

2018

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EDITORIAL

MILLENNIALS ARE MOST MOTVATED BY ADS

Younger consumers trust advertising more than older generations.

PRINT MEDIA MORE RELIABLE THAN DIGITAL

Print is seen as safer, more secure and more trustworthy than digital.

GENERATION GAP IN PR PROS' EXPECTATIONS

Millennials have new views on compensation and leadership.

SOCIAL MEDIA BRINGS NEW RESPONSIBILITIES

An increase in media channels results in more work for reporters.

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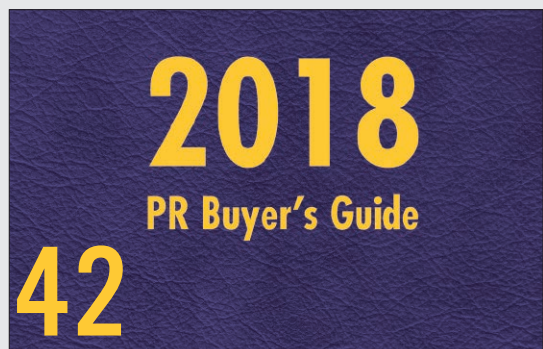
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March: Food & Beverage
April: Broadcast & Social Media
May: PR Firm Rankings
June: Global & Multicultural
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Is Trump driving a print news comeback?

We're not even a year in, and already the Age of Trump has changed everything from the tax code to America's standing on the world stage, to regulations protecting the environment and the Internet. Even the office and role of the President himself has been redefined. But there's another institution Trump appears to be transforming before our eyes, even if he doesn't realize it: the press.

We talked about our nutty leader nonstop for the duration of last year. While Trump has been the most unpopular first-year President in modern history — his polling has consistently hovered between 30 and 35 percent — it's equally clear that he's enlivened the headlines.

It's no secret that Trump has continued to make gold for the cable news networks, and the most recent ratings figures prove it. Fox News, which has remained the most-watched cable news network for 191 consecutive months now, wrapped up 2017 as its most watched year ever in terms of total day views. MSNBC climbed 47 percent in year-to-year total viewer gains, growing more than any basic cable network and topping CNN in this category for the first time since 2012. CNN, by contrast, saw its highest rated year on record in terms of total day views.

It appears the Trump era has driven an increased interest in all matters political from the public. This is a great thing, and while it's no surprise that it's precisely why 2017 has been such a banner year for the news networks, what's more impressive is that, by all indication, the Trump effect also seems to have resurrected the public's interest in print media, or at least stalled its years-long demise for the time being.

The New York Times Co. in November reported third-quarter revenue growth of 6.1 percent to \$385.6 million, as well as \$33 million in operating profit compared to \$8.9 million a year ago, growth the newspaper of record attributed to a 13.6 percent gain in subscription sales, much of which accounted for digital subscription revenues. *The New York Times* counted 2.5 million paid digital-only subscribers by the end of the third quarter, a net increase of 154,000 from Q2 alone and a 60 percent hike from a year ago. Digital advertising, which now accounts for more than 43 percent of the *Times*' total ad revenues, gained 11 percent to \$49.2 million.

The Washington Post, meanwhile, recorded 89 million unique readers in October, continuing to surge skyward from its previous record of 81 million readers in May. Page views also exceeded a billion for the first time, accounting for year-over-year gains of 33 percent.

Finally, News Corp. flagship the *Wall Street Journal*, which is currently gearing up to undergo a digital reorganization, blew past all performance and earnings expectations in November, with total subscribers across its print and digital editions up more than 13 percent year-over-year to 2.2 million. The *Journal's* digital subscribers alone increased to more than 1.3 million during the same period, compared to 967,000 in 2016.

These are big numbers, and they're just a few of 2017's print success stories. But why the sudden uptick among these dinosaurs, as opposed to the countless blogs and online opinion sites that have dominated the media landscape for the last decade?

As it turns out, the fourth estate wields a particular influence others don't. New research by San Francisco-based tech PR firm Bospar found that a news article from a trusted outlet is likely to change a closely held conviction — a position for or against climate change, for example — among a third of the U.S. population, thereby making that medium more effective at changing Americans' minds than any other, even peer-reviewed research.

Why is that? A recent consumer survey commissioned by non-profit Two Sides (see page 8) found that trust in digital media has collapsed in light of a scourge of fake "news" reports and hoax items shared over the Internet in recent years, and as a result, Americans find print media to be a safer, more secure and trusted medium than its digital counterpart in virtually every way.

Poynter Institute's 2017 Media Trust Survey found that overall trust and confidence in the media has actually increased since President Trump took office, to the highest levels since 2001. Trust in the press was markedly lower among those who identify as Republican, however, with 44 percent claiming they believe the media fabricates stories about Trump on a regular basis. Alarming, 25 percent of those polled also support limitations on press freedoms. I guess there's always room for improvement.

As it turns out, Trump could be redefining the current U.S. media landscape in other ways as well. Perhaps in light of the fake news furor that gripped the Presidential election last year, recent data from research firm Verto Analytics showed that U.S. Facebook users spent less time on that social platform in 2017 than they did the year prior. That's not necessarily a bad thing either. ○

— Jon Gingerich

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“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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Ads motivate Millennials more than older generations

A new study suggests Millennials are more likely to trust marketing messages and make a purchase after seeing or hearing an advertisement about a product than older generations.

By Jon Gingerich

Millennials exhibit some of the highest levels of trust toward advertising and are more likely to make a purchase after seeing or hearing an advertisement than older generations, according to a survey on consumers' views of advertising conducted by Washington, D.C.-based research and consulting firm Clutch.

The study's findings suggest that the younger someone is, the more inclined they are to trust marketing messages. More than half of Millennials — 55 percent — polled said they trust advertising, compared to 53 percent of Generation Xers and 44 percent of Baby Boomers. A wide majority of respondents in the 18-to-34 demographic — 81 percent — said ads influenced them to make at least one purchase in the last month, compared to 57 percent of Boomers.

When it comes to all consumers, traditional media still seems the most trustworthy source: 61 percent said they trust ads seen on TV, 58 percent said they trust print, 45 percent said they trust radio and podcasts and 42 percent said they trust pub-

lic ads such as billboards and those placed in public transit. By contrast, the least trusted advertising mediums cited were online (41 percent) and social media (38 percent).

This trend doesn't entirely map onto the Millennial generation, whose trust leans decidedly more digital: more than half of them — 51 percent — admitted to trusting online and social media ads, compared to just 27 percent of those age 55 and older.

The survey also found that ads generally are more likely to influence Millennials to make purchases than other generations. About two-thirds of Millennials — 65 percent — said they're likely to be influenced to purchase a product after seeing or hearing an ad on TV or via broadcast, compared to 64 percent of Gen Xers and 51 percent of

Baby Boomers; and 58 percent of Millennials said seeing an online or social media ad increases the likelihood that they'll buy that product, compared to 47 percent of Gen Xers and only 22 percent of Baby Boomers.

Gen Xers, on the other hand, were the generation most likely — 49 percent — to admit that print ads sway their purchasing decisions, compared to 44 percent of Millennials and 40 percent of Boomers.

A huge majority of all respondents — 90 percent — admitted that ads influence their purchasing decisions. TV appears to remain the most effective medium. Most consumers said they made purchases after seeing or hearing an ad on television (60 percent), followed by print (45 percent), Internet (43 percent) and social media (42 percent). ○

Print media more trustworthy than digital

By Jon Gingerich

U.S. consumers believe print media is a safer, more secure and more trusted medium than its digital counter-

part in virtually every way, according to a consumer survey commissioned by graphic communications non-profit Two Sides.

Two Sides' findings suggest that not only has trust in digital media waned in response to a deluge of recent hoax and misleading news items shared over the Internet, but this worrying trend has transcended news and applies to safety concerns regarding how consumers' private information is stored in the digital realm.

More than half of the survey's respondents — 56 percent — said they trust news items they read in print newspapers, while just over than a third — 34 percent — said they trust news they read on social media.

Nearly three-quarters — 74 percent — said they consider fake news to be a worrying trend, and 64 percent said they'd be very worried if print newspapers disappeared.

Respondents also appeared to express trepidation regarding the threat of data breaches and how much of their important personal data is stored today, and as a result, generally prefer having a printed copy of personal information as opposed to the digital counterpart.

More than three-quarters — 78 percent — said they believe keeping hard copies of important documents at home is the safest and most secure way of storing their information. A similar number — 76 percent — are increasingly concerned that personal information maintained in the digital realm is at risk of being hacked, stolen, lost or damaged. ○



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Expectations, values vary for Millennials vs. older PR pros

A survey that gauged Millennial PR pros' opinions regarding everything from compensation to agency leadership preferences illustrates the intergenerational gaps that exist between members of this age group and their older colleagues.

By Jon Gingerich

Millennials working in PR today and their Baby Boomer and Generation X counterparts exhibit cultural and ideological differences that could be described as oceans apart, if findings from a new report issued by merger and acquisition consultancy Gould+Partners and Atlanta-based tech PR shop ARPR are any indication.

According to a survey, 42 percent of Millennials said they expect bonuses and commissions on a biannual or quarterly basis. This contrasts wildly with their Gen X or Baby Boomer bosses, 77 percent of whom believe that annual bonuses are sufficient.

More than two-thirds — 68 percent — of Millennial agency staff surveyed cited a competitive salary and strong benefits package as the most important perks in an agency of employment, but when it comes to what qualities they value most in a PR firm environment, 37 percent cited a team agency model and sense of camaraderie among fellow staff, while 25 percent said open communication was their most favored quality and nearly 13 percent cited strong leadership and brand values.

Only 12 percent of Millennials polled said they value stable clients above all.

Fewer than seven percent of agencies surveyed reported having any formal mentoring program in place, with nearly 94 percent claiming that Millennials and older staff members work side by side, on a consistent basis, throughout the firm.

Gould+Partners Managing Partner Rick Gould told *O'Dwyer's* that he found this number "shocking."

"These programs should be ingrained in the culture of every firm. But it should be 'co-mentoring,' a 50:50 partnership," Gould said. "Millennials and Boomers/Gen-Xers must have an open mind and learn from each other."

Millennials grade older colleagues

When asked to name the hardest part about working for Boomer and Gen X managers, nearly a third of Millennials surveyed — 31 percent — cited bosses they characterized as being behind the curve on social media and digital PR, and 25 percent cited nostalgia for traditional ways of conducting business. The same number reported hearing offhand remarks from their superiors that play into stereotypes regarding Millennials' lack of attention spans or a per-

ceived sense of entitlement, and more than three-quarters of Millennials surveyed — 77 percent — also said they believe fellow Millennials working at their agency have experienced some form of ageism from clients.

Given all this, 62 percent of Millennial agency employees also reported being given an opportunity to lead or shine in their respective areas of expertise.

Boomers, Gen X grade Millennials

On the other hand, more than a third of Gen X and Boomer agency owners polled — 34 percent — said the most difficult prospect in managing Millennials involved their attitude, which included a surplus of self-entitlement and a lack of empathy. 31 percent said they believe Millennials have unrealistic expectations regarding promotions and compensation, and more than 15 percent cited a narrow scope of knowledge regarding history, media and culture.

Social media adds work for reporters

By Jon Gingerich

The press faces growing pressure for their stories to make a splash across social media channels, and more reporters must now juggle various multimedia requirements and use this content in their stories, according to a worldwide media survey by global PR network PRGN.

The survey, which asked members of the press to assess how their reporting responsibilities have changed over the last several years and to break down how their stories are distributed across print, social, digital and visual channels, revealed that social media requirements for reporters have witnessed a sharp uptick.

Namely, the survey found that 55.5 percent of reporters are required to post content to Facebook (up from 37.8 percent in 2015); 47.3 percent are required to Tweet (up from 35.4 percent); 20 percent post content to LinkedIn (up from 14.4 percent); and 14.6 percent are staddled with blogging requirements (up from 10.8 percent).

Reporters must also provide far more visual content compared to years prior: 49 percent said their jobs now demand video (compared to 36 percent two years ago) and 29.1 percent said they need to provide photos (versus 22 percent two years ago).

Overall, 89 percent of reporters must now provide basic online content, while only

Nearly half of those polled — 43 percent — said they believe competing agencies run by Millennials are equipped with staff that aren't experienced or savvy enough. A clear majority — 77 percent — said they believe clients value Millennials' team enthusiasm and digital savvy but think their interpersonal skills leave a lot to be desired.

Perhaps as a result of this cultural discord, nearly half — 47 percent — of Millennials said they prefer to be managed by their generational peers, while 40 percent said they prefer Gen X management. Only 13 percent of Millennials surveyed said they prefer being managed by Boomers.

Nearly half of those identifying themselves as Millennial agency owners — 46 percent — said they believe that being digitally savvy gives Millennial-run agencies a competitive advantage in the marketplace.

The Gould+Partners/ARPR survey was conducted in October and polled more than 60 PR firms, and was based on responses from Millennial PR firm owners (about 18 percent of respondents) or agency employees (24 percent), as well as Boomer or Gen X firm agency owners (nearly 55 percent). ○

about 57 percent said they have to produce content for print. This represents a decrease of more than a 10 percent from the survey's findings two years ago (about 68 percent).

The survey also uncovered some interesting insights regarding reporters' favored vetting processes, their preferred methods for conducting interviews and how they handle fact-checking duties.

When it comes to how reporters determine whether a CEO is a qualified or credible source, the survey found 85 percent of reporters assess the CEO's industry or market knowledge, 53 percent analyze their professional track record and 41 percent consider past news coverage. A clear majority — 86.7 percent — said past media coverage of the CEO is a primary consideration in determining that executive's credibility.

More than 75 percent of reporters refer to the company's website when writing a story. Interestingly, only 63 percent said they rely on information supplied by a PR agency, and less than 11 percent said they consider these materials their first source.

On the subject of interviews, 33 percent said they never offer email interviews.

The survey also found that more than two-thirds of reporters will allow their sources or PR agencies to review quotes before publication at least in some cases. ○

Review of 2017

O'Dwyer's revisits some of the top PR stories of 2017.

By Kevin McCauley

Donald Trump, by far, dominated the PR agenda in 2017 through his masterful strategy of posting a barrage of tweets early each morning to set the day's national news agenda and branding stories that he doesn't like as "fake news."

The National Press Club provided quick pushback to Trump in January. It condemned the incoming President for the continued use of the phrase fake news, saying it "undermines news outlets and endangers the trust granted journalists by the public and is antithetical to our country's values."



Donald Trump

The NPC also took aim at Trump's refusal to answer a question from CNN's Jim Acosta because he works for a "terrible" organization. "Presidents shouldn't get to pick and choose which reporters' questions they will answer based on what news outlet for which they work. Doing so now is inappropriate and will do unprecedented damage to our democracy."

Americans are worried and confused about the fake news phenomenon, according to a poll conducted in June for tech PR firm Bospar, but disagree on what constitutes fake news and how to determine whether a story is bogus. Almost half (49 percent) of the respondents claimed that trust in mainstream media will continue to erode if fake news continues at its current levels, unchecked. One-in-five Americans said they no longer consider any news source as trustworthy.

Chaos ruled the White House communications shop for most of the year. GOP operative Mike Dubke quit as communications director in May after three months on the job. He had taken over for Jason Miller, a former aide to Texas Senator Ted Cruz. Trump installed Wall Street financier and political backer Anthony Scaramucci to the CD post in July. With the Mooch in charge, hapless White House press secretary Sean Spicer called it quits. Before White House chief of staff General John Kelly got the

chance to fire Scaramucci after 10 days on the job, he had appointed the steely Sarah Huckabee Sanders as Spicer's replacement. Trusted Trump aide and former fashion model Hope Hicks, 29, took the CD job in September. She's still there.



Robert Mueller

Trump's daily tweet-storm distracted attention from his failed political agenda, which was highlighted by the inability to follow-up on the No. 1 campaign promise of killing ObamaCare, and Special Counsel Bob

Mueller's probe into Russia's meddling in the 2016 election. It wasn't until December that Trump scored his only major legislative accomplishment, the Republican party's never-ending quest of cutting taxes. Former New York City Mayor Mike Bloomberg panned the largely corporate tax cut as a "trillion-dollar blunder" made at a time when companies are sitting on a trove of \$2.3 trillion of cash. In a tough Bloomberg View op-ed piece on Dec. 15, Bloomberg blasted the tax bill as economically indefensible. "Republicans in Congress will have to take responsibility for the bill's harmful effects, but blame also falls on its cheerleader-in-chief, President Trump. A President's job is to get the two parties in Congress to work together," Bloomberg wrote. "Yet Trump is making the same mistake that Barack Obama made in his first two years in office — believing that his party's congressional majority gives him license to govern without the other side."

An Edelman poll found that people want CEOs to speak out against Trump's views. The survey was conducted after the

President blamed both sides for the violence in Charlottesville that was triggered by a protest about removing a Confederate statue. More than half (52 percent) of the respondents want CEOs to take issue with the President, while 25 percent prefer corporate chiefs to stay out of politics. Nearly four-in-ten (38 percent) say their trust in a company would drop if the CEO continues to work with the Trump Administration, while 25 percent say their trust would increase. Richard Edelman wrote in his blog that while CEOs must engage with the White House and regulators in areas such as trade, immigration, taxes and security, they must also be "visible advocates for tolerance and other social issues that affect their employees and communities."

Mueller's investigation focused a bright spotlight on PR. The Flynn Intel Group, which was owned by former White House national security advisor Michael Flynn, got into legal hot water for failing to properly disclose work for an obscure Turkish company and for its contacts with Russian officials. FIG's campaign, designed to bolster the image of Turkey strongman Recep Tayyip Erdogan, occurred while Flynn was working on Trump's transition team. On Dec. 1, Flynn pleaded guilty to lying to the FBI about his two conversations with Sergey Kislyak, then Russia's ambassador to the US, and announced that he was co-operating with Mueller's probe. Mueller's investigation also reached Trump's former



Mike Flynn



Mike Bloomberg



Tony Podesta

campaign manager Paul Manafort, who was once a player at Washington PR powerhouse Black Manafort Stone and Kelly. Manafort and his business partner Richard Gates were charged with generating millions of dollars of income from Ukrainian clients and then hiding the payments by laundering the cash through scores of US and foreign companies and bank accounts. Mueller also fingered Tony Podesta, founder of Podesta Group and a Democratic bigwig, for work with Manafort's former client, European Centre for a Modern Ukraine. Podesta resigned



from his firm, a move that resulted in an executive exodus including its CEO Kimberly Fritts, who launched Cogent Strategies, and loss of clients.

Sexual harassment became a hot button issue following *New York Times* and *New Yorker* bombshell stories about Harvey



Harvey Weinstein

Weinstein's alleged sexual abuse. Sitrick & Co., a top crisis firm, took on one of PR's toughest jobs, representing Weinstein. Sallie Hofmeister, who joined Sitrick after stints as *New York Times* business editor and Los Angeles Times reporter/editor, handles the PR defense. The Weinstein story triggered a wave of harassment stories that took down key figures in the entertainment (Louis CK), journalism (Charlie Rose) and political (Al Franken) sectors. PR firms responded by reviewing their policies on abuse and counseling clients about dealing with harassment charges. Interpublic chairman Michael Roth launched a mandatory online sexual harassment course for his 50K staffers. On Nov. 1, he released a memo slugged "A Workplace Free from Harassment" to remind staffers about the firm's "zero tolerance" policy toward harassment. The harassment story hit home for the PR community when top fashion PR pro Kelly Cutrone went public via the *New York Post* with her allegations that hip-hop mogul Russell Simmons tried to rape her in 1991.



Bill O'Reilly

Bill O'Reilly exited Fox News under the cloud of sexual harassment allegations. 21st Century Fox announced in April that O'Reilly was not returning as Fox News anchor. It was disclosed that multiple settlements totaling \$13 million were paid to settle harassment charges and settlements. More than 50 advertisers had left O'Reilly's show due to the charges, which he denied.

Though millions of women marched in January to protest Trump's policies and inequality, the pay gender gap remains a problem for the PR business. Though women represent about two-thirds of the global PR industry, 78 percent of CEOs in the top 30 PR agencies are men, according to a study released at the Global PR Summit in Toronto. That number will be adjusted a bit on Jan. 1 when Ketchum President Barri Rafferty succeeds Rob Flaherty as CEO. She will become the first woman to lead a Top five global PR firm. The Toronto Sum-

mit study found that the average salary of men in PR is \$61,284, while women earn an average of \$55,212. The gap widens at the boardroom level as 28 percent of men earn more than \$150,000, compared to just 12 percent of women.

General Electric fired Beth Comstock, former Corporate Communications Chief and its first female Vice Chairman, in one of the first moves made by new CEO John Flannery upon succeeding Jeff Immelt. He offered faint praise for Comstock, lauding her for changing the way we work. Comstock, 57, was once viewed as a potential successor to Immelt.



Beth Comstock

Pressure rose on PR firms to come clean on their sorry record of hiring minority talent, a problem that they had paid lip service to over the last years. Incoming PRSA/NY president Sharon Fenster called for the PR industry to release diversity data in 2018. She believes talk is cheap and only transparency and accountability will begin to deal with the inclusion problem.

Scandal took down Bell Pottinger, which collapsed due to negative fallout from a racist campaign that it ran in South Africa. Britain's ethics watchdog PRCA booted BP from its membership for at least five years as punishment for the effort "that brought the PR and communications industry into disrepute." BP's campaign on behalf of the Gupta family's Oakbay Capital was "likely to inflame racial discord in South Africa," said the PRCA. *The Financial Times* reported that BP represented Oakbay as the Guptas were accused of boosting their conglomerate by cashing in on close ties with SA President Jacob Zuma while depicting opponents as agents of "white monopoly capital." BP CEO James Henderson, the firm's biggest stakeholder, resigned Sept. 3 and the firm went into administration shortly after his departure.

With the passing of Al Golin and Pam Edstrom, PR lost two of its top leaders. Golin, who was the original PR counsel to McDonald's founder Ray Kroc, died April 8 at the age of 87. Golin Chairman Fred Cook said Golin "worked on McDonald's



Pam Edstrom



Al Golin

until the day he died." Edstrom, partner and co-founder of WE Communications, was 71 when she died on March 28. She was known as "the commanding voice behind Microsoft's story." She was Microsoft's first PR director and joined Mellissa Waggener Zorkin to form Waggener Edstrom Communications after hearing Zorkin pitch Microsoft CEO Bill Gates.

New leaders emerged at Publicis Groupe and FTI Consulting's strategic communications group. Arthur Sadoun, 45, took the CEO reins from Maurice Levy, 74, to become the third CEO of the French ad/PR conglomerate since its founding in 1926.

Mark McCall, an alum of Hill+Knowlton Strategies and Burson-Marsteller, succeeded Ed Reilly as head of FTI's PR group.

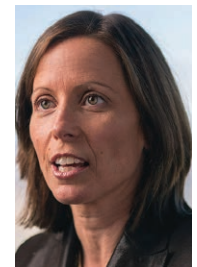
APCO Worldwide to stay independent following a cash infusion from Citibank and Monroe Capital, said executive chairman Margery Kraus. The number-three independent firm had been tipped as an attractive acquisition target by one of the ad/PR holding companies. Ted Koenig, founder of MC, threw cold water on that takeover speculation, saying he expects APCO to now become an acquirer rather than an acquired firm.

NASDAQ put its \$200 million PR/digital operations on the auction block as CEO Adena Friedman focuses on pushing the electronic stock trading exchange into technology, data and analytics businesses. The affected businesses are GlobeNewswire (press release distribution/media contacts database), Nasdaq Media Intelligence (monitoring, analyst-curated news reporting), and webhosting, webinars and video presentation services. They chalked up a combined \$25 million in operating income for the fiscal year ended in June.

WPP chief Martin Sorrell sees tougher times ahead as the ad/PR sector is challenged by cost-reduction mandates, increased competition from digital/social platforms (Google, Facebook, Instagram), management consultants (PwC, Accenture) and activist shareholders. In releasing WPP's third-quarter financials, which were down, Sorrell warned that a period of low growth might be the "new normal" for the communications business after a good run of seven years. ○



Arthur Sadoun



Adena Friedman

Communicating in a diverse world

How your organization can navigate a world where the old rules no longer apply and where accusations are often accepted as fact.

By Ashley McCown

Media reports in the latter half of 2017 were filled with accusations of harassment, intimidation, assault and the resulting resignations, firings and public shaming. In many of these cases, there was nothing lost in translation. The chauvinistic, demeaning and, at times, criminal behavior that has been commonplace in the workplace and in social settings, is now rightfully being called out amidst a societal demand for respect and justice for victims and survivors.

Beyond this overtly bad and crude behavior, there were other, subtle offenses that were called out in 2017: Brands or individuals accused of being insensitive to our ever-changing societal norms as they relate to race, culture and gender. Student activists, LGBTQ culture and a host of other communities are calling offenders out and enforcing accountability for one's actions on a level never seen before. Miscommunication or poorly chosen words are often at the heart of these case studies in bad PR.

The headlines

In October, beauty brand Dove was forced to apologize after posting an image on its Facebook page that depicted a woman of African heritage removing her top and morphing into a Caucasian female after supposedly using Dove body lotion. Not captured in these images circulating on social media was the full three-second video they were pulled from, where the white woman subsequently removes her top and turns into a female of yet another ethnicity. The message: Dove celebrates diversity and its products are for all women. Yet Dove was quickly accused of racism, that their Facebook image suggested that a black woman would turn white after using a cleanser. It didn't matter that the Nigerian-born model who appeared in the ad insisted it celebrated ethnic diversity. Feeling the heat, the brand pulled the images and tweeted that it "missed the mark in representing women of color thoughtfully" rather than taking the time to explain how the images were taken out of context.

The workplace

In the past, equal opportunity employers and/or having a diverse workforce might have been viewed as simply being legally-mandated or, more cynically, as good PR. But that's no longer the case. Leaders recognize the benefit of having multiple

perspectives at the table and of attracting a broader pool of talent for its workforce. For many, it's just good business. Consider 2016 research from the Peterson Institute of International Economics which revealed that having at least 30 percent female leadership adds six percent to an organization's net profit margin.

Striking the proper balance of understanding, sensitivity and respect is more challenging than ever. This is where seasoned communications professionals can help navigate this increasingly complex landscape.

Here are 10 tips to keep in mind while communicating internally or externally in today's diverse world:

Avoid judgments and assumptions. Don't assume that others share your values and beliefs. Remember, the way we think and communicate are deeply influenced by how we were raised. When people act differently or share an unfamiliar viewpoint, don't assume they are wrong or that their opinion isn't valid.

Do your homework. If you're drafting communications for a community other than your own (e.g. LGBTQ, autism parents or cancer survivors), you should speak to members of that community including activists, writers and teachers. That way you can be assured of communicating in an authentic, credible manner and your words will ring true to those they are intended for.

Always keep victims and survivors top of mind. Assuming their POV when drafting communications will prevent you from hitting any sour notes or sounding tone-deaf. Your communications should always be free of any language that could be construed as "victim shaming."

Project humanity. Is it more sensitive and aware to describe someone as a "homeless person" or "someone experiencing homelessness?" An individual may not define themselves by their mental illness or physical-cognitive challenges and neither should you. Offer dignity to another whenever possible.

Be accountable. If you or your organization slipped up, own up to it. It could go a long way towards repairing your relationship with the aggrieved party and/or your key audiences. Even if you don't think you're at fault, extending sympathies to those who have been harmed or saying

"sorry" is not an admission of guilt. It projects humility and compassion.

Use inclusive language. Avoid terms that suggest gender bias. Instead of assuming someone is referred to as a "boyfriend," you're better off using "partner." Instead of "Chairman", use "Chair" or "Chairperson." Be up on the latest diversity nomenclature. For example, many well-meaning individuals do not realize that "homosexual" is often considered a derogatory term.

Honor one's memory or version of events. It sounds like common sense, but it can be a challenge — especially if you're in the position of defending your organization against allegations it didn't do enough to protect an employee, manager or student. Yet it's possible to forcefully defend your organization, its mission and policies without characterizing an individual as a liar or having to be accused of gaslighting them. Confidential investigations or litigation adds an extra level of complexity to this difficult and delicate dance.

Apply the "Golden Rule in Reverse." Others don't always want to be treated the way you want to be treated. In today's world, you must treat people the way they want to be treated. If you're unclear on expectations, ask.

Make policies and practices visible. Consider the first impression you make on potential donors or clients. Be sure your website and other relevant marketing materials include diverse visuals as well as your nondiscrimination policy.

Realize that "diversity" applies to many groups. These include gender, culture, religion, race, ethnicity, physical and cognitive challenges, sexual orientation and socioeconomic status. Strive for inclusion whenever possible and solicit feedback on your communications from multiple perspectives. This will ensure you are speaking with a voice that is informed and in touch with your community and the culture writ-large.

Ashley McCown is President of Solomon McCown & Company, a strategic and integrated communications firm based in Boston with an office in New York. ○



Ashley McCown



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The death of the siloed crisis response

The various departments within an organization play critical roles in crisis response and reputation recovery.

By Travis Taylor and Chris Ranieri

Not everyone is cut out to handle a crisis. The deluge of cynical media coverage, a rise of brand detractors and a surge of social media haters can overwhelm even seasoned PR pros.

Fortunately for your brand, that's not you. Unfortunately, not everyone is like you, and that's a problem with lasting implications, especially among team members unfamiliar with crisis communications.

Sensitive situations — e.g., injuries, fatalities, criminal investigations, litigation, product recalls, sexual misconduct, activist protests and corporate malfeasance — can trigger negative publicity. While PR pros tend to focus on turning the tide of media coverage, the lack of a cohesive multi-channel response can keep the story rising from the dead, long past the news cycle.

Internal communications, social media, reputation management, SEO, executive positioning and stakeholder engagement all play critical roles in crisis response and reputation recovery.

Internal communications usually intensify during and immediately after a crisis. Because employees and board members are often your most effective ambassadors, if you wait until a crisis strikes before developing and managing strategic internal communications programs, it's too late. Once the crisis passes, consider revamping your internal communications processes to build trust among employees and board members and prepare the ship to weather the next storm.

Social media mavens are generally wired to promote good news, but a bad review or menacing troll, let alone a crisis, can short circuit their reactions. Cookie-cutter responses and canned messaging don't sit well with people who follow and react to crises on social media. So, just as with internal communications, if you haven't built relationships with your social media communities, you're already behind the curve. Work now to earn influencers' favor. Use content lulls to lift the veil on transparency initiatives and tout advances and investment in safety, training and technology. Brand loyalists will take note and respond to trolls on your behalf — when they're equipped with the tools to do so.

Google Search is the well-heeled stranger lurking in the shadow of every crisis.

Every PR pro knows a negative story, especially a salacious one, attracts far more clicks than puff and fluff. Lesser-known brands — even those with strong reputa-

tions — are not immune to damaging stories following a crisis. Without a robust reputation management program, negative stories will keep garnering clicks and persist. Don't believe claims about "scrubbing" negative stories. High-credibility sources, such as major daily newspapers, will continue being favored by Google and other search engines. Rebuilding your online reputation will take time, but you can't do it without a focused, proactive program that ties into all your external communications channels to drive relevant traffic to — and boost the search rankings of — favorable content.

In a high-profile crisis, the voice of the CEO and other organizational leaders lets audiences know the situation is receiving top-level attention. A head-in-the-sand approach cannot calm fears or address concerns. C-suite executives should reach out to priority audiences to get your story across. With proper executive positioning among industry associations, regulatory agencies and other critical groups, your voice will be not just heard, but well received. Remember, when the CEO speaks, put it in writing and make sure it is fully optimized for search engines; this content is evergreen and can improve your rankings.

Your credibility can come into question in a crisis. By reaching out to key external stakeholders, you can inject credible, third-party voices into a troublesome story. For example, academic experts are go-to media resources in a crisis. If such experts know your organization and leadership and are comfortable backing your position, it will go a long way toward balancing negative coverage and helping quiet the crisis. Consider reaching out to them in times of crises, or better yet, beforehand.

Brands must align in-house teams with external agency partners to ensure an integrated crisis response. If you have separate teams for PR, marketing, website, social media and/or SEO, and their responses to a crisis are siloed and uncoordinated, it could actually create more damage. Consider consolidating into a streamlined agency team. All channels need to work together in harmony — whether you're in a crisis or not.

Here are some tips to ensure that all channels work together, unsiloed, in a crisis.

Preparedness is not merely effective. In the long run, it's cheap. We have found that organizations that develop a realistic crisis response plan covering myriad scenarios and test it with drills are far better

prepared than organizations without such a plan. While planning has an up-front cost, handling a crisis by the seat of your pants usually requires more time and money to repair reputational damage that could have been minimized with planning a rehearsed — and integrated — response.

Create an online hub to focus crisis-related content. For major crises, consider creating a microsite to fully address the issue and provide a locus for audiences to track developments, key facts and progress. This will allow customers to maintain their regular experience on your website while providing crisis junkies a venue that steers negative traffic away from your website.

Divert negative search traffic to credible sources. SEO normally promotes keywords to drive traffic to your website. But in a crisis, negative search terms are widely used, so consider developing an online reputation program targeting negative search traffic that drives interested people to your microsite or a special landing page.

Strengthen your social media presence. Social media can drive higher search rankings for shared content, but if you don't have an active and engaged community on your social media pages, you'll miss the benefit. Authentic, timely, consistent engagement with social media followers builds trust over time and strengthens brand loyalists who can weigh in during a crisis.

Build a rapid response team. The first minutes of a crisis are critical. Make sure your team, including external partners, is up to speed on your crisis plan and has been drilled. Consider simulation training, table-top exercises and crisis media training to stress-test your plan — and make sure everyone is on the same page. No silos!

Stay on top of trends. One organization's problem can affect an entire industry. Monitor social and traditional media to assess trends and developments that could affect you. Adjust planning accordingly.


Travis Taylor is EVP of Fineman PR, a San Francisco-based crisis and consumer public relations agency, and Chris Ranieri is President of 46Mile, a Hearst-backed, full-service marketing consultancy and ad agency. ○



Travis Taylor



Chris Ranieri



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Harassment polices are vital, but what about crisis?

Companies sensible enough to keep updated legal policies in place would be wise to invest the same amount of time enacting a crisis communication plan.

By Peter V. Stanton

We're living in the age of the attorney. As each sensational allegation of harassment emerges, corporate legal teams are mobilized to update and strengthen existing anti-harassment policies. Every smart business has such a policy embedded in its employee manual, and especially now, the really smart ones are reassessing and testing that language while directing their lawyers to create more detailed and specific expressions of corporate position, reporting protocols and disciplinary actions.

This should be the age of the communications pro. It would be interesting to know how many of these same companies devote an equivalent amount of time to creation of a crisis communication policy. Our experience suggests the answer is not so many.

It's well established that crisis planning typically considers myriad contingencies that may assail corporate reputation. Corporate communicators routinely take the time to delineate a plan of action for as many such scenarios as possible.

Of course, the one you plan for is rarely the one that happens. When the plan doesn't account for a specific situation, senior leadership and communicators are left to determine, as the crisis unfolds, what they need to do. They study some pre-written step-wise procedure for a close approximation of the current problem, but lack a process for the kind of careful consideration and decision making that needs to take place under pressure.

A framework for action

A solid crisis communication policy begins with a determination of what constitutes a crisis for each specific enterprise. The common denominator in every scenario is that the situation currently or has the near-term potential to distract management from a business' daily operations. By that standard, what constitutes a crisis comes into sharper focus so that thoughtful consideration of what to do can occur.

Still, the professionals responsible for determining action often lack a framework for engagement even before they determine the actions required. That framework is the corporate crisis communication policy.

A principled approach

When an organization is brought unexpectedly and negatively to public attention, it must be prepared to act in alignment

with a set of guiding principles rather than a checklist of tactics. One overarching goal should steer the development of these principles — to sustain or restore the relationship of trust that exists with employees, customers, communities and stakeholders on which our reputation and success depend.

If trust is the goal, then guiding principles might include:

- Delivering information promptly and accurately.
- Acting responsibly in adherence to ethical standards in our response and all communication about the situation.
- Expressing empathy and compassion for those affected by the situation.
- Utilizing the most appropriate channels to ensure communications with key publics occurs as quickly as possible even if only to express that the organization is engaged in situation assessment, response and management.
- Delivering information truthfully in every situation, but also emphatically to ensure the organization's perspective is understood and its voice is heard even as the situation is unfolding.

Today, it's generally accepted that prompt, clear, and highly visible communication not only is needed in a crisis, but is expected. Perhaps as a result, crisis communication no longer is about image, it's about integrity. As such, the old rules no longer apply.

This reality frames a fresh consideration of principles as a central element of any well-conceived crisis communications policy and plan. The growing imperative for forthright communication in crisis circumstances precipitates an impulse to "get out in front," "release the bad news fast and put it behind you," "apologize and move on." Such guidelines for thinking simply don't work and usually make the situation worse.

Principles guide action

If, as we always recommend, a crisis core team has been created, members usually convene with two immediate questions: "What's happened?" and "What are we going to do about it?" If, instead, the team begins by reaffirming consensus around a previously considered set of principles and values, then any response actions can be evaluated within a context that crystalizes decision making. Central questions can be used to evaluate every potential action:

- Does this conform with our principles?

- Does it demonstrate responsible management action?

- Does it reflect our concern for those affected?

- Is it consistent with our prior statements and actions and does that matter?

This core team, comprised not only of communicators, but various key operational personnel: security, human resources, customer care. Legal, among others, can then prepare and present its recommendations to leadership with a measure of confidence that it has been careful and not precipitous in the creation of the action plan.

Finalizing the plan

The frequency of crises and the hyper-scrutiny incidents are accorded by the media and others combine to create a harsh environment for communicators and senior leadership.

Operating under duress and making decisions in a hurry, strains everyone's ability to function. Urgency creates a tendency to act first and think later. Establishing a set of guiding principles that articulate a company's approach to communication ensures that as the team considers response strategies, actions are in alignment with corporate values.

Advance planning also is greatly improved. Principles facilitate consideration of how the core team will function, who will be engaged and how final decisions will be authorized. Such procedures can then be applied to any contingency. The value of this process is that it completes a great deal of initial leg work for anticipatable scenarios. The core team can assemble best practices, assess their applicability to the specific organizational environment, and test ideas, language and processes that might be utilized.

It's unlikely an organization can operate for extended periods without difficult situations challenging their ability to go about the daily routine. Treating every such incident as a genuine crisis exhausts the human resources of the company and likely contributes to resistance at the operational level to comply with communication recommendations. Knowing there's a principled and responsible structure and system for crisis management can instill confidence that any situation can be addressed with the organizational reputation intact.

Peter V. Stanton is CEO of Stanton Communications, Inc. ○



Peter V. Stanton



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Without a North Star, your brand could head south

A crisis communications plan that turns C-suite executives into change advocates is key to today's reputational challenges.

By Jackie Kolek

For decades, crisis communications has been one of the most challenging — and exciting — functions of public relations. Today, however, the industry has been completely and utterly disrupted. Any organization — agency or corporate — operating with crisis plans that are even a few months old is putting its reputation, valuation, entire C-suite and even its very existence at risk.

Take, for example:

The sexual misconduct allegations against film executive Harvey Weinstein have not only ended his career, but also exploded into a proposed class action lawsuit against Weinstein, Miramax and former board members of Weinstein Co.

Under Armour Founder Kevin Plank has been vilified for both voicing his support of President Trump and also for resigning from the President's manufacturing council. The business recently reported its first quarterly sales decline as a public company and suffered the departure of its CFO, co-Founder, Chief Marketing Officer and leaders of three divisions.

The NFL has seen television ratings drop and Commissioner Roger Goodell criticized by all sides in the wake of player protests during the national anthem. While the league has struggled to present a cogent response, nearly two-thirds of Americans who say they support the President view the NFL unfavorably.

We're living and working in an era of unprecedented political and social volatility. The old crisis playbook no longer applies because today's reputational emergencies can quickly scale to existential threats. Any marketing or sponsorship program has the potential to spark a backlash. Just ask Dannon, which recently had to fire yogurt spokesperson Cam Newton after the NFL star made derogatory comments toward a female journalist.

The coffee catastrophe

Traditional PR crisis plans that communicators have come to rely upon are no longer worth the price of the three-ring binders that hold them. A crisis that just a few years ago might have been limited to a company's customer base now immediately spreads via social media to the politically polarized masses. These people may have never even heard of the brand, but the passionate opinions they share on social can make or break its corporate image.

Some communicators are better prepared

than others at navigating this dangerous landscape. Those at Kuerig may not have been in November, when Fox News host Sean Hannity questioned the veracity of sexual misconduct allegations against U.S. Senate candidate Roy Moore. Liberal activists responded by calling on Hannity's advertisers to pull their dollars from the show. Kuerig announced it was doing so simply by responding to an activists' tweet.

A reputational firestorm erupted, when Hannity fans called for a Kuerig boycott on social media and posted videos of them destroying their coffee makers. Traditional media followed social, exacerbating the problem. The *New York Times* even questioned why liberals would be offended at the destruction of coffee makers that pollute the environment.

Alternatively, Ford skillfully handled a potential crisis in early 2017. As President Trump campaigned, he slammed the company for outsourcing U.S. jobs. When Ford shelved plans to build a factory in Mexico and invest \$700 million in Michigan, many observers assumed it was to avoid trouble from Trump. To prevent a crisis, Ford CEO Mark Fields proactively went to his top-tier media contacts to explain that the Michigan move had nothing to do with politics. It was simply a response to a drop in demand for small cars.

Finding your North Star

Amid this tornado of instant boycotts and fake news, how can communications leaders prepare the organization? They should start by guiding the company to identify its corporate purpose, the higher reason why the organization exists and how it serves the world at large beyond generating revenue and return for shareholders.

This purpose, or North Star, becomes the guiding principle the C-suite and employees can rally around and leverage to respond to political and social controversies. That North Star should be vetted against the values of constituents both inside and outside the organization.

For example, an agricultural conglomerate that employs immigrant field workers might love the concept of a diverse and inclusive America with open borders. But what if its largest produce buyers are supermarkets in red states that prioritize jobs for U.S.-born labor? Communications leaders need to be aware that their North Star could alienate some members of their value chain.

But identifying and articulating a purpose

is critical because audiences expect CEOs to speak out. In fact, 75 percent of Millennials and 68 percent of Baby Boomers expect their employer to take a stand on important political and social issues, according to Glassdoor. A larger majority (84 percent) feel companies have a key voice in proposed laws, regulations and executive orders that might impact the company or employees.

Executing a plan

Having found their North Star, communications pros should then gather their executive counterparts from the C-suite, legal, human resources, investor relations and other functions to scenario plan all possible issues on which the company should have a POV: immigration, tax reform, gender equality, LGBTQ rights, freedom of speech and others.

This council also must dive into what potential reputational hot buttons exist in our volatile society: What political contributions have executives made? Are there any ties to NFL teams, players, venues or sponsors? Has the organization settled any sexual harassment claims? The goal should be a plan that addresses all possible problems with responses based on the company's North Star and its commitment to living its purpose every day.

Tactically, such a plan needs to spell out which platforms and channels the brand should use to reach each audience, from digital and social to traditional media. It should also dictate how quickly the brand should respond; on Twitter, for example, a response should occur in a matter of a few minutes. The plan should be stress-tested on a periodic basis using simulated crises.

For PR pros, the job is more challenging than ever, with reputational risks lurking around every corner. But these challenges also bring opportunities for savvy leaders. By doubling down on their organization's North Star and utilizing it to drive proactive crisis planning, PR pros can also grow their standing within their company. Strategic crisis communications that turns C-suite executives into true advocates for change are the key to the future for every corporate communicator.

Jackie Kolek is Partner and Managing Director at Peppercomm. ○



Jackie Kolek



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Be a social media survivor in 2018

A primer for protecting your priceless reputation.

By Bob McNaney

Sticks and stones may break your bones. But words? They can demolish your business reputation in a New York minute, especially when amplified and multiplied by the social media megaphone.

One day your company is progressing on a positive path. The next, a disgruntled customer — or a misguided attention seeker — takes a public shot at your reputation on Facebook or Twitter.

Then the rumor mill kicks into high gear, and the online firestorm spreads on social channels. The damage is done before you know what hit you or your stock valuation.

A social media crisis can happen to the best of businesses. But it doesn't have to happen to you.

Preparation is the surest way to protect your interests and reputation. By controlling the narrative before, during and after a social media crisis, you can mediate threats and effectively minimize reputation risk. In fact, I've seen well-prepared companies emerge from a crisis stronger than before.

Here's how to make 2018 the year you take control of your social media reputation.

Create a team

Who best can speak for you in the event of a social media threat? Now is the time to bring strategic communications and marketing staff together to assign roles and responsibilities.

You want cool-under-pressure people. Folks who are strategic thinkers and qualified to be on-point for social media responses when issues arise.

Ensure that your team brings a broad — and deep — understanding of crisis implications to your business reputation, operations and market standing. Try to include mid- to senior-level communicators and industry experts, plus representatives from key functional areas: HR, finance, IT, marketing and communications, among others.

At least one member of your core team should understand best practices for crisis management and social media crises — including the stages of a crisis, social media scenarios and potential impacts to your reputation.

Pick someone articulate and well-practiced in navigating sensitive issues to lead your online conversations and crisis communications efforts. He or she should be the one to engage external counsel for guidance during an actual social media crisis.

You'll benefit from including at least one Millennial representative, too. They've witnessed plenty of crises unfold on social media and can provide practical guidance.

Make a plan, assess your risks

Every organization needs an overarching crisis communications plan. Specific social media practices should be featured prominently in that plan, whether your organization has a social media presence or not.

Your plan should address potential risks and outcomes, likely scenarios, key stakeholder groups and influencers. It should also include a social media policy for employees, always introduced during employee onboarding.

Begin developing your plan by identifying key audiences and stakeholders, including important social media influencers in your markets and industry sector.

For message triage, identify the top three to five stakeholders who require immediate notification, those who critically influence

Case in point: Don't fuel the fire

In personal communications, it's best to respond in kind: a tweet for a tweet, an email for an email. But that's not good corporate practice when it comes to a social media threat.

Case in point: I was consulting a company during a recent social media crisis and learned that a customer had started a damaging conversation on Facebook. The company's marketing team inadvertently kept the crisis alive, fueling the conversation by continuing to respond on Facebook.

We immediately issued a company statement on Facebook, directing readers to the company website for all further information. That tactic effectively ended the negative posts, freeing their social channels for standard business use.

the story and can impact your organization the most. Prioritizing their messaging will prevent crisis escalation. Then create sample messaging tailored to key internal and external audiences for each likely scenario.

It's equally important to tailor messaging to each social media platform. Facebook, for example, tends to be a platform for general discussion, while Twitter operates like a news feed across social media channels and audiences, including traditional media.

If your organization operates globally, address potential scenarios and responses for each country. Assign local teams to execute country-specific plans, so your messaging will reflect local cultural values and the needs and perceptions of local audiences.

Vulnerability scans are another valuable component of a crisis plan, helping you anticipate and navigate issues on social media channels. They improve crisis preparedness by identifying and prioritizing potential risks and impacts in three categories: strategic risks, preventable risks and external risks, all of which have social media impact.

Train and drill your team

Train your crisis communications team to make the right decisions when an actual crisis hits. Offer both traditional tabletop exercises and social media simulator drills.

In my experience, companies that conduct social media drills perform better during actual crises. They learn from their gaps and adjust their tactics.

Real-time drills can help your team understand how a social media crisis might unfold and how best to respond according to their individual roles.

Always include a live social media component in your drill. I recently led a written drill, made infinitely more instructive by a team posting related mock-up messages.

Global organizations should tailor their simulations to local country teams, reflecting cultural differences, social issues and unique audiences.

To do's during and after the storm

The most successful companies have social media monitoring tools in place and ready to use when an issue arises. Monitoring should continue during an actual crisis.

Media monitoring tools can help you understand exactly how the crisis fallout is affecting your reputation and brand. We have the technologies, worldwide partners and processes to gauge the global social media landscape on an hourly basis, if needed.

By tapping into your constituents' concerns, you'll know if you need to address specific issues — or you may learn that coverage is dwindling. In that case, let the story die. Don't risk rekindling the issue. Take your messaging offline as soon as possible.

In any crisis, take time to remind employees about your social media policy, and your expectations for their social media behavior. Encourage them to be respectful in their posts, and to clearly state that any personal posts are their own opinions, not communications on behalf of the company.

When the crisis is over, do a social media audit. Review what actions were taken, and when and how messaging was received.

Be sure to reach out to key stakeholders or customers once the crisis has passed. You'll find they are more engaged on social platforms and eager to hear from you.

Make 2018 the year that you prepare to survive a social media crisis. And may your good reputation live on and your company prosper.

Bob McNaney is Senior Vice President of Crisis and Critical Issues at Padilla. ○



Bob McNaney

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Cybersecurity: the cover-up is worse than the crime

The details surrounding Uber's recent data breach shows that corporate leaders still have a long way to go when it comes to addressing cyber crime

By Elizabeth Cholis

Data breaches are among the most dangerous corporate crises facing the world's largest companies, particularly those that are consumer-facing. For starters, there may be lessons learned circulating after each new breach, but it's hard to have an agreed-upon cyber response playbook when a breach can manifest in myriad ways. There may be the unique element of an outside malicious actor, potential follow-on attacks and/or the difficulty in ascertaining the breach scope. Not to mention the means by which corporate cybersecurity measures are breached are often fundamentally foreign to many executives.

All that is to say that we — both corporate leaders and communications professionals — are still trying to figure this issue out. But with each new breach that is reported, we learn something new about how to respond, and more importantly, how not to respond. Both of which bring us to the newest crisis facing Uber.

Uber's admission that data from 57 million customers had been compromised in 2016 is not a staggering crisis in and of itself. While all data breaches are likely to have a deleterious effect on a company's reputation, the scale of the breach pales in comparison to much larger hacks at Equifax, eBay, Heartland Payment System and, of course, Yahoo. What is shocking, however, is the news that Uber paid the hackers \$100,000 to keep the breach quiet: from regulators, lawmakers and the public. This is, as far as we can tell, unprecedented, potentially illegal and, like a virus, has the potential to infect the reputation of some of the most powerful people at the world's most valuable private technology company. It was a staggering mistake from both reputation management and communications perspectives.

Following the discovery of the cover-up, it was reported that former CEO and current Board member Travis Kalanick was informed of the breach in November 2016. If Kalanick informed his fellow board members and if they acquiesced to the cover-up, their reputations have been compromised to some degree. If he didn't, his continued presence on the board will continue to inflict harm on Uber's reputation.

New CEO Dara Khosrowshahi has made repairing Uber's tarnished reputation one of his primary responsibilities since Kalanick stepped down. Khosrowshahi has acknowledged to employees that "there is

a high cost to a bad reputation" and that "it really matters what people think of us." His response to the cover-up disclosure reflected this; he didn't make excuses but apologized and promised that Uber would learn from its mistakes. Uber's next move remains to be seen, but investigations have been launched in the US, EU, UK, Australia, Singapore and the Philippines. Class action lawsuits are being filed. Whatever the eventual cost, it's likely to exceed \$100,000.

The manner in which Uber mishandled its data breach may be unique, but the fact that it failed to properly handle the crisis is not. The truth is that it's difficult to find examples of businesses that follow proper crisis communications procedures when they are hacked. That said, we've seen enough to have a good idea of what not to do. It's a bit like the early Obama foreign policy: don't do stupid stuff.

First, acknowledge the breach quickly and publicly. This is crisis communications 101 in nearly every other circumstance, yet we continue to see companies that fail to publicly disclose when they've been hacked. Beyond not paying \$100,000 to keep things quiet — it's clear this is not a good idea — companies should avoid burying the news in an SEC filing or other methods of obfuscation. Rather, they should follow Khosrowshahi's example — apologize and clearly outline the information they have. Make that information readily available to impacted parties — Q&A documents, microsites and other digital content can be a real asset. Companies should appear action-oriented, proactive and transparent. Yahoo provides a stark example of what happens when a company fails at this. During negotiations with

Verizon, the company announced that some 500 million user accounts had been compromised in 2014. Subsequently, it came out that an earlier breach in 2013 had exposed a billion accounts. That number was revised to include all three billion user accounts, and Verizon's purchase price was reduced by an estimated \$350 million.

Second, take steps to improve your security, and communicate them clearly to the public. Data breaches are fundamentally difficult for most consumers to understand, and uncertainty breeds fear. There's no erasing the harm of a cybersecurity failure, but companies can help preserve their longer-term credibility with a plan to prevent future intrusions, and a communications strategy to match. JP Morgan Chase provides an example for other companies to follow. The



Elizabeth Cholis

bank was hacked in 2014, exposing 76 million customers' contact information. Shortly thereafter, CEO Jamie Dimon pledged to double JP Morgan's \$250 million cybersecurity budget. People may not understand the nuances of code writing that safeguard their personal information, but everyone understands that half a billion dollars is a meaningful commitment. That answers a fundamental question that companies need to be able to answer: what were you doing before that allowed you to be compromised, and what are you doing now to make sure it doesn't happen again?

Finally, don't pay off criminals. Reading that sentence out loud should be all the convincing any executive needs.

Elizabeth Cholis is a Managing Director in the Strategic Communications segment at FTI Consulting and a member of FTI's Crisis & Issues Management practice. ○

Boomers boom on social media

By Jon Gingerich

The number of Baby Boomers using social media has skyrocketed, according to results from an annual study on media consumption patterns and product memorability released by Boston-based agency Schneider Associates.

Schneider's "Most Memorable New Product Launch Survey" discovered that while social media usage increased across all generations in the last year, no age demographic has witnessed as many new online members as the Baby Boomer generation, whose presence on social platforms went from 24 percent in 2016 to 48 percent this year.

The increased use of social media among Boomers is driven almost entirely by Facebook, according to the study, growing among Boomers from 14 percent in 2016 to 35 percent in 2017.

Boomers' sharp uptick in social media usage now makes them comparatively diverse in their overall media usage habits: more than half of Baby Boomers polled — 58 percent — said they also still rely on traditional media sources such as articles in magazines or newspapers, compared to only 35 percent of Millennials and 49 percent of GenX members. ○

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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.

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Crafting the crisis response plan

Designing effective crisis communications to contain and enhance corporate reputation while protecting employees.

By Frank Tortorici

A crisis is any event — accidental or intended — that has or could have an adverse effect on an organization's reputation and business. The crisis could be physical and involve the safety of a company's employees and the work space in which it operates, or be an event, caused or not caused by the action of an employee, which threatens corporate reputation.

It's critical to the nature and degree of the potential situation to confirm that it's indeed real and a threat to an organization or client. However, preparation for a crisis should always at least begin when a potential threat is identified, because a false alarm situation is preferable to a full-blown crisis being underway without any notice or response.

At the onset of a situation, it's important to determine who's involved, where it's taking place, and when the crisis began. To rule out false alarms, it's vital to study the initial source of reporting of the situation. Then, speed of action should always be accelerated if the victims of the crisis are in imminent danger and if media are aware of the event.

Remember to involve all the company's offices in the crisis plan of action. A key senior member of each office should be designated to work closely and continually with the centrally-located crisis response team.

If the situation is determined to not yet be a crisis — but has the potential to become one — then the crisis response team should be on call to monitor the situation, keep upper management updated, ensure that crisis plan tactics are in ready mode and allay the fears of any staff or customers that are aware of an impending crisis.

Organizations should be considered

One matter that should be determined quickly is which departments and deliverables of the company are affected by the crisis.

Departments most often heavily affected by crises include sales, finance, operations, human resources and information services and technology, the latter especially so in recent years as IT has been the target of cybersecurity threats which are on the rise at a frightening pace. Once the crisis begins, it should be rapidly ascertained which departments and functions will be necessary to stay in business. Things that should be considered include the ability to supply products and services to associates and other customers, the ability to repair or replace

equipment, and the ability to determine inventory and pending work transactions.

There are crises of all types and levels to be considered. In addition to cybersecurity threats, there are incidents that involve possible property damage, severe injury to employees or the public stemming from a company's operations and even death. Other health-related dangers include medical epidemics such as the Avian flu and major weather-related problems such as a tsunami, earthquake, massive flood or dangerous fires surrounding a place of work such as the recent swath of fires in southern California.

Other potential disasters include problems with access to company infrastructure, such as when a building has design problems, and disgruntled employee or terrorist related threats. These could be pranks or could represent a great degree of physical danger as with situations involving a bomb or firearm activity on corporate premises.

Some crises are directly related to internal conflict, such as an abrupt change in top management. This could be the death of a CEO or the firing of a leading vice president. Sometimes, justified or not, a company is accused of racial or gender discrimination.

To prevent the latter, it's important to ensure that all staff handbooks and communications contain language inherent in them that the company provides an environment that does not allow discrimination. Any alleged breaches of this policy should be considered a crisis situation.

Social media compels quick response

Because today's successful companies are expected to maintain active presences on major social media outlets including Twitter, Facebook and Instagram, the speed of response to a crisis is more vital than ever.

Customers are often in regular interaction with a corporation via Twitter, for example, and the failure to respond to an internal or external crisis can make a company look lazy or indifferent. Aggrieved consumers often take action on social media, where the choice of channels is highly visible and varied. Such attacks can cause lasting damage to a brand.

It's important that responses are planned carefully and not executed half-heartedly. The best way to ensure that answers are communicated smoothly is to have a crisis response team in place.

The Response Team is the group that will manage the crisis as it unfolds, often consisting of staff from several departments:

- Executive office (CMO and SVP, Operations)
- Public Relations
- Legal (monitors ensuing or potential future litigation)
- Operations/HR

The team should be responsible for monitoring the crisis and preventing when possible similar, future emergency or crisis situations.

In most cases, it's best to split the team: an "on-site group" should travel to the site of the incident immediately. A "home group" should convene in the office or another location away from the site of the incident.

Effective messaging to stakeholders

Often the chief marketing officer will head the response team and be responsible for crafting and disseminating messages to outside individuals that provide direct and viable potential solutions to the crisis, accurate news of what is actually happening, and honest, calm answers to people's questions.

Before beginning a crisis response, it is vital to remember an organization's goals. They should include protecting employees and their families, serving the public and customers and safeguarding financial and capital assets.

All of these factors should be addressed in the crisis communications effort. The communication should include customer engagement via social media and through other technological channels chosen by the response team which can include webcasts and video messages.

The individuals chosen to address the public in crisis situations, which often include the CMO and CEO, should also be media trained by their public relations representatives. Media training experts should address how to create and communicate pertinent talking points in media-ready sound bite form.

All communications should be designed and executed to assist company constituents in dangerous situations and to protect the employees and reputation of the corporation.

Based in its New York office, Frank Tortorici leads Marketing Maven's business communications practice. He can be reached at Frank@marketingmaven.com. ○



Frank Tortorici



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When 'Cold Feet Syndrome' puts an agency sale on ice

Why some sellers pull out of deals at the last minute.

By Rich Jachetti

With the winter season upon us, there's perhaps no better time to examine the mysterious phenomenon of what we refer to as "Cold Feet Syndrome," a sometimes puzzling set of circumstances that cause a surprising number of PR agency CEOs to back out of a previously-agreed-to sale of their firm to a buyer agency at the eleventh hour.

As experienced advisors in mergers and acquisitions within the public relations and digital marketing industries for more than a decade now, we've repeatedly witnessed CEOs of seller firms spend months in negotiation with a buyer agency, eventually agreeing in principle to the terms of the deal, and then suddenly having a change of heart at the last minute for reasons that leave the buyer, my partner Art Stevens and me shaking our heads in disbelief. And no effort by us or the buyer to make things right can affect the outcome of the deal.

Here are just two examples from our annals:

After several months of good-faith negotiations between buyer and seller, the buyer firm's attorney prepared a requisite contract containing the standard at-will employment provision that the seller could be dismissed "without cause" at any time. The buyer didn't catch the clause, and because the document was hastily sent directly by the buyer to the seller — effectively bypassing The Stevens Group — we were precluded from objecting to what literally turned out to be the deal's "death sentence." Upon receiving the document, the seller became irate and called the buyer to complain. The buyer apologized and immediately offered to have the contract revised, but it was too late: The seller felt duped, lost trust in the seller and walked away from the deal.

After extended negotiations between buyer and seller, it was mutually understood that upon consummation of the transaction, the seller would become an employee of the buyer's firm, reporting directly to the person at the buyer agency with whom the seller had been dealing almost exclusively up to that point. However, just prior to the sale's closing, the buyer's finance director interposed, requesting clarification on several matters uncovered during due diligence. He also informed the seller that the seller's firm would be subject to ongoing financial performance reviews.

The seller was deeply offended at what was actually the buying firm's standard operating procedure for all acquisitions, and chose to walk away entirely from an excellent deal, rather than simply talk to her boss-to-be, whom she respected and trusted.

Rational and irrational thinking

Why would otherwise savvy businesspeople abruptly terminate a deal they had been working on with a buyer for months over apparently simple misunderstandings without even affording the buyer an opportunity to make amends? After all, lovers of Francis Ford Coppola's "The Godfather" are more than aware of the films' oft-used adage: "It's not personal. It's strictly business."

To understand more about the thought processes behind a seller's perplexing actions in these situations, I spoke with David Popple, PhD, President and Founder of Psynet Group, an international consultancy that advises clients on issues involving human resources and corporate psychology. His two decades of work in the areas of critical and strategic thinking have frequently been applied to the mediation of workplace disputes at the executive level.

"This 'cold feet syndrome' is essentially a three-step process," explained Dr. Popple. "First, the seller rationally evaluates the merits of the deal. Then something causes the seller to experience an intensely negative emotional reaction, spurring irrational thought. Lastly, the seller rationalizes that emotional reaction by withdrawing from the situation entirely."

Suddenly, the seller has gotten a case of cold feet, and the buyer may never even receive a proper explanation for it. Rather, the buyer's e-mails don't receive replies. Repeated phone calls are not returned.

'Mini-death' fear factor

The average owner of a small- to-mid-sized PR firm has been running their built-from-scratch company for several years by the time they seriously consider selling it. By that point, according to Dr. Popple, the business has essentially become a physical extension of its owner. "The prospect of surrendering the entity to an outside buyer induces trepidation," he said.

"It's almost like a personal 'mini-death,'" added Dr. Popple. "The seller becomes convinced that should the deal happen, they're going to lose a part of themselves."

The seller may also feel they'll resent having to take orders from a new boss or they'll experience anxiety at seeing their clients handled differently within the buyer's firm. Hence, the decision not to complete the transaction becomes an avoidance behavior for the seller — even despite the lures of healthy sale proceeds, generous earn-out bonuses and an improved work-life balance.

And while the business world is full of failed mergers, cold feet syndrome may be more common in the PR industry than in other business segments.

"PR firm owners are a unique breed," said Dr. Popple. "These are highly entrepreneurial people who spend every day carefully managing their clients' images and branding. Therefore, it's no surprise that the seller of a PR firm may undergo their own personal identity crisis, especially when they're on the verge of potentially giving up the reins of their firm to someone else."

Don't go it alone

Not every merger or acquisition in the PR industry falls apart at the last minute. The vast majority of transactions proceed relatively smoothly due to strong relationships and close coordination between buyers, sellers, and their respective financial and legal advisors. However, if one of the parties is going to get cold feet at the last minute, it's almost always going to be the seller, not the buyer. Simply knowing that this phenomenon exists can help sellers to better manage the emotional rollercoaster that invariably precedes the sale of their PR firm.

Emotions can occasionally get the best of us, even when we know that we shouldn't let these factors taint our decision-making.

Remember: "It's not personal. It's strictly business." That's why it's critical for a PR firm owner considering the sale of their practice to have objective counsel at their side throughout the entire sales process.

Rich Jachetti is Senior Partner at The Stevens Group, a firm specializing in mergers and acquisition consulting and facilitating in the public relations/digital marketing sectors. ○



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Strategic Insights

Is the press conference still relevant?

Why the use of a traditional news conference is still relevant in today's social media world.

By Todd Templin and Don Silver

When managing a crisis situation, one of the many strategies a PR practitioner can employ is staging a press conference. For a police department or government agency, it's a timely and efficient way to get vital information to the public while addressing key questions.

When Hurricane Irma was bearing down on Florida last fall, local emergency management officials and elected politicians took to the podium on a regular basis to update residents on the storm's path, to announce newly opened shelters, to provide preparation tips and give out other lifesaving advice. When fires engulfed parts of California, residents came to rely on public safety news briefings to make decisions about whether to evacuate. When a serial killer was terrorizing a historic neighborhood in Tampa, the police and mayor used the media to calm fear in the community and ask for the public's help in finding the perpetrator.

Incorporating social media, live streams

Even in today's social world, a news conference is still as relevant as ever. Facebook and Twitter provide a platform to share news, but often times in a crisis, the information being shared is incomplete, inaccurate or made up. A traditional news conference allows one to face the music, set the record straight, address important questions and show empathy. Hearing the real story under intense pressure and scrutiny can lend lots of credibility to the message one is trying to get across.

Savvy PR pros will find ways to leverage social media to widen the audience they're trying to reach. Our agency recently organized a press conference for a former star professional athlete who was accused of sexually assaulting a younger female acquaintance after a night of socializing over dinner and drinks. With no charges filed and those accusations made public, the former NFL professional held a news conference with his attorney to profess his innocence in no uncertain terms and to call on prosecutors to make a decision on whether to pursue the case.

The news conference was attended by most major media outlets, many of which carried it live on air but also on their Facebook news feed. In addition, we carried the event live on our own page for national media to view, since they logistically could not attend in person. The news conference allowed our client to get his message out in a controlled fashion, set the record straight,

take tough questions and maximize the number of people who heard what he had to say.

When preparation meets risk mitigation

In the above example, both subjects of the news conference had plenty of experience with the media and taking tough questions in front of rolling cameras. Which raises an important point. If you're considering taking this crisis communication route, it's important to make sure that whoever you put out front is well trained and confident. The last thing you want is someone who can't stand up to the scrutiny and comes off as ill prepared or dishonest. If the message isn't delivered in a clear and concise way with either empathy or compassion, the conference could backfire and add more fuel to a fire you're trying to extinguish.

With a news conference, you can control when and where you disseminate information, as well as the content of your message. Reporters, who have a wide range of angles and agendas, can come at you any number of ways to try and trip you up. But if you're not prepared or skilled enough to handle the intensity of questions that come your way in a calm, assuring manner, then you should reconsider using this as a forum to communicate, especially considering your words could be heard instantaneously around the world via social media.

But will they come?

One of the most important questions PR professionals ask themselves when contemplating a news conference, is 'Will anyone show up?' And is it worth the time and effort? It depends. If you produce a compelling event with elements the reporters need to tell a good story, you stand a good chance. The better you can sell the storyline, the better the chance media will show up. But even then, you might find short-staffed news agencies unable to attend, or you're pre-empted by breaking news. The way to overcome that is by offering to stream the news conference live on your own social media and web channels and invite reporters and editors to use the material. This is an option we wouldn't have had a decade ago.

News conference checklist

If you decide a news conference is the way to go when addressing a crisis, the following is a good checklist to use:

Location: Find a location that's easily accessible for the media, especially TV stations that might want to go live. In years past, broadcast engineers would need to string cables from the TV cameras to a re-

mote antenna or satellite dish, but today, more crews are simply sending back the signal wireless through the Internet. You'll also want a location that can provide an easy entrance and exit for your speakers to avoid being ambushed outside of the official event. Usually, it's best to hold a news conference in a controlled environment where there's also protection from weather elements and easy access to power.

Time: The more advance notice you can give the press, the better. That way they can prepare for the event and staff it properly. A day's notice is good, but even a few hours' notice is ok too if for some reason that's all you can provide. If you believe there will be considerable interest in your news conference, consider holding it during regularly scheduled newscasts, which might take it live and maximize exposure.

Content: You should create a written statement or clear talking points that can be read up front to articulate your message loud and clear. Speakers should also spend significant time doing mock Q-and-As prior to the conference to prepare for all possible questions that might follow. Invite others to attend and speak if they can help corroborate what you have to say. Use visuals if they help tell your story.

Control the environment: With a news conference, you can control a lot, including where it's held, the start time, what you say and how long you want to talk. As previously mentioned, it's advisable to take questions, but after a while, reporters might start fishing and asking about things off topic. You're not obligated to indulge them. When you feel like you've finished answering the most important topics, it's ok to stop and end the proceedings.

The use of a traditional news conference is still as relevant today as it ever was in the right circumstances. Social media can help fuel fire to a crisis but it can also be helpful in casting a wider net and getting your message out to more people than you ever could.

Todd Templin and Don Silver lead the crisis management team at BoardroomPR, a Florida-based, full-service communications and integrated marketing firm. ○



Todd Templin



Don Silver

Consumer-facing media is critical for B2B Publicity

Limiting branding efforts for B2B clients to the trade press is a missed opportunity for communicators, who can often expand their outreach efforts with great success by leveraging consumer outlets as well.

By Paula Conway

Many startups focused on B2B sales apparently don't understand why it's critical to simultaneously carry their message over to a consumer-facing audience through media efforts.

Working in a vacuum of exclusive B2B media may seem logical when selling a product or service directly to vendors and partners, and the trade publications are an excellent way to get the message out. However, it's important to understand that the breadth and depth of brand efforts are much farther reaching.

Let's take the example of a company that creates software for health insurance programs. Their clients are insurance companies or exchanges that will buy the software and white-label it with their own skin to reach a consumer, educating them on the various types of insurance they can purchase, with rates based on algorithmic questions. On the face of it, this is a B2B product. So why — and how — would we take this client to consumer media?

Trade media looks to consumer media for story ideas, for validation and legitimacy of products, services and expertise and to prove a company's market for business. In the case of the software company for health insurance programs, the CEOs and CMOs of healthcare companies are reading the *Wall Street Journal*, *The Atlantic*, *The Guardian*, *Forbes*, *Inc.*, *CNBC.com*, and *BusinessWeek* to name the most important consumer business publications for this audience. The funnel moves both ways: consumer press look to the trades for the same ideas and validation of concept.

Start by positioning the CEO as an expert with strategic placements in consumer media. A great way to do this is by creating content in the form of articles where your CEO is writing on a subject that she or he knows a lot about. The example given, the CEO in the health insurance space might write about the five things consumers need to know about signing up for healthcare, or how change to the ACA (Accountable Care Act) might affect them by age, geography, or medical conditions. This CEO could also be writing an op-ed in the *New York Times* or the *Wall Street Journal*. She or he might also be contributing to widely read but younger publications like BuzzFeed or Popsugar (yes, they write about health insurance too!). By contributing to a wide range of consum-

er-facing media, the CEO becomes a go-to for consumer press looking for comments on the current state of health insurance. This not only puts the CEO in a position of expertise, but also illustrates to trade media that this CEO is the reliable go-to source for wide-circulation publications (Fox News Health, *Inc.*, *Forbes*, *USA Today*). The exposure and trust this brings the brand is irreplaceable.

A trade publication that writes about insurance platforms, such as Broker Innovation Lab, understands that the CEO of the healthcare software startup is a widely-received expert and is therefore likely to consider her or him more immediately as a trusted expert in the field. This is PR 101, because that third-party endorsement is what validates the product. If *USA Today* says it's a good product and trusts this CEO, why wouldn't we?

On an even more micro level, let's assume the healthcare insurance platform is focused specifically on products for insurance brokers. All the more reason why this consumer-facing media can be effective; it shows that the company has proven a market for their goods or services. Proving a marketplace is the lynchpin. Without it, no goodwill exists for either consumer or trade audiences. It further builds confidence among B2B partners and vendors that they don't have to create a marketplace, a validation companies are seeking to buy into the product or service.

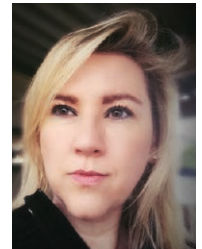
The critical component is the startup's ability to leverage the media in question. A savvy startup will take consumer media to the table during investor negotiations, play it against trade media, and make the case that they have not only proven a marketplace, but created consumer goodwill with their brand. Legitimizing expertise in both consumer and trade media makes a solid case for funding. We've seen this as a successful maneuver many times with our own clients. However, if the startup doesn't understand how to play these cards, the efforts are a waste of everyone's time.

Agency efforts on pitching trade and consumer press shouldn't entail complex billing. If your fees are a whole pie and 80 percent of the time is trade, a solid 20 percent is allocated to consumer media. This 20 percent will consist of a target list of 5-10 publications for strategic placements. With

the healthcare software company, publications might include: CNN Health, *Forbes*, *Inc.*, *Technology*, *USA Today*, AP, WSJ Health blog, Shots: Health News from NPR and The Atlantic Health. Broader efforts might include websites like BuzzFeed and Popsugar, if the demographic is there.

Before advising your client to share the media pie, vet their ability to utilize it. Do they have a strategy, and if so what exactly does that look like? If they seem to understand the concept, but have not thought about this prior to your suggestion, present them with a plan that illustrates how they can enter a consumer market, and then how they might leverage this exposure. This exercise will help both parties understand if the time is best spent playing in one sandbox or expanding to support more strategic efforts.

Paula Conway is President and Founder, Astonish Media Group in New York. An award-winning author and writer, she has contributed to *In Style*, the *New York Times*, *Robb Report*, *Good Housekeeping*, *New York Post*, and *New York Daily News* among others. ○



Paula Conway

News brief

Kekst advises CVS in blockbuster Aetna Deal

Kekst & Co. advised CVS Health in its blockbuster \$77 billion cash/stock/debt deal to acquire Aetna, the nation's No. 3 insurer, a move destined to reshape the healthcare sector.

CVS CEO Larry Merlo promised the marriage will remake the "consumer healthcare experience" by combining Aetna's analytics savvy with CVS' "human touch."

The *Financial Times* speculated the deal also is designed to fend off Amazon's anticipated foray into the pharmacy sector as the online retailer has been acquiring wholesale state pharmacy licenses to pave the way for its market entry.

CVS is the nation's No. 1 drug store chain with more than 9,700 outlets, of which about 1,100 are equipped with a "MinuteClinic" walk-in facility.

Aetna provides healthcare benefits to an estimated 44.6 million customers.

Kekst's Managing Directors Dawn Dover, Ruth Pachman, Daniel Yunger, and Tom Davies counseled CVS with Associates Ashe Reardon, Charlotte Stone, Cathryn Vaulman, and Analyst Maddie Sewani.

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Ronn Torossian, Founder & CEO

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

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

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Matthew Della Croce, Partner and President, Corporate + Europe

Our clients' reputations are our first priority. The landscape for issues management and crisis communications has changed dramatically, driven by an always-on news cycle and the ability for information — and misinformation — to be spread globally within minutes.

When a crisis hits, Allison+Partners is the team you want in your corner. Our senior crisis team brings an integrated approach to

helping achieve successful outcomes. We've managed crises and reputational issues for some of the world's largest companies and most high-profile individuals. From high-visibility litigation, product recalls and labor issues to C-suite changeovers, airline disasters and corporate malfeasance, our experienced team has supported nearly every industry in nearly every geographic location.

With 29 offices around the world, our integrated crisis team is available 24/7 to ensure our clients have the support they need, when they need it most.

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Janey Bishoff, CEO

Bishoff Communications LLC is a highly respected and recognized crisis resource with more than 25 years of successfully managing a wide variety of crises and negative situations. These have ranged from high profile accidents, crimes, and fatalities to litigation, lay-offs, data breaches, food safety, recalls, sexual harassment, leadership termination, sexual abuse, bankruptcies and dozens of other negative incidents and circumstances which threatened the organization's reputation, financial value, or existence.

Today's world demands nearly instantaneous action. We move quickly to provide both strategic counsel and hands-on assistance to mitigate, contain, or ameliorate a negative situation and protect reputation.

Working in close collaboration with our clients and their professional advisors — including legal, financial, and others, we are available to our clients twenty-four hours a day, seven days a week.

Our crisis management expertise also enables us to provide all of our clients with a valuable perspective on both pro-active public relations and risk management and readiness planning. Preparation for a neg-

ative, unexpected situation is not only desirable, but far more cost-effective. We offer audits of existing plans and collaborate with our clients and their advisors to both develop and enhance comprehensive plans.

BLINK ONDEMAND CRISIS PR™ PLANNING SOFTWARE

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Laurel Kennedy
Anthony Leone

Blink OnDemand Crisis PR™ is the world's first — and only — crisis PR planning and response software. It's an OnDemand, cloud-based system that enables companies to create and implement a crisis plan 24/7, at their own pace, with their own people, from anywhere with an Internet connection, at a fraction of traditional agency pricing.

Designed so even communications novices can follow the model, complete templates and end up with a comprehensive crisis PR plan. The 9 Step crisis response system coaches users through the plan, explaining the why, what and how of crisis planning and response with plenty of examples. The software includes features like an Hour One Checklist, threat assessment tool, and minute-by-minute agenda for a team training workshop.

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

Crisis Management: Preventing and Preparing for Potential Problems

BoardroomPR 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 pre-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, including media, social media, employees, stakeholders, customers, government and others. We immediately consult with your executives to assess the situation and develop an appropriate strategy and plan. Our team monitors traditional media, blogs and social networking sites and handles all inquiries. Call or email us if you are faced with a situation where a capable, seasoned crisis management team can help guide you to a satisfactory resolution.

FINEMAN PR

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

Fineman PR's high-profile crisis communications work is nationally renowned. In today's fast-paced culture of instant media exposure, online defamation and quick-draw lawsuits, the agency's battle-tested team 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 law firms, schools and government agencies to food companies, *Fortune* 500 corporations and startups.

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 charges of sexual harassment and discrimination; initiating client-community relations after a tragic fire; putting a juice company on firm public footing immediately after an E. coli crisis; setting the record straight after media slander of packaged salads; addressing labor disputes; and working for so many other clients whose names were successfully kept out of the news.

FTI CONSULTING STRATEGIC COMMUNICATIONS

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Mark McCall, Global Segment
Leader

Crises and issues create highly volatile communications challenges for management teams whose principal focus must be dedicated to marshaling an effective operational and financial response. At such moments, FTI Consulting's crisis communications experts help our clients prevent or minimize exposure, maintain license to operate, and protect enterprise value.

Our approach is grounded in foundational message development and disciplined and nimble scenario-based planning — drawing on our prior experience to ensure various contingencies and potential outcomes are analyzed to ensure coordinated and consistent communications. Our broad-ranging experience includes litigation, disaster response, activist defense, labor relations, accounting irregularities and financial disclosures, leadership transitions (planned and unplanned), regulatory/legislative scrutiny, product recalls, and privacy/data issues.

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Bruce Hennes, Managing Partner
Nora Jacobs, APR
Howard Fencel, APR
Thom Fladung
Stephanie York, J.D.

Hennes Communications is one of the few firms in the U.S. focused exclusively on crisis management and crisis communications. Founded in 1989, the firm serves public and private companies, educational institutions, healthcare providers, government agencies and nonprofit organizations "on trial" in the Court of Public Opinion. Ancillary services include crisis communication plans and drills, litigation communications and media training.

Bruce Hennes, recently named one of 50 "Game-Changers of PR for 2017" by *PRNews*, is one of the region's best-known crisis specialists and an in-demand speaker at law firms, bar and trade associations and county emergency management agencies on the subject of crisis management. **Nora Jacobs**, a three-time Silver Anvil winner, has decades of agency experience creating and carrying out strategic communications plans for clients making consumer and industrial products, and those in healthcare, biotechnology, education, chemicals and plastics. **Thom Fladung** was managing editor of *The Plain Dealer*, the *Detroit Free Press*, *Akron Beacon Journal* and *St. Paul Pioneer Press*. **Howard Fencel** has significant experience in crisis communications, media training and digital distribution of news, having spent many years managing broadcast newsrooms. And **Stephanie York** was assistant law director and chief communications officer for the City of Akron, Ohio before joining the firm.

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

more than 60 passengers. In 2017, the firm shared two Silver Anvils with other agencies for their crisis work on behalf of the non-partisan Host Committee for the 2016 Republican Convention held in Cleveland.

ICR

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Thomas Ryan, CEO
Don Duffy, President

Established in 1998, ICR partners with companies to develop and execute strategic communications programs and advisory services that achieve business goals, build credibility, and enhance the long-term value of the enterprise. The firm's highly differentiated service model, which pairs capital markets veterans with senior communications professionals, brings deep sector knowledge and relationships to clients in more than 20 industries. Today, ICR is one of the largest and most experienced independent advisory firms in the world maintaining offices in Boston, Connecticut, Los Angeles, New York, San Francisco, Hong Kong and Beijing.

Clients: Boot Barn, Chunghwa Telecom Co. Ltd., Cobalt Int'l Energy, Dave & Busters, FleetCor Technologies, Inc., Fossil, Inc., Freshpet, Genuine Parts Co., Gildan Activewear, Harman, Herbalife Ltd., HubSpot, IAC, Jarden Corp., Lazard Freres & Co. LLC, La Quinta Holdings, Inc., Legg Mason & Co. LLC, lululemon athletica, Mobileye, Michaels, Michael Kors, New Relic, Ocwen Financial Corp., Pandora Media Inc., Paramount Group Inc., Planet Fitness Inc., Red Hat Inc., Shake Shack, Starwood Property Trust, VF Corp., Williams-Sonoma, Inc., Wingstop, Workiva and Zoës Kitchen.

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Joele Frank, Managing Partner
Matthew Sherman, President

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

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KEKST

— Continued from page 31

years companies and institutions around the world have selected and relied on Kekst to provide that counsel and support across a wide range of disciplines including: corporate & financial communications; specialized investor relations; mergers & acquisitions, shareholders activism & corporate governance; IPOs & spinoffs; crisis communications; bankruptcy and restructurings; and litigation and regulatory support.

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Bicoastal integrated marketing and strategic communications firm, Marketing Maven, focuses on media relations, investor relations, issues management, crisis



Based in their NYC office, Frank Tortorici leads Marketing Maven's business communications practice.

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.

MARX LAYNE & COMPANY

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Michael Layne, Managing Partner

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

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

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

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

From privately held entities to

Fortune 500 companies, Marx Layne has a 20-year history of successfully developing proactive, comprehensive crisis communications plans that are in place before, during and after a crisis.

MONTIETH & COMPANY

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Howard Tom, Senior Advisor
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Montieth & Company is a global specialist communications consultancy.

With offices in New York, London, and Frankfurt, and named to the *New York Observer's* 2017 Power 50 PR list, the firm provides counsel on marketing communications, corporate and financial communications, investor relations, issues and crisis management, and litigation, civil and criminal.

The firm's clients represent an array of industry sectors across multiple global markets and jurisdictions. Montieth & Company has advised on a wide variety of matters, including securities fraud, Nazi-looted art, minority shareholder activism, CEO transitions, restructurings, regulatory and law enforcement issues and actions, investigations, employment matters, and M&A.

We provide a full set of crisis management solutions, including threat assessment, strategic planning, stakeholder communications and media relations. With our model of working across borders, sectors, and media markets, our executives speak five languages, and help our clients find important and innovative ways to meet their biggest challenges.

MWWPR

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When trouble befalls an orga-

nization, reputations can be made or broken in minutes. A company can protect or enhance its standing with its key stakeholders, or it can cause damage that is widespread and long-lasting. Clients across industries and around the globe rely on the exceptional depth of expertise and experience at MWWPR. We help clients with vulnerability assessments, crisis plan development/updates, crisis simulation/media training, communications counsel and on-site support during incidents. Just as important, our team manages the aftermath of a crisis to restore trust and reputation in a company.

Using MWWPR's proprietary Crisis Action Protocol, we thoroughly and meticulously prepare for any potential crisis. Our planning carefully considers the impact on all audiences including customers, employees, vendors, shareholders, and more. When a crisis hits, we can react immediately with an omnichannel approach that addresses the diverse needs of each critical constituency, helping you when you need it most.

PADILLA

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Brian Ellis, Executive Vice President
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Padilla is a top 10 independent public relations and communications company comprised of 240 employee-owners. Padilla builds, grows and protects brands worldwide by creating purposeful connections with the people who matter most through public relations, advertising, digital and social marketing, investor relations and brand strategy. Padilla includes the brand consultancy of Joe Smith, the food and nutrition experts at FoodMinds and the research authorities at SMS.

The worst time to plan for a crisis is during one. When faced with an emergency, the right response is crucial to help protect your reputation — and often, your bottom line. Padilla's highly experienced Crisis + Critical Issues team is prepared to navigate any worst-case scenario. And if trouble strikes, we're just a phone call away. We 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 Padilla Crisis + Critical Issues team anytime — day, night and weekends — by calling 1-877-PR.ER.911.

Is your company or organization prepared to manage a crisis? Padilla's Crisis IQ quiz helps to answer that question. This tool is based on proven crisis-response methodologies. Want to know more? Visit PadillaCo.com/Crisis-Critical-Issues.

PEPPERCOMM

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Maggie O'Neill, Partner &

Managing Director

Mike Friedin, Chief Digital Officer

Peppercomm is an award-winning strategic, integrated communications and marketing agency headquartered in New York City with offices in San Francisco and London. The firm connects brands, messages and people through data-driven insights, cross-channel communications and brilliant customer experience. Employing an omni-channel approach, the company uses customer insights to determine the right mix of tools and platforms to help clients reach, engage and influence customers along their path to purchase.

Founded in 1995, Peppercomm has received numerous accolades, including *The Holmes Report's* North American Corporate/B2B Agency of the Year and *Bulldog Reporter's* Mid-sized Agency of the Year. The agency has been listed as one of *Fortune's* 10 Best Workplaces in Advertising and Marketing, 100 Best Workplaces for Women, 50 Best Small and Medium Workplaces and 50 Best Workplaces for New College Grads.

Services include Branding, Content Strategy & Development, Creative Services, Crisis Management, Digital Solutions, Experiential, Insights & Strategy, Licensing, Public Relations & Social Media and Research & Measurement.

For more information, visit www.peppercomm.com.

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Jill Allread, APR, CEO

Pamela Oettel, CFO & COO

Craig Pugh, President

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.

With experienced, senior counsel Public Communications Inc. helps clients manage crises online, in the news, on the air and in the C-suite. The core principles remain the same. Assess the situation. Communicate clearly and honestly. And do it quickly to protect the client's reputation. Those first few hours can make the difference between a crisis that is contained and soon forgotten, and one that becomes part of your media boilerplate. Our counselors bring strategies and calm. And we continually adapt crisis management principles to a world in which good news and bad, fact and rumor, travel at lightning speed, disseminated by anyone with a laptop, cell phone, blog or Twitter account.

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

SACHS MEDIA GROUP

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

Calm, candor and class — our choice to enhance, not just maintain, a client's reputation. We take a client from defense to offense — leading the way to higher ground,



Michelle Ubben, Sachs Media Group Partner and President; and **Ron Sachs**, Sachs Media Group Founder and CEO.

where a foundation for the future is established.

Our senior team comes from the ranks of the media and government, giving the firm outstanding relationships to draw upon and excellent news judgment in crafting effective messages. We are skilled in devising and executing quick response plans to help our clients avoid crisis — but to effectively handle them when they arise.

The difference is results at Sachs Media Group.

SARD VERBINNEN & CO (SVC)

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George Sard, Chairman & CEO
Paul Verbinnen, President

How companies prepare for and manage through crises makes the difference between long-term success and failure. We apply our deep experience, global platform and full breadth of communications services to help companies anticipate and navigate all types of crises, including cyber-attacks, natural disasters, accusations of misconduct, regulatory actions, government investigations, labor disputes, workplace disasters and violence, product recalls, management terminations, and more.

With 25 years of experience, SVC is the leading strategic crisis communications consulting firm. We have counselled and supported hundreds of companies and high profile individuals through crises around the world. From high caliber media and investor relations to cutting-edge digital communications and research-based reputation assessment, we customize our ser-

vices to each situation and provide 24/7 support for clients globally.

Office Locations: New York, Chicago, San Francisco, Los Angeles, London, Houston, Hong Kong

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Joan Schneider, Chief Executive Officer & Founder
Phil Pennellatore, President

A hallmark of Schneider Associates' 36-year history is our ability to counsel companies and individuals during a crisis situation. While we hope our clients never face a crisis, we stand ready when a major issue threatens a company's growth or reputation.

SA has been relied upon to handle communications for everything from white-collar crime, product recalls, fires, accidental on-the-job deaths, securities fraud, sexual harassment, legal issues, social or digital media issues, 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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Tom Becker, Head, New York Office

Mark Veverka, Head, San Francisco Office

Lt. Gen. H. Steven Blum, (USA Ret.), Managing Director and Practice Lead, Washington, DC

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 *Baron'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.

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Sloane & Company is a leading strategic communications firm that provides a range of crisis-focused services including: corporate and financial public relations; transaction support; strategic insights; messaging, analytics and measurement; public affairs; litigation support; and investor relations — to public and private companies as well as investors, associations and individuals.

We work rapidly to understand and assess the issues, provide strategic advice and counsel and act as an extension of communications teams to implement tactics that mitigate reputational damage. Our firm is recognized for our ability to determine the business risks to our clients and deliver candid advice to management teams, boards, executives and organizations. We work as partners, providing additional minds, arms and legs to manage crises through their ultimate resolution or conclusion.

Beyond specific crisis situations, we develop effective and actionable contingency plans in close coordination with a client's legal, financial, marketing, communications and government relations/lobbying advisors. Our approach provides best-practices and enhances client procedures and appropriate training of personnel before and during a crisis. When the unexpected happens, we actively manage and support implementing the appropriate communications tactics. After the crisis subsides, we help clients restore their credibility and reputations in the marketplace.

Our experience in crisis situations includes handling the communications elements around class action litigation, management team and board issues, shareholder lawsuits, shareholder activism, regulatory actions, downsizings, restructurings, bankruptcies, employee issues, labor disputes, consumer boycotts as well as physical crises such as natural disasters.

SOLOMON MCCOWN & COMPANY, INC.

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Solomon McCown President **Ashely McCown**

Helene Solomon, CEO
Ashely McCown, President

With offices in Boston and New York, Solomon McCown (SM&) supports clients that face complex, mission-critical issues at the intersection of public policy and business. The firm works within education, healthcare and real estate and with corporations and non-profit organizations to deliver integrated communications strategies that include: messaging, media relations & training, government relations, digital and social campaigns, and development of creative content that help clients achieve their goals.

We believe that at the core of advancing an organization's mission is protecting it. Crisis planning and management is a defining strength of our organization. Our nationally-recognized senior team of crisis managers comes from journalism and politics. We have developed crisis plans for corporations, institutions, and mission-focused organizations, and have played a key role in many sensitive and complex issues including data breaches, public health issues, labor negotiations and strikes, bankruptcies and business failures, accusations of sexual harassment and abuse, Title IX, state and federal investigations, and workplace violence. We excel at working with in-house and outside legal counsel and corporate communications teams to devise communications strategies to dovetail with the legal strategy.

STANTON

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Tom Faust, Charlyn Lusk, Pat Harden, Managing Directors

George Sopko, Katrin Lieberwirth, Liam Collopy, VPs

Stanton provides a full range of senior-level counsel to protect corporate reputations before, during and after a crisis hits, when critical issues arise and through major transitions. Our expertise helps clients prevent crises through thoughtful planning and oversight. In the event a crisis does occur, we help contain the situation by managing media coverage and executing proactive communications to offset reputational damage and repair relationships with key constituents.

Stanton works with senior leadership teams, corporate task forces, outside counsel and other advisors to develop comprehensive communications strategies that ensure our clients are fully prepared. We apply our decades of experience to create the right strategy and put the right support behind it to control the narrative from the start and stay focused on your priorities.

Our experience spans a variety of situations including corporate litigation, executive changes, consumer and special interest boycotts, workplace violence, employee misconduct, financial improprieties, environmental issues, product tampering and many others. Stanton's efforts help clients minimize negative attention and prevent escalation of vulnerabilities during crisis situations. That's why you've never heard of some of our best crisis work.

Clients: 3i, Aberdeen Asset Management, ACL, Albright Capital Management, Allianz Global Corporate & Specialty, Assurant, Bain Capital, Carl Marks Advisors, Conning Asset Management, CVC Capital Partners, Donnelley Financial Solutions, FFL Partners, FilBen Group, HGGC, Lovell Minnick Partners, Makena Capital, One Equity Partners, Pine Brook, Sun Capital, Tanenbaum Center for Interreligious Understanding, TD Ameritrade, and Vertical Bridge.

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Peter V. Stanton, CEO
Lori A. Russo, President

The way companies act in the first minutes of a crisis can make or break reputations.

— Continued on page 36



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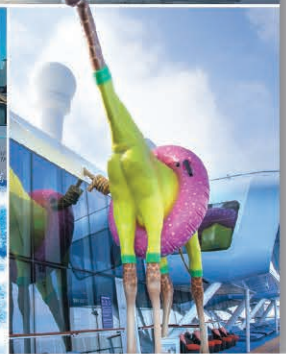
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STANTON COMMS

— Continued from page 34

Stanton Communications understands and helps clients navigate complex contingencies. Our Crisis GPS service provides guidance, positioning and strategy that establishes a strong course for prudent decisions and constructive action.

As a strategic communications firm, we provide crisis management, counsel, and sophisticated reputation enhancement programs among other services. Our offices in Washington, D.C., New York and Baltimore are led by professionals with proven expertise in addressing challenging circumstances across a variety of industries. We provide round-the clock support and effective management of delicate and difficult situations.

TELLEM GRODY PR

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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.

THE VANDIVER GROUP

Partner, PROI Worldwide

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Donna Vandiver, President & CEO
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Time is everything in a crisis! The faster you respond and the more information you give, the better the potential outcome for your client, your company or your brand. You can spend years building your brand and establishing a good name, but, that can all change in a matter of minutes. Fires, employee death, theft, IT breaches accidents and other issues can damage corporate reputation. The Vandiver Group helps clients prepare for a potential crisis and handle all types of crisis situations.

The TVG team is uniquely qualified to guide clients through each stage of a crisis. Andy Likes, Sr. VP leads TVG's crisis communications group.

- *Andy Likes, Sr. Vice President & Chair of the PROI Worldwide Americas Crisis Group*
- *Crisis Communications Speakers and Training Seminars*
- *Author crisis communications chapter in PR News book*

TVG is a diverse team of thinkers, creators, storytellers and visionaries. As a strategic communications agency, we partner with our clients to successfully deliver communication solutions. We are committed to building brands, reputations and relationships.

WEBER SHANDWICK

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The current media environment is a perfect storm of polarization and perceived truths, creating global anxiety and real risk for corporations. In our digital and globally interconnected world, the immediacy of events, and discussion of those events, can have a far-reaching and lasting impact. Media, citizen journalists, bots or content aggregators can share the way that people perceive stories in the moment, meaning brand reputations are more vulnerable than ever.

Weber Shandwick's global crisis practice is a team of senior professionals who understand that protecting corporate and brand reputations are among our clients' highest priorities. Whether it's creating bespoke predictive analytics and listening systems for our clients to stay ahead of issues, or embedding issues personnel across all day-to-day client activities, our team is always a step ahead to preserve the integrity of our clients' brands. Weber Shandwick leverages the latest resources and a deep expertise to offer a full cycle of issues and crisis management support from proactively mitigating potential issues to real-time crisis response. We have provided counsel to many Fortune 500 companies, and we meet their needs with unparalleled expertise in social, digital and traditional media.

We have successfully managed a vast variety of crises, including fake news, environmental and safety issues, litigation, activist campaigns, political pressure at all levels, regulatory actions, operational crises, and negative press. We have significant experience with environmental disasters and product recalls, proxy battles, federal investigations, investigative media reports and board disputes.

Additionally, Weber Shandwick offers tools and trainings to prepare clients for potential crises. Since 2010 we have conducted interactive, multimedia crisis simulations with Firebell, our award-winning proprietary simulation offering, which allows clients the opportunity to stress-test plans and messaging in an environment that mimics the pressures of a live crisis in real-time. All of our crisis response trainings are paired with discussions about proactive steps that can mitigate risk and minimize damage in event of a crisis.

Building on our digital crisis

management leadership, Weber Shandwick has also developed Mobile Command: a web and mobile application that serves as a common source for all crisis protocols and live project management across an organization. It's a common platform for communications that can be easily accessed anywhere at any time.

WEISS PR, INC.

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

Staffing accounts exclusively with senior-level executives who have a minimum of 10 years of public relations experience, Weiss PR has developed a strong reputation for getting positive results for its clients by using an integrated approach to communications that typically includes media and influencer relations, social media, marketing services, and issues management — all anchored by strategic communications planning.

Weiss PR's clients are concentrated in five industry sectors: commercial real estate (including architecture, construction, development, and engineering); healthcare and employee benefits; technology; professional services (including law, accounting, and professional staffing); and non-profits.

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

In spite of its rapid growth and assignments throughout the U.S. and internationally (including clients in New Zealand, Australia, Canada, and Iceland, and work throughout Europe and the Middle East), Weiss PR has stayed true to its vision to provide clients with ideas built on strategy — not egos — from a team of senior public relations professionals who are committed to providing exceptional service, great work, and measurable results. ○

Ex-spokesperson for Ireland PM to Edelman

Feargal Purcell, who worked six years as press secretary for Ireland's former Taoiseach Edna Kenny, has joined Edelman as Public Affairs Director.

As press secretary, he coordinated and managed government communications and was Kenny's top PA advisor.

Purcell agreed in June to work for new Prime Minister Leo Varadkar through a transition period that ended Oct. 31.

Prior to joining Kenny, Purcell spent two years as Deputy Director of Communications for the Fine Gael political party and then head of its press office.

He also served as an officer in the Ireland Defense Forces for 18 years, and played leadership roles with peacekeeping units in Lebanon and Bosnia.

Joe Carmody, Managing Director of Edelman Ireland, praised Purcell as a "respected political and communications strategist," who has experience operating at the highest level of Ireland's government. ○



Fergal Purcell

Israeli/Palestinian envoy joins APCO

Franks Lowenstein, who was special envoy for the Israeli-Palestinian negotiations and Senior Advisor to former Secretary of State John Kerry, has joined APCO Worldwide as chief of its global solutions practice.

As special envoy, he handled policy formation, messaging, direct engagement with the players in the Middle East peace process and outreach to stakeholders in the international community.

At APCO, he'll guide clients through geopolitical issues, investment opportunities and crises.

Evan Kraus, APCO Global President and DC office head, praised Lowenstein as "one of the foremost foreign policy experts."

Lowenstein is a long-time advisor to Kerry, serving as his Special Foreign Policy Advisor while he was in the Senate, and Director of National Security Policy for the Kerry-Edwards presidential campaign.

He also did a year at Podesta Group. ○



Frank Lowenstein

Peraton crowns McQueen CCO

Peraton, which develops technology solutions for the defense, intelligence, homeland security and space sectors, has named Matt McQueen Chief Communications Officer.

The 18-year PR veteran joins from Northrop Grumman, where he led communications teams involved with its cyber, intelligence and space systems units.

Earlier, he had roles in NG's government relations, business development, strategic communications and planning functions.

CEO Stu Shea said McQueen will help Peraton communicate a "fresh brand identity" and highlight its key differentiators in the key cyber, space and intelligence markets.

Peraton is the renamed government services unit of Harris Corp., which was acquired in April by Veritas Capital.

Based in Herndon, VA., it employs about 3,500 people in the US and Canada. ○



Matt McQueen

SKDK's McCormick runs to Under Armour

Kelley McCormick, Managing Director at SKDKnickerbocker's Washington office, is joining Under Armour as Senior VP, Corporate Communications, a new position at the athletic apparel/footwear company.

Based at its Baltimore headquarters, McCormick will be responsible for strategic visioning, media relations, and employee communications. She'll report to CEO Kevin Plank.

With more than 20 years of consulting experience, McCormick also served as a Principal in SKDK's women's practice, advocating for female leaders/candidates and issues.

Prior to SKDK, she was Executive VP at McBee|Gibraltar and held posts at Qorvis Communications, Weber Shandwick/Powell Tate and Ketchum.

Under Armour has been wrestling with a drop in demand from its key US market, which resulted in lower than anticipated third quarter revenues.

North American sales dropped 12.1 percent during Q3 to \$1.1 billion, while oper-



Kelly McCormick

ating profit fell 64 percent to \$65.8 million.

Plank cut sales and earnings estimates for the full-year. He now expects a low single-digit revenue growth and operating income between zero and \$10 million. ○

C&W hooks Hooper

Cohn & Wolfe has named Kristin Hooper, who was Senior Message and Intelligence lead at the National Education Assn., as Senior VP in its branding & insights unit.

Hooper, who has more than 15 years of research/strategic marketing experience, was in charge of polling, member insights and strategy at the NEA.

She also worked as VP in Weber Shandwick's KRC Research arm in DC and was senior project manager for research at Ketchum in Atlanta.

Hooper will move from Washington to New York next month and report to Lynn Fisher, executive VP at C&W's B&I unit.

WPP owns C&W. ○



Kristin Hooper

Beiser covers Kaiser Permanente's PR

Kathryn Beiser, one-time Global Chair of Edelman's corporate practice, will join Kaiser Permanente Jan. 8 as Senior VP/Chief Communications Officer.

She'll handle internal/external communications, media relations, issues management, media relations and executive visibility for the healthcare provider for nearly 12 million people in eight states.

Beiser will serve as communications advisor to CEO Bernard Tyson and "be accountable for the development, maintenance, execution and coordination and measurement of the organization's communication strategy, policies and standards, activities and key messages," according to Kaiser's announcement.

Beiser currently is a Senior Advisor at APCO Worldwide. Besides Edelman, she was executive VP-Corporate Communications at Hilton Worldwide and VP-Corporate Communications at Discover Financial Services.

She has also worked at Burson-Marsteller, Golin and Hill+Knowlton Strategies. ○



Kathryn Beiser

Saving the Democratic Party

By Fraser Seitel

Good riddance to 2017, without a doubt the worst year ever.

So sayeth Nancy Pelosi and Chuck Schumer and Rachel Maddow and Jake Tapper and the *New York Times* and the other Democratic Party faithful, whose every waking moment has been consumed with the visage of an orange-tufted megalomaniac who has made their lives a living hell for the past year.



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*.

The nation's 45th President, they lament, is a coarse and vulgar and vile man. And, of course, they have a point.

But unless the Democrats change their PR tune, they're destined to continue wallowing in their own misery, as Republicans maintain their Congressional hold in 2018 and even — heaven forefend — regain the Presidency in 2020.

The fact is, almost half the population — 63 million Americans — voted Donald Trump President — and in the year since, the Democrats haven't provided one valid reason for those people to change their vote next time around. If anything, they've given them even more reason to keep voting Republican.

So, as we head into the New Year, what can Nancy and Chuckie and Lizzy and all the rest of the disheartened Democrats do to regain their winning ways? Here's a PR formula they might think about.

Find new faces

The Democrats, shining beacon for Millennials and dreamers and socially-conscious young people, are burdened by old and tired leaders.

Senate Minority Leader Schumer, who's been around since forever and has been on television longer than that, has become a broken record, defined principally by self-promotional Sunday press conferences and senseless sound bites.

Likewise, House Minority Leader Pelosi, a multi-millionaire many times over married to a prominent venture capitalist, continues to rankle her own members as she rails, toothlessly, about protecting the poor and

disenfranchised.

Further, the party's two most celebrated saviors, Bernie Sanders and Elizabeth Warren, are unabashed socialists, who would capsize capitalism the minute they were granted power. Neither can be elected President.

As to "fresh faces," Kirsten Gillibrand is a climber, who'd desperately love to be included in the mix. But the New York senator was a serial recipient of Donald Trump contributions and was labeled a "lightweight" by a man who should know. Gillibrand's New Jersey colleague Cory Booker is another chomping at the Presidential bit, but he, too, fits the "lightweight" description, accomplishing little as mayor of Newark.

Meanwhile the Republicans have been fortifying the younger side of the party, with leaders like Paul Ryan and Marco Rubio and Kevin McCarthy ready to replace old-timers like Trump and Mike Pence and Mitch McConnell.

So, the first thing Democrats need to do is to find younger, able-bodied working men and women to lead their party.

Stop whining

When Barack Obama was President, Democrats regularly accused Republicans of being the party of "no." And they were right. But today, with the despised Trump in the saddle, Democrats have fallen into the same trap.

Consider Trump's tax bill, which not one Democrat in Washington had the nerve to vote for. How could they vote for it when their leaders were so apocalyptic in their pronouncements of the havoc the tax bill would surely cause?

Pelosi labeled it a "Frankenstein," which "raises taxes on 86 million middle class households." Schumer agreed that "when middle-class families see their taxes go up, they'll know Republicans are to blame."

But when, exactly, will these families see their taxes go up?

The most likely answer is about eight, nine or 10 years from now, when the individual tax cut part of the bill lapses. That means — and you don't have to have a Wharton economics degree to figure this out — if you're an American who receives a paycheck each month, you'll receive more money and pay less taxes for the next decade or so.

So, in 10 years, if Congress doesn't pass new legislation (which, of course, it will!), then and only then will you see your "taxes go up."

Now Democrats correctly argue that homeowners and tax payers in states like New York and New Jersey will lose write-offs, but the point remains that all the Dem-

ocrats whining about the tax bill's harsh impact on wage earners will likely fall apart once people begin seeing more take home pay in their monthly pay checks.

In other words, all the whining and nay saying that's become the only thing Democrats seem to do these days will most likely come back to bite them in the buttocks.

A better plan would be to, well ...

Get a plan

In other words, stand for something.

Right now, nobody quite knows what Democrats support. All we know is that they're all anti-Trump.

Are they also all-in liberal crusaders, a la Sanders/Warren, ready to cut off Wall Street and big business as soon as they seize power? Or are they more moderately-inclined, like the new Alabama Senator-elect Doug Jones, who'd like to see the nation's business keep percolating but with much more done on behalf of the climate and people who have less?

For example, if Democrats were honest, they'd support elements of Trump's tax bill that clearly help the middle class, but they'd object, instead, to unfair elements, like the hedge fund "carried interest" loophole that Trump promised he would end but wasn't touched in the tax bill.

The key is to drop the "blanket negativity" to everything Trump, accept the measures that make sense, but adopt a clear plan — about climate, dreamers, the poor, the middle class, etc. — that can be easily understood and clearly articulated.

And here's what this new Democratic plan ought to begin with ...

Embrace business

The American economic system is based on every individual's right to make a living and support his or her family.

But the Democrats seem to disagree with this fundamental American precept. To them, business is "the enemy."

At the same time, Democrats speak about supporting "jobs"; they talk about stopping Wall Street, shackling the banks and crippling "big business." But how can you have more "jobs" if you're doing whatever you can to limit the purveyors of employment?

The fact is, you can't.

And if Democrats really want to regain power, not to mention the White House, they better realize that you can't win in America being "anti-business."

If he doesn't understand much else, Donald Trump at least recognizes that promoting American business is the only way to go. If Democrats don't get that message, after all their nightmares of the past year, well then they better stock up on Zantac. ○

Did the GOP cut taxes?

By Richard Goldstein

Last month's column discussed understanding your investments, which I said I would continue this month. However, with President Trump signing the tax bill into law, I feel it's important — at least to me, as a CPA — to give my view of what's just happened. Note, what's written in this column is my personal view and it's not meant to express the view of my firm or any other business or personal associations I have.



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

I don't usually discuss politics, but I feel it's important here for readers to understand that I don't favor one party over another. I'm an independent! To be fair, I'm registered with a political party simply because I want to vote in primaries. That said, I vote for whom I feel is more in line with my personal views, regardless of what party they may be affiliated with.

The new tax law

My goal here isn't to write about the business or individual tax changes; the individual and business provisions are discussed everywhere you look in the news today, and I'm not interested in using this column to do the same. How these tax changes will impact individuals depends on each person's situation. No blanket statement can be made insofar as how the tax law will impact us as a whole.

A recent column written by Steve Forbes, entitled "The GOP Forgot Tax Cutting 101," is an interesting take on the new tax law. I'm taking the liberty of injecting his view of what's just happened in this column.

First, let's talk baseball. Did the GOP hit a home run with this new tax law? I believe they did. They desperately needed a home run to stay competitive in the game of politics, and they managed to do this in my opinion. However, will they win the World Series? Before you get to the World Series you have to make it through the playoffs. Democrats are a formidable team that also want to win. Did that team hit a home run? I believe they did with Obamacare. The mistake the GOP made was to try and repeal it rather than fix it. Remember, Re-

publicans didn't support the ACA, similar to Democrats not supporting this tax bill. The GOP just couldn't win in the Democrats' ball park. Will the Democrats win the World Series? They too have to win in the playoffs, which we call the midterm elections. We'll just have to wait and see!

The issues that stand out

According to Forbes, two things stand out here. One is somewhat arcane but absolutely critical to effective tax policy. The other is astonishing given all the GOP verbiage on the importance of investing and the alleged need for "revenue" offsets for most of their cuts. These two factors are marginal rates and capital gains.

Marginal tax rates

The marginal tax rate is the tax rate that applies to the next increment of a taxpayer's taxable income. It's calculated by dividing the change in tax by the change in taxable income. In a graduated tax system — we have a graduated tax system — additional income or deductions can push a taxpayer into a higher or lower tax bracket thus changing the marginal rate. Most taxpayers incorrectly believe that all their income is taxed at the marginal rate. This mistake leads people to say "I do not want to earn additional money because it will put me in a higher tax bracket."

Truth be told, if a taxpayer receives a large increase in income (or deduction) such that it would change tax brackets, the taxpayer could not identify his or her marginal tax rate by simply looking at the table. A taxpayer with taxable income of \$315,000 is in the new 24 percent tax bracket. Earning \$1 more pushes the taxpayer into the 32 percent bracket. The marginal tax rate therefore has to be calculated based on the above formula.

According to Forbes, tax rebates have little impact on expanding the economy because they don't change the marginal rate. "They are one-shot deals. Nice to have, but they won't really affect what financial decisions are made, the way lower marginal rates would." The same result is true for child care credits.

So, where do we go? History tells us that John Kennedy and Ronald Reagan slashed personal income tax rates from top to bottom. Ronald Reagan did away with many tax shelters but also reduced personal tax rates. The current GOP eliminated or reduced many tax deductions but did not "slash" the tax rates. In fact, for some upper income taxpayers the marginal rate will go up! What's the problem with this? It's these taxpayers who supply a good portion of the

savings necessary for investments that improve the standard of living. What will they do with higher marginal rates? Your guess is as good as mine.

According to Forbes, the current tax law will do nothing to boost the economy. The GOP would have been better off enacting a 10 percent reduction in rates for everyone. To make sure workers got higher paychecks, they could have cut off the first two points of the federal payroll tax.

Capital gains

Throughout the negotiations, Congress never put forward a proposal to lower the capital gains rate. Not smart, in my view. Lowering capital rates increases revenue and investment is boosted. So why was this not considered in the new tax law? The GOP feared that by lowering capital gain rates, the change would be perceived as favoring the rich. Well, they're lucky, which means we're lucky. The economy is gaining. But for how long?

So, where do we stand now? It remains to be seen. Nevertheless, according to Forbes, President Trump's deregulation push is bearing fruit. Washington isn't dreaming up new ways to hobble business every day. Reducing the corporate tax rate and meaningful cutting of the tax on partnerships, limited liability companies, and S corporations, will overcome the other shortcomings of the GOP. Would the Democrats have done better? I doubt it. I'm eagerly awaiting the November 2018 midterm elections to find out. ○

News brief

Finsbury, JF Build Support for McDermott/CB&I Deal

Finsbury represents McDermott International, while Joele Frank Wilkinson Brimmer Katcher work for the venerable 125-year-old Chicago Bridge & Iron in the \$6 billion merger of leading energy infrastructure companies.

The deal melds CBI's onshore capabilities with McDermott's offshore strengths, especially in the Middle East energy sector led by work for Saudi Aramco, to create a company with \$10 billion in annual revenues.

McDermott shareholders will control 53 percent of the new entity and CB&I investors will own 47 percent.

David Dickinson, McDermott CEO, said the deal responds to the need from global customers for "end-to-end solutions" from a "vertically integrated company."

He will helm the merged company, with CB&I chief Patrick Mullen serving in a five-year transition period to ensure a "seamless integration."

WPP's Finsbury unit has Kai Goldberg, Winnie Lerner and Chris Ryall handling media for McDermott. JFWBK's CB&I team includes Dan Katcher, Ed Trissel and Leigh Parrish.

Definers quits controversial EPA contract

Definers Public Affairs quit its no-bid \$120,000 media monitoring contract with the Environmental Protection Agency, saying the work had become a “distraction.”

President Joe Pounder via Twitter said the firm offered the EPA a “better and more efficient service that would give EPA employees real-time news at a lower cost than what previous Administrations paid for more antiquated clipping services.”

The *New York Times* on Dec. 15 ran a critical story about the EPA, saying it uses DPA's service to track coverage of its employees who criticized the performance of EPA chief Scott Pruitt.

Calling the EPA contract a distraction, Pounder said DPA will no longer offer its Console war-room clipping service product to federal clients.

Mother Jones broke the story about DPA's contract with the EPA. ○

Craigslist calls lobbyists to fight sex trafficking bill

Craigslist has hired prominent Washington-D.C. law firm Sidley Austin to advocate on Capitol Hill against a new bill that aims to fight sex trafficking by going after the websites and other online platforms that publish third-party advertisements for sex acts.

The San Francisco-based online ad giant, which is infamous for its “personals” classifieds forums along with sites like Backpage.com, has retained Sidley Austin in response to S. 1693, or “The Stop Enabling Sex Traffickers Act.” That bill would amend the federal criminal code and allow the government to press charges against websites that knowingly allow the promotion of sex trafficking. It would also allow users to potentially sue those sites.

S. 1693 was introduced in August by Sen. Rob Portman (R-OH). It currently has 54 co-sponsors. A House version of the bill, H.R. 1865, or the “Allow States and Victims to Fight Online Sex Trafficking Act of 2017,” was introduced in April by Rep. Ann Wagner (R-MO).

Critics of the bill claim that making websites criminally or civilly liable for content posted by third parties sets a dangerous legal precedent, potentially putting Internet businesses or platforms in jeopardy while not doing anything to actually punish sex traffickers.

Currently, the Communications Decency Act, which was passed in 1996, prohibits Internet publishers or service providers from being legally responsible for content posted by its users. The ACLU and Internet advocacy group the Electronic Frontier Foundation are among organizations that have recently expressed disapproval of S. 1693.

Sidley Austin is one of the largest corporate law firms in the U.S., with nearly 2,000 attorneys and annual revenues of more than one billion. ○

Alleged affair casts shadow over Army ad review

The US Army has reassigned a marketing executive after allegations that he had a personal relationship with an ex-McCann staffer, triggering cries that review of the \$4 billion, ten-year account had been compromised.



James Ortiz, Director of Marketing at the Army Marketing and Research Group, has been removed from his position and re-assigned pending the results of an internal Army investigation concerning his alleged relationship with a former exec of Interpublic's McCann, which has been the Army's agency of record since 2005.

According to an email written by concerned Department of Defense employees and obtained by *Adweek*, the Army advertising contract, worth up to \$4 billion in taxpayer-funded spending over a 10-year term, has been irreparably compromised. The email was sent anonymously last week to executives at WPP and Omnicom, both of which are competing against McCann for the Army account.

The authors of the email claim that the relationship between Ortiz and the former McCann executive “shows a conflict of interest on both parties” and “shows a clear and present advantage and access to potentially critical information that could be used in the [McCann] proposal.”

The email also provided a link to a YouTube channel with two videos, which *Adweek* reviewed. They said the videos appear to show Ortiz and the unnamed McCann exec kissing, holding hands and embracing during what Department of Defense sources described as a concert on Oct. 4. That is the same day a strategy meeting took place between the teams from McCann and the Army.

According to a McCann spokesperson, the employee in question left the company in October.

The Guide for the Government-Contractor Relationship issued by the U.S. government says public employees should not allow special treatment to affect their dealings with contractors. The guide goes on to say that “unduly close personal relationships with contractor personnel can create the appearance of favoritism, and may call into question the integrity of the procurement process.” ○

Podesta alums launch PA shop

Two Podesta Group alums have joined forces to launch Klein/Johnson Group in DC, boasting of their close ties to leaders of both parties in the Senate.

Izzy Klein made his mark as Communications Director for Senate Minority Leader Chuck Schumer (D-NY), while Matt Johnson worked as Chief Counsel to Majority Whip John Cornyn (R-TX).

Klein is a former principal at Podesta who most recently was Managing Partner at Roberti Global: Irizarry Klein Roberti. Johnson is a veteran of Podesta and McBee Strategic Consulting.

The new shop says it will maintain a “level-headed disposition” and offer “clear-eyed, creative, and comprehensive strategies” during this turbulent times that feature 24/7 breaking news, frenzied legislative action, and unprecedented political uncertainty.

K/J launches Oracle, First Data and Civitas Capital Group as charter clients. ○

Morrison advocates for undocumented Irish

Morrison Public Affairs Group is working with the Embassy of Ireland related to its effort to help undocumented Irish in the U.S. gain work and travel authorization under “deferred action” immigration status.

The Bethesda-based firm’s focus includes a push to gain E-3 work visas for Ireland, similar to the set-up enjoyed by Australia, the only country under the E-3 scheme. Australia gets 10,500 E-3 work visas.

Bruce Morrison, who was a Congressman from Connecticut, proposed meetings on Capitol Hill and tapping into grassroots networks on behalf of the more than 10,000 undocumented Irish.

John Deasy, Ireland’s immigration envoy to the U.S., said in August that the estimate of 50,000 undocumented Irish in the U.S., the number that is regularly quoted by the media, is greatly overblown.

There are 11 million undocumented people, largely Spanish-speakers, in the U.S.

Morrison PA Group, which doesn’t have a formal contract with the Embassy, recommended a monthly fee of \$7,500 for four months of work.

In his email exchange with the Embassy, Morrison expressed a willingness to work for a single \$7,500 payment to cover drafting of legislation and explaining its content to Hill staffers. ○

Keystone to advise Eastern Libya

Keystone Strategic Advisors has inked a \$450,000 one-year pact with the governor of Eastern Libya, which is under the control of renegade General Khalifa Haftar and based in Benghazi.

Headed by Ari Mittleman, a former Aide to Pennsylvania’s Dem-

ocratic Senator Bob Casey, Keystone is to provide strategic political and communication counsel to Gov. Al Mair.

That advice will include developing policy and foreign policy goals and assistance in creating a democratic and multi-ethnic Libya.

Vladimir Petrovic, Serbia’s former Ambassador to the U.S., handles Keystone’s push, which began Dec. 1. He also worked as political organizer and campaign consultant for Michigan Governor Jennifer Granholm and Barack Obama’s Senate run.

US Secretary of State Rex Tillerson met with Libyan Prime Minister Fayez al Sarraj on Dec. 1, and reaffirmed U.S. support for Libya’s Government of National Accord, which is based in Tripoli. ○

Livingston inks Iraq pact

The Livingston Group has been hired by Iraq’s Ministry of Foreign Affairs to provide lobbying and government affairs services in a bid to bolster relations between Iraq and the U.S.

According to Foreign Agents Registration Act documents filed in December, TLG will represent Iraq’s MFA before the U.S. Congress and the Executive branch, and will communicate information about the foreign relations cabinet ministry and its issues of concern to interested persons in the public and private sectors.

TLG will also research and analyze issues of concern to Iraq’s MFA and provide counsel on U.S. policies, as well as government activities and general developments on the U.S. political scene.

The work may include meetings to be arranged with members of Congress and their staff, Executive branch officials, as well as international and non-governmental organizations.

The six-month contract, which ends on 31 May, fetches TLG \$10,000 per month.

Fareed Yasseen, Iraq’s Ambassador to the U.S., signed the pact.

TLG is the lobbying firm founded by former Louisiana Republican Congressman Bob Livingston. ○

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.

Greenberg Traurig, LLP, Washington, D.C., **registered Dec. 15, 2017 for Association for the Rule of Law in Central America**, Guatemala City, Guatemala, to encourage the U.S. government’s support of any activities to bolster the rule of law in various countries throughout Central America.

MWW Group LLC, East Rutherford, NJ, **registered Dec. 15, 2017 for Israel Ministry of Tourism**, New York, NY, to encourage tourism. MWW’s contract began in Oct. ’16 and was extended to Sep. ’19.

MMGY Global, LLC, Kansas City, MO, **registered Nov. 27, 2017 for Tourism Ireland**, Dublin, Ireland, to provide direct marketing services, including email marketing, to promote tourism.

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.

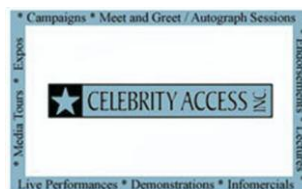
Ogilvy Government Relations, Washington, D.C., **registered Dec. 13, 2017 for Motion Picture Association of America, Inc.**, Washington, D.C., regarding issues related to tax reform.

Invariant LLC, Washington, D.C., **registered Dec. 20, 2017 for Eventbrite, Inc.**, regarding open Internet, broadband infrastructure, electronic communications/data privacy and cross-border data flows.

Holland & Knight LLP, **registered Dec. 15, 2017 for Tesla, Inc.**, Washington, D.C., regarding tax legislation and solar tariffs.

The Raben Group, Washington, D.C., **registered Dec. 15, 2017 for Catholic Legal Immigration Network, Inc.**, Silver Spring, MD, regarding Temporary Protected Status.

DGSR LLC, Washington, D.C., **registered Dec. 15, 2017 for Committee for a Responsible Foreign Policy**, Washington, D.C., regarding supported strict implementation of War Powers Act.



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Annual Reports/ Design/Branding

Bernhardt Fudyma Design Group, 55 East End Ave., #7K, New York, NY, 10028. 212/889-9337. www.bfdg.com. Craig Bernhardt, Pres.

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

Eisenberg & Associates, 1444 Oak Lawn, #105, Dallas, TX, 75207. 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.

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 fl., 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., Trevoise, PA, 19053. 800/546-1350. www.asicentral.com. Timothy M. Andrews, Pres. & CEO.

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 fl., New York, NY, 10018. 212/682-2500. www.aaaa.org. Marla Kaplowitz, Pres. & CEO.

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

American Marketing Association, The, 130 E. Randolph St., 22nd Fl., 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 Communication, 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, The, 1717 E. Republic Rd., Ste. A, Springfield, MO, 65804. 417/886-8606. www.womcom.org. Becky Lucas, Acct. Mgr.

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 fl., 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. 408/677-5333. www.cmocouncil.org. Donovan Neale-May, Exec. Dir.

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

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

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

Electronic Retailing Association, 7918 Jones Branch Dr., #300, McLean, VA, 22102. 703/841-1751. www.retailing.org. Bill Sheehan, Exec. VP.

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. Laurie Cooke, CEO.

Hispanic Public Relations Association, P.O. Box 86760, Los Angeles, CA, 90086. info@hpra-usa.org; www.hpra-usa.org.

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

Idealliance, 1800 Diagonal Rd., #320, Alexandria, VA, 22314. 703/837-1070. www.idealliance.org. David Steinhardt, 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.

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, Exec. Dir.

International Association of Business Communicators, Wash., D.C. Chapter, 200 Little Falls St., #205, Falls Church, VA, 22046. 703/267-2322. www.iabccmetro.org. Sherri Core, Dir. of Admin.

International Association of Speakers Bureaus, 1850 E. Southern Ave., Tempe, AZ, 85282. 480/839-1423. www.iasbweb.org. Marie Fredette, Exec. VP.

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

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

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. and Secy.

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

National Black Public Relations 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, 65 S. Grand Ave., #200, Pasadena, CA, 91105. 626/792-6462. info@nhmc.org; www.nhmc.org. Alex Nogales, Pres. & CEO.

National Institute for Lobbying & Ethics, The, 3930 Walnut St., #210, Fairfax, VA, 22030. 703/383-1330. www.lobbyinginstitute.com. Paul A. Miller, Pres.

National Investor Relations Institute, 225 Reinekers Lane, #560, Alexandria, VA, 22314. 703/562-7700; fax: 703/562-7701. www.niri.org. Ted Allen, VP, Strategic Comms.

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

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

New York Financial Writers' Association, P.O. Box 338, Ridgewood, NY, 07451. contact@nyfwa.org; www.nyfwa.org.

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

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

Online News Association, c/o NPR, 1111 N. Capitol St., N.E., 2nd fl., Washington, DC, 20002. 202/503-9222. www.journalists.org. Irving Washington, Exec. Dir.

Organization of American Women in Public Relations www.womeninpr.com.

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. Nina Scimenes, Pres.



PR Council, 708 Third Ave., 33rd fl., New York, NY, 10017. 646/651-4838. Katie Doherty, Manager, Member Relations.

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

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/Los Angeles Chapter, 11271 Ventura Blvd. #376, Studio City, CA, 91604. 818/582-3233. info@prsala.org; www.prsala.org.

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, 555 8th Ave., #1902, New York, NY, 10018. 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), 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

Publicity Club of Chicago, P.O. Box 514, Dundee, IL, 60118. www.publicity.org. Donna Lake, Administrator.

Publicity Club of New England, c/o March Comms., 226 Causeway St., 4th fl., Boston, MA, 02114. 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. Dan Shelley, Exec. Dir.

She Runs It (Formerly Advertising Women of NY), 28 W. 44th St., #912, New York, NY, 10036. 212/221-7969. www.sherunsit.org. Lynn Branigan, Pres. & CEO.

SIIA, Software & Information Industry Assn., 1090 Vermont Ave., N.W., 6th fl., 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, 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 (SATW), One Parkview Plaza, #800, Oakbrook Terrace, IL, 60181. 847/686-2284. 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, DC, 20035. www.wwpr.org.

Women in Government Relations, 8400 Westpark Dr., 2nd fl., McLean, VA, 22102. 703/610-9030. www.wgr.org. Emily Bardach, Executive Director.

Word of Mouth Marketing Association (WOMMA), 200 E. Randolph St., #5100, Chicago, IL, 60601. 312/577-7610. www.womma.org.

Awards

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

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 West 39th St., 10th fl., New York, NY, 10018. 212/643-4800. www.AMEawards.com. Scott Rose, Exec. Dir.

American Hotel & Lodging Association's Stars of the Industry Awards, 1250 I St., N.W., #1100, 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. Reni L. Witt, Pres.

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.

Association TRENDS Association Executive of the Year Award, Columbia Books & Information Services, 4340 East-West Highway, #300, Bethesda, MD, 20814. 202/464-1662. www.associationtrends.com. Jame 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, c/o March Comms., 226 Causeway St., 4th fl., Boston, MA, 02114. www.pubclub.org. Pam DeCoste, Exec. Administrator.

Big Apple Awards, PRSA/New York Chapter, 555 8th Ave., #1902, New York, NY, 10018. 212/228-7228. www.prsany.org.

Bronze Anvil Awards of PR Society of America, 120 Wall St., 21st fl., New York, NY, 10005. 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, Acct. Mgr.

CLIO Awards, 825 8th Ave., 29th fl., New York, NY, 10019. 212/683-4300. www.cliaoawards.com. Nicole Purcell, Pres.

CODiE Awards, Software & Info Industry Association, 1090 Vermont Ave., N.W., 6th fl., 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, 120 Wall St., 21st fl., New York, NY, 10005. 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, Printing Impressions, NAPCO Media, 1500 Spring Garden St., 12th fl., Philadelphia, PA, 19130. 215/238-5300. www.goldink.com.

Gold Quill Awards, Int'l. Association of Business Communicators, 155 Montgomery St., #1210, San Francisco, CA, 94104. 415/544-4700. www.iabc.com. Stephanie Doute, Acting Exec. Dir.

Golden Trumpet Awards, Publicity Club of Chicago, P.O. Box 514, Dundee, IL, 60118. 773/463-5560; fax: 773/463-5570. www.publicity.org. Donna Lake, Administrator.

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.

iBravo! Awards, Hispanic Public Relations Association, P.O. Box 86760, Los Angeles, CA, 90086. info@hpra-usa.org; www.hpra-usa.org.

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 Wellfleet, MA, 02663. comments@advertisingcompetition.org; www.iacaward.org. William Rice, Pres.

Jack Felton Medal for Lifetime Achievement, 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.

Jersey Awards, New Jersey Advertising Club, 199 Prospect Ave., #7250, North Arlington, NJ, 07031. 201/998-5133. www.njadclub.org. Pat Hanley, Administrator.

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 fl., New York, NY, 10017. 212/297-2133; fax: 212/370-9047. www.nywici.org. Maria Ungaro, Exec. Dir.

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

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

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

Outstanding Educator Award of PR Society of America, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

Paul M. Lund Public Service Award of PR Society of America, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

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 Professional of the Year Award of PR Society of America, 120 Wall St., 21st fl., New York, NY, 10005. 212/643-4800. www.prsa.org. Laura Kane, Chief Comms. Officer.

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

Ragan's PR Daily Awards, 316 N. Michigan Ave., #400, Chicago, IL, 60601. 312/960-4100. www.prdaily.com. Justine Figueroa, Awards Program Mgr.

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, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. www.prsa.org. Laura Kane, Chief Comms. Officer.

Silver Apple Awards, Direct Marketing Club of New York, 274 Madison Ave., #1202, New York, NY, 10016. 646/741-4771. www.dmcny.org.

Society for Technical Communication, STC Awards, 9401 Lee Hwy., #300, Fairfax, VA, 22031. 703/522-4114. www.stc.org. Liz Pohland, CEO.

Society of American Travel Writers, SATW Foundation Lowell Thomas Travel Journalism Competition, One Parkview Plaza, #800, Oakbrook Terrace, IL, 60181. 847/686-2284. www.satw.org. Marla Schragger, Exec. Dir.

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



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WebAward Competition for Website Development, Web Marketing Assn., P.O. Box 475, S Wellfleet, MA, 02663. wrice@webaward.org; www.webaward.org. William Rice, Pres.

Woman of the Year Award, She Runs It (Formerly Advertising Women of NY), 28 W. 44th St., #912, New York, NY, 10036. 212/221-7969. www.sherunsit.org. Lynn Branigan, Pres. & CEO.

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Robert F. Kennedy Jr. and the Dark Side of the Dream, by Jerry Oppenheimer

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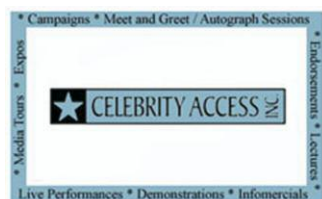
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- Highlights Reels, Sizzle Reels, Award-Entry Videos
- Video Editing, Audio, Graphics and Effects (Sizzle Reels)
- Content for Video, Radio, Web, TV and Social Media Campaigns

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.



Auritt Communications Group, New York, NY. 212/302-6230. info@auritt.com; www.auritt.com. Joan Auritt, Pres.

Auritt Communications Group, a full-service PR production company provides creative multi-platform solutions for our clients' specific

needs. Expert and experienced in food and nutrition, consumer, health-care, 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 grow 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

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.

See full listing under Sat. Media Tours.

DNA, DIETRICH NELSON & ASSOCIATES, 1008 Cole Ave., #3200i, Los Angeles, CA, 90038. 323/309-3314. Also: 200 W. Portland Street, #1213, Phoenix, AZ 85003. dnaelson@dnaepr.com.

See full listing under SMTs.



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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.

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Radio



4media Group. 888-890-8066
4media-group.com.

4media Group is a strategic, full-service market research and communications group offering specialist expertise within a united collective including broadcast PR, digital PR and market research. We provide you with a targeted plan that will connect your brand with your target audience. The wealth of experience and media contacts allows us to deliver meaningful results over all forms of media.

One of 4media Group's specialties is Radio Media Tours (RMTs), a broadcast PR tactic utilized to efficiently share key messages through a series of back-to-back radio interviews within a given time window in a single timeframe. Radio Media Tours (RMTs) remain an effective tactic to reach target audiences with conversations and key messages. Minimal logistical constraints (only need a conference line and phone) allow a quick turnaround for quality impressions.

4media Group also specializes in:

- Satellite Media Tours
- Internet Media Tours
- B-roll & Bites
- Video Content
- Market Research
- PR Surveys

Are you planning a Spanish Radio Media Tour? We can help with that too!

Contact Us!



AKA MEDIA INC., 171 North Aberdeen, Suite 500, Chicago, IL, 60607. 800/996-9432. jvargas@akamediainc.com; www.akamediainc.com. Jason Vargas, Managing Partner.

We are the video-first solution for your communication needs.

AKA is an award-winning video content shop recognized worldwide as live and branded video experts. We work internally and externally with all-in creative, strategic campaign management, production, post-production, and intelligent distribution for many of the world's most successful brands.

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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
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Auritt Communications Group, New York, NY. 212/302-6230. info@auritt.com; www.auritt.com. Joan Auritt, Pres.

Auritt Communications Group, a full-service PR production company provides creative multi-platform solutions for our clients' specific needs. Expert and experienced 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 grow 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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- Partner Media Tours
- Media Training
- Social Media Campaigns
- Webcasts and Live Streamed Interactive Events
- Video, Audio, Multimedia News Releases
- B-Roll Packages
- PSAs

Caplan Communications LLC, 1700 Rockville Pike, Suite 400, Rockville, MD, 20852. 301/998-6592. ccinfo@caplancommunications.com; www.caplancommunications.com. Aric Caplan, Pres.



RADIO TOURS

CB Radio Tours, 37 West 37th St., 12th fl., New York, NY, 10018. 212/629-6532. sales@cbradiotours.com; www.cbradiotours.com. Mike Zirinsky.

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.

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

See full listing under Satellite Media Tours.

EMSI, 3748 Turman Loop, #101, Wesley Chapel, FL, 33544. 800/881-7342. www.emsincorporated.com. Marsha Friedman, CEO.

Hedquist Productions, P.O. Box 1475, Fairfield, IA, 52556. 641/472-6708. jefrey@hedquist.com; www.hedquist.com. Jeffrey Hedquist, Pres.

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Our specialties include:

- TV Satellite, Radio, Online, In-Market, and CO-OP media tours
- Audio News Releases
- Social Media Campaigns

- Guaranteed Results
- Podcasts
- Webcasts
- Multimedia News Releases
- PSAs
- Spanish SMTs/RMTs/ANRs



MEDIA TRACKS COMMUNICATIONS

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PLUS Media Inc., P.O. Box 681, Gracie Station, New York, NY, 10028. 212/206-8160. www.plusmedia.com. Natalie Weissman, Sales Dir.



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WE KNOW HOW TO MAKE RADIO WORK FOR YOU.

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

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

Additional **PREMIERETV** specialties include:

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- Press Junkets
- Digital Media Tours
- Radio Media Tours
- Audio News Releases
- On-Air Radio Promotions
- Online Audio & Video Distribution
- B-Roll Packages
- ENG Crews
- Creative Video Production / "Highlight Reels"

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

PRIME TIME MEDIA

SATELLITE MEDIA TOURS

Prime Time Media, Studios in Los Angeles, New York City, Chicago, San Francisco, Toronto, Vancouver, London. 310/709-1109. info@primetimedmedia.us; www.primetimedmedia.com. Neisha Cohen, Founder/Owner.

Prime Time Media is one of the most trusted organizations in the industry. We've learned a little something from our 25 years in the business. We excel at media relations, media distribution, and all

forms of broadcast and digital communications. We create strategies and solutions to help brands, agencies, all sectors of entertainment, publishing, sports, health, beauty, lifestyle, garner mass media impressions.

As former network TV producers at the highest rated network morning and late-night programs, **we know how producers think and what they want.**

- Satellite Media Tours, Co-Op Tours
- Internet Tours
- digital Media Tours
- Radio Tours
- Webcasting
- Satellite Feeds
- In-Studio Media Placement

Along with longstanding relationships with decision-makers in all media we position you for success. We coordinate every project with detail, professionalism, diligence, and creativity. We get you the best media placement for your message and within your budget. Plus, **we target and get the largest audience and amass the most media impressions for you.**

That's our job.



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Richard Strauss, Pres.

Celebrating our 22nd anniversary and 22 years of excellence in 2018, 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.**

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- Audio Actuality Pitching and Placement Systems
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- 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; large-scale 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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Research



4media Group 888-890-8066
4media-group.com.

4media Group is a strategic, full-service market research and communications group offering specialist expertise within a united collective including a quantitative division, Atomik Research, and qualitative division, Intrinsic Insight.

Atomik Research is a creative market research agency delivering insightful quantitative research results that gets the best results and provide vital news hooks for strong editorial features.

Atomik Research specializes in:

- PR Surveys
- Tracking Surveys
- Public Affairs Polls
- International Surveys
- Infographics

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Continued at top of next page

4media Group continued

agency that gets you closer to the truth of the relationships that matter between your customers and your brands by exploring consumer behavior from in-depth qualitative perspectives.

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- Product Testing
- In-depth Interviews
- Ethnography
- Employee Value Propositions
- Case Studies
- Observation
- Semiotics

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

Cogent Reports, Market Strategies Int'l, 1740 College Parkway, Livonia, MI, 48152. 734/542-7600. www.marketstrategies.com. Andrew Morrison, Chmn., CEO.

Creative Civilizations, 421 6th St., San Antonio, TX, 78215. 210/227-1999. www.ccagency.com. Gisela Girard, Pres./COO.

evolve24, 530 Maryville Center Dr., #250, St. Louis, MO, 63041. 314/225-2310. www.evolve24.com. Anthony Sardella, CEO.

Gallup Inc., The Gallup Bldg., 901 F St., N.W., Washington, DC, 20004. 202/715-3030. www.gallup.com. Jim Clifton, Chmn. & CEO.



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GfK's Social and Strategic Research team globally provides high-quality public opinion polling and social research for commercial, government and academic clients. Our research yields insights to inform public debate and policy, meet regulatory reporting requirements, or

advance business and communications strategy. Our research experts specialize in research that covers public affairs topics or is designed for public release (including thought leadership initiatives and PR campaigns), as well as research for clients' internal use guiding strategic communications and external relations (including corporate reputation, CSR, and issues management). In the United States, we offer a suite of cost-effective, fast turn-around tools for professionals in public affairs, communications, and PR, including a 24-hour "Fast Answers" omnibus survey solution, passive digital tracking, and representative online samples. We conduct high-quality surveys in the U.S. via our proprietary KnowledgePanel® the largest, most established, and most flexible online research panel that uses probability-based recruiting to provide robust representative online samples. KnowledgePanel® studies meet the high standards expected by marquee media outlets, including our polling partner, the Associated Press. In addition to customized research solutions, our global products include the Anholt-GfK Nation/City Brands IndexSM syndicated studies that gauge perceptions of countries and cities around the world. Our team has expertise in executing complex research designs, developing custom panels, and surveying hard-to-reach or elite populations around the world.

Google, 1600 Amphitheatre Pkwy., Mountain View, CA, 94043. www.google.com. Larry Page and Sergey Brin, Co-Founders.

History Associates, 300 North Stonestreet Ave., Rockville, MD, 20850. 301/279-9697. www.historyassociates.com. Anne Strong, Mktg. Dir.

J.D. Power & Associates, 2625 Townsgate Rd., #100, Westlake Village, CA, 91361. 805/418-8000; fax: 805/418-8900. information@jdpa.com; www.jdpower.com. Finbarr O'Neill, Pres.

Kantar Futures, 1300 Environ Way, Chapel Hill, NC, 27517. 919/932-8858. www.thefuturescompany.com. Kevin Brown, North American CEO.

MaritzCX, 3451 North Triumph Blvd., 6th Fl., Lehi, UT, 84043. 385/695-2800. www.maritzcx.com. Michael Sinoway, Pres. & CEO.

M|A|R|C Research, 7850 North Belt Line Rd., Irving, TX, 75063. 800/884-6272. www.marcresearch.com. Merrill Dubrow, Pres. & CEO.



News Exposure, 1765 N. Elston Ave., Ste. 207, Chicago, IL, 60642. 312/685-2285. info@NewsExposure.com; www.NewsExposure.com.

Nielsen, 85 Broad St., New York, NY, 10004. 646/654-5000. www.nielsen.com.

ORC International, Worldwide Headquarters, 902 Carnegie Center, #220, Princeton, NJ, 08540. 800/444-4672. www.orcinternational.com. Stacy Lee, CFO.

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

REPASS Research • Strategic Consulting, 4555 Lake Forest Dr., Suite 194, Cincinnati, OH, 45242. 513/772-1600. rex@repassinc.com; www.repass-inc.com. Rex Repass, CEO.

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Satellite Media Tours



4media Group 888-890-8066
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4media Group is a strategic, full-service market research and communications group offering specialist expertise within a united collective including broadcast PR, digital PR and market research. We

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4media Group also specializes in:

- Radio Media Tours
- Internet Media Tours
- B-roll & Bites Distribution
- Video Content
- Market Research
- PR Surveys

Once hired, we start with a kick-off call with all stakeholders. This ensures alignment of goals and messaging. Then, we draft media materials and when they are approved, media pitching and booking begins. Booking updates are issued daily or weekly until the day of the tour. A full project report is given post-tour. From media training your spokesperson to set design, we can handle all the details in between.

Are you planning a Spanish Satellite Media Tour?

We can help with that too!

Contact Us!

A-1 Broadcast, 2030 Powers Ferry Rd., SE, Suite 400, Atlanta, GA, 30339. 770/790-3690 ext. 175. www.A-1Broadcast.com. Beverly Brunston, Pres. of Sales.



AKA MEDIA INC., 171 North Aberdeen, Suite 500, Chicago, IL, 60607. 800/996-9432. jvargas@akamediainc.com; www.akamediainc.com. Jason Vargas, Managing Partner.

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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.



Auritt Communications Group, New York, NY. 212/302-6230. info@auritt.com; www.auritt.com. Joan Auritt, Pres.

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- 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

Continued at top of next page

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.



RADIO TOURS

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

D S Simon Media has been a leader in influencer marketing for 30 years helping brands and organizations turn their experts and leaders into influencers, create awareness for their campaigns and initiatives, win the competition for attention at trade shows, and connect one on one with KOLs, prospects, partners and media. Spokespeople from leading brands and non-profits get exposure on television and online media through Influencer Media Tours, Video Series, Media Packages and Junkets. The company is also the mastermind behind the new awards program called The SPOKEies™ which are the PR industry's first awards program to specifically honor corporate, brand and non-profit spokespeople in a wide variety of categories. To find out more, go to www.spokeies.com



DIETRICH NELSON & ASSOCIATES Electronic Public Relations

DNA, DIETRICH NELSON & ASSOCIATES, 1008 Cole Ave., #3200i, Los Angeles, CA, 90038. 323/309-3314. Also: 200 W. Portland Street, #1213, Phoenix, AZ 85003. dnelson@dnaep.com.

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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.

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Live Star Entertainment, 379 Park Ave. South, 4th fl., New York, NY, 10016. 212/505-7666. www.livestar-entertainment.com. Eric Drath.

Lyons PR, 10410 N. Kensington Pkwy., Suite 305, Kensington, MD, 20895. 301/942-1306. www.lyonspr.com. Dan Lyons, Pres.

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., 4th fl., New York, NY, 10022. 212/715-1600. www.media-connect.com. David Hahn, Mng. Dir.

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

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 Contact: Jahaneen Johnsen.

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Jim Reyland, Pres.



Auritt Communications Group, New York, NY. 212/302-6230. info@auritt.com; www.auritt.com. Joan Auritt, Pres.

Auritt Communications Group, a full-service PR production company provides creative multi-platform solutions for our clients' specific needs. Expert and experienced 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 grow 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

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. Exec. VP & Mng. Editor.

Boom Broadcast & Media Relations, 4 Hill Spruce, Littleton, CO, 80127.

303/904-2100. info@boombroadcast.com; www.boombroadcast.com.

Barbara Gutjahr, 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 Cunningham, Pres.

Center City Film & Video, 1501 - 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, 11820 West Market Pl., Ste. L, Fulton, MD, 20759. 301/604-1200;

800/545-CREW. info@crewscontrol.com;

www.crewscontrol.com. Andrea Keating,

Founder/CEO.



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 has been a leader in influencer marketing for 30 years helping brands and organizations turn their experts and leaders into influencers, create awareness for their campaigns and initiatives, win the competition for attention at trade shows, and connect one on one with KOLs, prospects, partners and media. Spokespeople from leading brands and non-profits get exposure

on television and online media through Influencer Media Tours, Video Series, Media Packages and Junkets. The company is also the mastermind behind the new awards program called The SPOKEies™ which are the PR industry's first awards program to specifically honor corporate, brand and non-profit spokespeople in a wide variety of categories. To find out more, go to www.spokeies.com

DNA

DIETRICH NELSON & ASSOCIATES
Electronic Public Relations

DNA, DIETRICH NELSON & ASSOCIATES, 1008 Cole Ave., #3200i, Los Angeles, CA, 90038. 323/309-3314. Also: 200 W. Portland Street, #1213, Phoenix, AZ 85003. dnelson@dnaep.com.

See full listing under SMTs.

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

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. info@henninger.com; www.henninger.com. Rob Henninger, Pres./CEO.

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;

www.lovettproductions.com. Joseph F. Lovett, Pres.

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

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.

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. 703/662-8180. info@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.



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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tive 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:

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- 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. video@shiningstarlet.com; www.shiningstarlet.com. Alikia Reaves, Founder.

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 fl., New York, NY, 10018. 212/295-1770. hello@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. 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.

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 Stolor, CEO.

Webcasting



AKA MEDIA INC., 171 North Aberdeen, Suite 500, Chicago, IL, 60607. 800/996-9432. jvargas@akamediainc.com; www.akamediainc.com. Jason Vargas, Managing Partner.

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AKA is an award-winning video content shop recognized worldwide as live and branded video experts. We work internally and externally with all-in creative, strategic campaign management, production, post-production, and intelligent distribution for many of the world's most successful brands.

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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

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

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

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



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

See full listing under Satellite Media Tours.

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 the Entertainment, PR, Educational, Political, Corporate, Financial, Legal, Retail and Medical industries. These services include interactive webcasting, studio production, live shots with international and domestic broadcast transmission, satellite and internet media tours, professional development and training videos 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/](https://www.instagram.com/murrayhillstudios/)
—twitter.com/murhillstudios
—www.facebook.com/murrayhillstudiosnc

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, Pres.

Website Development



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

At Point provides the services of developing websites and managing the Internet operations of businesses, both small and large, that do not have the experience or the resources in-house to perform these functions. Clients receive personalized and high quality customer service, solutions that fit their budgets, and the assurance of At Point's reliability.

0-9

24-7 Press Release Newswire: Press Release Distribution
 4C4 Media, LLC: Video
 4media Group: Radio, Research, Satellite Media Tours
 5K Productions: Television (TV) Production
 5W Public Relations: Crisis Management
 70kft: Content Marketing, Measurement & Evaluation

A

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
 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
 ARTHOUSE.NYC: Special Events
 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 Photo, Press Release Distribution, Television (TV) Production, Video

Association for Conflict Resolution: Associations
 Association for Education in Journalism and Mass Communication: Associations
 Association for Women in Communications, The: Associations
 Association of Strategic Alliance Professionals: Associations
 Association TRENDS Annual All-Media Contest: Awards
 Association TRENDS Association Executive of the Year Award: Awards
 Astrid Awards: Awards
 At Point Inc.: Website Development
 Audio Productions Inc.: Video
 August Jackson: Special Events
 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

B

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
 Bishoff Communications: Crisis Management
 Black PR Wire Inc.: Newswires/Press Services
 Blaine Group, Inc., The: Crisis Management, Integrated Marketing & PR, Media Training
 Bliss Integrated Communication: Crisis Management
 Bloom Gross & Associates: Executive Search
 Boardroom Communications Inc.: Crisis Management
 Bodine Williams Communications: Media Training
 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 Productions: Video
 Bronze Anvil Awards of PR Society of America: Awards
 Bruce Wodder Photography: Photographers/Stock Photo
 Buchbinder Tunick & Company LLP: CPA/Consulting Services
 Burke Marketing Research Inc.: Research

C

Cable & TV Station Coverage Atlas: Directories

Camera One: Photographers/Stock Photo
 Cameron Communications Inc.: Media Training
 Can Stock Photo: Photographers/Stock Photo
 Cantor Integrated Marketing Search: Executive Search
 Capitol City Speakers Bureau: Speakers Service (Talent)
 Caplan Communications LLC: Radio
 Cardwell Enterprises: Executive Search
 Career Opportunities: Executive Search
 Career Press: Directory Publishers
 Cavanaugh & Assocs. Inc.: Celebrities
 CB Radio Tours: Media Tours/Roadshows, Radio, Satellite Media Tours
 CCI - Corporate Communication Int'l at Baruch College/CUNY: Education
 Celebrities, Plus Inc.: Media Tours/Roadshows
 Celebrity Access, Inc.: Celebrities
 Celebrity Source, The: Celebrities
 Center City 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.: Crisis Management, Media Training
 Communication Leadership Exchange, The: Associations
 Competitive Edge Newsletter: Newsletters
 Concepts, Inc.: Content Marketing
 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
 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 Monitoring Services
 Custom Cargo: Fulfillment, Promotions
 CW& Co.: Special Events

D

D S Simon Media: Content Marketing, Interactive/Multimedia Services, Public Service Announcements, Radio, Satellite Media Tours, Social Media, Speakers Service (Talent), Television (TV) Production, Video, Webcasting
 Data & Marketing Association: Associations
 Deltek: Software
 DHR Int'l.: Executive Search
 DigiClips, Inc.: Broadcast Monitoring Services
 Directory of Business Information Resources: Directories
 DNA, DIETRICH NELSON & ASSOCIATES: Electronic Newsfeeds/Satellite Services, Public Service Announcements, Satellite Media Tours, Video
 Double R Productions: Video
 Drexel University Online, Online Bachelor's and Master's Programs in Communication: Education
 DRG (Development Resource Group): Executive Search

E

E.J. Krause & Associates Inc.: Conventions/Conference Planners
 Eagles Talent Connection: Speakers Service (Talent)
 Edgewise: Copywriters
 Editor & Publisher Newspaper Data Book and Interactive Database: Directories
 Editor Showcase: Special Events
 EHM Group LLC: CPA/Consulting Services
 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
 EurekAlert!: Press Release Distribution
 Event Planners Plus!: Special Events
 Eventage: Special Events
 evolve24: Research

F

Facebook: Social Media
 Facts on File Publications Inc.: Directory Publishers
 Feature Photo Service Inc.: Photographers/Stock Photo
 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 Photo
 Fry Group, The: Executive Search

G

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, Graduate School of Political Management, College of Professional Studies, Master's in Strategic Public Relations: Education
 Georgetown University, School of Continuing Studies, Master's in Public Relations & Corporate Comms.: Education
 Getty Images: Photo Distribution
 GfK: Research
 Gilbert Tweed International: Executive Search
 Glean.info: Media Monitoring
 Gold Anvil Award of PR Society of America: Awards
 Gold Circle Awards: Awards
 Gold Ink Awards: Awards
 Gold Quill Awards: Awards
 Golden Trumpet Awards: Awards
 Golden World Awards: Awards
 Gonzaga University, Communication Studies: Education
 Google: Research
 Google+: Social Media
 Gould+Partners LLC: CPA/Consulting Services, Management Consultants, Mergers & Acquisitions
 Gourvitz Communications Inc.: Satellite Media Tours
 Greater Talent Network: Celebrities, Speakers Service (Talent)
 GreenBook Directory for Marketing Research Companies: Directories
 Greenleaf Book Group: Editorial Distribution & Services
 Grey House Publishing: Directory Publishers
 GRS Systems Inc.: Video

H

Harry Walker Agency: Speakers Service (Talent)
 Headquarters USA Directory: Directories
 Healthcare Businesswomen's Association: Associations
 Heckkoff Executive Search Inc.: Executive Search
 Hedquist Productions: Radio
 Heidrick & Struggles: Executive Search
 Henninger Media Services: Video
 Herbert Mines Associates: Executive Search
 Hermes Creative Awards: Awards
 Heyman Associates Inc.: Executive Search
 Hispanic Market Works: Directories
 Hispanic Public Relations Association: Associations
 History Associates: Research
 Hospitality Sales & Marketing Association Int'l.: Associations
 Hudson's Washington News Media Contacts Directory: Directories
 Hunter Public Relations: Social Media
 Hypefactors: Measurement & Evaluation, Media Monitoring, Software

I

iBravo! Awards: Awards
 ICR: Crisis Management
 Idealliance: Associations
 IEG LLC: Special Events
 INC Design: Annual Reports/Design/Branding
 iNova Awards: Awards
 Instagram: Social Media
 Institute for Crisis Management: Crisis Management
 Institute for PR: Associations
 Interface Media Group: Video
 International Association of Business Communicators: Associations
 International Association of Business Communicators, Wash., D.C. Chapter: Associations
 International Association of Speakers Bureaus: Associations
 International PR Assn., IPRA: Associations, Public Relations Networks
 International Public Relations Network: Public Relations Networks
 International Women's Media Foundation: Associations
 Internet Advertising Competition (IAC) Awards: Awards
 InternetReputation.com: Search Engine Optimization
 Intersource Recruiting: Executive Search
 IPR Software: Software
 IPREX, Global network of communication agencies: Public Relations Networks
 isentia: Measurement & Evaluation
 Issue Management Council: Associations
 Ivanhoe Broadcast News Inc.: Video
 Iverson Language Assocs. Inc., Div. of TransPerfect: Translation Services

J

J.D. Power & Associates: Research
 Jack Felton Medal for Lifetime Achievement: Awards
 Jane Gerard Executive Search, Inc.: Executive Search
 Jenkins Group: Editorial Distribution & Services
 Jersey Awards: Awards
 JL Insight Communications: Media Training
 Joele Frank, Wilkinson Brimmer Katcher: Crisis Management
 John Kneapler Design: Graphic Services
 Johnson Strategic Communications, Inc.: Annual Reports/Design/Branding
 Judith Cushman & Associates, Consulting and Retained Search: Executive Search

K

Kantar Futures: Research
 Karen Friedman Enterprises Inc.: Media Training
 Keep in Touch: Broadcast Monitoring Services
 KEF Media: Satellite Media Tours
 Kekst: Crisis Management
 Kennedy Information: Directory Publishers
 Keppler Speakers: Speakers Service (Talent)
 Koller Search Partners: Executive Search

Korn-Ferry Int'l.: Executive Search
Kundell Communications: Media Training

L

L.C. Williams & Associates: Crisis Management
LACP - League of American Communications Professionals: Associations
Language Bank: Translation Services
Laskin Media Inc.: Media Training
Law Firms Yellow Book: Directories
Leader Room, The: Media Training
Leadership Directories: Directory Publishers
Leading Authorities Inc.: Speakers Service (Talent)
LexisNexis: Media Monitoring
Licensing Source Book: Directories
LinkedIn: Social Media
Lippincott: Annual Reports/Design/Branding
Liv Davick Communications and Strategic Marketing, Inc.: Radio, Satellite Media Tours
Live Star Entertainment: Satellite Media Tours
Lloyd Staffing: Executive Search
LoginRadius: Software
Lovett Stories + Strategies: Video
Lynn Hazan & Associates, Inc.: Executive Search
Lyons PR: Satellite Media Tours

M

Magnify Digital: Social Media
Major Mailers Online Database: Directories
Management Recruiters Int'l of Boston: Executive Search
MarCom Awards: Awards
MaritzCX: Research
Marketing Maven: Crisis Management, Integrated Marketing & PR, Social Media
Marketing Services Search Database: Directories
Marketing Werks - Mobile & Event Marketing: Promotions
MarketWired: Newswires/Press Services, Press Release Distribution
Marquis Digital Media: Satellite Media Tours
Marshall Consultants, LLC: Executive Search
Maryanne Russell Photography Inc.: Photographers/Stock Photo
Matrix Awards: Awards
Media Connect: Satellite Media Tours
MediaFinder Online Database: Directories
MediaMax Online: Broadcast Monitoring Services, Clipping Services, Media Monitoring
Mediametric: Measurement & Evaluation, Media Monitoring
MediaNet: Media Training
MediaPrep: Media Training
MediaTracks Communications, Inc.: Radio
Mercury Awards: Awards
Mercury Labs: Video
Metro Creative Graphics, Inc.: Editorial Distribution & Services
Metro Monitor, Inc.: Broadcast Monitoring Services, Clipping Services, Media

Monitoring
Moldow Communications LLC: Satellite Media Tours
Montgomery Strategies Group, The: Crisis Management, Media Training
Monument Optimization: Search Engine Optimization
Moyer, Sherwood Assocs. Inc.: Executive Search
Multicultural Marketing News: Press Release Distribution
Murray Hill Studios: Satellite Media Tours, Television (TV) Production, Video, Webcasting
MVP Collaborative: Special Events
M|A|R|C Research: Research

N

NAGC Communicator of the Year Award: Awards
National Association of Broadcasters: Associations
National Association of Business Political Action Committees: Associations
National Association of Government Communicators: Associations
National Association of Personnel Services: Associations
National Black Public Relations Society: Associations
National Directory of Corporate Public Affairs: Directories
National Directory of Magazines: Directories
National Foundation for Women Legislators: Associations
National Hispanic Media Coalition: Associations
National Institute for Lobbying & Ethics, The: Associations
National Investor Relations Institute: Associations
National Press Club: Interactive/Multimedia Services, Satellite Media Tours, Special Events, Video, Webcasting
National School PR Association: Associations
National Speakers Bureau: Speakers Service (Talent)
National Writers Association: Associations
Neil Frank & Co.: Executive Search
New York Festivals, Int'l Television & Film Awards: Awards
New York Financial Writers' Association: Associations
New York Market Radio Association: Associations
New York Women in Communications: Associations
Newman Group Inc., The: Media Training
News Data Service: Broadcast Monitoring Services, Clipping Services, Media Monitoring
News Exposure: Broadcast Monitoring Services, Clipping Services, Media Monitoring, Radio, Research
Newscast US: Photographers/Stock Photo, Video
NewsWatch: Video
Newz Group: Clipping Services
Nielsen: Research
Nikki Richardson: Media Training
North American Precise Syndicate: Press Release Distribution

Northeastern University College of Professional Studies, M.S., Corporate and Organizational Communication: Education
nVision: Special Events
NYU School of Professional Studies, M.S. in Public Relations and Corporate Communication: Education

O

O'Dwyer's: Directory Publishers
O'Dwyer's Directory of Public Relations Firms: Directories
O'Dwyer's Newsletter: Newsletters
O'Sullivan Comms.: Translation Services
Online News Association, c/o NPR: Associations
ORC International: Research
Organization of American Women in Public Relations: Associations
Outstanding Educator Award of PR Society of America: Awards
Oxbridge Directory of Newsletters: Directories

P

PadillaCRT: Crisis Management
Paladin Staffing Services: Employment Services
Parallax Productions Inc.: Television (TV) Production, Video
Park Avenue Post Inc.: Video
Paul M. Lund Public Service Award of PR Society of America: Awards
Paulette Wolf Events & Entertainment: Special Events
Pennsylvania Association for Government Relations: Associations
Peppercomm, Inc.: Crisis Management
Phifer & Company, LLC: Executive Search
Philadelphia PR Association: Associations
Pile & Co.: Executive Search, Management Consultants
Pinterest: Social Media
Pixel/Point Press: Crisis Management
PLUS Media Inc.: Radio
PNVWebcasts: Webcasting
Point Five Design: Annual Reports/Design/Branding
Power of A Awards: Awards
PR Council: Associations
PR News: Newsletters
PR Professional of the Year Award of PR Society of America: Awards
PR World Alliance: Public Relations Networks
PREMIERETV: Electronic Newsfeeds/Satellite Services, Radio, Satellite Media Tours, Television (TV) Production, Video
PRIME Research: Research
Prime Time Media: Electronic Newsfeeds/Satellite Services, Radio, Satellite Media Tours
Production Masters, LLC: Video
Professional Marketing Forum: Associations
Promotional Products Association Int'l.: Associations
Proof Advertising: Research
ProPRcopy: Copywriters
PRSA/Georgia: Associations
PRSA/Los Angeles Chapter: Associations

PRSA/National Capital Chapter: Associations
 PRSA/New York Chapter: Associations
 Public Affairs Council: Associations
 Public Communications Inc.: Crisis Management
 Public Relations Boutiques Int'l: Public Relations Networks
 Public Relations Global Network (PRGN): Public Relations Networks
 Public Relations Society of America (PRSA): Associations
 Publicity Club of Chicago: Associations
 Publicity Club of New England: Associations
 Publicity Club of New York: Associations
 PublicRelay: Measurement & Evaluation, Media Monitoring
 Purdue University, Online Master of Science in Communication: Education

Q

Queens University of Charlotte, Online Master of Arts in Communication: Education
 Questar Awards: Awards
 Queue Associates: Software
 Quinn & Co. Public Relations: Social Media
 Quinnipiac University, Master of Science in Public Relations: Education

R

Radio Television Digital News Association: Associations
 Ragan's PR Daily Awards: Awards
 ReBrand 100 Global Awards: Awards
 Regatta Inc.: Special Events
 REPASS Research • Strategic Consulting: Measurement & Evaluation, Research
 RepEquity DC: Interactive/Multimedia Services
 ReviveHealth: Crisis Management
 RFP Associates, Agency Search Consultants: Management Consultants
 Rich Green Photography: Photographers/Stock Photo
 Royce Carlton Inc.: Speakers Service (Talent)
 RPM Media Inc.: Television (TV) Production
 Russell Reynolds Associates: Executive Search
 Rutgers School of Communication and Information: Education

S

Sachs Media Group: Crisis Management
 Sadler Productions: Video
 Sard Verbinnen & Co.: Crisis Management
 Schneider Associates: Education, Integrated Marketing & PR
 Select Resources Int'l: Management Consultants
 Send2Press® Newswire, a service of Neotrope®: Press Release Distribution
 Seton Hall University, Master of Arts in Strategic Communication: Education
 ShadowTV: Broadcast Monitoring Services
 She Runs It (Formerly Advertising Women of NY): Associations
 Shining Starlet Entertainment, LLC: Video
 SHOOT Publicity Wire: Newswires/Press Services
 Sigma Delta Chi Awards: Awards

SIIA, Software & Information Industry Assn.: Associations
 Silver Anvil Awards of PR Society of America: Awards
 Silver Apple Awards: Awards
 Simmons College, B.A., Communications: Education
 Sitrick And Company: Crisis Management
 Sloane & Company: Crisis Management
 SMM Advertising: Graphic Services
 Society for Healthcare Strategy & Market Development: Associations
 Society for Technical Communication: Associations
 Society for Technical Communication, STC Awards: Awards
 Society of American Business Editors and Writers, Inc.: Associations
 Society of American Travel Writers: Awards
 Society of American Travel Writers (SATW): Associations
 Society of American Travel Writers' Directory: Directories
 Society of Professional Journalists: Associations
 Solomon McCown & Company, Inc.: Crisis Management
 Sorkins Directory of Business & Government: Directories
 Speakers On Healthcare: Celebrities, Speakers Service (Talent)
 Spencer Stuart & Associates: Executive Search
 Spotlight Awards: Awards
 Spring Associates Inc.: PR Salary Research
 SSRS: Research
 Standard & Poor's Global Ratings: Research
 Standard Periodical Directory: Directories
 Stevens Group, The: Mergers & Acquisitions
 Stevie Awards: Awards
 Stowe Co., The: Executive Search
 Strauss Media Strategies, Inc.: Electronic Newsfeeds/Satellite Services, Media Tours/Roadshows, Public Service Announcements, Radio, Satellite Media Tours, Television (TV) Production
 Studio 120: Video
 Synaptic Digital, a Definition 6 company: Radio, Satellite Media Tours
 Synergy Events: Special Events
 Syntaxis Inc.: Education
 Syracuse University, S.I. Newhouse School of Public Communications: Education

T

T. J. Sacks & Associates: Copywriters, Integrated Marketing & PR, Newsletters
 Take One Productions: Video
 TANE Digital Video: Video
 Taubwriter.com: Copywriters
 TEKGROUP Int'l Inc.: Software
 Television & Cable Factbook: Directories
 Tellem Grody PR: Crisis Management
 Telly Awards, The: Awards
 The Brandon Agency: Integrated Marketing & PR
 The Good Search, LLC: Executive Search
 Thomson Reuters: Newswires/Press Services
 THUNK! Media, Inc.: Satellite Media Tours
 Tobin Communications Inc.: Radio

Traville Executive Search: Executive Search
 Tufts University, Gerald J. & Dorothy R. Friedman School of Nutrition Science and Policy, Nutrition Science for Comms. Professionals Online Graduate Certificate Program: Education
 TV Access: Public Service Announcements
 TV Eyes: Media Monitoring
 TVA Media Group: Video
 Twitter: Social Media

U

Universal Information Services: Broadcast Monitoring Services, Clipping Services, Measurement & Evaluation, Media Monitoring
 University of Denver, University College, College of Prof. & Continuing Studies: Education
 University of Florida, College of Journalism & Communications: Education
 University of Maryland, College Park, The Dept. of Communication: Education
 University of Memphis, The, College of Communication and Fine Arts, Dept. of Journalism and Strategic Media: Education
 USC Annenberg School for Communication and Journalism: Education

V

Ventana Productions: Video
 Very Special Events: Special Events
 Video Image Productions: Video
 VideoLink Inc.: Satellite Media Tours, Video
 VISTA Worldlink: Electronic Newsfeeds/Satellite Services, Special Events
 VNR1 Communications, Inc.: Video

W

W. Howard Chase Award: Awards
 Ward Group, The: Executive Search
 Washington Independent Productions: Video
 Washington Speakers Bureau: Speakers Service (Talent)
 Washington Women in PR: Associations
 WebAward Competition for Website Development, Web Marketing Assn.: Awards
 Weber Shandwick: Crisis Management
 Who's Who in America: Directories
 Wieck Media: Interactive/Multimedia Services
 Woman of the Year Award: Awards
 Women in Government Relations: Associations
 Word of Mouth Marketing Association (WOMMA): Associations
 World Class Speakers & Entertainers: Speakers Service (Talent)
 World Radio TV Handbook: Directories
 Worldcom Public Relations Group: Public Relations Networks

X,Y,Z

Yearbook of Experts: Directories
 Zing How Design: Fulfillment, Graphic Services, Printing, Promotions

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