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2019

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CRISIS, THE ULTIMATE TEST
Dealing with a risky world means crisis preparation must evolve.

PUTTING TOGETHER A RADIO CAMPAIGN
Seven ways to a successful, pain-free broadcast campaign.

CRISIS RESPONSE STARTS AT THE TOP
CEOs play a vital role when a crisis hits a company.

MANAGING SUDDEN LEADERSHIP CHANGES
An unexpected C-suite departure need not devolve into a crisis.

WHY THE ART OF CRISIS HAS GOTTEN PERSONAL
A faster news cycle requires personalized management.

DEALING WITH THE UNEXPECTED
What happens when plans are not in place when a crisis hits?

SHAPING UP YOUR CRISIS COMMUNICATIONS
Make a resolution to update your crisis communications plan.

PROFILES OF CRISIS COMMUNICATIONS FIRMS

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WASHINGTON REPORT

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Daily, up-to-the-minute PR news
Edelman research shows that the majority of people believe brands can do more to solve societal issues than government. CVS Health put its customers’ health first when it became the first national retail pharmacy to stop selling tobacco products in its stores. The result: a drop in tobacco sales for all retailers. Way to go, CVS Health.
Remembering Jack O’Dwyer

Anyone who knew Jack O’Dwyer has a story to tell. The last 13 years have given me a lifetime of them.

I met Jack during a difficult time. I was 29 years old and had moved to New York on a whim. No employment, no permanent place to stay, no prospects. $850 in the bank. To call it a foolishly impractical venture would be an understatement. Then, three weeks after I’d arrived, the impossible happened: The Topps baseball card company wanted to hire me to oversee their production department. They offered a salary with benefits, from a well-appointed office in lower Manhattan. That quixotic dream of wayward romantics everywhere had fallen into my lap. A respectable and secure workaday career in New York with the chance of upward mobility. Truth be told, that was the very life I’d run away from.

Several months after I’d gotten off the phone with the recruiter, this guy who’d seen my résumé phoned me up. I’d met him at his office the day before and thought he was nuts. He’d rambled on about the publishing conglomerates that were trying to put him out of business and this industry group I’d never heard of called PRSA. He liked the fact that I’d written for a daily paper but also had a newspaper production background. He wanted to know: could I cover stories and put them on the web quickly? Could I come up with new design concepts for their printed products? Sure. He asked if I leaned left. I didn’t get a chance to respond. “We’re Bolsheviks over here!” The red flags came flapping into view, but I was intrigued. “Well, do you want the job or not?”

To this day, I’m not entirely sure why I didn’t take the Topps gig, but I have an idea. I gravitate toward eccentrics. For a person like me, there’s not a lot of daylight between a corporate job and a prison sentence. I didn’t like baseball.

At first, I didn’t know what my job was. I went on reporting assignments. I paginated sections of the magazine. I mailed entry forms for our annual directory. In my experience, this just wasn’t how publishing worked. It was bare-bones, we wore a lot of hats, and being there made you feel like you were part of some transgressive, underground operation. I liked it. A few months later, Jack gave me the monthly magazine. He wanted me to redesign it from the ground up. This was the moment I’d been waiting for. I didn’t sleep much during that time. I worked long hours, late nights and weekends. I developed ulcers. I got the sneaking suspicion that I wasn’t very good at it. I was one of the few people who was able to walk him back from the ledge on decisions I disagreed with, which, as anyone who knew Jack can attest, was no easy feat. This is something about Jack I don’t hear enough. He was a tough nut to crack, but if you were in his corner, you were family. And family knows where the buttons are.

We didn’t always see eye-to-eye. We argued a lot in the beginning. Truthfully, I said some things that would’ve gotten me fired anywhere else. I was also one of the few people who was able to walk him back from the ledge on decisions I disagreed with, which, as anyone who knew Jack can attest, was no easy feat. This is something about Jack I don’t hear enough. He was a tough nut to crack, but if you were in his corner, you were family. And family knows where the buttons are (boy did we push them). The question soon became not why I picked him, but why he picked me. I’m still trying to figure that out.

Jack was fearless. When I’d get my hands on an RFP announcement that wasn’t intended for public consumption, I’d get predictable litany of angry calls from middle management toad-stomping. My job was to crack, but if you were in his corner, you were family. And family knows where the buttons are (boy did we push them). The question soon became not why I picked him, but why he picked me. I’m still trying to figure that out.

Jack was a legend. I can’t tell you how many people have told me that Jack O’Dwyer’s Newsletter was where they signed their first client account or landed their first PR job, or how we broke stories the other trades were too scared to touch. His voice was authoritative. He did it first. He was where they signed their first client account or landed their first PR job, or how we broke stories the other trades were too scared to touch. His voice was authoritative. He did it first. He was the very life I’d run away from.

In July, we celebrated the company’s 50th anniversary. Jack made it a half-century, in the same office, with much of the same staff, doing things his way. It’s a milestone by any metric, but for an independent, family-owned publisher, it’s virtually unheard of. We will continue carrying on his mission, operating under Jack’s credo that the truth is all that matters.

All these years later, I’ve never regretted my decision. And I never got into baseball.

Rest in power, Jack. ○

— Jon Gingerich
We Earn Our Good Reputation By Protecting Yours.

CRISIS PREPAREDNESS | MANAGEMENT | RECOVERY
Declining ad revenue journalism’s greatest threat

Declining ad revenues are the greatest challenge facing the journalism world today, according to key findings from a recent global survey of journalists.

Declining advertising revenues are the greatest challenge facing the journalism world today, according to key findings from a global survey of journalists conducted by Berlin-based agency Sweet Spot PR.

The survey, which polled the press on the current state of journalism as well as some of the challenges facing the industry, found a majority of respondents worldwide (27 percent) cited declining ad and print revenues as the biggest current threat to the profession today. About one in five (19.5 percent) cited an overabundance of work as a result of staff cuts. The advent of fake news came in third, at 17.3 percent. Other top concerns included social media (11.8 percent) and government crackdowns on the free press (10.7 percent).

In the U.S., fears surrounding ad/print revenue declines were even higher, cited as a top concern among nearly a third of all U.S.-based journalists polled (29.3 percent). Worries about staff cuts were also higher (20.3 percent), as were concerns surrounding the threat of social media (13.3 percent).

Respondents were also asked to offer a single word that they believe adequately defines journalism today. The survey discovered that most journalists view the industry negatively, with 69.2 percent using a negative word to describe their work, versus 30.8 percent who used a positive phrase (the top words chosen were “challenged” and “struggling”). This negative characterization was particularly stark in the Middle East, Asia and Africa (12.9 percent positive, versus 87.1 percent negative) but also slanted negative in North America (65.7 percent negative versus 34.3 percent positive in the U.S.; and 60 percent negative versus 40 percent positive in Canada). The only exception to this involved journalists living in Nordic countries (Denmark, Finland, Iceland, Norway and Sweden), where positive words outweighed negative words (53.3 percent to 46.6 percent, respectively).

Sweet Spot PR’s poll, “The Status Quo of Journalists Around the World,” surveyed 365 journalists from 52 countries between August and October.

Blue chips not prepared for crisis

Blue chips aren’t very prepared to handle PR crises stemming from competitive threats or political instability, according to a recent survey.

Fewer than four-in-ten (39 percent) of Fortune 1000 executives think their company is very prepared to handle risks they face from such challenges as unexpected competitors and political instability, according to research conducted by APCO Worldwide.

When it comes to specific challenges that level of confidence drops even further. Just 34 percent of the 520 executives surveyed in the September 2018 study said that they felt very prepared to deal with hurdles put up by the global regulatory environment, and only 23 percent said they felt completely ready to handle consumers’ growing expectations for companies to take a stand on social issues.

Coming in even lower on the confidence scale were dealing with a negative event about their company on social media (just 22 percent felt very prepared), recruiting and training talent (18 percent) and responding to geopolitical threats and political uncertainty (14 percent).

Respondents cited a number of problems that need to be addressed to combat this lagging confidence. One executive said that “the ability to innovate to stay competitive” was a particular challenge. Others mentioned such areas of difficulty as “being able to adapt to changing times and technologies” and “new and unknown competitors.”

Surprisingly, confidence goes down as execs rise through the ranks. While 42 percent of middle managers on the c-suite track said their companies were very prepared to handle risk and disruption, that number drops to 30 percent for current c-suite leadership.
Study ranks crises that offend consumers most

Offensive comments made by a CEO are far less likely to impact consumers’ perceptions of a company than any number of other trespasses, according to a report that ranked what public scandals upset consumers most.

CEOs who take a controversial political stance are practically guaranteed to wind up in the news cycle, but as it turns out, these actions rank far lower on the outrage hierarchy for the average consumer when compared to faulty products, lying to shareholders or deliberately misleading the public, according to a report released by digital politics and policy outlet The Morning Consult.

The report, which sought to gauge the types of brand controversies that offend consumers most, presented respondents with a list of 16 hypothetical brand controversies, and asked them to rank which would result in the most damning view of a company.

Companies that deliberately mislead the public and companies caught falsifying accounting records to boost profits were seen in the worst light. This was followed by companies that lie about how their products work, companies whose products could potentially harm consumers and companies caught lying to shareholders.

Interestingly, even though it’s the kind of material that drives today’s news cycle, the controversy least likely to upset consumers involved a CEO taking a political stance with which the respondent personally disagrees.

The Morning Consult report also broke down corporate crises into eight different categories, and asked respondents to rank which would most negatively impact their perception of a company.

When it comes to the scandal most likely to polarize consumers, covering up wrongdoing took the number-one spot. This was followed by employee mistreatment, customer mistreatment, major issues with products/services and fraud. Once again, making offensive statements or taking a political stance a consumer happens to personally disagree with rounded out the bottom of the list.

Internal review best response strategy

As it turns out, actions speak a lot louder than words when it comes to regaining consumer trust in the wake of a crisis.

When asked to list the responses most likely to win back their trust, launching an internal investigation and making a public pledge to ensure the same mistake won’t happen again topped the list of strategies consumers prefer crisis-stricken companies take.

This was followed by issuing customer refunds. Formal apologies, a staple of the crisis management toolkit, appear to often fall on deaf ears, as it appeared third from last on the list.

Donating money to a relevant charity and firing the CEO was seen as the least effective strategy for handling a crisis.

A strong majority of respondents — 78 percent — also said they’re more inclined to view a company in a favorable light when a crisis is followed with the appropriate response.

The report also found that respondents identifying as Democrat were far more likely to abstain from a scandalized company’s products or services than those identifying as Republican (55 percent vs. 39 percent, respectively).

Baby Boomer respondents comprised the generation most likely to pay attention to company scandals of a political nature (70 percent), compared to 59 percent of Gen Xers, 58 percent of Millennials and 38 percent of the Gen Z generation.

The Morning Consult’s report, “How to Identify and Survive a Brand Crisis,” relied on data culled from responses to online interviews with more than 2,200 U.S. adults in October.

Cyber breach rated most feared crisis

Cyber breach is the type of crisis that companies are the most concerned about, according to a study conducted by law firm Morrison & Foerster and Ethisphere.

Two-thirds (67 percent) of respondents to the Crisis Management Benchmarking Report said that their company’s crisis management plan addresses cyber breaches. Workplace violence or sexual harassment events were the second-most mentioned crisis events, with 56.5 percent of respondents indicating that their crisis management plan took those incidents into account.

The study notes that the appearance of cyber and sexual harassment at the top of the list stems from the fact that “both types of incidents are highly visible and front of mind for corporate executives.” Because of that high public profile, those threats pose the greatest risk to a company’s reputation.

Other topics that registered somewhat smaller degrees of concern were environmental damage (44.8 percent), government investigations (44.2 percent), intellectual property theft (40.9 percent) and terrorism (36.4 percent). However, almost one in five respondents (19.5 percent) said that their company had no crisis management plan at all.

But even though most companies have some sort of crisis management plan in place, their level of confidence in those plans isn’t as high as it could be. Only 34.1 percent of respondents said that they feel “very confident” about how useful their plan would be in the event of an actual crisis. A little over half (56 percent) said that they were “somewhat confident” about their plan being able to handle a real-life crisis, and 9.9 percent said that they were “minimally confident.”

For respondents overall, that number is considerably lower, with 19.6 percent saying they benchmark their plans more often than annually, and 50 percent saying they did a yearly review. And while all of the “very confident” organizations said they benchmark their plans in some way, 9.6 percent of the overall sample said they forego the practice. The study found that the most confident companies tended to benchmark their crisis management plans against industry best practices more frequently than their less confident peers did. A majority of “very confident” organizations (61.3 percent) said they benchmarked their plans annually, with 25.8 percent saying they did so even more frequently.

Another area in which more confident companies outrank the pack is in the importance they place on having a formal and documented crisis management team. More than nine in ten (93 percent) of very confident companies said they had such a team, as opposed to 67.2 percent of survey respondents as a whole.

The Crisis Management Benchmarking Report was drawn from 248 responses from senior executives from both public and private companies and non-profits in areas including the U.S., Western Europe, Canada and Australia/New Zealand/Oceania.
2018 was a tumultuous year for PR as Donald Trump once again dominated the media landscape. WPP, Weber Shandwick’s win of IBM, Jamal Khashoggi and a string of major acquisitions grabbed PR headlines. The year ended on a sad note with the passing of Jack O’Dwyer.

Donald Trump once again dominated the media landscape, soaking up many placement opportunities for PR people.

Supplementing his Twitter strategy of 2017, the President staged rallies throughout the US, purportedly to support local Republican Congressional politics, but they turned out to be PR platforms for Trump and his assault on the media.

The President wrapped up the year with a surprise visit to Iraq to visit US troops. It was his first visit to a combat zone.

He looks ahead to an uncertain 2019 as the Democrats take control of the House and counsel Robert Mueller wraps up his investigation.

The Financial Times ran an editorial on Dec. 27 calling the Trump presidency “a garish spectacle that could just as easily lead to his impeachment in the months ahead — or his resignation in exchange for immunity — as in his re-election in 2020.”

Throughout 2018, the Washington Post gamely chronicled the burgeoning number of lies and deceptions spewed by Trump, but the reporting made no impact on his base which dismissed the reports as nothing but “fake news.”

Highlights, lowlights

SKDKnickerbocker, which is part of Mark Penn’s Stagwell Group, joined with Time’s Up Legal Defense Fund to represent victims of sexual misconduct, including assault, harassment and abuse. With 42West and Sunshine Sachs, the firm coordinated communications for the Time’s Up Umbrella organization that kicked off the year with a “Dear Sisters” letter published Jan. 1.

Joe Lockhart, who was president Clinton’s White House press secretary, left his high-profile executive VP-communications post at the National Football League in January after a two-year stint. He re-emerged later in the year as Edelman vice chairman.

Burson-Marsteller merged with Cohn & Wolfe in February as WPP chief Martin Sorrell worked to simplify the British conglomerate’s management structure. C&W chief Donna Imperato assumed the helm of the revamped BCW.

ICR, a top financial communications shop, sold an investment stake to New York-based Investment Corp as CEO Tom Ryan grabbed an opportunity to expand the offerings of the shop with about $65 million in 2017 billings.

WPP, on April 3, announced the hiring of an independent counsel to probe claims of “personal misconduct” by Sorrell, who rejected any allegations that he misused corporate assets. He did recognize the company’s right to launch an investigation. On April 14, Sorrell resigned as WPP CEO. With his exit, WPP wrapped up the investigation, “which did not involve amounts that are material.”

Mark Read, Wunderman CEO, and Andrew Scott, Corporate Development Director, were elevated to COO roles.


Michael Nyman exited as Co-Chairman & CEO of PMK*BMC, a top entertainment firm, to launch Acceleration, investment advisory. He unveiled Bragman Nyman Ca-farelli in 1991, sold it to Interpublic in 2000 and engineered the merger with PMK in 2009.

Fahlgren Mortine merged with Columbus-based SBC Advertising to form Fahlgren Mortine SBC, which began life with annual revenues in the $35 million range. The transaction followed the acquisition of FM by Eastport Holdings Inc.

Weber Shandwick won global lead PR responsibilities for the $15 million IBM account following a competitive pitch triggered by the arrival of chief communications officer Ray Day from Ford Motor.

Ketchum and Text100 had the IBM account since 2001. Weber Shandwick spearheads the IBM team that includes SKD-Knickerbocker (US strategy, narrative), Spectrum Science (Watson Health, thought leadership) and Ryan Seacrest’s Civic Entertainment Group (influencer relations).

AT&T chief Randall Stephenson admitted that hiring Michael Cohen, president Trump’s former lawyer, was a “big mistake.” Ma Bell paid $600,000 to Cohen’s Essential Consultants, shell company, for advice on its $85 billion acquisition of Time Warner, a deal opposed by the president.

Dennis McGrath, former president/CEO of Mona, Meyer McGrath & Gavin, died May 13 at age 81. Weber Shandwick had acquired MMM&G, which became its Minneapolis office.

Mercury Public Affairs, which is part of Omnicom, landed a $75,000 monthly retainer from China’s ZTE Corp, the smartphone company sanctioned by the Trump administration for selling gear to Iran.

Sorrell put his comeback into motion as his S4 Capital acquired corporate shell company, Derriston Capital. He kicked in $53 million of S4’s $57 million in funding. His strategy is to duplicate the 1980s formula used to build WPP from the corporate shell of Wireless and Plastic Products.

Qatar, which is under an economic and political blockade by its Persian Gulf neighbors, hired Blueprint Advisors to a $1.2 million contract. Blueprint’s leadership has close ties with Rudy Giuliani, president Trump’s lawyer. The firm will rebut claims by Saudi Arabia and the United Arab Emirates that Qatar has ties to terrorist groups.

Paul Manafort, president Trump’s campaign manager, went to jail in June to await his trial for violating federal lobbying laws, after a judge revoked his bail. He had been under house arrest after posting $10 million in bail.

Netflix fired Chief Communications Officer Jonathan Friedland for his “descriptive use of the N-word on at least two oc-

By Kevin McCauley
conclusions,” according to a memo from CEO Reed Hastings. On Twitter, Friedland admitted to being “insensitive in speaking with his team about words that offend in comedy.”

Larry Weber returned to the helm of Racepoint Global in July following the surprise resignation of CEO Peter Prodromou. Tech guru Weber, who founded Weber Group, has advised Microsoft, IBM, GE and Verizon Wireless. Prodromou held the top post for about two years and served as president for three years prior to that.

Interpublic shelled out $2.3 billion for Axiom Corp.’s data management unit, a transaction designed to help units of the holding company compete against Google and Facebook. Axiom Marketing Solutions, according to IPG CEO Michael Roth, “offers the deepest set of capabilities for helping companies navigate the complexity of creating personalized brand experiences across every consumer touchpoint.”

Bill Shine, who was a Fox News executive pushed out of his post for his handling of sexual harassment claims against the company, become the fifth communications chief of the White House. He took over for Hope Hicks, who quit in March and joined Fox.

Dolphin Entertainment, parent of 42West, acquired The Door for $11 million, which includes a performance management contingent consideration of $7 million. The hospitality/lifestyle firm has counseled Rachel Ray, Virgin Hotels, Shake Shack and FAO Schwarz.

Sitrick and Company represented John Schnatter, who was asked to step down as it launched a probe into his use of the N-word. Schnatter, who now regrets his use of the N-word. Schnatter, who was asked to step down as it launched a probe into his use of the N-word, announced a strategic review in September following a flood of red ink, client cutbacks and the exit of CEO Scott Kauffmann.

SeaWorld’s former VP-communications settled a fraud charge for his role in misleading investors about the negative impact of the 2013 film “Blackfish” on the company, according to the Securities and Exchange Commission. The deal with Fred Jacobs was part of the $5 million fraud settlement with SeaWorld.

Gill Schwartz, long-time CBS chief communications officer, called it quits Nov. 1. In the CCO post since 2000, Schwartz joined CBS in 1996 as senior VP-corporate communications after a 14-year run at Westinghouse Broadcasting before its merger with CBS.

WPP announced the merger of Young & Rubicam and digital marketing shop VML in September. VMLY&R is set to debut in 2019.

Hill+Knowlton Strategies announced it will spin off its SJR content marketing/strategic storytelling shop on Jan. 1 under the leadership of Alex Jutkowitz and Mitch Stoller. SJR is to maintain a “special attachment” to H+K on common clients within the WPP operation.

Harbour Group and Gladstone Place Partners were among the first PR firms to sever ties with Saudi Arabia following the torture, murder and dismemberment of Jamal Khashoggi, Washington Post contributor. Harbor had an $80,000 retainer pact with the Saudis, while Gladstone resigned a $200,000 contract with the Public Investment Fund of Saudi Arabia to promote the construction of the $500 billion mega-city, Neom.

Facebook announced in October that British politico Nick Clegg would become its global affairs chief. The 51-year-old, who lost his seat in parliament in 2017, will succeed Elliot Schrage.

Gary Ginsberg, most recently executive VP for communications and marketing at Time Warner, joined Japan’s Softbank telecommunication outfit as senior VP-head of corporate communications. A Democratic operative who served in the Clinton White House, Ginsberg also was executive VP at News Corp and counselor to its CEO, Rupert Murdoch.

Finn Partners acquired MFA Marketing and Public Relations, which was formerly known as Missy Farren & Associs. The move bolsters Finn Partners’ position in food, travel, sports, wellness, crisis and corporate social responsibility.

Facebook cut ties with Definers Public Affairs following a New York Times Nov. 14 blockbuster about its effort to smear political opponents.

Amazon hired SKDKnickerbocker to defuse growing opposition to its plan to open a four-million sq. ft. campus in Long Island City, Queens. The New York City Council held a meeting on the facility on Dec. 12 and plans more hearings in 2019.

WPP CEO Mark Read plans to cut 3,500 jobs in his three-year “radical evolution” plan to restore health to the ad/PR conglomerate.

The firm will reposition itself as a “creative technology company” focused on communications (PR, advertising, content, media, PA and healthcare), experience, e-commerce and technology.

Read warned investors “previously announced account losses will create the anticipated headwind” during the first half of 2019.

Jack O’Dwyer, who launched the pioneering Jack O’Dwyer Newsletter 50 years ago, died Dec. 19. He was 85. (See obit on pg. 43).

The Washington Post remembered O’Dwyer as the “soul and conscience of the PR industry.”
#MeToo initially gained momentum in October 2017 with a spotlight on the accusations against Hollywood producer Harvey Weinstein, but as the past year has shown, many industries have been exposed. Women, and men, have revealed #MeToo allegations involving politicians, academics, comedians, the military and coaches; non-disclosure agreements and hush payments have been uncovered; and the names and stories of the victims and the accusers have been made public by media outlets of all types. It can happen in any business, in any industry.

Within the realm of professional services businesses, law firms aren’t exempt from facing sexual harassment claims. And while the law firm names and people may not be as instantly recognizable as those in TV (Lauer), food (Batali) or politics (Franken), allegations of sexual harassment merit media attention, no matter what the industry. Attorney and firm names take on a new dynamic — an association with potentially bad behavior — and that impression is difficult for a firm’s existing and prospective clients to forget. Moreover, the names and businesses stay in the press long after the initial coverage, as journalists watch for industry trends, tracking the number and type of allegations within an industry with lists and updates, and reminding readers of past incidents.

In the legal industry, media coverage over the past year has been a steady drum, bringing attention to sexual harassment allegations that have the ability to tarnish or ruin individual and corporate reputations. It’s not just the actions of the individual harasser that gain coverage — media will also look at the law firm’s leaders. What did they do before/during/after the allegations arose? It’s the anti-harassment policies that a law firm had, or didn’t have, in place that are revealed; the training it did or did not offer its staff regularly that is magnified; the reporting structure and efficacy that are scrutinized; the stories of retaliation fears that come to light.

The discoveries made by the press, in spite of a crisis communications plan or the lack of one, can become reasons for a law firm client to disengage with the firm, not wanting to be associated with bad behavior. In some instances, lawsuits and the resulting stories have uncovered a corporate practice of mandatory arbitration agreements, forbidding a victim from bringing an allegation public. In today’s climate, because prospects and existing clients want to be associated with like-minded companies, the revelation of an anti-victim policy can influence decision makers.

As in other industries, law firms have faced sexual harassment allegations well before the #MeToo movement began: Global law firm Baker McKenzie was sued for allegations against partner Martin Greenstein 25 years ago. A San Francisco jury initially awarded the plaintiff $7.1 million in punitive damages, finding that the firm knew of the trademark attorney’s history of harassing women but failed to do anything to correct it. The California Court of Appeals later reduced the award to $3.5 million. The verdict was upheld on appeal. Naturally, the story ran in the New York Times and Los Angeles Times, but the plaintiff’s name and the law firm name appear in coverage to this day in articles about harassment, from USA Today and Fortune to the trade outlets covering the legal industry.

Undoubtedly, the stories about sexual harassment are frequent, but that does not diminish their impact. In March 2018, Latham & Watkins LLP Chairman Bill Voge suddenly resigned while Law360 was investigating his relationship with a woman with whom he allegedly exchanged sexually explicit messages. The story was covered by the Wall Street Journal, legal publications in the US and the UK, Reuters, and Financial Times, just to name a few. It may go without saying, but online searches make it easy for anyone to assess the social behavior of a company today, and these archived news stories never go away.

There are many instances where past allegations and settlements are still coming to light. For example, lawyer James Tanenbaum resigned only one week after joining Mayer Brown after the Wall Street Journal reported that he’d settled a sexual harassment claim with a female lawyer years ago at a previous firm where he worked. (As reported by law.com, Tanenbaum “forcefully denies” the claims.)

Another very recent story describes allegations of sexual harassment against the law firm K&L Gates for conduct that allegedly occurred from the 2000s through the mid-2010s, including a sexual assault.

As for the bench, U.S. Court of Appeals for the Ninth Circuit Judge Alex Kozinski retired at the end of 2017 after nine women, including former clerks on the Ninth Circuit, alleged sexual misconduct. His name and the sexual harassment details, however, were in the news again in December 2018, when it was discovered that he’s of counsel to a law firm, and his name’s on a brief for a lawsuit in the Ninth Circuit.

Press coverage about sexual harassment claims should now be expected, especially since #MeToo began. The details of any claim can raise significant questions about the company involved. It’s critical for PR professionals to be prepared with crisis planning for the predictable and inevitable issues that may arise. The issues that are unanticipated by a company can have the most-damaging effects. Sexual harassment allegations must be viewed as just as possible as crises related to product recalls, fraud or cyber events, and communications plans must not only be written to address these categories, but must be practiced and then updated as needed.

PR professionals can prepare for these crisis scenarios by following a well-established series of steps that are germane to most crisis communications plans. Whether representing a law firm or any other business, preparation is the key to managing a crisis effectively. Companies must be prepared for press questions about anti-harassment policies, reporting paths for victims, anti-retaliation safeguards and training standards. The headlines are here to stay, and communications teams must be mindful of, and learn from, the intense and ongoing media coverage that will follow a #MeToo allegation.

Liz Bard Lindley, Senior Vice President of Jaffe, is a former practicing attorney who counsels professional services firm leaders in all areas of public relations, including crisis communications planning. She can be reached at llindley@jaffepr.com.

By Liz Bard Lindley
LITIGATION AND CRISIS COMMUNICATIONS

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Preventive care: crisis planning for hospitals

Hospitals remain among the institutions most vulnerable to a PR crisis. For this reason, it’s paramount to ensure they’ve anticipated and prepared an action plan before crisis strikes.

There’s no other setting quite like a hospital. The heightened vulnerability and emotional state of those who are admitted — sick or injured — can be a volatile mix. That’s just one reason these environments demand the highest level of professionalism and ethical behavior from administrators, medical professionals and staff. When those standards aren’t upheld, the institution’s reputation and ability to fulfill its mission can easily be compromised. From medical errors to data breaches, disease outbreaks and workplace violence, healthcare organizations are among those at greatest risk for a public relations crisis.

Earlier this year, security staff from the University of Maryland Medical Center in Baltimore left a patient, wearing only a hospital gown and socks, at a bus stop in the freezing cold after she visited the emergency room. After video of the woman in distress, taken by a doctor who happened to be walking by, was shared widely on social media, UMMC was heavily criticized for failing to provide compassionate care by engaging in a practice widely known as “patient dumping.” The investigation by the Centers for Medicare & Medicaid Services cited the hospital for several failures.

In June, El Camino Hospital in California came under fire when a video of patient mistreatment went viral. This one showed an ER doctor mocking a patient having an anxiety attack. In a written statement, the hospital’s chief executive called the doctor’s demeanor “unprofessional” and “not the standard we require of all who provide care.” The doctor was removed from the work schedule pending further investigation, and apologies were offered to the patient.

Even in healthcare, most crises can be anticipated and planned for so that small situations are managed effectively and do not spiral out of control. Here are our recommendations to ensure a hospital is crisis-ready:

Assess vulnerabilities. News programs including “60 Minutes” have investigated “patient dumping,” and yet UMMC was seemingly still engaging in this inexcusable and inhumane practice. The hospital should’ve had clear procedures for discharging patients with no known address. Communications staff should work with HR and legal to ensure everyone delivering care understands that patient dumping is completely unacceptable and, in that vein, to take an objective look at all areas where the institution may be vulnerable and at risk including workplace violence, data breaches, sexual harassment/misconduct, regulatory investigations and strikes/union activity. Hospitals need to dedicate senior level attention and resources to sound crisis planning and should make it a priority across the institution.

Proper training. Often, we think crises originate from outside our organizations. It would be easy to blame social media for the two crises discussed earlier. However, both of those incidents were triggered by staff conducting themselves in a way that was inconsistent with the hospitals’ mission and standards of care. While the general public, media and regulators are critical stakeholders, patients and employees are the most important audiences. It’s not just about having the right protocols in place; clear expectations must be communicated to staff.

Define the crisis team. Identify key roles and assign responsibilities. Make sure each person on the team truly understands their own responsibilities and where those fit within the framework of communications procedures. Ensure every role has a backup in case that person is unavailable when a crisis strikes.

Closely and carefully monitor social media. Hospitals should also have experienced communicators on the team who really know how to listen to and monitor social media and who know what steps to take if accusations start flying. Media often pick up and run with controversial videos before they contact the organization for comment. Both these situations started and blew up on social media. Early detection of damaging videos or social posts means a hospital can more effectively respond before they are shared for hours and hours and picked up by the media without the hospital commenting.

Develop a crisis communications plan. A communications plan should be a living document that can be regularly updated and adjusted as personnel and other factors change. Develop clear communications procedures for crises the organization is most likely to face and map out how to respond — across audiences and platforms including social media.

Draft holding statements in advance. Identifying the range of vulnerabilities a hospital wants to prepare for also means it can have some language at-the-ready to address those situations. As part of the crisis plans we develop, we regularly draft holding statements for a wide variety of scenarios. These statements are reviewed and approved in advance by legal counsel, so there’s a bank of easily adaptable language ready to use. Once a crisis strikes and the clock is ticking, it is very hard to determine the right thing to say to the media, patients, Boards of Trustees and regulators, get it approved by multiple reviewers and distributed. This forward-thinking approach can make the difference between responding to media inquiries within an hour or two as opposed to a day, and after several news cycles have come and gone.

Drill, drill, drill. Recent polls suggest that while 75 percent of organizations have some sort of crisis plan, the same percentage has low confidence in that plan’s effectiveness. Having a plan is just the first step. Being able to effectively execute against that framework is paramount. Remember, plans don’t work if they are gathering dust on a shelf or have not been exercised. I recall a time when I was participating on a panel about crisis planning and one of my fellow panelists shared that his organization had a crisis plan and defined Crisis Response Team. However, the first time the team ever met and relied on their plan was when a major data breach had occurred. Regular training and table-top exercises ensure your plan is current and crisis ready and so is your response team. Crisis plans should be updated annually and phone trees for the Crisis Respond Team quarterly.

Share best practices. I share the above examples not to point fingers, but to learn from them. Sound crisis planning isn’t one and done exercise. It’s a long-term commitment and discipline. Learning from each other and sharing best practices will ensure hospitals are in the best possible position to protect their institutions.

For hospitals and those working in healthcare, it’s not a question of “if” but “when.” How leadership plans for/responds to a crisis will determine how quickly that organization bounces back and whether it sustains any long-term damage to its hard-earned reputation.

Ashley McCown is President of Solomon McCown & Company.

In 2019, global 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 their organization and significantly impact their key stakeholders.

With nearly five decades of experience, Kekst CNC is one of the world’s leaders in counseling clients on special situations including: corporate and financial communications, mergers & acquisitions, shareholder activism and governance, crisis communications, regulatory investigations/resolutions, litigation support, IPO communications, restructurings, issues and reputation management, as well as change management and employee engagement. In most every instance, our proven experience, sound judgment, and results are supported by data-driven insights, based on proprietary research and analysis capabilities.

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As several recent cases have demonstrated, some courts will extend attorney–client privilege to PR firms, while others will not. However, there are some steps that can be taken to better ensure that communication remains protected.

When a company or an individual is faced with a crisis, such as a scandal, a government investigation or criminal charges, the first call is likely to be to the lawyers, and the next call, either from the lawyers or the company/individual, could be to a public relations firm. However, will communications between the client or the attorneys and the PR firm be protected as confidential by the attorney–client privilege?

In the recent California case of Stardock Systems Inc. v. Ford et al (11-30-2018), the plaintiff, Stardock, sued the defendants for infringing its intellectual property for its videogame. The defendants claimed that the plaintiff engaged in a PR war against them, consisting of hundreds of posts to online forums and social media platforms which “blatantly misrepresented the facts and seek to sway public opinion in favor of Stardock and its game while casting a shadow over the defendants and their game thereby forcing them to settle this case.” In response, attorneys for the defendants retained a PR firm, Singer and Reich, to provide communications and PR counseling. The plaintiff alleged that defendants engaged Singer to “orchestrate a social and other media assault on Stardock and in particular its CEO in an effort to influence public opinion and turn it against Stardock by engaging in inflammatory postings and representations that appear to be related to the litigation.” Stardock issued a subpoena to the defendants asking for all documents relating to communications between Singer and defendants.

The court held that communications between defendant and Singer were protected by the attorney–client privilege because the defendants’ counsel, not the defendants themselves, hired the PR firm to provide PR counseling specifically for the purposes of litigation strategy in the pending case. The court noted that the communications with Singer related to the defendants’ counsel’s litigation strategy in dealing with the current lawsuit, and included legal advice in responding to the lawsuit and launching a public or social media-based campaign to favor the defendants in terms of their perception in the current case.

On the other hand, recent cases from California and New York reached a different result. In a California case, Behunin v. Superior Court (2017), involved a dispute over a real estate investment brought by the plaintiff against Charles Schwab and his son, Michael. A PR firm was engaged by the plaintiff’s lawyers to set up a website containing information linking the Schwabs with former Indonesian dictator Suharto and their connections to corruption and other criminal activities. In a subsequent defamation suit against Behunin, the Schwabs demanded communications between the plaintiff, his counsel and the PR firm. Here, the court refused to apply the attorney-client privilege because the plaintiff failed to establish how a website created by a PR firm as part of an overall social media campaign aimed at inducing settlement was reasonably necessary to the plaintiff’s litigation strategy. The court found that the plaintiff’s counsel wasn’t involved with creating the website and was basically just a liaison in hiring the PR firm.

Similarly, in Gottwald v. Sebert (2017), a New York court refused to apply the attorney-client privilege to communications between singer/songwriter Kesha, her lawyers, and a PR firm hired by the lawyers, where the PR firm’s involvement was “primarily for the purpose of advancing a public relations strategy” as opposed to “developing or furthering a legal strategy.” The court here distinguished between communications focused on the effects of litigation, such as influencing the public for settlement purposes, which constitute ordinary PR strategies, and communications that are necessary to obtain legal advice. The court found the focus of the communications was to ensure that developments in the case were being given their desired media spin and were not coordination to facilitate legal advice.

All of these cases relied on the opinion in a New York case, In re Grand Jury Subpoenas Dated Mar. 24, 2003. This case involved the target of a high-profile federal grand jury investigation who hired a PR firm based on fears that “unbalanced and often inaccurate press reports about Target created a clear risk that the prosecutors and regulators conducting the various investigations would feel public pressure to bring some kind of charge.” The court protected the communications with the PR firm under the attorney–client privilege and established the test that “(1) confidential communications (2) between lawyers and public relations consultants (3) hired by the lawyers to assist them in dealing with the media in cases such as this (4) that are made for the purpose of giving or receiving advice (5) directed at handling the client’s legal problems are protected by the attorney-client privilege.”

As you can see, it’s difficult to predict whether a court will protect communications between a client and/or its lawyers and a PR firm. However, there are steps you can take toward ensuring that such communications are shielded from discovery:

1) The PR firm should be hired by the attorneys, not the client, and the attorneys should manage the relationship with the PR firm, i.e., the attorneys should handle the PR firm’s fees and the attorneys should be copied on any communications between the PR firm and the client.
2) Consider engaging a special PR firm to handle the case, rather than the client’s general PR firm.
3) The PR firm should have a written agreement with the attorneys specifying exactly the services it will provide, emphasizing the facilitating of legal strategy and covering such things as reporting relationships, communications with the law firm and the client, and the sharing of confidential information.
4) The client should talk only with the PR firm when the lawyers are present.
5) The attorneys should be actively involved with the PR firm and its activities, rather than letting the PR firm operate independently.
6) The attorneys should try to ensure that the PR work is focused on the litigation, i.e., trying to influence the relevant decision-makers, such as prosecutors, rather than simply trying to influence public opinion or compelling the other side towards settlement.

Of course, nothing can guarantee that communications between a PR firm and its client or attorneys will be shielded by the attorney-client privilege, but following these steps will help to protect the communications.

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Producing results when it matters most.

Take Control.
Why 2018 was a game-changing year for the PR agency acquisition marketplace.

I t was the best of acquisitions, it was the worst of acquisitions, it was the age of private equity, it was the age of the roll up, it was the epoch of newcomers, it was the epoch of early retirements, it was the season of high margins, it was the season of bolt-ons, it was the spring of hope, it was the winter of despair, we had everything before us...

Our thanks to Charles Dickens for not turning over in his grave as we borrow his hallowed language to describe the game-changing PR agency acquisition marketplace in 2018. The world of PR agency acquisitions took new twists and turns this past year from subordinating the tired old valuation-driven accountant model of yesterday and transforming it into a multi-layered process replete with new and vibrant acquisition models driven by demands from buyers for PR agencies with 21st century integrated marketing services strategies and capabilities.

We at TSG found ourselves on the front lines of a new PR agency acquisition zeitgeist and there seems to be no turning back. PR agency management is being drawn inexorably into deals comprised of evolving market factors that demand that agency CEOs place their highest priority when making an acquisition, or when selling their agency, on the growth and diversification needed to keep their agencies up to speed — even ahead of — their clients’ increasing demands for performance and accountability. This trend has driven even further the transition of the whole idea of what a PR agency is and has sent that question roaring into a new era where the very practice of public relations is being redefined.

For these reasons among others, it was a robust year for PR agency acquisitions, both large and small. There were many new buyers availing themselves of the opportunity to acquire and grow. And with more buyers came a flood of new sellers seeking access to bigger and better growth opportunities.

Another major takeaway of 2018 in the PR agency M&A marketplace was the sheer number and variety of new buyers on the hunt to acquire PR firms. Private equity firms jumped into the acquisition arena more aggressively than ever in 2018. At one point the world of private equity considered the PR agency industry to be too small to consider. But with hundreds of billions of dollars languishing on investment company balance sheets and PE firms hungry than ever to find new markets for their new-found capital to invest, public relations agencies have gotten more glamorous and desirable for these solely money-making focused enterprises as they watch the former step-child of the marketing services landscape become the darling of the C-suite.

We saw more savvy buyers turn their acquisition attention to PR firms with profit margins in excess of 30 percent. And we saw more agencies of all revenue sizes hitting those margins in 2018. We saw buyers preferring management of seller agencies who think and act less like tacticians, publicists, event planners and crisis managers and more like businesswomen and men hell-bent on growing their firms. What’s more, we saw a small but growing number of very large independent PR agencies make deals with outside investors in 2018. We saw PE firms take equity positions in these firms and help bankroll acquisitions, oversee and help stimulate growth of their new asset(s) both organically as well as through acquisitions … where three to five years down the road the new owners sell the new evolved agency assets they acquired to ever larger buyers, including larger PE firms who will continue this same process far into the future …

All of this means that the stage has been set and many of the independent PR agencies with the foresight to see what’s on the horizon, or rather what’s already right at their doorstep continue to grow rapidly, and as a result there was consolidation in our industry in 2018. We predict much more to come in the years ahead.

Another fascinating trend we saw last year is the re-emergence of the roll up — the brainchild and province of Peter Gummer and Shandwick. We saw individual entrepreneurs looking to make an impact build their case to wealthy investors and convince them that with a lot of hustle and gallons of elbow grease they could build brand new $300 million PR holding companies themselves, thus creating a new sellers’ paradise for PR agency principals. These new roll ups are amassing a war chest of funds that will make buyers even richer, and give the sellers a second big bite of the apple in the final years of their earn out.

Sellers are motivated because money talks. We saw new, visionary buyers willing to not only meet current purchase price parameters in PR agency acquisitions, but exceed them. Bottom line: the market determined the valuation of a seller agency, not the other way around. We predict the PR agency community will see many more buyers willing to pay a premium for firms whose culture and service offering meet the demands clients are placing on buyers.

Conversely, an early exit strategy is hardly the reason why most sellers we worked with were anxious to find a strategic buyer for their firms. Most sellers we worked with in 2018 still love what they do, they remain hungry and ambitious. And they want to not only stay on after an acquisition is consummated but play an integral role in the management of the buyers’ organizations. What hasn’t changed much over the years is the desire of many PR agency CEOs to pass on the back office and administrative responsibilities to the buyer. With the time they saved not having to think about admin headaches, CEOs are using those hours more productively to compete for new business, work with new clients, manage larger units and help grow both the firms they founded as well as contribute to the growth of the buyers’ organizations.

This latter trend was a boon to many buyers. They not only inherited coveted accounts and niches, but they inherited talented management teams and account staff, which can only help enhance the continued growth and reputation of buyer’s firm.

There’s no question that buyers were aggressively on the lookout for firms that are expert in all things digital. Competition among PR agency CEOs to find and acquire digital/interactive talent was intense. Equally vibrant in 2018 was the competition among agency owners to acquire firms in the biggest and most lucrative growth categories such as pharmaceutical/healthcare, public affairs, crisis management, technology, consumer products and financial services.

And, finally, we discovered again in 2018 that almost without exception no PR agency is too small to be acquired. Many smaller
Never flinch in a pinch.

You’ve worked hard to build your company’s strong brand and a stellar reputation. But if you’re not prepared for adversity, it can all be lost in the blink of an eye. Don’t wait for the cameras to start rolling to gauge your readiness. See how we build, grow and protect brands and reputations at PadillaCo.com.

24/7 Crisis Hotline 1.877.PR ER 911
When the shift hits the fan
Crisis management practices for the digital world.

By Michelle Ubben

We’re only human. That is, we’re all prone to make mistakes. And by extension, our organizations are just one flawed, human moment away from significant and long-term brand damage, leading to loss of reputation, revenue, customers, and market share. That’s nothing new. What has changed in the digital world are the ways a crisis can originate, how quickly the damage can occur and spread and how long it can last.

The fundamental principles of crisis management remain as true today as ever: Get out in front of your crisis and manage it, tell your own story rather than waiting for others to tell it for you, tell the truth and get all the facts out in one big release if possible, and communicate with all of your most important audiences.

Rather than changing the playbook, the digital world has raised the ante, amplified the urgency, and magnified the importance of responding to a crisis quickly and well. Word travels fast in a time of instant notifications and social shares, so brand-keepers must assume that awareness of their crisis will be broad and swift. Mishandling a crisis in the early minutes and days can be devastating: In a recent Sachs Media Group Breakthrough Research survey, 61 percent of respondents said a company’s handling of a PR crisis affected their decision whether to do business with that brand. Among the much-courted younger demographic of 18 to 34 year olds, the number was even higher — 67 percent.

So, how is the digital world impacting how a crisis unfolds, and how should brands respond? Some recent crises provide good lessons.

Take decisive and dramatic action

It used to be that a crisis didn’t become a crisis until a story broke in the media. Today, many a crisis erupts on social media thanks to a smartphone video, escalates when influencers comment and share, and evolves when other people keep the story alive with new information (not all of it accurate). Traditional media pickup becomes the secondary crisis when reporters chase a story that is trending on a social platform. When a crisis grows “legs,” a brand in the crosshairs needs to take responsibility and act swiftly and decisively.

A crisis erupted for Starbucks in April, when a customer posted a video on Twitter of two black men being arrested after they didn’t order anything. The video generated heavy social shares and sparked protests. The incident was amplified by influential social media users such as Young Turks commentator Shaun King, who has a Twitter following of 1 million and retweeted posts about the incident. The crisis then expanded when a second video about a black customer being denied use of the restroom at a Los Angeles Starbucks emerged. Traditional media jockeyed for the story — a competition won by “Good Morning America” when it broadcast the first interview with Rashon Nelson and Donte Robinson, the pair arrested in Philadelphia.

Although it took Starbucks nearly a month and a half to put this crisis to bed, it ultimately succeeded by taking the dramatic step of advancing 8,000 of its coffee shops for a half-day of anti-bias training. That bold step conveyed far more credibility than simply announcing a new training program — it showed that the company was willing to forgo four hours of sales to induce a culture change. It also meant the gesture could not be missed and would generate a nationwide buzz, taking negative news and calls for a boycott and replacing them with positive media coverage and social comments.

Even King circled back with a positive message about the coffee house on Twitter, “I’m proud of Starbucks for this.”

People expect information; give it to them

A time-tested principle of crisis management is to keep the media informed with regular, predictable briefings so they will look to the brand as a trusted information source, rather than getting information from wherever they can find it. It’s still important to keep the media fed, but in the digital world all audiences expect a steady flow of updated information. Fortunately, brands have never had more tools to communicate directly with customers and other essential audiences. Smart brands use these tools effectively to quell rumors, reduce upset, put a likeable human face on the company, and retain brand loyalty during a period of trial.

When 700 Southwest Airlines flights were grounded in July 2016, after the airline’s computer system went down, their customers were inconvenienced and understandably upset. Rather than hiding and dodging, Southwest used all its own communications platforms to give customers real-time information about the causes of the problem and clear guidance about what to expect and how to rebook flights or get a refund. The airline launched a new online resource, Southwest Community, to post explanations and updates. It leveraged videos with top Southwest executives that struck the right chords — leading with an apology, then expressing empathy for the plight of their customers, and finally offering clear explanations about how to get help.

Smart brands predict and prepare

The best way to survive a crisis is to anticipate and prepare for it. That means honestly assessing your brand’s vulnerabilities and thinking through a course of action to respond. While social media can fuel a crisis, it also provides a powerful window into the minds of customers and other interested audiences, if monitored closely. In 2018, we saw examples of some brands using social monitoring to protect their reputation and forestall the crisis, while other brands missed the signs and endured some unnecessary brand damage.

When Build-A-Bear announced a one-day Pay Your Age promotion to take place, it was a genius marketing and PR move that generated significant positive media coverage and social love. But the unprecedented spike in social media engagement should have been a tip-off to the company that customer response might outpace their fulfillment potential. Instead, eager parents and children stood for hours in long lines outside stores, only to be disappointed. In some locations, lines were cut off, while in others stores were shut down altogether. Build-A-Bear’s brand sentiment plunged and its CEO had to go on the “Today Show” to apologize.

Like many crises, this one was self-inflicted and avoidable. Savvy brands can use social media monitoring as a crystal ball to anticipate a crisis, and certainly as a window to observe brand damage as it happens in order to react swiftly.

While it’s too soon to say which companies will endure brand-threatening crises in 2019, it’s beyond question that there will be some doozies. How does a brand avoid damage in a digital world?• Assess your brand weaknesses and threats, and put a crisis plan and quick-response guide in place now.
• Make sure your core messaging is fresh and reflects your corporate values. Based on that messaging, create a social media response guide that anticipates most common crisis scenarios.
We believe that if you wait until a crisis hits, it’s too late. Our decades of experience dealing with crises from natural disasters like earthquakes and hurricanes to manmade disasters like terrorism, drug cartel violence, data breach and exploding oil wells in the Gulf of Mexico makes us the perfect partner for anyone facing a crisis.

**WE VIEW CRISIS COMMUNICATIONS THROUGH A HOLISTIC 4 STAGE LENS:**

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WITH QORVIS, OWN EACH STAGE
The growing popularity of student-run PR agencies

By Doug Swanson

An explosion of student-run public relations agencies at universities has not only raised the bar for higher education in PR but has put more skilled, qualified graduates in the market.

With each passing year, the ability to work effectively in public relations demands more of PR professionals. As we know, just being able to write a cogent news release or call a press conference won’t get anybody a job or allow them to keep it. Today’s PR pros need to be brand management experts with a sound grasp of social media analytics, creative skills, multicultural awareness and myriad of other talents that weren’t in any PR job description a few years ago.

Many of America’s colleges and universities are recognizing the increased expectations and responding with stronger career preparation for PR undergraduates. A key part of that preparation is the student-run PR agency.

The student-run agency is a business that operates within an academic program. The agency replaces the old fashioned “read a book, listen to a lecture and take a test” model of learning with real-world clients and situations, marketplace challenges, fast deadlines and no easy answers. It puts PR students in the driver’s seat. The resulting performance and knowledge gain exceeds anything that can be done in a classroom.

A survey of 200 employers by the National Association of Colleges and Employers in 2016 found the five most sought-after skills in all fields were leadership, teamwork, written communication, problem-solving and verbal communication. These are skills university PR agency students develop every day in interactions with marketplace clients.

There were just a handful of student agencies in the 1970s and ’80s, and at that time they were somewhat of a novelty. That’s no longer the case.

The population of student agencies has exploded in this decade, going from 83 agencies identified in a 2011 search by Elon University professor Lee Bush to 158 student agencies. More new agencies are planned or being launched.

PRactical ADvantage Communications, our agency at Cal State Fullerton, was established in 2011 and has already graduated more than 650 students. Our students transition from campus into the workplace with campaign work for clients such as the Motor Press Guild, Cox Communications, the City of Anaheim and Miracles for Kids as well as for smaller local businesses and nonprofits.

The advance of digital technology has given even student-run agencies equal footing with larger and more seasoned marketplace competitors. With a small team of scrappy digital native students armed with smart phones, it’s possible to run circles around marketplace agencies that don’t know or can’t figure out how technology can solve problems.

In the student agency workplace, the most significant of all the important and potentially long-lasting skills students master is mentoring. Through peer-to-peer mentoring, agency students learn from each other what it takes to be successful in PR. The left-brain strategic planning types sit down with the right-brain creatives, and before you know it, everybody’s working together at the same level of expertise.

Agency students also apply reverse mentoring — the process whereby a less experienced and typically younger person teaches new skills to a more senior colleague. Reverse mentoring happens in student agencies when a 20-something PR student engages with a 50-something client, showing the client how to open a pop-up shop or perform social media analytics. Reverse mentoring is cutting-edge, cool stuff that corporate America takes notice of, and it’s happening in student agencies every day.

Student agencies also give a lot of attention to business-focused interpersonal skills that may not be attended to anywhere else in a typical undergraduate mass communication curriculum. Agency students learn the importance of written and oral communication skills in a business context so they can communicate effectively and persuasively with work teams on the inside, and vendors and suppliers on the outside.

We know these skills are being developed because student performance in the agency is evaluated at several different levels. Typically, students engage in regular review and critique of each other’s individual and collective work. The agency supervisor does this, too. The evaluation that carries perhaps the most weight is that of the client. After all, the student agency is a business and many agencies charge clients for the work performed. Even if the client is taken on pro bono, the work must still be top quality.

Of course, there are still challenges that many of us who oversee student agencies are working on. At the top of the list is understanding our Generation Z students because, to be honest, it’s a whole new ballgame. Many college students today fall into Gen Z, the demographic group of 73 million Americans born between the mid-1990s and early 2000s. Gen Zers are whip smart and culturally astute. They’re tech savvy multi-taskers who developed keyboarding skills in preschool and have never known a world without Internet.

At the same time, although Gen Zers can easily tackle subjective tasks, they struggle to identify soft skill learning and recognize its importance. In other words, following a “to do” list is easy. Solving problems with no clear paths to a solution can be frightening. Those of us who oversee student agencies are working hard to get in synch with Gen Z and maximize their smarts and talents in a PR context.

There are still many college and university PR programs that don’t have student agencies. Admittedly, launching an agency takes a lot of thoughtful planning. Not every faculty member has the skills and experience to balance the multitude of occasionally conflicting responsibilities involved with running a business in an academic unit. Not every program has the resources to dedicate to a complex operation of this type.

But academic programs in PR that don’t pursue establishing a student-run agency are really missing out. Educating PR students without providing them with a “real world experience” laboratory is shamefully out of touch with reality. In early 2013, the Higher Education Research Institute reported that 88 percent of incoming university freshmen said they hoped a degree would allow them “to get a better job.” How are the PR students who want that job going to be able to land it without an opportunity like a student-run agency to build the better skills that will land them that job? Students who complete a program that doesn’t include real-world PR learning are unprepared for marketplace-relevant tasks because they’ve never faced any.

Perhaps in response to public recognition of graduates’ lack of work preparation, recent news stories have described how dozens of postgraduate “boot camps” and “bridge programs” have sprung up. These programs allow recent college graduates to learn the skills they did not master in the
How to deal with online bullies

Steps brands can take to fight back against bad actors who sabotage reputations online.

Reputations can be destroyed almost instantly online, and with the power of the Internet, widespread attention is easily given to bad reviews, criticism and accusations. With 81 percent of shoppers conducting online research before making a purchase, negative brand reputation can have a devastating effect on profitability and market share.

A customer who feels they’ve experienced bad service can easily and quickly influence other customers, and with the strength of social media, companies need to identify where their risks lie.

Online reputational management is a timely 24/7 process, and its effective handling will help brands understand their performance and target audience whilst tackling online bullying professionally.

Identifying the bully

As a brand, the faster that identification of the online bully takes place, the better. The bully might be posting anonymously, using the review section of your site to criticize, or use platforms like Twitter to share their diatribe on a mass scale. Digital teams should use the data available to identify the individual — taking advantage of location metadata, timestamps, previous posting history and other data to securely detect them.

Is it resonating?

Measuring sentiment and seeing if the bully is having an impact is an important first step in tackling the problem. Look for similar viewpoints and comments from other users to identify if this is a deliberate attack on your brand’s reputation and business. Look for trends on your own platforms and use social media tools like Google Alerts, Hootsuite and ReviewTrackers to help you in this quest.

The financial implications

Financial damage is a serious consequence of the action of an online bully. If their concerns are specific to a product or service, use extra resources to track performance and sales predictions. Measure the impact both short and long term as part of the assessment of any perceived or actual damage.

Seeking professional advice

If the reputational campaign continues, legal counsel should be engaged. This is particularly important if the online bully is engaged in a libelous campaign. Formal steps should be taken to halt reputational and financial damage and cease the online bully from communicating.

Respond publicly vs. deleting posts

Going on the attack isn’t helpful to repair or defending your online reputation. Best practice recommends responding to reviews or comments with openness and a desire to resolve the problem. It shows your willingness to address a problem and a commitment to good customer service and the desire to improve your services. There is, of course, the risk that the online bully may continue the dialogue, and in this instance, you should try to resolve the issue in a private way, such as email or direct message.

The power of brand ambassadors

Engaging brand ambassadors is a strong tactic to use to take on online bullies. Encourage and work with them to create positive content, sharing good experiences and reviews using photos and videos. Ambassadors and social media influencers with a large reach and strong influence can help to minimize bad press and target new audiences.

Building a fortress of positive reputation

Working hand-in-hand with brand ambassadors and happy customers, constructing a digital fortress of positive reputation can help to deter online bullies. Whether through product incentives or rewards for continued hospitality, brands should use the tools at their disposal to promote good customer service and a positive brand experience. Squashing negative reviews enhances the problem, and instead, reach out to incentivize those happy customers who will organically sing your praises through testimonials on social media.

Taking these steps can help brands tackle online bullies head-on, casting the spotlight on positive customer service and focusing on generating digital dialogue that will strengthen positive reputation.

Lindsey Carnett is CEO and President of Marketing Maven.

STUDENT-RUN PR AGENCIES

Continued from page 22

university. PR students who have the opportunity to take advantage of a student-run agency would not be likely to need additional training that adds to their student loan debt and further slows their transition to the workplace.

Now that you know about this valuable, growing segment of higher education in PR, here’s what you can do next: Seek out the university student-run agencies in your area. They’re hungry to interact with professionals, and most would welcome you to visit, meet their student teams, learn about their clients and critique their projects.

The typical student agency is greatly limited in its growth by the supervising faculty member’s time, the number and quality of clients available and the dedicated floor space the campus can give for agency operations. It’s tough to grow the agency because so many variables have to come together to make it happen. So, that’s another reason to seek out and be involved in a university student-run agency. Help them find the path to growth so that the agency can expand, student enrollment can increase and more students can benefit.

Last but not least, look to student-run agencies first when you’re able to take on an intern or entry-level hire. Just as agencies want your interaction, they also want you to meet and consider hiring their talented students.

Agency students don’t need “driver education.” They’re ready to hit the road right now.

Doug Swanson, Ed.D APR is professor of communications at California State University, Fullerton. He’s founder of CSUF’s student-run agency, PRactical ADVantage Communications.

Lindsey Carnett

2018 PR AGENCY TAKEAWAYS

Continued from page 18

agencies bring skills and expertise in particular niches; have a foothold in a particular geographic market; and have savvy management. There’s still a premium on talent. We at TSG still marvel at how many PR agencies we identified, or who contacted us last year, who were often under the radar screen and are virtually unknown outside of their specific spheres of influence.

The PR agency world is amazing. There’s so much talent out there and it serves as a wellspring for acquisition-minded buyers. As for growth by acquisition in 2018, it was the best of times!

Art Stevens is Managing Partner of The Stevens Group, consultants to the PR agency profession. Rich Jachetti is Senior Partner at The Stevens Group. Details: www.theartstevensgroup.com
2018: the year crises became a critical comms factor

For communications professionals, 2018 will be forever remembered as the watershed year that societal and political issues became permanent points on every brand’s radar screen.

By Matt Purdue and Steve Goodwin

Crisis communications’ watershed year began in 2017, with two tremendously powerful and divisive men — one in the east coast power seat in the White House and another in the west coast power seat at Miramax — spurring one controversy after another. In 2018, this trend morphed into a cultural phenomenon that appears here to stay.

 Everywhere we turn, consumers, employees, investors, journalists, analysts and other stakeholders are expecting brands to take a stand on societal and political issues ranging from #MeToo and gun violence to immigration and climate change.

For many communications pros, this new normal may require a new way of assessing, executing and measuring the effectiveness of crisis communications. To remind us all of how disruptive 2018 has been for professional communicators, we took a look back at the most significant societal/political issues to impact organizations in the past year.

As you’ll see, the range of incidents varies widely, but the responses — whether proactive or reactive — all point to the need for having a ready and clear-eyed plan in place before an issue erupts.

1. Nike features Colin Kaepernick in “Just Do It” 30th anniversary campaign (September): Negative reaction was predictably swift: people burned Nike products, a college cut ties with the company and President Trump chimed in with a negative tweet.

   Outcome: In just three days, Nike products began to fly off shelves, leading to a 31 percent increase in sales.

2. Dick’s Sporting Goods curtails gun sales after Parkland massacre (February): In the aftermath of the horrific shooting, Dick’s decided to stop selling assault-style rifles and raise the minimum age for gun purchases to 21.

   Outcome: Mixed for Dick’s. The retailer initially reported stronger-than-expected sales that lifted Dick’s stock as much as 27 percent. But in the third-quarter, sales fell 3.9 percent, with the CFO reporting that weak gun sales impacted other products like outdoor equipment because fewer hunters are now patronizing Dick’s. The company also said roughly 60 employees — out of approximately 40,000 staff — quit over the retailer’s decision.


   Outcome: Already previously suing the Administration over public-land issues, Patagonia announced it would donate $10 million it saved in “last year’s irresponsible tax cut” (Patagonia’s words) to environmental programs.

4. CBS chief Les Moonves resigns amid sexual misconduct charges (September): In what’s becoming an all-too-familiar #MeToo story in the media/entertainment cycle, six women came forward to accuse the powerful CBS honcho of sexual harassment. Others said Moonves created a culture that tolerated sexual misconduct.

   Outcome: The CBS board forced Moonves to resign, and CBS stock has significantly underperformed the broader market since this summer.

5. Corporate coalition opposes Trump gender definition plan (October): The Trump Administration released a proposal to change the legal definition of gender to remove any mention of the word “transgender.”

   Outcome: A coalition of 56 companies including Coca-Cola, Apple, Amazon, Chase and Dow Chemical signed an open letter condemning the proposal.

6. Khashoggi killing prompts backlash against Saudi Arabia: (October): Washington Post columnist Jamal Khashoggi was murdered inside the Saudi Arabian consulate in Istanbul, with U.S. intelligence indicating the Saudi crown prince ordered the hit.

   Outcome: Executives from a long list of companies — including Uber, Sotheby’s, Google, Virgin, Siemens and Softbank — pulled out of Saudi Arabia’s “Davos in the Desert” conference in protest.

7. Major brands cut ties with the National Rifle Association (February): In one of the year’s most tone-deaf moves, the NRA immediately went on the defensive after the Parkland tragedy.

   Outcome: Major national brands raced to end their associations with the group, including Chubb, MetLife, Symantec, Delta, United, Hertz and Symantec.

8. Papa John’s founder resigns after racial slur (July): Recordings of a conference call with one of the company’s advertising firms revealed founder John Schnatter using the n-word.

   Outcome: One year after removing Schnatter as CEO for his criticism of the NFL over player protests, the Papa John’s board voted to slice him out of the company entirely.

9. Networks pull racially charged ad (November): In the run-up to the midterm elections, the Trump campaign sponsored an anti-immigration ad that interspersed images of the migrant caravan with those of an illegal immigrant cop-killer’s courtroom outburst.

   Outcome: CNN refused to run the ad, while NBC and Fox pulled it after an audience backlash.

10. Google’s internal “Dragonfly” rift goes public (December): The tech giant is creating a search engine (aka “Project Dragonfly”) that makes controversial concessions to China’s Internet censorship regime.

   Outcome: 600-plus Google employees signed a letter opposing the project that was posted on the public Medium platform. Meanwhile, nearly 400 staffers signed a thus-far private letter supporting the project.

What a year. For communications professionals, this list should serve as concrete evidence that public relations is operating under revised rules. No longer can organizations sit on the sidelines while Americans vigorously debate cultural mores, political planks and government policy. Brands of all stripes must determine where they stand on the issues that are most important to their stakeholders and craft repeatable, measurable processes for determining if, when and how they should communicate their POVs with various stakeholders.

The paradigm has shifted, and the best communications pros will shift with it to become even more relevant to their organizations and clients.

Matt Purdue is Senior Vice President of Content Strategy at Peppercomm. Steve Goodwin is Principal and Chief Brand Architect at BrandFoundations.
Crisis Communications Tailored to Every Stakeholder

When dealing with the unexpected, getting the right message to the right audience at the right time can be a challenge.

That’s why Stanton builds comprehensive communications strategies that ensure our clients are fully prepared before, during and after a crisis hits.
Crisis, the ultimate test

Evolving crisis preparedness is the only practical solution when faced with the prospect of a more dangerous world. By Chris Nelson

C

rises provide the ultimate challenge for organizations and management teams. Conventional management practices are inadequate to maintain stakeholder confidence, and the pressure of time can overwhelm decision-making. And the world is only getting riskier. Research conducted by Oxford Metrica during the past 25 years showed that major crises were occurring more often than a casual observer might think.

And the frequency and challenge of crises are getting steadily worse for three reasons:

Complexity

In the past 20 years, multinational companies have introduced far more complexity to their business models. Consider what your car can do today that it couldn’t just five, 10 or 20 years ago. And now, it could be hacked. We have more complex manufacturing processes, producing more intricate and advanced staples of everyday life.

We have more complex chemicals, more sophisticated computing structures and biopharmaceuticals. These advances enable a better world and better lives. Yet, more complexity generally means more opportunities for parts or sub-systems to fail, especially with new technology that cannot yet boast years of real-world user experience.

Interconnectivity

As individuals and as companies, we’ve become dependent on sprawling support structures that we don’t fully understand. Today’s international supply chains often have multiple layers of subcontractors with little transparency beyond the prime, and many companies have outsourced their entire IT operation, providing administrator credentials and source code access to vendors. A rogue vendor employee with that access could be devastating.

Furthermore, a crisis in the supply chain can produce knock-on impacts across entire industries. And a crisis in one company could affect a range of industries. With everything connected, the dominos are in place.

Lack of understanding

As technology and business have advanced, most of us no longer know how the things we rely on function — from household gadgets to complex supply chains to telecommunications to cutting edge science and technology operations. Even basic things we rely on are beyond our control and understanding. As a result, crises occurring in that support structure undermine our collective sense of security and safety. They provide shocking reminders of our personal vulnerability, and they produce outrage.

Moreover, stakeholders lack the expertise to understand the corporate explanation either for what happened or the solution. What may appear simple or straightforward, might actually be very complicated, fraught with technical nuances and the potential for unintended consequences. As a result, stakeholders may evaluate corporate responses incorrectly.

What companies should be doing

The crisis plans companies have relied on no longer provide adequate preparedness. As the world gets riskier, crisis preparedness must become an ongoing discipline that builds, monitors and constantly evolves the organization’s overall readiness.

Here are a few things we recommend to clients:

Integrate corporate risk functions

Ensure enterprise risk management, business continuity planning, legal/compliance and crisis management work together to ensure the organization is truly resilient.

Each has a critical role in identifying risk, mitigating it and preparing the company to respond to crisis scenarios. Make them work together to produce a dynamic, actionable and ongoing program.

Make it accountable

Boards of directors should be more demanding of crisis preparedness as they protect shareholders’ interests. Risk and resilience reports to the board should include input from all the functions listed above, and the reports should come with evaluation of progress against measurable objectives on a quarterly basis.

Know your stakeholders

Truly understand critical stakeholders and, more specifically, how they might react in a crisis. Market researchers and political pollsters today have protocols to determine how stakeholders will respond in a crisis and how they’ll react to various combinations of actions and messages from the company. Rather than guessing whether a message will work, companies should proactively test responses to a crisis and ensure they will get the results they want.

Dynamic risk identification systems

With a thorough understanding of stakeholders, companies can also understand how shifts in public opinion — especially regarding social issues — could affect stakeholders’ perceptions. Seeing these shifts is the first step. Applying information on stakeholder wants, needs and preferences then allows companies to understand why one issue may affect their business more than another, or produce greater outrage in a crisis.

Practice, practice, practice

Crisis management skills are no different than any others: they only stay sharp when used regularly. Companies should conduct tabletop exercises monthly, even if they’re smaller in scale and only require an hour of time and minimal preparation. These rehearsals give the crisis management team — and its partners and suppliers — opportunities to regularly think through what they’d do in certain scenarios.

“Red team” your organization

CEOs regularly ask us what vulnerabilities they face. While risk management may have an answer, it may not be specific enough to be actionable. Once a year, major companies should ask their external crisis consultants to produce a “red team” report, detailing scenarios in which the top three risk areas turn into public crises. The narratives “red teaming” produces turn conceptual risk areas into real world problems that executive teams can solve. That makes mitigation strategy and priorities much clearer.

Rehearse major policy decisions

The toughest crises today require complex solutions that take a long time to enact and require substantial cost and effort. This often includes revisiting or changing major company policies, unwinding deeply integrated vendor or supplier relationships, or even shifting the company’s business model or cost structure. These decisions can only be fully evaluated in the moment, in the context of a specific crisis scenario, and the surrounding narrative. Companies should do executive simulations on an annual basis, and each one should focus on rehearsing these tough decisions. It’s the only way to pressure test the choices management may be forced to make, and it’s better to consider these options and think through the decisions before the pressure of a crisis.

As the world becomes steadily more dangerous for companies, corporate resiliency programs need to meet the challenges rather than simply being a tool to satisfy regulatory burdens. And the investment required pales in comparison to what it costs to dig out of a badly handled crisis.

Chris Nelson is Senior Partner and Crisis Lead, Americas, at FleishmanHillard. ©
In a crisis, EVERY MINUTE COUNTS.

BerlinRosen is an award-winning, full-service strategic communications firm with a first-class legal affairs and crisis communications practice.

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Tips for working with clients on a radio campaign

Seven steps PR agencies can take to achieve a successful and pain-free broadcast campaign.

By Shel Lustig

Working with clients doesn’t always go as anticipated. You might’ve had to endure production delays, client approval drama, strategy issues and missed deadlines. These issues can be both frustrating and discouraging.

However, through my experience working with public relations professionals on their radio campaigns for nearly 30 years, I’ve learned some basics that will make any project proceed more smoothly.

Here are a few of the tips I recommend to anyone working in PR and marketing who’s seeking optimum results for their clients.

Scope of project

Define the scope of the project upfront — it’s critical to everyone involved. No one likes “scope creep,” so it’s best for everyone to understand its exact parameters — what’s included and what’s not. With all eyes focused on results, a clear direction and a discussion of these expectations will help everyone involved know the requirements for a successful outcome. A good radio broadcast vendor will provide guidance on everything from the messaging to how it might be best pitched, placed or distributed, so walk your client through the scope of the project from the very beginning. Explain what the project includes, the “why” behind each approach and, finally, what is not included.

The timeline

A well-planned production schedule is essential to running a successful broadcast campaign. Because each step is dependent on the next for success, one delay can create a rippling negative effect on subsequent steps.

At the beginning of the project, be sure your vendor creates a project schedule, which I like to walk my clients through, item by item, to ensure each component is clear. It is important to maintain open communication in this phase with your clients. Take them through each step of the project and clarify both your and their expectations. Clients should understand not only their approval deadlines, but when they’ll receive their deliverables. The final approval deadline is extremely important. Missing it may mean you won’t get on the air when you planned to.

Following a clearly defined schedule not only helps you, but everyone benefits from an efficient process that avoids last-minute runarounds. The result is a happy client.

Content

Choosing the most effective content is obviously important to the success of the campaign. Has your client acquired new data from a survey? Or, are there new discoveries that signify a big breakthrough in the product or service? Your radio partner can help you curate the message before the writing and production stage gets underway.

Depending on the target audience, the content style can be entertainment-focused, feature focused or news-focused. An entertainment-focused piece is best for morning-drive radio personalities. Features don’t need hard news but should have consumer interest, and are often used to close a newscast. Hard news is best pitched to news directors or producers. If your message includes new information, relevant statistics or an event that hasn’t yet been reported, a station is more likely to include it in its broadcasts.

Maximizing reach via distribution options

If the story is extremely newsworthy or holds high entertainment value, it likely will do well as a pitched story, and is more likely to be shared, on-air and online. However, if it’s not highly entertaining, newsworthy or if it’s too heavily branded, guaranteed or paid placement is the perfect option for getting your story on the air. This ensures the controlled message will reach a specific, significant guaranteed listenership.

Choosing the right venue

Each client, project and story is unique, so choosing the right venue to communicate the message goes a long way. Consult with your vendor on whether it might work best as an audio news release, a PSA (not-for-profit messages) or a radio media tour. Should it be pitched or placed? Think of the venue as finding the best tool for the job. Your vendor can help you understand your options. We created an infographic on the MediaTracks.com blog that demonstrates the different elements of these choices in an easy-to-understand format.

Ongoing communication

Maintaining communication may be one of the most important tips for a successful outcome. Be open to communicating frequently. In fact, having too much communication is far better than too little. Connecting often is critical to achieving each deadline and milestone. So, immediately share your client’s thoughts and feedback with your vendor. If obstacles arise, share those as well. A good broadcast partner will help you understand your options in any situation, so you can choose the best solution and keep your client up to date.

Supplying clients with a weekly update, even if it’s simply a brief email, goes a long way, too. This demonstrates that you’re attentive and closely monitoring the progress of the project. Updates help build trust and credibility with clients, and may help you secure a commitment for future business.

Deliver the results

At the completion of the campaign, we always create a comprehensive report of the results, then schedule a call to guide our clients through it, which is a process you should employ as well. Walking clients through results helps them understand audience measurement, the terminology of broadcast outreach and ROI. This step helps them understand the actual value of their investment in broadcast outreach.

Following these steps will improve broadcast project outcomes. When each step of the timeline is completed on schedule, the entire project runs more efficiently and cost-effectively. Avoiding delays reduces stress and saves time, money and headaches. Most importantly, by meeting expectations and delivering outstanding results, you’ll have a happy and recurring client.

Rely on your radio partner by leveraging their knowledge and experience. They will help you make good choices within the wide range of broadcast options available.

If you have any questions, please feel free to reach out to me at slustig@mediatracks.com or at 847/299-9500.

Shel Lustig is President and Co-Founder of MediaTracks Communications in Chicago.

Costa Rica DOT calls NJF AOR

The Costa Rica Tourism Board, the government department responsible for overseeing Costa Rica’s tourism offerings, has named travel and tourism shop NJF its U.S. PR agency of record. NJF will create and execute a comprehensive PR program to support ICT’s Essential Costa Rica campaign, which aims to position Costa Rica as a leading international tourist destination while promoting its sustainability efforts.

The MMGY unit will promote the Central American country through media relations, press trips, consumer activations and partnerships, as well as providing crisis management services if needed.
YOU CAN GET SERIOUS ABOUT BUILDING VALUE
(OR YOU CAN TURN THE PAGE)

Let’s talk about building and protecting the value of your company.

Whether you’re being punished by short sellers, activists, or the media or you’re one move away from elevating your business to the next level, success or failure almost always hinges on perception.

We get it, because we live it every day.

We’re ICR: a strategic communications and advisory firm built around senior teams of sector specialized experts; professionals who are as serious about building and protecting value as you are.

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Ready to finally hire the right firm to maximize your reputation and corporate value? Please visit our website at www.icrinc.com.
**Crisis response starts at the top**

People look for leadership in times of crisis. CEOs play a vital role when a crisis hits, and can leave their mark when managing an issue by making the call that considers both their key stakeholders and their values.

When working with newly-named chief executive officers, we often hear them wishing for a quiet, clean entry into their new role.

But being challenged right at the onset can be a blessing. In fact, when the first few days, weeks or months include managing a crisis, a CEO can leave his or her mark immediately.

How you manage that crisis will either elevate you as a leader or burden you for the rest of your days at the organization — perhaps for the rest of your career.

Whether you’re new to the job or a seasoned veteran — being prepared to guide your organization in times of crisis is critical.

Padilla has created “A CEO’s Survival Guide to Crisis Management,” a playbook intended to be a quick reference guide of best practices in a crisis.

**Your values**

We start with values. Over several decades of working in crisis management, our team has come to understand that a company’s values are the most important tool in managing an issue.

Your values help you choose the right course of action when your options are few. Actions taken based on them are hard to argue with.

Your values are the glue that holds your organization together during a crisis. When you violate those values, you’re diving deeper and deeper into trouble and eroding your core culture, erasing who you really are as both a leader and a company.

Make sure you review and fully understand your company’s values when waters are calm. That will help you hold them close when the seas get rough.

**Leadership**

In times of crisis, people look for leadership. Leaders should be visible to the staff, not hiding behind closed doors.

A good leader in a crisis needs some essential skills. You must be able to tune out the noise and chaos and focus on the core issues at hand.

You often don’t have all the details you would like, but a good leader acts based on what they do know — not on what they don’t. No action is often the worst action.

You must have a sense of urgency and must not allow yourself to be frozen by analysis.

Trust and listen to your core leadership. Most importantly, keep running the business.

**Two courts**

We’ve all heard that there are two courts: the court of law and the court of public opinion. In a crisis, both matter.

The court of law views you as innocent until proven guilty.

Legal counsel tends to focus on the court of law, which often leads to a “say nothing” mindset and a slow process, which can keep your crisis in the public eye for years. Disregard the advice of counsel, and you might face a large fine or even jail time.

The court of public opinion finds you guilty until believed innocent. As such, communication counsel often advises you to take swift action to minimize the damage. Disregard the court of public opinion, and you may stay away from the courthouse but wind up in the dog house according to your customers.

Your job as CEO is to weigh both courts. Consider your key stakeholders while following your values and make the call.

**Restoring the brand**

Never forget that the crisis isn’t over until the brand has been restored. Communication is critical. Define what the damage is — that means conduct research in the marketplace with your key stakeholders.

You may think you know the extent of the damage, but knowing the damage caused by the event is important.

Remember that your personal brand may have been damaged as well. Engage with your internal team. This may help prevent a mass exodus among employees if the issue is severe.

Get outside help. A fresh set of eyes can be very helpful when you are developing your moving-forward plan.

When our team presents at conferences on the topic of crisis, we ask folks to raise their hand if they’re perfect. Yes, we sometimes get a handful of brave (albeit misguided) souls who are — or think they are — perfect, but for the rest of us, no organization can make that claim. However, you can be prepared for when a crisis hits.

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

**TV still preferred news source**

By Jon Gingerich

Americans still prefer watching the news rather than reading or listening to it, and their viewing loyalties have yet to migrate fully to the digital realm, according to a recent Pew Research Center survey.

The survey, which polled U.S. adults on their news consumption habits, found that about half (47 percent) of Americans still prefer watching the news as opposed to reading or listening to it, while about a third (34 percent) opt to read the news and about one-in-five (19 percent) still prefer listening to it.

And despite the recent outcrop of online news outlets, an overwhelming majority of those who said they prefer watching the news (75 percent) cited television as their preferred medium for doing so, while 20 percent of watchers chose the web.

On the other hand, a majority of those who said they prefer to read their news now primarily use the web to do so (63 percent), while only 17 percent still prefer a print product. More than half of those who prefer listening to the named radio as their top choice (52 percent), while 21 percent named television and 20 percent listed the web.

In addition to determining whether Americans preferred watching, listening or reading the news, the study also asked which platform respondents preferred to conduct this activity. About four-in-ten respondents (44 percent) said TV was their top medium, compared to a little more than a third (34 percent) who said they preferred the Internet, 14 percent who preferred radio and seven percent who preferred print.

Of the one-in-five respondents who cited the Internet as their preferred news medium, adults younger than 50 were three times more likely to prefer getting their news online than those ages 50 and older. The study also found that more than three-quarters (76 percent) of those ages 18 to 49 who prefer reading the news favored the web for doing so, compared to 43 percent of those 50 and older.

The Pew Research Center survey polled more than 3,400 U.S. adults between July and August.
This won’t work in a crisis.
Managing sudden leadership changes

Why an unexpected departure from the C-suite need not devolve into a crisis.

By Alex Stanton

The arrest of Nissan Chairman Carlos Ghosn last year on allegations of understating his income and misusing Nissan’s assets is a wake-up call for communications pros who fail to appreciate the importance of having an effective plan to handle sudden executive changes.

Ghosn’s arrest and subsequent ouster has not only disrupted Nissan but also caused a leadership void in the Renault–Nissan–Mitsubishi Alliance because Ghosn reportedly held enormous sway with the business triumvirate.

When corporate reputations ride on one individual or a small group of senior executives and a key person gets into hot water — legal and/or otherwise — the company’s reputation could take a severe hit.

It’s one thing when a current occupant of the C-suite announces that he or she plans to exit in six-to-12 months and the company has ample time to choose his or her successor and manage what should be a smooth transition (at least on paper).

But, as is in the case of Nissan and so many other companies where senior executives departed following allegations of wrongdoing or under-performance, there’s an immediate perception of a leadership vacuum, which stakeholders abhor. And the longer there’s a vacancy in the C-suite the greater the odds the media will control the narrative, most likely resulting in a spate of stories questioning the company’s future prospects.

The known unknown

While sudden departures from the C-suite ipso facto are unavoidable, there are several steps communicators can take to minimize disruption to the business. By embracing the known unknown — and having a living, breathing communications plan — companies are able to nip reputational damage in the bud.

When you fail to do communications planning around these potential events, you put the organization at a serious disadvantage vis-à-vis competitors. Things are even more challenging in a post-digital age because of the speed with which information moves, the “video witness” reality, and the very real potential that misinformation bubbles up before the real facts are known.

The pace of change and shifting responsibilities in most organizations makes the strongest argument for communications planning around management changes — and for updating your plan and approach consistently. A quarterly brush up on roles and responsibilities is vastly preferable to “we’ll plan something next year.”

The challenge for PR executives is how to strategically communicate the news to disparate audiences while making the best use of multiple media channels.

Communicators need to start by building a concise, credible set of messages that address the foremost concerns regarding the management transition and help them look forward to your stronger future. Ideally, these messages will connect to crisis management issues to ensure a logical progression.

Employee communications and engagement is the first line of defense in many of these situations. Employees are getting calls, emails and texts and having social media interactions with customers, partners, reporters and friends as these situations unfold. How are they responding?

Make sure your employees — in particular the influencers in each department and location — have the information and perspective they need to be helpful, not hurtful, concerning a leadership transition. Several companies we have advised in crisis environments have arranged daily calls and/or eBlast updates with key employees so they were equipped to deal with queries from key stakeholders.

Disparate audiences, multiple channels

The media, which will clamor for explanations and back stories following a change in the C-suite, require a different messaging strategy, of course.

For starters, you need to deploy all your social media channels to monitor and manage the reaction to the change. Social media creates a unique challenge and opportunity, but resisting it is a perilous mistake. Align and control your message and be prepared for what critics and advocates will say.

Another way communications executives can mitigate blowback resulting from a sudden departure in the C-suite is to reach out and engage third-parties who can help insert a more balanced perspective into the discussion. The outreach may include specific subject matter experts from universities or think tanks, and knowledgeable bloggers with a legitimate following.

PR pros will do well in crisis situations to reach out to these third-party experts to brief them, maintain an open dialogue about the developments, and help them look smart and informed in their commentary.

While working to mitigate negative attention, when the time is right you should also be filling the pipeline with a consistent and positive flow of communications to your key audiences.

Think about news you can get out, even if not earthshaking. Identify and develop different pitch topics that can be used to pursue coverage that prominently features the company and its other executives. This might include category, trend and feature stories. Another key element post-announcement is distributing thought leadership content and insights via appropriate media outlets to reframe the company dialogue.

You can’t rest unless you’re confident that the company has mitigated any damage from a changing of the guard. Post-announcement, step up regular internal updates, town hall meetings and video interactions.

No organization is immune from sudden senior executive departures. But when planning is top of mind — and companies take pains to create a robust media and messaging strategy to support this effort — a sudden departure can be effectively managed to avoid the sense of chaos that accompanies a bona fide crisis.

Alex Stanton is CEO of Stanton, a communications firm with offices in New York and California. He can be reached at aston@stantonprm.com.

2018 PR AGENCY TAKEAWAYS

Continued from page 20

• Appoint a crisis response team and train your leaders so they are able to deliver your messages effectively, truthfully, and with empathy.
• Inventory your owned platforms and consider how you will use them to get information out to all your important audiences in a crisis.
• Establish social monitoring and look for trends in how your brand is perceived.
• Don’t wait for a crisis to do the right thing.

The best defense for any crisis is preparation. Because in today’s fast-moving, hyper-connected world, it’s a matter of when, not if.

Michelle Ubben is Partner and President at Sachs Media Group.
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Whatever ring of battle you’re in, make sure you have the strength, strategy, and stability to be the last one standing. You need the right plan and the best partner to go the distance.

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Why the art of crisis has gotten personal

An accelerated digital news cycle, often short on facts, requires a responsive and attentive crisis management approach that’s capable of monitoring and engaging across media channels in seconds as opposed to days or even hours.

By Gil Bashe and Michael Heinley

T he state of the art of crisis communications isn’t static; it’s quickly evolving, morphing as rapidly as media itself. We see it most clearly in the sudden appearance of the vigilante questioner of your integrity and intent, who has many easy to access platforms from which to choose to launch questions, inquiries or attacks against you.

It’s an increasingly difficult landscape. Individuals can raise questions that encourage others to join the chorus in doubting your integrity and share those questions to an increasingly wider circle through the ripple effect of social media. In addition, crisis management is exacerbated by the fluid meaning of “truth” itself. What is the truth? In the current era of undermining careful, methodical reporting through innuendo, lies and flat out attacks against the integrity of editorial, does objective truth still exist?

Consider this likely scenario: while you evaluate the nature and extent of your detractor’s claims to best formulate your response plan, you come up against issues driven by virality. New questioners — enlisted through passionate social media posts — may or may not have familiarity with your company or a clear idea of the issues they’re reacting to and amplify the magnitude of your problem even before you fully understand your problem.

You used to have a 24-hour news cycle to get this right. In the ’90s and earlier, we still had news cycles; broadcast was the fastest media and you had a day to address stories. With print media, you had an even larger window of time to investigate, analyze and engage. Certainly, those outlets remain important and can sway and influence audiences, but digital media sped the news cycle up to minutes, not days. Now, we’ve left that second age of news cycles and if you’re going to effectively manage crisis, you need to recognize that shift and deal with what’s upon us.

It’s the age of Twitter and blogging. Less than a decade ago, the digital news cycle was driven by the news and it included opinion from thought leaders and advocacy groups — not that different from the age of print and broadcast. Fact-checking and accuracy was the gold standard for solid reporting. Now, while there are certainly traditional media outlets and respected digital outlets in the game, social — corroborated or not — drives the news. Trends must be aggregated, analyzed and acted upon in seconds.

The quotable, memorable zinger puts a pundit on the same level as a credible reporter. A lone Tweet can — and does — start a firestorm. Perspective is becoming more dominant than news; it’s being treated as news and doesn’t require fact checking to be widely accepted as fact. Many news networks report perspective every day. Their producers realize it gets more eyeballs than actual, reputable news.

As the standard for fact-based rigor loosens across all forms of media, editors have moved toward including the mud-stirrers in their stories. Print media will fact check and hold until ready, but because the news cycle is so splintered, even the New York Times will go with the facts and perspective, though the Times and others clearly label it as such.

This shift in news media leads to them having a more “authentic” voice and perspective. Authenticity comes with a price; many media outlets now have a more compelling voice because they no longer rely on facts for every part of a piece.

Companies need to watch that new norm. They also need to ask themselves in every crisis or potential crisis: Do I pay attention to national perspective? Do powerful pundits and their non-factual perspective need to be taken into account? How do I support factual reporting when it’s easy for editors to become overwhelmed by the roiling seas of social conversation?

In recent crises involving trusted and long-established brands, we’ve seen reputations and customer relationships put on the line. We used to build a crisis plan with a strong position at the center, work with media and thought leaders to convey our point-of-view. However, with citizen media (e.g., Twitter, Blogposts and comments posted to mainstream media) so accessible, crisis management has become infinitely more complex and personal.

Think about the moment when you’re bumped from a flight and tweet-out your dissatisfaction. Almost immediately, the airline’s social media staff will engage and take the conversation offline. The personal nature of social media means that we need to be more responsive, more attentive, to maintain reputation and relationship — especially in issues management.

You need pattern recognition skills. Social media pundits may cause a reputable company to stand down. Are you prepared to stand strong in the social media swirl? To have the staying power to be kicked in the shins for a day or so until an issue goes away? What will be the impact on your lasting digital footprint or stock valuation — just a blip, or hobbling damage that will hurt you for weeks, months and years to come?

Those are the different realities of crisis communications now, and you need to task knowledgeable experts, able to monitor and engage using the clock and media channels that appeal to Boomers and Millennials alike. That same personal skill that serves customer service professionals well must become part of the crisis management process. And crisis response needs to be a much more thoroughly thought out process. When you look at the companies undergoing crisis that are using only mass media, you’ll understand that social and digital now requires a shift in your approach. If you’re not working an issue or crisis from the perspective of an individual impacted — taking it personally — your detractors will.

Gil Bashe is Managing Partner, Global Health at Finn Partners. Michael Heinley is Partner and Deputy NY Health lead at Finn Partners.

F|W|V acquires stake in AMP3

FrenchWestVaughan is acquiring a 50 percent stake in New York-based fashion, beauty and lifestyle shop AMP3. The two agencies will operate together as AMP3 PR in the New York market.

AMP3 PR co-founders Dion and Alyson Roy will continue to direct the operation of the firm. FWW executive vice president and principal Natalie Best will work to integrate AMP3 into the FWW portfolio of agencies, which includes FWW Fetching, R|S|A|A, its Hispanic market offering and Prox Productions, the company’s long-form feature and documentary film division.

PR brief
Dealing with the unexpected

In a crisis, plans are nice but often not in place. What then?

By Andrew Friedman

Many companies will face a crisis and most won’t have a communications plan in place when it hits. The most successful strategies manage — and even leverage — the unexpected.

Crisis PR experts love to talk about the value of scenario planning exercises, setting aside time and resources to imagine various potential calamities and how best to handle them. But while it’s always great to be as prepared, the people and companies faced with a communications crisis are often not the same as those that happened to invest in planning for just such a scenario.

So, when clients reach out for PR help, there aren’t existing PowerPoint decks to consult and phone notification chains to kick start.

Culled from our experience with the clients, stakeholders and lawyers we’ve worked with, as well as years spent working on the journalism side of the game, below are four key learnings from BerlinRosen’s Legal Affairs and Crisis Communications practice on what to do when day one of the engagement is also day one — or beyond — of the crisis.

Campaign strategies, not just PR strategies

As the parameters of “crisis communications” expand, crisis PR experts must function as campaign managers, coordinating all facets of a response rather than just flacking. Particularly in high-stress situations, clients need someone who, thinking objectively and even dispassionately, can build and execute a holistic plan very quickly. In addition to media strategy and media relations, strong crisis response strategies account for internal stakeholder (perhaps stockholder) concerns; potential legal, governmental or regulatory problems; validator engagement; digital and social collateral and more.

More than just drafting statements and talking to reporters, crisis strategists should be at the table with clients, offering real-time guidance on how various outcomes will be perceived across audiences, what anticipatory steps clients can take in the moment to stay ahead of a fast-moving story and where the blind spots are.

Find a simple theme, fast

Much like a political campaign, coordination works best when the various workstreams can all stem from a simple message or theme that’s digestible for anyone. In most cases, the more succinct, the better; don’t use seven words when four will do. Cut the overused buzzwords and, where possible, avoid legalese. “We’re sorry” will be better received than “even though we didn’t directly cause this mistake, we deeply and profoundly regret that it occurred.”

If you can’t convey your message in one or two succinct sentences, how can you expect reporters to do the same to their audiences? Once the team has settled on a central theme, it should guide everything from media relations to internal stakeholder communications to validator statements and background talking points to social collateral.

“Fast” is measured in minutes, not days

The best service you can provide to clients is helping them understand that, today, “rapid” response will almost always need to be faster than they would prefer. It means getting an initial statement into the earliest writeups — and in a prominent place within them — because those are the ones that will proliferate on social media and set the tone.

It means getting on conference calls at 10:00 P.M. because that’s when the next day’s New York Times story comes online with new comments from an adversary that may — or may not — merit a response. It means strategists keeping separate Tweetdeck columns open on every possible variation of relevant search terms so you catch stories the moment they pop and push reporters for more balance.

As in much of crisis communications work, the window of opportunity to shape a story is simultaneously finite and open around-the-clock.

Play a short and long game

The initial phase of a crisis is not the time to be pushing positive news as a counterbalance. You can’t answer an inquiry about a client’s just-disclosed data breach last month with numbers on how much money that client gave to charity last year.

The goal of an initial crisis response is simply to take the initial punch and not fall down. To all relevant audiences, communicate understanding of the issue, acceptance of responsibility and determination to fix the problem and stop there. In the short term, counsel clients against shoehorning positive — but entirely unrelated — attributes, accomplishments or intentions into a crisis response, both because it will seem awfully defensive and because no one will pay attention to it anyway.

Instead, once you’ve stemmed the bleeding, go dark for a period of time. Give the client’s customers or stakeholders time to realize that everything is likely resolved; give the client time to recover from the emotional rollercoaster that a crisis can be; give the press time to shift focus to some other crisis-du-jour. Use the downtime to help a client plan a strategic reemergence that, a month or two down the road, you can help roll out.

Andrew Friedman is SVP of Legal Affairs and Crisis Comm. at BerlinRosen.

Investors want progress on social issues

Public companies need to address social issues if they want to win the trust of institutional investors, according to a new survey from Edelman.

The “Edelman Trust Barometer Special Report: Institutional Investors” found that 98 percent of the investors surveyed think public companies are obligated to address one or more social issues. Cybersecurity, income inequality, and workplace diversity were high on the list of issues that respondents cited as priorities.

The importance of trust in determining investment decisions remains high, with 67 percent of respondents in this year’s survey calling it “very important.”

Investors also feel they should have a role in determining a company’s policies. Almost nine out of ten said their firms are more interested in taking an activist approach to investing, and an even larger number (92 percent) indicated that they would support a reputable activist investor if they believe change is necessary at a company in which they invest or recommend investing.

Corporate culture is becoming a major factor as well. Almost two-thirds (65 percent) said that maintaining a healthy company culture and enforcing a corporate code of contact are key to the level of trust they have in a company.

Overall, 89 percent of respondents said their firms had changed their voting and/or engagement policy to take ESG (environmental, social and governance) risks into consideration, with 63 percent saying that this change has come in the past year.

Nearly all (94 percent) of respondents said they must trust the board of directors before making an investment decision about a company. In addition, 92 percent said that access to the board is important.
Getting your crisis communications plan into shape

Here’s hoping that one of your resolutions this year will be to update your crisis communications plan.

By Michael Fineman

The start of a New Year is typically a time of introspection. It’s time to look back at the past year’s challenges and achievements and then set resolutions and goals for the upcoming year. Hopefully that includes an update your crisis communications plan.

Instead of a system overhaul, I recommend pinpointing areas of your plan for updates throughout the year. In my experience, most crisis communications plans can be improved with more realistic scenario plans, robust measurement systems and training.

Realistic scenario plans

Effective crisis communications plans are dynamic. The media landscape is ever-changing, technologies come and go, public attitudes shift, organizations adapt. A crisis communications plan should reflect the zeitgeist.

Are you ready for hot-button issues?

Conduct a thorough and honest threat assessment. When you hear about the latest corporate scandal, ask yourself if your organization can find itself in that same situation. If the answer is yes, keep a close eye on the situation as it unfolds and integrate your learnings into a scenario plan.

In 2018, many organizations faced challenges related to sexual harassment and assault, diversity and inclusion and security breaches. These issues can arise in any organization. Do you know your organization’s record on these issues? Are your policies current, and can they withstand the glare of the media spotlight?

How quickly can your team mobilize?

Most organizations understand, in theory, that they need to respond quickly to crises. But in practice, convening a team, fact-gathering and decision-making can be agonizingly slow. While I advise against knee-jerk responses, I also caution against leaving a void that can be filled by voices not your own. Have a good understanding of how quickly your team can make decisions and plan accordingly. Every minute counts in a crisis.

Robust measurement system

Does your crisis communications team have a system in place to monitor news and social media in real-time? Monitoring news and social media is an active role. It’s not enough just to follow coverage. The monitoring team is responsible for flagging inaccuracies in coverage and ensuring corrections are made before misinformation spreads. The monitoring team should work together with the measurement team to analyze if the messaging strategy is working and determine if adjustments are necessary.

If you’re facing a deluge of media coverage and social media posts, an automated measurement system is important. But it’s even more crucial to have a team to interpret and dimensionalize the data gathered.

Do you know what to measure?

Tracking communications outputs such as volume of news articles, social shares and website hits is helpful. But in order to truly gauge impact, a measurement program needs to go deeper and measure outtakes and outcomes.

Output measures what’s been produced. It answers basic questions such as how many news outlets are reporting on the issue, how many times your video has been viewed, how many people visited your microsite.

Outtake measures who was reached and how. It answers questions such as did your communications reach your target audiences? Which communications vehicles are effective? Which messages are resonating with your audiences?

Outcome measures change in behavior and perception. Did your response to the crisis satisfy your stakeholders? Did you retain or recover customers and partners?

Does your measurement system provide perspective?

Having perspective helps set realistic expectations. The best-case scenario is for a crisis to be quickly addressed then forgiven and forgotten by an organization’s audiences. But depending on an organization’s history and the severity of the situation, that may not be achievable in the short-term.

Some questions I ask to help clients gain perspective:

• How did other organizations weather similar situations? Use your measurement system to analyze crises outside of your organization. If you’re faced with a similar situation, you can set performance benchmarks for your crisis response.

• How much goodwill have you built among your audiences? Frequent offenses have a compounding effect, and it will be harder to bounce back after each subsequent crisis.

Training

Crisis plans need to be updated, but so do the skills of the people in charge of executing the plan.

Are your spokespeople comfortable speaking with reporters?

Speaking with media, especially during a crisis, can test anyone’s mettle. Media training teaches important skills such as staying on-message, steering conversations, avoiding missteps and effective interview techniques. Conduct mock interviews where your spokespeople practice handling tough questions. Study interviews to learn some Do’s and Don’ts.

Most importantly, study your team’s performance during the mock interviews. Do your spokespeople sound confident? Do they stay calm under pressure? Are they able to deliver messaging effectively?

Put your plan to the test.

Don’t wait until a real crisis to test your crisis communications plan. Conduct a tabletop drill with your team to identify weaknesses in your plan. Are roles and responsibilities clearly delineated? Are your protocols efficient? Does your team know what information needs to be collected and shared in order to facilitate good decision-making?

Most importantly, a tabletop drill will test your team dynamics. Can your team work together effectively under duress? Can they stay organized and focused in intense situations? Are adjustments needed to your team structure so it’s more efficient and functional?

Crisis communications plans often languish in unopened folders on people’s hard drives. They’re onerous and intimidating. But facing a crisis with an outdated plan can be downright scary and costly.

Michael Fineman is President of Fineman PR.

PR brief

Adelson rolls dice with Kiwit for NYC casino

Billionaire casino magnate Sheldon Adelson is using Kiwit public affairs shop in his long-shot effort to build a casino in New York City, according to Politico.

The founder/CEO of Las Vegas Sands Corp. is a close ally of President Trump. His $5 million donation to Trump’s inauguration is the biggest ever made for an inaugural. Trump, in turn, awarded the Presidential Medal of Freedom to Adelson’s wife, Miriam.

Kiwit has strong ties with New York’s Democratic governor, Andrew Cuomo.

Co-founder Maggie Moran advised then-New York attorney general Cuomo on his successful campaign for governor of the Empire State in 2010. She directed rapid response for president Clinton in 1996 and was New Jersey campaign manager for VP Al Gore in 2000.

Adelson, 85, is worth $33 billion, according to Forbes.
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“The Winston Wolf of public relations had arrived. Wolf, you will recall, was the fixer in *Pulp Fiction*. Played by Harvey Keitel, he washed away assassins’ splatter and gore. Sitrick cleans up the messes of companies, celebrities and others, and he’s a strategist who isn’t averse to treating PR as combat.”—*Fortune Magazine*

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

*TechCrunch*: “When it comes to handling crisis situations in particular, Sitrick is as well regarded as they come.” “We’ve been in a tricky position a number of times and the thinking (in Silicon Valley) has historically been to ignore reporters, says one Bay Area tech founder. “Sitrick takes the opposite approach. You’re made to get into the trenches and engage.”

“You cannot put your firm’s interests ahead of the client’s interests,” Michael Sitrick as quoted in the *New York Times*.

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Ronn Torossian, Founder & CEO

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Valerie Berlin, Partner and Co-Founder
Andrew Friedman, Senior Vice President

BerlinRosen is an award-winning, full-service strategic communications firm with top-tier legal affairs and crisis communications practice offering high-level strategy, external relations (media, regulators, etc.) and internal stakeholder management, digital strategy and public affairs services for law firms, corporations and institutions. We are currently ranked #1 on NY Observer’s PR Power 50.

BerlinRosen’s Legal Affairs and Crisis Communications practice provides high-level strategy and communications guidance to law firms, companies, nonprofits and high-net-worth individuals. Recently, we have guided an international consumer technology company through a worldwide recall, handled reputation management for a national nonprofit enmeshed in a USDOJ investigation into a sitting governor and advised the Board of Directors of a major media company contending with multiple cases of employee harassment. For law firms, we also provide both proactive, case-specific media strategy and firm- and attorney-profile building. Drawing from the firm’s political and advocacy roots, BerlinRosen brings a unique campaign-style approach to legal and crisis communications, combining seasoned strategists and media professionals with the creativity, agility and speed needed to manage a crisis.

Our Legal Affairs and Crisis Communications practice is led by Jonathan Rosen, Principal and Co-Founder and Andrew Friedman, Senior Vice President. Friedman was Deputy Communications Director to the New York Attorney General and, before that, was an Emmy-award winning broadcast journalist.

Our areas of crisis expertise include:
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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.

When 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.

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Our global network of advisors have experienced corporate crises of every description and from every possible vantage point. We have learned that preparation pays dividends. We help our clients build crisis-leadership muscle memory in advance of an incident. When a crisis strikes, we understand the importance of gathering the right people in the room. We serve as partners, walking alongside our clients to help them successfully navigate challenges. Brunswick takes pride in the clients we represent and in the trust and responsibility they place in us, particularly during times of crisis.

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Edelman is a leading global communications marketing firm that partners with many of the world’s largest and emerging businesses and organizations, helping them evolve, promote and protect their brands and reputations. Edelman owns specialty firms Edelman Intelligence (research) and United Entertainment Group (entertainment, sports, experiential), a joint venture with United Talent Agency.
FleishmanHillard maintains the world’s largest and most geographically diverse crisis management practice. Crisis counselors understand today’s paradigm and guide clients through some of their biggest public challenges handling diverse issues, including workplace incidents, data breaches, management-labor disputes, litigation, executive changes, government investigations, product failures and recalls, natural disasters, workforce reductions and activism.

Crisis provides the ultimate test of organizations and management teams, but FleishmanHillard’s proprietary crisis management approach — the A.R.C.™ (Assess, Resolve, Control) methodology — guides clients through the high-stakes situations. Through our industry-leading training program, developed with the input of crisis management veterans and educators, FleishmanHillard certifies each member of its global team of senior crisis counselors to use the A.R.C.™ methodology to manage the most challenging situations.

If you’d like to learn more, please contact Chris Nelson, America’s crisis lead: Chris.Nelson@fleishman.com.

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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.


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

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Jeremy Fielding, Co-Chief Executive Officer
Bernhard Meising, Co-Chief Executive Officer

Many companies or institutions will confront unforeseen events that could alter their future, pose unprecedented challenges, and potentially define their reputation for years to come.

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As trusted advisors, Kekst CNC brings high energy and expertise on such high stakes matters as: M&A, shareholder activism and governance, crisis communications, restructurings, regulatory investigations / resolutions, litigation support, investor relations, IPO communications, issues and reputation management, change management and employee engagement, as well as digital and social communications — counsel supported by objective insights, based on access to proprietary research, data and analytics capabilities.
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Measure your level of crisis preparedness with Crisis IQ at PadillaCo.com/Crisis-Critical-Issues.

The core principles remain the same. Assess the situation. Comprehend the situation. Reconsider your strategy. Act.

Montieth is an independently operated, globally resourced public relations and communication company with offices across the United States. The agency builds, grows and protects brands and reputations 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 Research Advisors. Padilla is an AVENIR GLOBAL company and a founding member of the Worldcom Public Relations Group, a partnership of 132 independently owned partner offices in 115 cities on six continents.

Crisis can come from any direction, and each one represents a moment of truth for your brand and your reputation. Fortunately, the Crisis + Critical Issues Team at Padilla is prepared to shepherd our clients through the storm with a thorough, rapid response protocol and our 24-hour emergency hotline (1.877.PR ER 911). We help our clients remain clear, coherent and credible, and emerge with their reputations intact.

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Montieth & Company projects its cross-border solutions across multiple money and media center markets throughout North and South America, Europe, the Middle East, Africa, and Asia Pacific.

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

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

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

We also train company spokespersons in the development of key speaking points and delivery of messaging. Using the latest media technology, our executives tap into the power of social media to monitor sentiment and provide direction on how to protect and manage the client’s brand. Additionally, we understand how to leverage social media tools as part of an arsenal to understand how to leverage social media to monitor sentiment and provide direction on how to protect and manage the client’s brand.

The breadth of our award-winning team includes expertise across all types of criminal and civil litigation, regulatory actions, Congressional investigations, regulatory & legislative approvals for transactions, data breaches, product recalls, executive transitions, proxy contests, and environmental crises. The solutions we put in place are customized to meet the needs of all our client’s stakeholders from Wall Street to Capitol Hill to traditional and social media.

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

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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
Crisis communications is generally thought of as rapid response when a crisis hits. At Qorvis Communications, we believe that if you wait to handle a crisis until after it hits, you are too late. Based in Washington, our crisis experts come from the world of political campaigns in which crisis is a part of everyday life. Successful political campaigns can handle crisis because they have done opposition research and know their opponents’ vulnerabilities and potential issues as well as their own. Rarely if ever do major multinational corporations undertake a full-scale vulnerability assessment to predict potential future communications challenges. Because of our extensive political experience, we approach crisis with a holistic, methodical and 4-stage plan: PREDICT potential crises ahead of time, PREPARE to deal with them as they arise, PUSH BACK when the time comes, and then PIVOT seamlessly back to your brand positives. We believe the bottom line is: If you do not predict and then prepare for negative issues and crisis, there is little chance of success at pushing back and pivoting back to the brand narrative. At Qorvis, we help our clients win at all four stages.

**REVIVEHEALTH**

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Joanne Thornton, Founder & President
Phil Stone, COO

We are a full-service agency focused on the intersection of health-care delivery, finance, and innovation. Recognized by Black Book as 2016 and 2017 Crisis Communication Agency of the Year, we have unmatched depth and breadth of capabilities, experience, and knowledge to protect reputations and build brands.

We help brands assess, prioritize and prepare for vulnerabilities that cause negative impact to a company’s brand and business performance. Our team can handle any issue, from data security and litigation support to labor issues and M&A. We also offer the industry’s first and only dedicated group focused on provider/provider relations. Our team has worked on complex issues both at a national level and in 48 states, delivering strategic counsel, breakthrough creative, and integrated campaigns that align all communication with business objectives and needs.

**SACHS MEDIA GROUP**

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For nearly a quarter-century, Sachs Media Group has helped diverse sectors navigate the treacherous waters of high-profile crises with unwavering guidance, support, and a seasoned crisis management team. The key to weathering any crisis is preparation; that’s where Crisis Defense℠ comes in. Sachs Media Group’s Crisis Defense℠ service will help you prepare, train and develop a plan to help ready your organization in advance of a crisis and all through it.
executives with decades of experience who offer professional counsel in all phases of crisis planning and response, leading to immediate results.

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 reputation in the marketplace.

SLOANE & COMPANY

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Darren Brandt, Whit Clay, co-CEOs

Sloane & Company is an industry-leading strategic communications firm that provides a range of crisis-focused services around situations including: shareholder activism; litigation; unforeseen management changes; Board issues; employee issues; cybersecurity; natural disasters; product integrity; regulatory and legislative issues; bankruptcies / restructurings; environmental issues; and corporate governance. More broadly, we provide strategic counsel and support around corporate and financial public relations; transactions; strategic insights; messaging, analytics and measurement; public affairs; and investor relations — to public and private companies as well as investors, associations and individuals.

We are experts at assisting clients when unforeseen events threaten to impact their business or damage their reputation. We are known for our intelligence, intensity, creativity and focus on getting results. Whether the situation calls for developing and delivering the right messages to the audiences that matter or advising on high-stakes deals or crises, our goal is the same — to drive winning outcomes for our clients.

We have become a go-to firm when these crises and special situations occur by listening to our clients, understanding the situation, determining the risks to their business and delivering candid advice to management teams, boards, executives and organizations when they need it most. Clients have the benefit of working with senior

environmental matters, racketeering cases, family disputes, and high-profile divorces.

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With offices in Boston and New York, Solomon McCown (SMK) 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 sectors, 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 helps 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 complaints, regulatory investigations, workplace violence and natural disasters. We excel at working with both in-house and outside legal and communications teams to devise strategies that dovetail with the legal strategy.

STANTON

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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 Standard Investments, Albright Capital Management, Allianz Global Corporate & Specialty, Assurant, Bain Capital, Carl Marks Advisors, Community Asset Management, CSAA, CVC Capital Partners, DFIn, Great Hill Partners, FFL Partners, HGCC, Makena Capital, Marin General Hospital, One Equity Partners, Pine Brook, Sun Capital, Tanenbaum Center for Interreligious Understanding, TD Ameritrade, THL Credit, Uphar, Vertical Bridge and VSS.

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Celebrating 10 years in business, Weiss PR, Inc. helps organizations to reach, engage, and influence the right audiences in order to achieve their communications and business objectives.

In addition to its ongoing work for clients in five key industries — technology, commercial real estate, professional services, healthcare and employee benefits, and non-profits — Weiss PR has extensive experience handling crisis communications for government agencies, major corporations, developers, construction firms, and healthcare organizations, among others.

In crisis situations, Weiss PR applies its full resources to rapid response and management of the communications function. Often working in conjunction with a team of attorneys, corporate officers, risk managers, and human resource professionals, we create and implement a program that enables clients to gain control of the situation, provide key audiences with timely and accurate information, and maintain (or restore) their reputations.

Weiss PR also helps organizations to prepare crisis response communications before problems arise. Through strategic planning, media training, development of response protocols, and crisis scenario building, Weiss PR prepares management and internal communications teams to recognize, assess, and deal swiftly and effectively with a crisis by creating a system of procedures which enables clients to better understand and respond to the special risks and demands a crisis presents.

Regardless of whether it is dealing with a crisis or handling proactive public relations, though, Weiss PR always stays true to its vision to provide clients with ideas built on strategy — not egos — from a team of senior professionals committed to providing exceptional service, great work, and measurable results.
Jack O’Dwyer, chronicler of PR, dies

Jack O’Dwyer, who launched his pioneering Jack O’Dwyer’s Newsletter 50 years ago, died Dec. 19 of a chronic lung issue. He was 85.

Respected and sometimes feared by leaders in the PR business, O’Dwyer took pride in his role as an old-school reporter dedicated to chasing down stories and revealing the good and bad of PR.

The New York Times and Washington Post lauded Jack O’Dwyer’s Newsletter, which was printed on distinctive yellow pages, as the “bible of PR.”

O’Dwyer was a fierce advocate for transparency in PR. His annual financial rankings, which required the submission of financial proofs, chronicled the growth of the industry.

He believed the rankings contributed to the “professionalism” of PR, which helped the business earn the respect that it so richly deserved.

O’Dwyer was an advocate for the “little guy,” and railed against the acquisition wave by conglomerates that not only reduced the number of independents in the business, but robbed it of some of its heart and soul.

He published the annual O’Dwyer Directory of PR Firms, which was found in every agency, library and career center throughout the country, and O’Dwyer’s, a monthly magazine launched 32 years ago.

Jack is survived by his wife, Lucille; son John, publisher of O’Dwyer’s; and daughter Christine, research editor of O’Dwyer’s.

GM marketing chief to step down

Tim Mahoney, longtime Global Chief Marketing Officer of Chevrolet, plans to retire. His departure, which was announced internally on Dec. 13, becomes effective March 1.

Mahoney, who also leads General Motors’ global marketing operations, has been with the automaker since 2013. He was previously CMO at Subaru of America, where he spent most of his career. He later served in an Executive Vice President and Chief Product and Marketing Officer role at Volkswagen of America, Inc. and also held various marketing positions at Porsche Cars North America.

GM confirmed Mahoney’s retirement in a statement, though the Detroit car giant didn’t name a possible successor.

Tesla alum O’Brien drives to Facebook

Sarah O’Brien, who exited Tesla in September as VP communications, has joined Facebook as VP for executive communications.

She left Tesla following a tumultuous year for CEO Elon Musk, who drew heat from the Securities and Exchange Commission after he tweeted about a $420 per-share go-private takeover offer.

Tesla and the SEC reached a settlement in September in a securities fraud suit in which Musk stepped down from the chairman position, agreed to appoint independent directors and paid $40 million in penalties.

O’Brien joined Tesla in 2006 after eight years at Apple, overseeing PR for the iPhone and music PR in the EMEA region.

Facebook CEO Mark Zuckerberg and COO Sheryl Sandberg have had a brutal year on the communications front, capped by the November New York Times blockbuster article about spreading disinformation about critics.

Facebook recruited Nick Clegg, former head of Britain’s Liberal Party, to head global public affairs.

Wells Fargo’s Stabler heads to ICR

ICR has appointed Peter Stabler head of its Internet investor relations practice.

Stabler comes to ICR from Wells Fargo Securities, where he served as Managing Director, Senior Equity Research Analyst. He previously was with Credit Suisse. Prior to his career on Wall Street, he worked in communications and media planning at Omnicom, Mediaplex and Kirshenbaum, Bond.

In his new post, Stabler will be based in ICR’s San Francisco office, working closely with the firm’s technology and consumer IR practice groups.

ICR’s west coast technology group has expanded in recent months, with the addition of several senior IR and PR hires.

Edelman’s Koffler Joins BCW

Larry Koffler, who spent more than 25 years at Edelman, will join BCW next month as Executive VP in its brand solutions practice in New York.

He had headed the No. 1 independent firm’s business + social purpose unit.

During his time at Edelman, Koffler handled integrated communications for consumer packaged goods, financial services, entertainment/sports clients, as well as executive positioning, citizenship counsel and digital programs.

When he comes on board at the WPP unit, Koffler will report to Thomas Bunn, Executive VP/Managing Director, Brand Solutions.

Miami comms director moves to Kivvit

Eugene Ramirez, the city of Miami’s Communications Director, has moved to Kivvit, where he’s been named Director of that Chicago-based public affairs shop’s Miami office.

Ramirez’s post becomes official January 7.

As Miami’s Director of Communications, Ramirez managed the city’s communications office and served as top spokesperson and communications consultant to the office of the Mayor and City Manager, as well as City Commissioners and directors.

He was previously stationed with Miami’s WFOR-TV and Tampa’s WFLA-TV, where he served as a Morning Anchor. The Miami native also worked as a Media Relations Manager for Macy’s, where he lead branding and diversity efforts and served as Spanish-language spokesperson throughout the Southeastern and South Central U.S. and Puerto Rico.

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In 2019, everything is public relations

By Fraser Seitel

In 2019, everything is public relations. Meager thinkers with short attention spans might presume that PR has become not only accepted but expected, even feared for its potential power. The practice of public relations has become not only accepted but expected — relentlessly and often unforgivingly — the practice of public relations.

And here we stand a half-century later, with Jack sadly now gone, in an age where PR has become not only accepted but respected, even feared for its potential power.

Fact. The year just ahead promises — the year when the media who despised the president will continue to suffer public relations damage. Were that to result, not only will he certainly be impeached by House Democrats but also risks being convicted by Senate Republicans tired of their own loss of credibility.

Consumers turned off when brands ask too many questions

By Jon Gingerich

Consumers regularly turn over their personal information to brands in exchange for data. Sometimes brands use this data to market them, and 10 percent of consumers trust brands that've been involved in public data scandals.

About 40 percent of consumers said they distrust brands that've relied on inaccurate information to market them, and 10 percent said they distrust a brand that engages in "creepy" advertising practices.

By contrast, the survey sought to uncover what behaviors could cause brands to be seen in a more positive light. A majority of respondents (33.3 percent) said declining to show ads, offers or messages based on data consumers didn't supply led them to trust brands most, followed by storing and using only personal info that's relevant to the product they buy (32.2 percent) and revealing what info brands have on them (24 percent).

The survey also asked respondents to rank, on a scale of 1 to 10, how much they'd trust a list of 100 brands if those brands asked to list the types of behaviors that provoke them to distrust a company that asks for their personal information.

As it turns out, many consumers often think that brands sometimes ask too many questions. About 40 percent of respondents said they distrust a brand when it asks them for too much information.

Nearly a third (28 percent) said they distrust brands that've been involved in public data scandals.

Nearsely one-in-five (16 percent) said they distrust brands that've relied on inaccurate information to market them, and 10 percent said they distrust a brand that engages in "creepy" advertising practices.

The companies taking the top—trusted slots were Amazon, Google, Visa, UPS and Apple. CarMax, Philip Morris, Conoco, DISH Network and Autonation were among the worst—ranked brands.

Jebbit's report, "The State of Consumer Trust" surveyed 1,000 U.S. adult smartphone users in November. Participants were sourced through Facebook, Twitter, Instagram and Amazon's Mechanical Turk.
By Richard Goldstein

This month I’m discussing tax savings ideas and issues. Next month I’ll continue to discuss the concept of managing for prosperity in 2019.

**Payroll IRA deductions**

PR agencies may want to offer employees a way to save for retirement but aren’t ready to launch and operate a 401(k) or another employee benefit plan. A payroll deduction IRA can be a solution.

With a payroll deduction IRA, employees’ contributions to their IRA are deducted directly from their paychecks. As an employer, the PR agency acts as a conduit between employees and the financial institution at which the IRA is established. After withholding the payroll deduction amounts, the employees authorize the PR agency to transmit the withholding to their financial institution. This setup shouldn’t be considered an employer retirement plan. That means it isn’t subject to the federal reporting requirements with which employer plans must comply.

Employees decide how much they’ll contribute to their accounts and whether to establish a traditional or Roth IRA. All the tax rules that apply to IRAs apply to this employer assisted plan. So, why bother with this? A payroll deduction IRA enables employers to provide their employees with a tool that can make it easier to save for retirement, with little cost to the business.

**New limit on interest expense deductions**

The Tax Cuts and Jobs Act introduced a variety of tax benefits for business. At the same time, the TCJA placed limits on several tax breaks, including the amount of interest expense a business may deduct.

If your gross receipts exceed the $25 million threshold then, beginning in 2018, your annual deduction for business interest is limited to the sum of: 1. Your business interest income, 2. 30 percent of your adjusted taxable income, and 3. Floor-plan financing interest (this won’t apply to PR agencies).

Your adjusted taxable income is your taxable income without regard to nonbusiness income; business interest expense on income; the amount of any net operating loss deduction; and depreciation and amortization or depletion. The last item will expire at the end of 2021. Interest that’s not allowed may be carried forward indefinitely and deducted in subsequent years, subject to the same limits. Note: if your average annual gross receipts are $25 million or less for the three previous years, this new rule won’t apply to you. Caution: related business businesses must combine gross receipts. This means you can’t avoid the limit by splitting a larger agency into separate entities.

**Meals and entertainment**

PR agencies that entertain prospects and clients won’t appreciate the new rule that disallows entertainment expenses. Under the prior law, agencies could deduct 50 percent of reasonable entertainment costs. This is no longer available, but the 50 percent deduction for meals remains.

Something to think about. Suppose an agency VP takes a client to dinner ($100) to discuss PR matters, then takes the client to see a Broadway show ($300). Because the Internal Revenue Code requires that each component of the meeting be separately identified, the Broadway show would not be deductible. However, assume, the VP takes his or her client to dinner and a show costing $400. If, in this case, the receipt just indicates the price for the dinner is $400, without indicating a show was included, there’s a possibility that the IRS would allow the expense to be deducted subject to the 50 percent limitation.

**Section 179 expensing**

Prior to the TCJA, agencies could elect Section 179 expensing on eligible property of up to $500,000, phasing out at $2 million. Starting in 2018, however, the above limits increase to $1.0 million with a $2.5 million phase-out not to exceed business income. The amount of the Section 179 expensing amount will be indexed to inflation. So, what does this mean? For most PR agencies, it will not be necessary to depreciate asset acquisitions or keep detail depreciation records.

**Net operating loss deduction**

In 2017, PR agencies could offset a net operating loss deduction up to 100 percent of business income, with a two-year carry-back and 20-year carry-forward provision. Beginning in 2018, the deduction is reduced to 80 percent, with no carry-back and unlimited carry-forward allowed. (Applies to regular corporations.)

**Transportation benefit**

The tax break for employer-paid transportation benefits, including parking and mass transit reimbursement, was repealed. However, if an employer still offers this benefit it will at least be tax-free to employees.

**Estate taxes**

The estate tax exemption amount has doubled to $22.36 million for couples and $11.18 million for individuals. These amounts will be adjusted for inflation each year. It’s important to plan your estate now, because these higher amounts are scheduled to revert to the 2017 levels on January 1, 2026, unless Congress acts to prevent it.

**Alternative minimum tax**

How many of you were caught in the AMT in prior years? I was! The AMT, in theory, was designed to prevent high-income taxpayers from abusing large tax deductions. Truth be told, the AMT snagged taxpayers of more modest means! The TCJA increased the exemption amounts. For example, a married couple filing jointly will see an increase from $84,500 to $109,400.

**Kiddie tax changes**

Families with children having a modest amount of unearned income could be snagged due to changes in the kiddie tax. Previously, this tax was a complex formula involving earned and unearned income. The big change for children under the age of 19 or full-time students under the age of 24 is how unearned income is taxed. You may recall that the unearned income was taxed at your rate. However, the TCJA changed the rates to the higher trust and estate rates. For example, unearned income of $12,501 or more will now be taxed at 37 percent.

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**News brief**

**Facebook ad revenue falls**

Facebook’s marketing growth has dipped, and now registers about half the revenue gains the social giant exhibited during the first two quarters of the year, according to a new report released by ad data experts Standard Media Index. SMi’s data, which is derived from media-spending sales figures supplied by the largest U.S. ad agency holding groups, shows that Facebook began 2018 with strong year-over-year ad revenue gains of 35 percent in Q1. The double-digit growth continued in Q2 — albeit slowing to 30 percent — but the social giant’s growth rate dropped in half in 2018’s third quarter, exhibiting only 16 percent YoY growth. These figures now show Facebook barely keeping up with the overall digital ad market, which was up 14 percent in Q3 from the same period last year, according to SMi data.

In light of the disappointing quarter, Facebook has still registered a strong year overall, boasting a 25 percent year-to-date uptick in ad revenues from the same January-October period in 2017. By contrast, however, Facebook exhibited 41 percent year-over-year ad revenue gains during the same time period last year.
E-cig makers wage lobbying war

The country’s largest manufacturers of electronic cigarettes have launched a lobbying salvo in response to federal regulators’ recent crackdown on flavored e-cigarette and vaping products.

Juul Labs, which surpassed its competitors last year to become the most popular e-cigarette in the U.S., has hired Insight Public Affairs to handle Food & Drug Administration regulatory matters and for a push about the value of vaping products in “harm reduction.”

The brand’s soaring popularity among teens has made the company a target by the FDA, which recently announced its plan to ban the sale of most flavored e-cigarettes in retail stores and gas stations around the country in a bid to curb its appeal among young people.

The vaping and electronic cigarette market has exploded in recent years, kicking off a contentious debate among industry advocates, health groups, regulators and e-cig makers themselves, which often tout their products as a safer and more socially acceptable alternative to combustible cigarettes.

Juul, which supports effective tobacco control, says use of its products “accelerate cigarette displacement.” In light of the public backlash and pending FDA announcement, Juul in November said that it would suspend selling flavored products. Juul also hired Empire Consulting Group in November.

Sales of e-cigarettes in the U.S. were estimated to top $3.6 billion this year, according to Internet statistics company Statista. Bloomberg Industries predicts e-cigarette sales may overtake traditional cigarette sales within the next two decades.

E-cig giant NJOY has hired lobbying firm Card & Associates to handle consumer safety and protection issues on Capitol Hill as they relate to the e-cigarette industry.

The Scottsdale, AZ-based vaping company has hired C&A to “educate officials on product safety and business practices of NJOY,” according to lobbying registration documents filed with Congress in December.

Founded in 2006, NJOY was one of the first companies to manufacture e-cigarettes. Once the world’s largest independent manufacturer of e-cigs by retail sales, NJOY filed for Chapter 11 in 2016 but bounced back last year after raising $35 million in investment capital. It has since launched a refreshed brand identity.

NJOY several weeks later also retained Bob Livingston’s (R-LA) lobbying firm The Livingston Group concerning “regulation and legislation related to NJOY products and business interests,” according to lobbying registration documents filed with Congress in December.

Mercury works GOP hack crisis

Mercury Public Affairs is supporting the National Republican Congressional Committee to handle the crisis connected to news that it was hacked during the 2018 election cycle.

An outside vendor informed GOP officials about the cyber attack in April, but the party decided to remain silent, claiming that going public with the news would hinder its internal probe.

Ian Prior, VP at Mercury, serves as Spokesperson for the NRCC. He confirmed the committee was a “victim of a cyber intrusion by an unknown entity.”

He said once the NRCC learned of the attack, it “launched an internal investigation and notified the FBI, which is now investigating the matter.”

The NRCC will offer no further comment about the hack to protect the integrity the investigation, according to Prior, who was PA Director at the Justice Dept. and National Press Secretary at the NRCC before joining Omnicom’s Mercury unit.

The news of the attack comes at a bad time for NRCC as it seeks to rebuild following the loss of 40 seats and control of the House in November’s election.

The hack also is a cause of embarrassment as President Trump had ridiculed the Democratic National Committee following its hack.

GOP operative Bliss heads to FP1 Strategies

Corry Bliss, who ran the Congressional Leadership Fund super PAC and its sister nonprofit American Action Network through the 2018 midterm cycle, is joining FP1 Strategies as a Partner in its political and public affairs practices.

Referred to as “national Republicans’ favorite political fixer” by Time magazine in 2016, Bliss had been at CLF and AAN since January 2017. While there, he raised and supervised a budget of $213 million, launching a national field program of 40 offices that was credited with reaching more than 35 million voters.

He previously ran the 2016 campaign for Sen. Rob Portman (R-OH), in which the candidate came back from a nine-point polling deficit to rack up a 21-point win. He also managed Kansas Senator Sam Roberts’ successful 2014 campaign for re-election.

At the CLF and AAN, Bliss is being replaced by Dan Conston, President of Conston Communications, who served as Communications Director for Illinois Rep. Peter Roskam during his stint as Chief Deputy whip for the Republicans in the House.

Haliburton vet Moran joins FTI

Bob Moran, who spent a dozen years at Halliburton directing the energy services giant’s PR and government affairs, has joined FTI Consulting as senior managing director and co-head of its government relations offering.

He’ll pair with former Alabama Democratic Congressman Bud Cramer in the GR unit, which is part of FTI’s strategic communications offering.

Most recently, Moran ran his own consulting firm

Until exiting Halliburton last January, Moran handled energy, environmental, tax, regulatory matters, government oversight and investigations.

Earlier, he was D.C. lobbyist for the American Petroleum Institute and National Ocean Industries Assn.

Based in Washington, Moran and Cramer report to Jackson Dunn, who heads the PA/GR practice for the Americas.
China’s ZTE taps Trump’s law firm, Lieberman

ZTE Corp, the Chinese telecom that President Trump in April sanctioned for selling American technology to Iran and North Korea, has hired his law firm Kasowitz Benson Torres, for legal matters.

Former Connecticut Senator and Democratic VP nominee Joe Lieberman heads KBT’s team. He’s senior counsel there.

Lieberman is working with his former Senate Chief of Staff Clarine Nardi Riddle to put together an assessment of concerns that Members of Congress, Executive Branch and US businesses “may have about any national security vulnerabilities and risks that ZTE products may pose in the US,” according to KBT’s federal filing.

Following completion of the assessment, Lieberman’s team will submit a report to ZTE about existing concerns and “appropriate measures that may be taken to resolve/or ameliorate them.”

Though KTE will not be lobbying for ZTE, it registered the work with the government “in the interest of transparency and caution because we will be talking with Members and other covered officials as part of the assessment.”

APCO reps China’s Huawei

APCO Worldwide represents Huawei, the Chinese telecommunications giant that is at the heart of the US battle with China on the technology and trade fronts.

Canadian officials arrested Meng Wanzhou, CFO and daughter of Huawei Founder Ren Zhengfei, Dec. 1 based on an extradition order from the US.

The arrest triggered a global market sell-off.

Huawei is a long-time client of DC-based APCO. The D.C. firm handles foreign investment and security-related issues and provisions related to US government purchases, according to federal filing records.

Don Bonker, former Democratic Congressman from Washington and executive director at APCO, oversees Huawei.

He’s APCO’s go-to person on trade and investment issues (including Committee of Foreign Investment in the US) in Russia, Europe and Asia. Bonker specializes in Chinese investments in the US.

Huawei’s fees declined from $30,000 during the first and second quarter to $10,000 in the third period.

Burson supports Singapore digital agency

GovTech Singapore, the government agency responsible for developing Singapore’s public digital services and improving the digital infrastructure between government networks, has signed a pact with Burson Cohn & Wolfe for PR support.

The WPP subsidiary will provide GovTech Singapore strategic PR and communications counsel as well as support on media and stakeholder outreach, according to Foreign Agents Registration Act documents filed in December.

BCW will also pitch and secure phone interviews between GovTech and U.S.-based principals. The work will be coordinated between BCW’s offices in Singapore and New York.

The pact, which wraps up at the end of December, brings BCW $13,500 SGD (approx. $10,000).

Burson-Marsteller and sister WPP unit Cohn & Wolfe were merged earlier this year to form Burson Cohn & Wolfe. The newly combined operation counts 4,000 staffers.
50 - Annual Reports/Design/Branding
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Annual
Reports/Design/
Branding


Associations


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.


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, Wash., D.C. Chapter, 200 Little Falls St., #205, Falls Church, VA, 22046. 703/267-2320. info@hpra-usa.org; www.hpra-usa.org. Stephen Chavez, Pres., LA Chapter.


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.


New York Financial Writers’ Association, P.O. Box 338, Ridgewood, NJ, 07451. 212/612-0100. contact@nyfw.org; www.nyfw.org.


Pennsylvania Association for Government Relations, P.O. Box 116, Harrisburg, PA, 17108. 717/539-1900; fax: 717/539-7900. info@pagr.org; www.pagr.org. Christine Corrigan, Exec. Dir.


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


Publicity Club of New York, 8554 240th St, Floral Park, NY, 11001. info@publicityclub-nyc.org; www.publicityclub.org. Peter Himler, Pres.


ASSOCIATIONS 2019 PR BUYER’S GUIDE


Awards


### 2019 PR BUYER'S GUIDE

#### AWARDS

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</thead>
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<td>iBravo! Awards, Hispanic Public Relations Association,</td>
<td>P.O. Box 86760, Los Angeles, CA, 90086. <a href="mailto:info@hpra-usa.org">info@hpra-usa.org</a>; <a href="http://www.hpra-usa.org">www.hpra-usa.org</a>;</td>
</tr>
<tr>
<td>(Formerly Advertising Women of NY)</td>
<td>Stephen Chavez, Pres., LA Chapter.</td>
</tr>
<tr>
<td>Internet Advertising Competition (IAC) Awards, Web</td>
<td>Marketing Association, P.O. Box 475, South Wellfleet, MA, 02663. <a href="mailto:comments@advertisingcompetition.org">comments@advertisingcompetition.org</a>; <a href="http://www.iacaward.org">www.iacaward.org</a>. William Rice, Pres.</td>
</tr>
<tr>
<td>Writer of the Year Award, She Runs It (Formerly</td>
<td>Advertising Women of NY), 1460 Broadway, New York, NY, 10036. 212/221-7969. <a href="http://www.sherunsit.org">www.sherunsit.org</a>. Lynn Branigan, Pres. &amp; CEO.</td>
</tr>
</tbody>
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### Awards Overview

#### 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.

#### Jersey Awards

#### MarCom Awards

#### Matrix Awards

#### Mercury Awards

#### NAGC Communicator of the Year Award

#### New York Festivals, Int’l Television & Film Awards

#### Outstanding Educator Award of PR Society of America

### Additional Resources
- Visit www.StevieAwards.com to learn about all of the Stevie Award programs.
- Nominations may be submitted in a wide variety of categories honoring achievement in public relations, marketing, management, human resources, customer service, new products, technology, websites, videos, events, and more.
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News Exposure, 1765 N. Elston Ave., Ste. 207, Chicago, IL, 60642. 312/685-2285. info@newsexposure.com; www.newsexposure.com.

ShadowTV, 630 Ninth Ave., New York, NY, 10036. 212/445-2540. sales@shadowtv.com; info@shadowtv.com; www.shadowtv.com.

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Institute for Crisis Management, 888/708-8351; 24/7/365. dhileman@crisisconsultant.com; www.crisisconsultant.com. Deborah Hileman, Pres. & CEO.


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The Brand Advocates, 1951 NW 7th Avenue, Suite 300, Miami, FL, 33136. 305/671-3177, ext. 700; fax: 305/513-5941. tasha@thebrandadvocates.com; www.thebrandadvocates.com. Tasha Cunningham.

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Headquarters USA Directory, Omnigraphics, 615 Griswold, #901, Detroit, MI, 48226. 800/207-4103. contact@omnigraphics.com; www.omnigraphics.com. Peter Ruffner, Founder.


Editorial Distribution & Services

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Education


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George Washington University, The Graduate School of Political Management, College of Professional Studies, Master’s in Strategic Public Relations, Offered online or at GW’s Alexandria Campus, 805 21st St., N.W., #401, Washington, DC, 20052. 202/994-6000; 888/989-7068. publicrelationsmasters.online.gwu.edu. Larry Parnell, Dir.

Georgetown University, School of Continuing Studies, Master’s in Public Relations & Corporate Comms., 640 Massachusetts Ave., N.W., Washington, DC, 20001. 202/687-8700. sces.georgetown.edu. Cylor Spaulding, Faculty Dir.


NYU School of Professional Studies, M.S. in Public Relations and Corporate Communication, NYU Midtown Center, 11 West 42nd St., New York, NY, 10036. 212/998-7100. scps.nyu.edu/prcc.

Purdue University Global, Online Bachelor of Science in Communication, 7009 Nordic Drive, Cedar Falls, IA, 50613. 319/277-0220. www.purdueglobal.edu/degree-programs/social-behavioral-sciences/bachelor-communication/.

Purdue University, Online Master of Science in Communication, 610 Purdue Mall, West Lafayette, IN, 47907. 877/497-5851. online.purdue.edu/comm/masters-in-communication.

Queens University of Charlotte, Online Master of Arts in Communication, 1900 Selwyn Ave., Charlotte, NC, 28274. 866/313-2356. online.quinns.edu/online-programs/msmcomm. John A. McArthur, Graduate Program Dir.

Quinnipiac University, Master of Science in Public Relations, 275 Mount Carmel Ave., Hamden, CT, 06518. 203/582-8200. www.quinnipiac.edu. Terry Blooms, Assoc. Dean, School of Communications.

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Continued at top of next page
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For over 20 years, Ken has provided media training, presentation training, crisis communications training and consulting, and writing and editing to business leaders, celebrities, and politicians. Ken has prepared clients for interviews with publications from The New York Times to local newspapers, speeches before groups as large as 2,000 and as small as one, and appearances on 60 Minutes, The Daily Show, CNBC, MSNBC, CNN, NPR, podcasts, and satellite radio.

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PR Compensation Analysis

Spring Associates Inc.

PR executive recruiting for all seasons


Continued at top of next page
PR COMPENSATION ANALYSIS

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North American Precis Syndicate, 501 Fifth Ave., 9th flr, New York, NY, 10017. 800/222-5551. info@napsnet.com; dorothy@napsnet.com; www.naprecis.com. Dorothy York, President.

North American Precis Syndicate (NAPS) will get your top story to practically all of America’s 10,000+ newspapers including print and online editions and over 15 thousand blogs. The print editions have 200 million in cumulative circulation, of which about 167 million is in weekly community news outlets. Expect about 100 to 400 placements in print and 1,000+ online. Average reach is 50 million+ visitors per month and print readership is from 15 to 25 million+.

Send2Press® Newswire, a service of Neotrope®, Torrance, CA USA. 310/373-4856. https://www.send2press.com. Christopher Simmons, CEO, member PRSA and ASCAP.

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West, 1350 Broadway, Suite 1501, New York, NY, 10018. bmchodor@west.com; www.westuc.com/en-us/. Ben Chodor, President, Digital Media Solutions.

The Digital Media Solutions group at West offers a suite of public relations solutions: press release distribution, media monitoring, webcasting & streaming, online newsrooms, a media contacts database, and an influencer marketing platform. West’s PR solutions help communications professionals reach and engage media, investors, and other key stakeholders, and gain actionable insights from campaigns.

Printing

ABGPrint, 266 W. 37th St., 15th flr., New York, NY, 10018. 212/398-1010. ClientServices@abgprint.com; www.abgprint.com. Michael J. Mulligan, Pres. & CEO, Manny Khemai, Vice President, Sales & Marketing; Daniel Flores, Production Manager.
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Public Relations Networks


See full listing under SMTs.


PR World Alliance, 11 rue du March, Saint-Honore, Paris, 75001, France. www.prworldalliance.com. Catherine Kable, Chmn. catherine.kable@kable-communication.com, +33 (1) 4450 5475; Christian Josephi, board, c.josephi@panama-pr.de, +49 (711) 6647-5970; Anna Krajewska, board, akrajewska@nbs.com.pl, +48 22 826 74 18; Marianne van Barneveld, board, marianne@marcommit.nl, +31 653 372-153; Henry Feintuch, CFO, henry@feintuchpr.com, +1-212-808-4901.

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

The global network encompasses public relations companies and offices in North America, Europe and Asia. The network continues to seek new members in strategic locations.

PROI Worldwide avv@proi.com; www.proi.com.


Public Service Announcements


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• Guaranteed Impressions
• Highlights Reels, Sizzle Reels, Award-Entry Videos

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DNA, DIETRICH NELSON & ASSOCIATES, 200 W. Portland Street, #1213, Phoenix, AZ, 85003. 323/309-3314. dnelson@dnaepr.com.

See full listing under SMTs.

MegaPhone Media, 26 Perry Street, New York, NY 10014. 646/452-8404. kcarmone@megaphone-media.com; www.megaphone-media.com.

Kyle Carmone.

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- B-Roll Production & Distribution
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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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AKA MEDIA INC. continued

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800/944-9134. Keith Hempel, President.

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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 turn-around for quality impressions.

4media Group also specializes in:
- Satellite Media Tours
- Internet Media Tours
- B-roll & Bites

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.

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your radio public service message locally, regionally or nationally.

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See full listing under Public Service Announcements.


See full listing under Satellite Media Tours.

**PLUS Media Inc.**, P.O. Box 681, Gracie Station, New York, NY, 10028. 646/342-4500. www.plusmedia.com. Natalie Weissman, Sales Dir.


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 possible.

Continued at top of next page
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.

Celebrating our 23rd anniversary in 2019, 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 270 years of broadcast experience and judgment to our clients, and has booked tens of thousands of interviews throughout our company history with a strong commitment to quality.

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

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

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

- Audio Actuality Pitching and Placement Systems
- Radio Promotions
- Public Service Announcements
- Audio and Video Podcasts
- Radio Advertising Production and Placement
- Live Remote Broadcasts
- Customized Broadcast E-mailing (with our database of 12,000+ radio and television outlets, stations and show contacts)
- 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!
DEFINITION 6


DEFINITION 6 is a unique force of cross-disciplined talents pioneering new forms of strategy and storytelling in all forms for the past 20 years.

DEFINITION 6 offers a strategic PR research service via online surveys. With a quick turnaround process at a great price, the DEFINITION 6 research team will generate results that uncover media hooks and consumer insights.

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• Programming
• Raw data delivery
• Executive Summary with recommendations


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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.

Research America Inc., 4555 Lake Forest Dr., Suite 194, Cincinnati, OH, 45242. 513/772-1600. rexr@researchamericaicare.com; www.researchamericaicare.com. Rex Repass, President.


Terri Krenz, 2019 PR BUYER'S GUIDE

Satellite Media Tours

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 Satellite Media Tours (SMTs), a broadcast PR tactic utilized to efficiently share key messages through a series of back-to-back interviews via satellite within a given time window in a single morning or day. Our focus is on maximizing earned placement in target markets. This will allow you to maximize outreach for the brand and efficiently use your spokesperson’s valuable time.

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!
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AKA is an award-winning branded video agency. We deliver creative, all-in production, intelligent distribution, and complete program management for many of the world’s most successful

Continued at top of next page
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D S Simon Media, 229 West 36th St., 9th flr., New York, NY, 10018. 212/736-2727. dougs@dssimonmedia.com; www.dssimon.com. Doug Simon, CEO.

D S Simon Media provides video for journalists and for social media on behalf of brands and non-profits. Our most popular offerings include Satellite Media Tours (SMTs) and Social Media LIVE™. Both our media tours and social broadcasts are produced from our New York studio or from client’s preferred location. Our media tours include 25+ bookings and guaranteed audience reach. Our live social video service features multiple broadcast quality social video streams to more than 25 channels expanding the reach of your live social broadcast.

DNA, DIETRICH NELSON & ASSOCIATES, 200 W. Portland Street, #1213, Phoenix, AZ, 85003. 323/309-3314. dnelson@dnaepr.com.

DNA has over 30 years of experience and offers expert advice, strategic planning, quality production and distribution for all your traditional broadcast, online and social media. Please call or email for quotes.


Kevin Foley, Yvonne Hanak.

For more than three decades KEF Media has been the leader in custom broadcast public relations tactics like Satellite Media Tours and Radio Media Tours. KEF Media acquired and trademarked The Daily Buzz television program and its digital platforms. The Daily Buzz airs on CBS-owned POP TV in every television market in the U.S., complementing digital platforms and offering paid integrations to PR professionals. KEF Media specializes in:

- Satellite media tours
- B-Roll & sound bites
- Big Game event video
- Audio news releases
- Radio media tours
- Internet media tours
- In-market media tours


See full listing under Public Service Announcements.

Moldow Communications LLC, 22 Knollwood Terrace, Caldwell, NJ, 07006. 201/519-3075. jmoldow@MoldowCommunications.com; www.moldowcommunications.com. Jim Moldow, President.

Broadcast Direct Communications Inc., 130 Shore Rd., Suite 185, Port Washington, NY, 11050. minimett@broadcastdirectpr.com; pattikresner@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
Murray Hill Studios, 248 East 35th St., New York, NY, 10016. 212/889-4200; fax: 212/889-9413.
Ourreteam@murrayhillstudios.com; www.murrayhillstudios.com.
Contact: Jahaneen Johnsen.

See full listing under Television (TV) Production.

sales@press.org; www.press.org/services.

info@nmpfilms.com; www.nmpfilms.com.
Aubrey Carp.

Next Millennium Productions is an M/WBE-certified production company housed in a zen-inspired, 7,500 square foot facility in Soho, offering:
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  - Two Wall Cyc studio
  - Live Shot Studio
- Fiber & LTN Connectivity
- Avid, Final Cut, & Premiere Editing
- Pro Tools with Voiceover Booth
- Television, Commercial, & Corporate Video Production
- Webcasts, SMTs, Green Screen, White Cyc, Field Production

mark@pitchingmonkeys.com; www.pitchingmonkeysmedia.com.
Mark Ganguzza, President.

- Satellite Media Tours (SMT)
- Radio Media Tours (RMT)
- Internet Media Tours (IMT)
- Audio News Releases (ANR)
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- In-Studio Interviews
- B-Roll
- English and Spanish
- Ground Media Tours

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

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

Our media experts are trusted by the top newsroom producers in the industry. We maintain strong relationships with all the national networks and newsfeeds, top market local affiliates, and independent and regional cable outlets. As a result, you get the best line-ups for your SMT.

Additional PREMIERETV specialties include:
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- Digital Media Tours
- Radio Media Tours
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- On-Air Radio Promotions
- International Services
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Contact us for references, quotes, or information on an integrated broadcast publicity strategy that accommodates your budget.

Neisha Cohen, Founder/Owner.

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- Radio Tours
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- Satellite Feeds
- In-Studio Media Placement
- Along with longstanding relationships with decision-makers in all media we position you for success.

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.
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newyork@straussmedia.com

Continued at top of next page
SATELLITE MEDIA TOURS

STRAUSS MEDIA STRATEGIES continued

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losangeles@straussmedia.com
www.straussmedia.com
Richard Strauss, Pres.

Celebrating our 23rd anniversary in 2019, 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 270 years of broadcast experience and judgment to our clients, and has booked tens of thousands of interviews throughout our company history with a strong commitment to quality.

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• Audio and Video Podcasts
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• 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!

2019 PR BUYER’S GUIDE


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Alan Morgan Group, 17304 Preston Rd, #800A, Dallas, TX, 75252, 866/805-3494. jonathan@alamorgangroup.com; www.alamorgangroup.com. Jonathan Smith, Mng. Partner.

Monument Optimization


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

Straight North


Social Media

Agility PR Solutions, 319 McRae Ave., #500, Ottawa, Ontario, K1Z 0B9, Canada. 866/545-3745. www.agilitypr.com.

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Thunk! Media, Inc.

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<tr>
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<th>Address</th>
<th>Phone</th>
<th>Website</th>
<th>Contact Person</th>
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<tbody>
<tr>
<td>LinkedIn</td>
<td>1000 West Maude Ave., Sunnyvale, CA, 94085. <a href="http://www.linkedin.com">www.linkedin.com</a>. Jeff Weiner, CEO.</td>
<td></td>
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<tr>
<td>Hyphen</td>
<td>+44 20 3966 1535. <a href="mailto:info@hyphen.com">info@hyphen.com</a>; <a href="http://www.hyphen.com">www.hyphen.com</a>.</td>
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**Speakers Service (Talent)**

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Steve Odland, Pres. & CEO.

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

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• 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


Cover Edge Television News Service, 4325 Dean Martin Dr., #375, Las Vegas, NV, 89103. 800/822-6397. bookings@coveredge.com; www.coveredge.com. Rich Travis, Pres.

See full listing under SMTs.


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Murray Hill Studios


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, video podcasts, studio production, live shots with international and domestic broadcast transmission, satellite and internet media tours, professional development and training videos and many more. Kitchen sets with a full prep-kitchen available for food/cooking related productions.

Please visit www.murrayhillstudios.com or on social media at:
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- twitter.com/murrayhillstudios
- www.facebook.com/murrayhillstudiosnyc


Next Millennium Productions is an M/WBE-certified production company housed in a zen-inspired, 7,500 square foot facility in Soho, offering:
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- Two Wall Cyc studio
- Live Shot Studio
- Fiber & LTN Connectivity
- Avid, Final Cut, & Premiere Editing
- Pro Tools with Voiceover Booth
- Television, Commercial, & Corporate Video Production
- Webcasts, SMTs, Green Screen, White Cyc, Field Production


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

Outstanding Production for TV, Film, Broadcast, and the Internet.

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

Additional PREMIERE TV specialties include:
- Satellite Media Tours
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- Digital Media Tours
- Radio Media Tours
- Audio News Releases
- Creative Video Production / “Highlight Reels”
- Broadcast & Digital Distribution
- B-Roll Packages
- ENG Crews
- On-Air Radio Promotions
- International Services
- Webcasting

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

Translation Services


Translation Services

Language Bank, 2S950 Wagner Rd., Batavia, IL, 60510. 630/406-1277; fax: 630/406-0917. info@language-bank.com; www.language-bank.com. Dennis Merritt, Pres & CEO.

VIDEO

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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- 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

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


Center City Film & Video, 1501 - 1503 Walnut St., Philadelphia, PA, 19102. 215/568-4134. info@ccf.tv; www.ccf.tv. Jordan Schwartz, CEO.


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.

DNA, DIETRICH NELSON & ASSOCIATES, 200 W. Portland Street, #1213, Phoenix, AZ, 85003. 323/309-3314. dnelson@dneaprüf.com.

See full listing under SMTs.


See full listing under Public Service Announcements.


See full listing under Television (TV) Production.


Next Millennium is an M/WBE-certified production company housed in a zen-inspired, 7,500 square foot facility in Soho, offering:
- Studios (Soundproofed, fully air-conditioned)
- Two Wall Cyc studio
- Live Shot Studio
- Fiber & LTN Connectivity
- Avid, Final Cut, & Premiere Editing
- Pro Tools with Voiceover Booth
- Television, Commercial, & Corporate Video Production
- Webcasts, SMTs, Green Screen, White Cyc, Field Production


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

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

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

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

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

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


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

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

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

THE VIDEO-FIRST SOLUTION FOR YOUR COMMUNICATION NEEDS

AKA is an award-winning branded video agency. We deliver creative, all-in production, intelligent distribution, and complete program management 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)
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- Content for Video, Radio, Web, TV and Social Media Campaigns
### Contact Information

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


See full listing under TV Production.


Next Millennium Productions is an M/WBE-certified production company housed in a zen-inspired, 7,500 square foot facility in Soho, offering:
- Studios (Soundproofed, fully air-conditioned)
- Two Wall Cyc studio
- Live Shot Studio
- Fiber & LTN Connectivity
- Avid, Final Cut, & Premiere Editing
- Pro Tools with Voiceover Booth
- Television, Commercial, & Corporate Video Production
- Webcasts, SMTs, Green Screen, White Cyc, Field Production


**Website Development**

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

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NYC’s Premier Travel Management Company

Omega World Travel is a full service customized travel provider for businesses of all sizes. We provide you with comprehensive cost analysis, data tracking and innovative technology solutions to help you with all your logistical travel needs.

Business Travel Management
Meeting and Event Planning
Leisure Travel Experts | Cruise.com
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Gloria Bohan Founder & CEO Omega World Travel & Godmother of Windstar’s Star Legend
and John Delaney, President of Windstar Cruises

Omega World Travel
1501 Broadway, 12th Floor
New York, NY 10036 • 800-545-1003

Photo by Chris Owen for Windstar Cruises
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