fax: 202/289-3199. www.ahla.com. Rosanna Maietta, Sr. VP, Comms. & PR.

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

ARC Awards, Sponsored by MerComm, Inc., 500 Executive Blvd., Ossining-on-Hudson, NY, 10562. 914/923-9400. www.mercommawards.com.
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Association TRENDS Annual All-Media Contest, Columbia Books & Information Services, 4340 East-West Highway, #300, Bethesda, MD, 20814. 202/464-1662. 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. 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.

Bell Ringer Awards, Publicity Club of New England, P.O. Box 415, Belmont, MA, 02478. admin@pubclub.org; www.pubclub.org. Pam DeCoste, Exec. Administrator.

Big Apple Awards, PRSA/New York Chapter, 41 Madison Ave., 5th Flr., New York, NY, 10010. 212/228-7228. www.prsany.org.

Bronze Anvil Awards of PR Society of America, 33 Maiden Lane, 11th flr., New York, NY, 10038. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

Clarion Awards, Association for Women in Communications, 1717 E. Republic Rd., Ste. A, Springfield, MO, 65804. 417/886-8606. www.womcom.org. Becky Lucas, Exec. Dir.

CLIO Awards, 825 8th Ave., 29th flr., New York, NY, 10019. 212/683-4300. www.clioawards.com. Nicole Purcell, Pres. CODIE Awards, Software & Info Industry Association, 1090 Vermont Ave., N.W., 6th flr., Washington, DC, 20005. 202/289-7442. www.siia.net/codies. Jennifer Baranowski, Awards Program Mgr.

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

Gold Anvil Award of PR Society of America, 33 Maiden Lane, 11th Flr., New York, NY, 10038. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

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

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

Gold Quill Awards, Int'l. Association of Business Communicators, 155
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www.iabc.com. Stephanie Doute, Acting 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; www.publicity.org. David Brimm, Exec. Director.

Golden World Awards, Intl. PR Assn., IPRA, Suite 5879, P.O. Box 6945, London, W1A 6US, U.K. 44 1634 818308. www.ipra.org.

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

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

Internet Advertising Competition (IAC) Awards, Web Marketing Association, P.O. Box 475, South Well Fleet, MA, 02663. comments@advertisingcompetition.org; www.iacaward.org. William Rice, 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. 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. Tyson Heyn, Founder.

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

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

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NAGC Communicator of the Year Award, National Association of Government Communicators, 201 Park Washington Court, Falls Church, VA, 22046. 703/538-1787. www.nagc.com. 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. Pat Hanley, Admin.

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

Outstanding Educator Award of PR Society of America, 33 Maiden Lane, 11th flr., New York, NY, 10038. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

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

PR Daily and Ragan Awards, 316 N. Michigan Ave., Suite 400, Chicago, IL, 60601. 312/960-4304. www.prdaily.com/Main/RaganAwardsPrograms.aspx. Mary McMahon, Program Mgr.

PR Professional of the Year Award of PR Society of America, 33 Maiden Lane, 11th flr., New York, NY, 10038. 212/643-4800. www.prsa.org. Laura Kane, Chief Comms. Officer.

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ReBrand 100 Global Awards, 24 Corliss St., #6791, Providence, RI, 02940. 401/785-1412. www.rebrand.com. Anaezi Modu, Founder & CEO.

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

Silver Anvil Awards of PR Society of America, 33 Maiden Lane, 11th flr., New York, NY, 10038. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

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

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Books

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

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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.

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Concepts, Inc., 4800 Hampden Lane, Suite 200, Bethesda, MD, 20814. 240/482-3709. info@conceptscomm.com; www.conceptscomm.com. Karen Herson, President.

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Worldcom Public Relations Group, 500 Fifth Ave., #1640, New York, NY, 10110. 800/955-9675; 212/286-9550. toddlynch@worldcomgroup.com; www.worldcomgroup.com. Todd M. Lynch, Managing Dir.

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Auritt Communications Group is a full-service broadcast and online PR production company providing creative multi-platform solutions that meet our clients' specific needs. Whatever industry we work in - food and nutrition, consumer, healthcare, entertainment, publishing, finance, tech — our producers partner with you to find the most effective story to tell. Our close, enduring relationships with the media result in the highest quality bookings. Our creatively designed cost-effective production packages increase brand awareness, reaching influencers and targeted audiences in prime media markets. Through carefully honed strategy and skilled execution, our team of media experts and network-credentialed producers delivers promised results.

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Our work is driven by insight, developed through strategy, implemented with creativity and delivered by talented specialists. 4media Group is a strategic, full-service market research and communications group offering specialist expertise within a united collective. We work with direct clients and PR agencies alike to produce creative, innovative and effective broadcast campaigns that reach TV, radio and online media.

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Celebrating our 21st anniversary and 21 years of excellence in 2017, Strauss Media Strategies, Inc., is the nation's premier public relations, communications, and strategy firm specializing in television and radio. Not just another "crank it out booking service," Strauss Media Strategies works closely with its clients to develop campaign-specific strategies and tactics that get results. Collectively, our staff brings more than 175 years of broadcast experience and judgment to our clients, and has booked tens of thousands of interviews throughout our company history with a strong commitment to quality.

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Satellite Media Tours





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ARTISAN PRODUCTION HOUSE

Artisan Production House, 110 East 25th St., Floor 2, New York, NY, 10010. 347/351-4804. erin@artisanproduction-house.com; kara@artisanproduction-house.com; www.artisanproduction-house.com. Erin Lahey Schwitter, Producer/Partner; Kara Leibowitz, Producer/Partner.

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, 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 full-service broadcast and online PR production company providina creative multi-platform solutions that meet our clients' specific needs. Whatever industry we work in — food and nutrition, consumer, healthcare, entertainment, publishing, finance, tech — our producers partner with you to find the most effective story to tell. Our close, enduring relationships with the media result in the highest quality bookings. Our creatively designed cost-effective production packages increase brand awareness, reaching influencers and targeted audiences in prime media markets. Through carefully honed strategy and skilled execution, our team of media experts and network-credentialed producers delivers promised results.

What we do:

- •Video Production for Broadcast, Web, Corporate Events, Training
- •TV Satellite, Radio, Online Media Tours
- Integrated Media Tours
- Partner Media Tours
- Media Training
- •Social Media Campaigns
- •Webcasts and Live Streamed Interactive Events
- •Video, Audio, 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:

- Satellite Media Tours
- •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 flr., New York, NY, 10018. 2126296532. 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). English and Multilingual Audio News Releases (ANRs) also available as a la carte items.

S SIMON

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

D S Simon Media creates compelling content and leverages relationships to distribute it to broadcasters, journalists, influencers, and others who air, post, and share it. We've won more than 100 industry awards and received a US government trademark for PRketing® our industry leading approach to helping clients with their communications initiatives.

Our partnership with Guinness World Records helps brands capitalize on untapped media potential with a record-breaking attempt.

DSS offers:

- Satellite Media Tours
- Digital Media Campaigns
- Video Production/Live Events
- •Co-Op SMT

- Public Service Announcements
- •B-Roll
- •Guinness World Record promotions
- Radio
- •PR Consulting

DIETRICH NELSON & ASSOCIATES **Electronic Public Relations**

Dietrich Nelson & Associates, Inc., 7510 Sunset Blvd., #1415, Los Angeles, CA, 90046. 323/845-9608; fax: 323/883-1821. dnelson@dnaepr.com. Dietrich Nelson.

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



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.

Gourvitz Communications is one of the premier Broadcast Public Relations outfits in the world. We are experts in Satellite Media Tours (SMT), Co-Op SMTs (Co-Ops), B-roll production, Sizzle Reels, Radio Media Tours (RMT), Audio News Releases (ANR), and Internet Media Tours (IMT).

We guarantee success on all our SMTs and Co-Ops. Every Gourvitz delivers a minimum of 10,000,000 viewers and listeners. No matter what the subject or who your talent is, we can get them onto TV and Radio stations around the country and we also provide airchecks for every interview.

In the ever-changing landscape of Broadcast PR, we are always looking to create and innovate. We invented IMTs 6 years ago and have produced

more IMTs than anyone in the industry, with more than 300 IMTs under our belt. Our IMTs regularly deliver UVPMs between 25 and 100 million. We target the biggest and best websites in the world and we always provide a link to every placement.

Our Co-Ops are unmatched in the industry, not only do we guarantee over 10,000,000 audience, we guarantee the best talent. Our Co-Op talent roster includes Toy Expert Elizabeth Werner, ESPN Analyst Mark Schlereth, NFL-MVP Terrell Davis, Lifestyle Expert Trae Bodge, Tech Experts Dave King and Jamie Sorcher and Home Improvement Veteran Kelly Edwards. Check out our Co-Op calendar at our new website at www.gourvitzcommunications.com.

We are also experts at producing b-roll and placing it in the media. This vear, we produced the b-roll for the Nike Innovation Summit. We helped launch their HyperAdapt self-lacing shoe and the video we produced aired on virtually every station in the country. If you have a great story, we can get your video into the media.

If you are planning your media needs for the Super Bowl, Gourvitz Communications should be your first call. We will be producing two Super Bowl themed Co-Ops with NFL veterans and Super champs Mark Schlereth and Terrell Davis. Spots are filling quickly.

KEF Media, 1161 Concord Rd., Smyrna, GA, 30080. 404/605-0009. www.kefmedia.com. Kevin Foley, Pres. & CEO.



Liv Davick Communications and Strategic Marketing, Inc., 9903 Santa Monica Blvd., Beverly Hills, CA, 90212. 310/721-9646. info@livdavick.com; liv@livdavick.com; www.livdavick.com. Liv Davick, Pres.

Liv Davick Communications and Strategic Marketing, Inc. is a full-service communications and marketing company, incorporating analytics, research, and creativity to ensure superior results for each client's broadcast and social media needs.

Continued at top of next page

LIV DAVICK continued

We leverage our strong relationships with television/radio/digital media as well as social media influencers to enhance brand awareness and credibility and drive engagement. We can customize any of our services to fit our client's specific objectives. Our expertise includes:

- Satellite Media Tours
- •CO-OP Satellite Media Tours
- •Radio Media Tours
- Audio News Releases
- Social Media Campaigns
- Digital Media Tours
- Multimedia Marketing Campaigns
- Podcasts
- Webcasts
- Multimedia News Releases
- Public Service Announcements
- Spanish SMTs/RMTs/ANRs
- Video and Event Production/ Broadcast and Digital Distribution

Live Star Entertainment, 379 Park Avenue South, 4th flr., New York, NY, 10016. 212/505-7666. Eric Drath.

Lyons PR, 10410 N. Kensington Pkwy., Suite 305, Kensington, MD, 20895. 301/942-1306; fax: 301/942-1361. www.lyonspr.com. Dan Lyons, President.

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

Marquis Digital Media, 18345 Ventura Blvd., Suite 400, Tarzana, CA, 91356. 818/600-8770.

jshulman@marquisdigital.com; www.marquisdigital.com. Jeff Shulman.



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

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jmoldow@MoldowCommunications.com; www.moldowcommunications.com. Jim Moldow, President.

Murray Hill Studios, 248 East 35th St., New York, NY, 10016. 212/889-4200; fax: 212/889-9413.

Ourteam@murrayhillstudios.com; www.murrayhillstudios.com. Contact: Jahaneen Johnsen.

See full listing under Webcasting.

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

See full listing under Special Events.



PREMIERE TV

PREMIERETV, 200 Spectrum Center Dr., Suite 300, Irvine, CA, 92618. 310/899-9090. info@premieretv.com; www.premieretv.com. Shayne Fraeke, CEO.

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

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

As a result, you get the best lineups for your SMT.

Additional PREMIERETV specialties include:

- Satellite Media Tours
- Press Junkets

- Digital Media Tours
- •Radio Media Tours
- Audio News Releases
- Creative Video Production / "Highlight Reels"
- •Broadcast & Digital Distribution
- •B-Roll Packages
- •ENG Crews
- •On-Air Radio Promotions
- International Services
- Webcasting

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

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



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262 West 38th St., Suite 803, New York, NY 10018. 212/302-1234 newyork@straussmedia.com www.straussmedia.com Richard Strauss, Pres.

Los Angeles, CA 626/794-1350 losangeles@straussmedia.com www.straussmedia.com Richard Strauss, Pres.

Celebrating our 21st anniversary and 21 years of excellence in 2017, Strauss Media Strategies, Inc., is the nation's premier public relations, communications, and strategy firm specializing in television and radio. Not just another "crank it out booking service," Strauss Media Strategies works closely with its clients to develop campaign-specific strategies and tactics that get results. Collectively, our staff brings more than 175 years of broadcast experience and judgment to our clients, and has booked tens of thousands of interviews throughout our company history with a strong commitment to quality.

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

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

Moreover, we script, produce, and distribute targeted audio news releases to the nation's largest radio networks with the best "guaranteedplacement" in the industry. In addition. Strauss Media provides:

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

Among the hundreds of clients we have worked with, we routinely work with political groups such as the DNC; advocacy groups like the Sierra Club; award-winning PR firms like Burson-Marsteller, Edelman, Porter Novelli, MSLGroup, Hager Sharp and Apco; non-profit clients like Safe Kids Worldwide, the American Jewish Committee (AJC) and the National Safety Council; government agencies like the Dept. of Veterans Affairs; associations such as the US Conference of Mayors, National Law Enforcement Officers Memorial Fund (NLEOMF) and No Labels; largescale events such as the Clinton Global Initiative and the major auto shows; major companies like Uber, Facebook, and General Motors: and we have worked on dozens of local,

state and federal political campaigns. The company is also proud to be on the official GSA Schedule.

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

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

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Thunk!Media, Inc. delivers your message to the audience you want to target. Thunk!Media clients have achieved impressive results through our innovative and creative co-op media tours. Our boutique service offers a personal touch and provides the highest quality production values and top-market bookings — all delivered by the celebrity spokespeople major news outlets turn to for advice.

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

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Monument Optimization, Washington, DC. 202/904-5763.

john@monumentoptimization.com; www.monumentoptimization.com. John Stewart, Pres.

Monument Optimization helps organizations achieve their goals online through an analytics-based approach to search engine marketing and online reputation management.



Schneider Associates, 2 Oliver St., 4th Flr., #402, Boston, MA, 02109. 617/536-3300; fax: 617/536-3180. launch@schneiderpr.com; www.schneiderpr.com. Joan Schneider, CEO, Phil Pennellatore, Pres.

Successfully communicating compelling messages to diverse audiences in the ever-changing digital age is one of the biggest challenges facing today's marketing leaders.

Schneider Associates has created public relations and integrated marketing programs for hundreds of consumer product companies, colleges and universities, nonprofit organizations, commercial real estate brokers and developers, financial services providers and law firms. The agency's campaigns accelerate awareness and engagement, and help our clients achieve measurable growth. Through integrated marketing strategies, we create multiple brand touch points with customer and stakeholder audiences while generatsignificant awareness converged media, including marguis placements in media such as The Wall Street Journal, The New York Times, USA Today, The Associated Press, Huffington Post, and The Today Show.

Schneider Associates is a full-service public relations and integrated marketing firm specializing in Launch Public Relations[®]. Clients include MIT Sloan School of Management, Sunstar $\mathrm{GUM}^{\mathbb{R}}$ Brands, $\mathrm{DynaTrap}^{\mathbb{R}}$ Cushman & Wakefield, Epilepsy Foundation of New England, Society for Biomaterials, Understood.org, William James College, Lehigh University, Bentley University and the Downtown Boston Business Improvement District.

Learn more: www.schneiderpr.com.

Social Media

Agility PR Solutions, 11 Holland Ave., #715, Ottawa, Ontario, K1Y 4T2, Canada. 866/545-3745. www.agilitypr.com. Chris Morrison, Sr. VP, Global Services.



AKA MEDIA INC., 142 East Ontario, Suite 1600, Chicago, IL, 60611. 800/996-9432. joreilly@akamediainc.com; www.akamediainc.com. Jim O'Reilly, Executive Producer.

Every company in the world communicates with video, and many of the world's most amazing brands trust our team for award-winning video content strategy, production, live-streaming events and satellite media tours. Find out why 96.5% of our clients say they would refer AKA to a friend.

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- •Video Content Strategy, Production and Distribution
- •Live Video Streaming Events (Global CEO Town Halls)
- Integrated Satellite Media Tours (SMT/RMT/IMT)
- •Brand Journalism and Video Storytelling
- •Internet Media Tours, Radio Media Tours and ANRs
- Guaranteed Impressions
- •Highlights Reels, Sizzle Reels, Award-Entry Videos
- •Video Editing, Audio, Graphics and Effects (Sizzle Reels)
- •Content for Video, Radio, Web, TV and Social Media Campaigns

Video Content Strategy, Production and Distribution

Our clients use video to engage, entertain and educate. We add value with common sense, humor, and major brand experience.

Live Video Streaming Events

We excel in live streaming productions from challenging locations.

CEOs love our strategic, cost-effective approach to Global Town Halls.

Satellite Media Tours (SMT/RMT/IMT)

We connect your story, your star and your location to reach millions of people with earned engagement and guaranteed results.

Chraft PR, 515 S. Flower St., 36th flr., Los Angeles, CA, 90071. 213/236-3613. mina@chraftpr.com; www.chraftpr.com. Mina Trujillo.

Concepts, Inc., 4800 Hampden Lane, Suite 200, Bethesda, MD, 20814. 240/482-3709. info@conceptscomm.com; www.conceptscomm.com. Karen Herson, President.

Engage121, 20 Glover Ave., 2nd flr., Norwalk, CT, 06850. 888/607-9101. Jon Victor, CEO.

Facebook, 1 Hacker Way, Menlo Park, CA, 94025. www.facebook.com. Mark Zuckerberg, Founder, Chmn. & CEO.



Feintuch Communications, 245 Park Ave., 39th flr., New York, NY, 10167. 212/808-4900. info@feintuchpr.com; www.feintuchcommunications.com. Richard Roher, Managing Partner and Director of Social Media.

Chatter about your company is happening across the web, so why not join the conversation?

Feintuch Communications offers a comprehensive solution for b-to-b companies looking to incorporate or enhance their social media presence in their marketing arsenal. Each program is designed to support the company's business objectives and PR/marketing goals. Programs include an analysis of the current industry landscape and competitors; a calendar of planned updates; content creation; community building and management; and measurement.

Let us help you strategically communicate with clients, prospects, partners, employees, journalists and those impacted by the company.

Google+, 1600 Amphitheatre Parkway, Mountain View, CA, 94043. www.plus.google.com. Larry Page and Sergey Brin, Co-Founders. **Hunter Public Relations**, 41 Madison Ave., 5th flr., New York, NY, 10010. 212/679-6600. www.hunterpr.com. Grace Leong, Mng. Partner.

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.

LinkedIn, 1000 West Maude Ave., Sunnyvale, CA, 94085. www.linkedin.com. Jeff Weiner, CEO.

Magnify Digital, 680 B Leg-In-Boot Square, Vancouver, BC, V5Z 4B4, Canada. 604/879-7770. Moyra Rodger, CEO.

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lindsey@marketingmavenpr.com; www.marketingmaven.com. Lindsey Carnett, Pres.

Marketing Maven is not your typical PR firm. With origins in direct response public relations, Marketing Maven utilizes advanced metrics to measure their clients' marketing reach and provide valuable competitive analysis. Their client campaigns have won national awards for driving revenue upon launching. Social media services include content, promotions and advertising to drive engagement and sales. Blogger and influencer relations are also available services.

Pinterest, 808 Brannan St., San Francisco, CA, 94103. www.pinterest.com. Ben Silbermann, Evan Sharp, Paul Sciarra, Co-Founders.

Quinn & Co. Public Relations, 48 W. 38th St., Penthouse, New York, NY, 10018. 212/868-1900. www.quinn.pr. Florence Quinn.

Twitter, 1355 Market St., San Francisco, CA, 94103. www.twitter.com. Jack Dorsey, CEO.

Software

ClickTime, 282 2nd. St., 4th flr., San Francisco, CA, 94105. 415/684-1180. info@clicktime.com; www.clicktime.com/pr. David Klein.

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Deltek, 2291 Wood Oak Dr., Herndon, VA, 20171. 800/456-2009. www.deltek.com. Michael Corkery, Pres. & CEO.

IPR Software, 16501 Ventura Blvd., #424, Encino, CA, 91436. 800/514-1897. www.iprsoftware.com. JD Bowles, President & CEO.

LoginRadius, 1281 West Georgia Street, #200, Vancouver, BC, Canada, V6E 3J7. 844/625-8889. www.loginradius.com. Rakesh Soni, CEO.

Prowley, 44 School St., 2nd Flr., Boston, MA, 02110. www.prowly.com.

Queue Associates, 420 Lexington Ave., #300, New York, NY, 10170. 212/269-1313. Jeff Goldstein, Mng. Dir.

TEKgroup Int'l Inc., Ft. Lauderdale, FL. 954/351-5554; fax: 954/351-9099. www.tekgroup.com. Steve Momorella, Founder.

Speakers Service (Talent)

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

Greater Talent Network, 437 Fifth Ave., New York, NY, 10016. 212/645-4200. www.greatertalent.com. Don R. Epstein, CEO.

Harry Walker Agency, 355 Lexington Ave., 21st flr., New York, NY, 10017. 646/227-4900; fax: 646/227-4901. www.harrywalker.com. Don Walker, Pres.

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Leading Authorities Inc., 1990 M St., N.W., #800, Washington, DC, 20036. 800-SPEAKER. www.leadingauthorities.com.

National Speakers Bureau, 14047 W. Petronella Dr., #102, Libertyville, IL, 60048. 847/295-1122. www.nationalspeakers.com.

Royce Carlton Inc., 866 United Nations Plaza, Suite 587, New York, NY, 10017-1880. 212/355-7700. www.roycecarlton.com. Carlton S. Sedgeley, Pres.

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Washington Speakers Bureau, 1663 Prince St., Alexandria, VA, 22314. 703/684-0555.

www.washingtonspeakers.com. Harry Rhoads, Jr., Christine Farrell, Co-CEOs.

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Special Events

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

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Event Planners Plus!, 80 Wall St., Suite 720, New York, NY, 10005. 212/571-6559. www.eventplannersplus.com. Debert Cook, Pres./CEO.

Eventage, 18 South Orange Ave., 3rd flr., South Orange, NJ, 07079. 973/530-3900. www.eventage.net. Matt Glass, Partner.

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

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

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MVP Collaborative, 1751 E. Lincoln Ave., Madison Heights, MI, 48071. 248/591-5100. www.mvpcollaborative.com.

PRESS CLUB

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Regatta Inc., 115 W. 18th St., 2nd Flr., New York, NY, 10011. 212/475-1290. www.regattanyc.com. Sam Kaufman, Founder.

SPECIAL EVENTS

Svnergy Events, 802 West Park Ave., #224, Ocean Township, NJ, 07712. 732/493-4210. www.synergyevents.com. Peter Hurley, Pres.

Very Special Events, 12182-B Royal Birkdale Row, San Diego, CA, 92128. 858/485-1171; fax: 858/485-0389. nancy@veryspecialevents.com; www.veryspecialevents.com. Nancy Walters, Pres.

VISTA Worldlink, 73-104 SW 12th Ave., Dania Beach, FL, 33004. 954/838-0900. www.vistaworldlink.com. Roy Liemer, CEO.

Speechwriting

Concepts, Inc., 4800 Hampden Lane, Suite 200, Bethesda, MD, 20814. 240/482-3709. info@conceptscomm.com; www.conceptscomm.com. Karen Herson, President.

Television (TV) **Production**

5K Productions, 11111 Biscayne Blvd., #2104,, Miami, FL, 33181. 786/519-1880. greg@5kproductions.com; www.5kproductions.com. Greg Clark.



AKA MEDIA INC., 142 East Ontario, Suite 1600, Chicago, IL, 60611. 800/996-9432. joreilly@akamediainc.com; www.akamediainc.com. Jim O'Reilly, Executive Producer.

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2017 PR BUYER'S GUIDE

- Live Video Streaming Events (Global CEO Town Halls)
- Integrated Satellite Media Tours (SMT/RMT/IMT)
- •Brand Journalism and Video Storytelling
- •Internet Media Tours, Radio Media Tours and ANRs
- •Guaranteed Impressions
- ·Highlights Reels, Sizzle Reels, Award-Entry Videos
- ·Video Editing, Audio, Graphics and Effects (Sizzle Reels)
- Content for Video, Radio, Web, TV and Social Media Campaigns

Video Content Strategy, **Production and Distribution**

Our clients use video to engage, entertain and educate. We add value with common sense, humor, and major brand experience.

Live Video Streaming Events

We excel in live streaming productions from challenging locations. CEOs love our strategic, cost-effective approach to Global Town Halls.

Satellite Media Tours (SMT/RMT/IMT)

We connect your story, your star and your location to reach millions of people with earned engagement and guaranteed results.



Associated Press, The, 450 West 33rd St., New York, NY, 10001. 212/621-1993. contentservices@ap.org; www.ap.org. Elisabeth Sugy.

AP Content Services helps companies increase brand awareness, consumer engagement and audience acquisition through the creation, delivery and promotion of multiformat custom content. Or license exclusive. ready-to-use clips and raw footage both past and present from around the world. Email us at contentservices@ap.org or visit www.ap.org/content-services to learn more.

Cover Edge Television News Service,

4325 Dean Martin Dr., #375, Las Vegas, NV, 89103. 800/822-6397.

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

Murray Hill Studios, 248 East 35th St., New York, NY, 10016. 212/889-4200; fax: 212/889-9413.

Ourteam@murrayhillstudios.com; www.murrayhillstudios.com. Contact: Jahaneen Johnsen.

See full listing under Webcasting.

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



PREMIERETV, 200 Spectrum Center Dr., Suite 300, Irvine, CA, 92618. 310/899-9090. info@premieretv.com; www.premieretv.com. Shayne Fraeke, CEO.

OUTSTANDING PRODUCTION FOR TV, FILM, BROADCAST, AND THE INTERNET.

PREMIERETV's talented team of production experts can deliver a full range of services, from B-roll shoots and EPKs to press conferences, remotes, and highlight reels. With over 25 years of experience, PRE-MIERETV coordinates every detail of TV production with professionalism, diligence, and creativity.

Additional PREMIERETV specialties include:

- Satellite Media Tours
- Press Junkets
- Digital Media Tours
- •Radio Media Tours
- Audio News Releases
- Creative Video Production /
- "Highlight Reels"
- Broadcast & Digital Distribution
- B-Roll Packages
- •ENG Crews
- On-Air Radio Promotions
- International Services
- Webcasting

Contact us for references, quotes, or information on how our production experts can maximize your PR ROI!

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



RADIO • TELEVISION • SOCIAL

Washington, DC • New York • Los Angeles

Strauss Media Strategies, Inc., 529 14th St., N.W., #1163, Nat'l Press Bldg., Washington, DC, 20045. 202/638-0200; fax: 202/638-0400. info@straussmedia.com; www.straussmedia.com. Richard Strauss, Pres., Howard Davis, Mng. Dir.

262 West 38th St., Suite 803, New York, NY 10018. 212/302-1234 newyork@straussmedia.com www.straussmedia.com Richard Strauss, Pres.

Los Angeles, CA 626/794-1350 losangeles@straussmedia.com www.straussmedia.com Richard Strauss, Pres.

See full listing under SMTs and Radio.

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

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

Translation Services

Iverson Language Assocs. Inc., Div. of TransPerfect, 111 W. Pleasant St., #102, Milwaukee, WI, 53212. 414/271-1144; fax: 414/271-0144. Leroy Pederson, Division Mgr.

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

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

Video



4c4 Media, LLC 212/334-2164. mhaefeli@mhp3.com; www.4c4media.com. Mark Haefeli, Robert S. Gregory, Brooke Sullivan, Chris McHattie, Esq.

4C4Media, recently acquired Mark Haefeli Productions, an Emmy Award Winning production and content development company, to aggressively pursue the global production market place in new and traditional media production, development and distribution.

In keeping with the twenty-five year, MHP formula for success, 4C4Media will continue to deliver the highest quality productions. 4C4 also practices multi-platform content production and distribution to optimize our clients' media assets to their fullest potential.

We produce:

- •EPKs
- Documentaries
- •Commercials
- Satellite Media Tours
- •Sizzle Reels
- •Multi-Camera Events
- ·Live Streaming
- Digital Distribution
- Virtual Reality Production

Clients include: Live Nation, Beyonce, HBO, Bayer Pharmaceuticals, U2, Paul McCartney, Universal Music Group, Warner Brothers Records and Rogers & Cowan and more...(list available upon request).



AKA MEDIA INC., 142 East Ontario, Suite 1600, Chicago, IL, 60611. 800/996-9432. joreilly@akamediainc.com; www.akamediainc.com. Jim O'Reilly, Executive Producer.

Every company in the world communicates with video, and many

of the world's most amazing brands trust our team for award-winning video content strategy, production, live-streaming events and satellite media tours. Find out why 96.5% of our clients say they would refer AKA to a friend.

Follow us:

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Twitter @AKAMEDIAINC or Facebook/AKAMEDIAINC

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We connect your story, your star and your location to reach millions of people with earned engagement and quaranteed results.



Artisan Production House, 110 East 25th St., Floor 2, New York, NY, 10010. 347/351-4804.

erin@artisanproductionhouse.com; kara@artisanproductionhouse.com; www.artisanproductionhouse.com.

Continued at top of next page

2017 PR BUYER'S GUIDE

ARTISAN PROD. HOUSE continued

Erin Lahey Schwitter, Producer/Partner; Kara Leibowitz, Producer/Partner.

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.



Associated Press. The. 450 West 33rd St., New York, NY, 10001. 212/621-1993. contentservices@ap.org; www.ap.org. Elisabeth Sugy.

Video consumption is growing exponentially. With more on-the-ground video journalists, partner footage and carefully curated user-generated content than ever before, we put your audience at the heart of the action. Choose the format that fits, from fully produced, high-definition video to simultaneous live streams.

Audio Productions Inc., 914 18th Ave South, Nashville, TN, 37212. 615/321-3612. info@audioproductions.com; www.audioproductions.com. Jim Reyland, Pres.



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 full-service broadcast and online PR production company providing creative multi-platform solutions that meet our clients' specific needs.

Whatever industry we work in — food and nutrition, consumer, healthcare, entertainment, publishing, finance, tech— our producers partner with vou to find the most effective story to tell. Our close, enduring relationships with the media result in the highest quality bookings. Our creatively designed cost-effective production packages increase brand awareness, reaching influencers and targeted audiences in prime media markets. Through carefully honed strategy and skilled execution, our team of media experts and networkcredentialed producers delivers promised results.

What we do:

- •Video Production for Broadcast, Web, Corporate Events, Training
- •TV Satellite, Radio, Online Media Tours
- Integrated Media Tours
- Partner Media Tours
- Media Training
- Social Media Campaigns
- •Webcasts and Live Streamed Interactive Events
- ·Video, Audio, Multimedia News Releases
- B-Roll Packages
- •PSAs

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

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

Broad Street Productions, 242 W. 30 St., 2nd flr., New York, NY, 10001. 212/780-5700. newyork@broadstreet.com; www.broadstreet.com. Mark Baltazar, CEO & Mng. Partner.

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

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

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

Cresta Creative, 1050 N State St., Chicago, IL, 60610. 312/944-4700. www.crestacreative.com. Debby Winans.

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

DIETRICH NELSON & ASSOCIATES **Electronic Public Relations**

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

See full listing under SMTs.

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

Flow Production and Post, 1735 Market St., Philadelphia, PA, 19103. 877/851-9313. info@whatisflow.com; www.whatisflow.com. John Webb.

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

Henninger Media Services, 1320 N. Courthouse Rd., Suite 130, Arlington, VA, 22201. 703/243-3444. hmsquotes@henninger.com; www.henninger.com. Rob Henninger.

Interface Media Group, 1233 20th St., N.W., Washington, DC, 20036. 202/861-0500. info@interfacemedia.com; www.interfacemedia.com. Jeff Weingarten, Pres.

Ivanhoe Broadcast News Inc., 2745 West Fairbanks Ave., Winter Park, FL, 32789. 407/740-0789. webdoctor@ivanhoe.com; www.ivanhoe.com. Marjorie B. Thomas, Pres.

Lovett Stories + Strategies, 17 Vandam St., Ground Floor, New York, NY, 10013. 212/242-8999.

info@lovettproductions.com. Joseph F. Lovett, Pres.

Mercury Labs, 3141 Locust St., St. Louis, MO, 63103. 314/645-4244. mercury-labs.com. Angie Lawing, CEO.

MurrayHillStudios

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

See full listing under Webcasting.

PRESS CLUB

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

See full listing under Special Events.

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

NewsWatch, 11166 Fairfax Blvd., Fairfax, VA, 22030. 703/359-5480. etropeano@newswatchtv.com; www.newswatchtv.com. Ed Tropeano, Pres.

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

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



PREMIERETV, 200 Spectrum Center Dr., Suite 300, Irvine, CA, 92618. 310/899-9090. info@premieretv.com; www.premieretv.com. Shayne Fraeke, CEO.

OUTSTANDING PRODUCTION FOR TV, FILM, BROADCAST, AND THE INTERNET.

PREMIERETV's talented production team offers full-service creative solutions for your video production needs. With over 50+ years of collective video production experience, from concept to delivery, PREMIERETV is capable of handling every aspect of your video. Our producers and production teams have vast experiences in television, film, documentaries, commercials, music videos, and digital advertising.

Additional PREMIERETV specialties include:

- Satellite Media Tours
- Press Junkets
- •Digital Media Tours
- •Radio Media Tours
- •Audio News Releases
- •Creative Video Production / "Highlight Reels"
- •Broadcast & Digital Distribution
- •B-Roll Packages
- •ENG Crews
- •On-Air Radio Promotions
- •International Services
- Webcasting

Contact us for references, quotes, or information on how we can create your next video!

Production Masters Inc., The Buhl Bldg., 204 Fifth Ave., Pittsburgh, PA, 15222. 412/281-8500. info@pmi.tv; www.pmi.tv. David Case, Pres./CEO.

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

Shining Starlet Entertainment, LLC, 3314 Yellow Flower Rd., Laurel, MD, 20724. 240/547-9774. info@shiningstarlet.com; www.shiningstarlet.com. Alikia Reaves.

Studio 120, 2155 Niagara Lane North, Plymouth, MN, 55447. 800/759-0992. www.studio120.com.

Take One Productions, 3002 Dow Ave., #406, Tustin, CA, 92780. 877/825-3146. info@takeonedigital.com; www.takeonedigital.com. Troy Witt, Pres.

TANE Digital Video, 256 West 36th St., 6th flr., New York, NY, 10018. 212/295-1770. info@tanedv.com; tanedv.com. Brian Tane, Pres.

TVA Media Group, 3950 Vantage Ave., Studio City, CA, 91604. 888/322-4296. info@tvamediagroup.com; www.tvamediagroup.com. Jeffery Goddard, CEO/Exec. Producer.

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

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

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

Vidicom Inc., 520 Eighth Ave., #2206, New York, NY, 10018. 212/895-8300. www.vidicom.com. Christy Ferer, Founder.

VNR1 Communications, Inc., 16415 Addison Rd., #500, Addison, TX, 75001. 800/937-8671. sales@vnr1.com; vnr1.com. Jack Trammell, Pres.

Washington Independent Productions, 5028 Wisconsin Ave., N.W., #100, Washington, DC, 20016. 202/638-3400. sue@washingtonindependentproductions.com; www.washingtonindependentproductions.com. Susan Stolov, CEO.

2017 PR BUYER'S GUIDE

Webcasting



AKA MEDIA INC., 142 East Ontario, Suite 1600, Chicago, IL, 60611. 800/996-9432. joreilly@akamediainc.com; www.akamediainc.com. Jim O'Reilly, Executive Producer.

Every company in the world communicates with video, and many of the world's most amazing brands trust our team for award-winning video content strategy, production, live-streaming events and satellite media tours. Find out why 96.5% of our clients say they would refer AKA to a friend.

Follow us:

LinkedIn https://www.linkedin.com/ company/aka-media-inc-

Twitter @AKAMEDIAINC or Facebook/AKAMEDIAINC

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Connex International Inc., 46 Federal Rd., Ste. F, Danbury, CT, 06810. 800/426-6639. karen@connexintl.com; www.connexintl.com.

MurrayHillStudios

Murray Hill Studios, 248 East 35th St., New York, NY, 10016. 212/889-4200; fax: 212/889-9413.

Ourteam@murrayhillstudios.com; www.murrayhillstudios.com. Contact: Jahaneen Johnsen.

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

- •instagram.com/murrayhillstudios/
- twitter.com/murhillstudios
- www.facebook.com/murrayhill studiosnyc

THE NATIONAL PRESS CLUB

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

See full listing under Special Events.



PNVWebcasts, 185 E. 85th St., Suite 28-H, New York, NY, 10028. 212/534-3052; fax: 646/607-7610. pahaesy@pnventerprises.com; pnventerprises.com/pnvwebcasts. Patricia Ahaesy.

PNVWebcasts, a division of event production and management firm, P&V Enterprises, provides webcasting that is tailored to a client's needs, from the most basic set up to a full broadcast quality production package that expands the reach of the event with a broadcast televi-Services also include sion feel. digital recording of events that can be made available later for on-demand viewing.

VideoLink Inc., 1230 Washington St., Newton, MA, 02465. 800/452-5565; 617/340-4100. Richard G. Silton, 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 inhouse 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@conceptscomm.com; www.conceptscomm.com. Karen Herson, President.

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24-7 Press Release Newswire: Press Release Distribution

4c4 Media, LLC: Video

4media Group: Radio, Radio, Radio, Radio, Radio, Satellite Media Tours, Satellite Media Tours, Satellite Media Tours, Satellite Media Tours, Satellite Media Tours

5K Productions: Television (TV) Production

70kft: Copywriters

A-1 Broadcast: Satellite Media Tours 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 Agility PR Solutions: Measurement & Evaluation, Media Monitoring, Social Media

AKA MEDIA INC.: Celebrities, Corporate Image Consultants, Electronic Newsfeeds/Satellite Services, Interactive/Multimedia Services, Management Consultants, Media Tours/Roadshows, Public Service Announcements, Radio, Satellite Media Tours, Social Media, Television (TV) Production, Video, Webcasting

Alan Morgan Group: Search Engine Optimization

Alexander Hamilton Medal - Institute for PR: Awards

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

Alliance for Women in Media: Associations 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

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, Education

Associated Press, The: Content Marketing, Newswires/Press Services, Photo Distribution, Photographers/Stock Photos, Press Release Distribution, Television (TV) Production, Video

Association for Conflict Resolution: Associations

Association for Education in Journalism and Mass Communications: Associations

Association for Women in Communications: Associations

Association of Strategic Alliance Professionals: Associations

Association TRENDS Annual All-Media Contest: Awards

Astrid Awards: Awards

At Point Inc.: Website Development

Audio Productions Inc.: Video

Auritt Communications Group: Media Training, Public Service Announcements, Radio, Satellite Media Tours, Video

Automotive PR Council, Original Equipment Suppliers Assn.: Associations AVA Digital Awards: Awards

Bader TV News: Video BAP EXECUTIVE SEARCH LLC:

Executive Search Bell Ringer Awards: Awards

Bernhardt Fudyma Design Group: Annual Reports/Design/Branding

Big Apple Awards: Awards

Black PR Wire Inc.: Newswires/Press Services

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

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 Photos

Buchbinder Tunick & Company LLP: CPA/Consulting Services

Burke Marketing Research Inc.: Research

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Cable & TV Station Coverage Atlas: Directories

Camera One: Photographers/Stock Photos Cameron Communications Inc.: Media Training

Can Stock Photos: Photographers/Stock

Photos

Cantor Integrated Marketing Search: Executive Search

Capitol City Speakers Bureau: Speakers Service (Talent)

Caplan Communications LLC: Radio Cardwell Enterprises: Executive Search Career Opportunities: Executive Search

Career Press: Directory Publishers Carma: 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 Service Int'l Inc.: Celebrities

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

Charet & Associates: Executive Search Chief Marketing Officer Council:

Associations

Chraft PR: Social Media

Cision: Clipping Services, Content Marketing, Directories, Measurement & Evaluation, Media Lists, Media Monitoring, Newswires/Press Services

Clarion Awards: Awards ClickTime: Software CLIO Awards: Awards

CMG Productions: Media Training

CODiE Awards: Awards

Cogent Reports, Market Strategies Int'l: Research

Columbia Books & Information Services: **Directory Publishers**

CommCore, Inc.: Media Training

Communication Leadership Exchange, The: Associations

Competitive Edge Newsletter: Newsletters Concepts, Inc.: Newsletters, Promotions, Public Service Announcements, Social Media, Speechwriting, Website Development

Conference Board, The: Conventions/ Conference Planners, Special Events Congressional Yellow Book: Directories

Connex International Inc.: Webcasting Consultants and Consulting Organizations

Directory: Directories Conus Archive, The: Video

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 Creative Media Design:

Interactive/Multimedia Services, Media Tours/Roadshows

Creators News Service/Creators Syndicate: Newswires/Press Services

Cresta Creative: Video Crews Control: Video

Critical Mention Inc.: Broadcast

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Monitoring Services Cushman & Associates, Judith: Executive Search

CW& Co.: Special Events

D S Simon Media: Content Marketing, Interactive/Multimedia Services, Radio, Satellite Media Tours

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

Directory of Business Information

Resources: Directories 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 Intelligence: Research

Edgewise: Copywriters

Editor & Publisher Newspaper Data Book and Interactive Database: Directories

Editor Showcase: Special Events EHM Group LLC: CPA/Consulting

EIN Presswire: Press Release Distribution

Eisenberg & Associates: Annual Reports/Design/Branding

Electronic Retailing Association:

Associations EMSI: Radio

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

Engage121: Social Media

Engel Entertainment Inc.: Television (TV) Production

Entertainment Publicists Professional Society: Associations

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

Eventage: Special Events evolve24: Research

Facebook: Social Media

Facts on File Publications Inc.: Directory

Publishers

Feats Inc.: Special Events Feature Photo Service Inc.:

Photographers/Stock Photos Federal Yellow Book, The: Directories

Feintuch Communications: Crisis

Management, Media Training, Social Media Fineman PR: Crisis Management

First Draft: Newsletters

Flesher & Associates: Executive Search Florida PR Association: Associations Flow Production and Post: Video

Forum Group, The: Executive Search Fotosearch Stock Photography: Photographers/Stock Photos Fry Group, The: Executive Search

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Galaxy Awards: Awards

Gale Directory of Publications and Broadcast Media: Directories

Gallup Inc.: Research

Galperin Design Inc.: Annual Reports/Design/Branding

George Washington University, The:

Education

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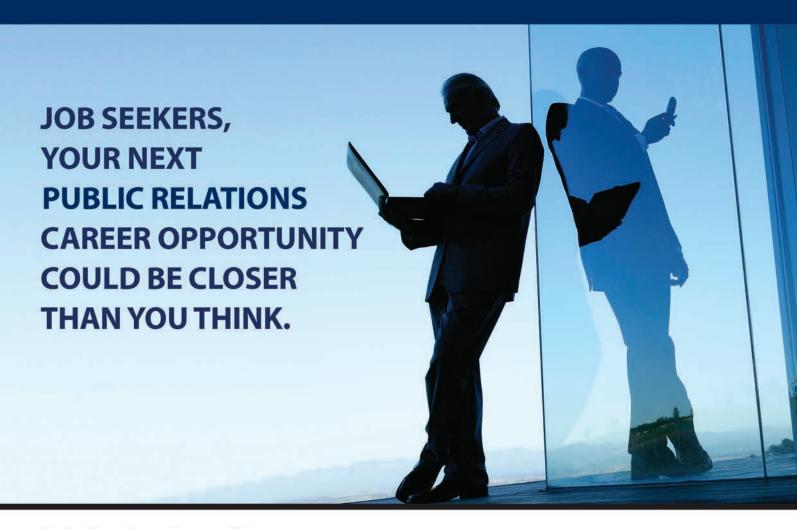
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