

## O'DWYER'S GUIDE TO CRISIS COMMUNICATIONS

THE ART OF THE APOLOGY

THE FIRST PHONE CALLS IN A CRISIS

WINNING CRISIS STRATEGIES WITH GEN Z

HOW TECHNOLOGY HAS REDEFINED CRISIS READINESS

THE IMPORTANCE OF POST-CRISIS COMMUNICATIONS

NEW CRISIS OPPORTUNITIES (AND THREATS) IN 2020

AVOIDING 'CALL CENTER' CRISIS RESPONSES

BEWARE: THE CRISIS AFTER THE CRISIS

THE CEO'S ROLE IN A CRISIS



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May: PR Firm Rankings

July: Travel, Tourism & International

August: Financial, I.R. & Prof Services

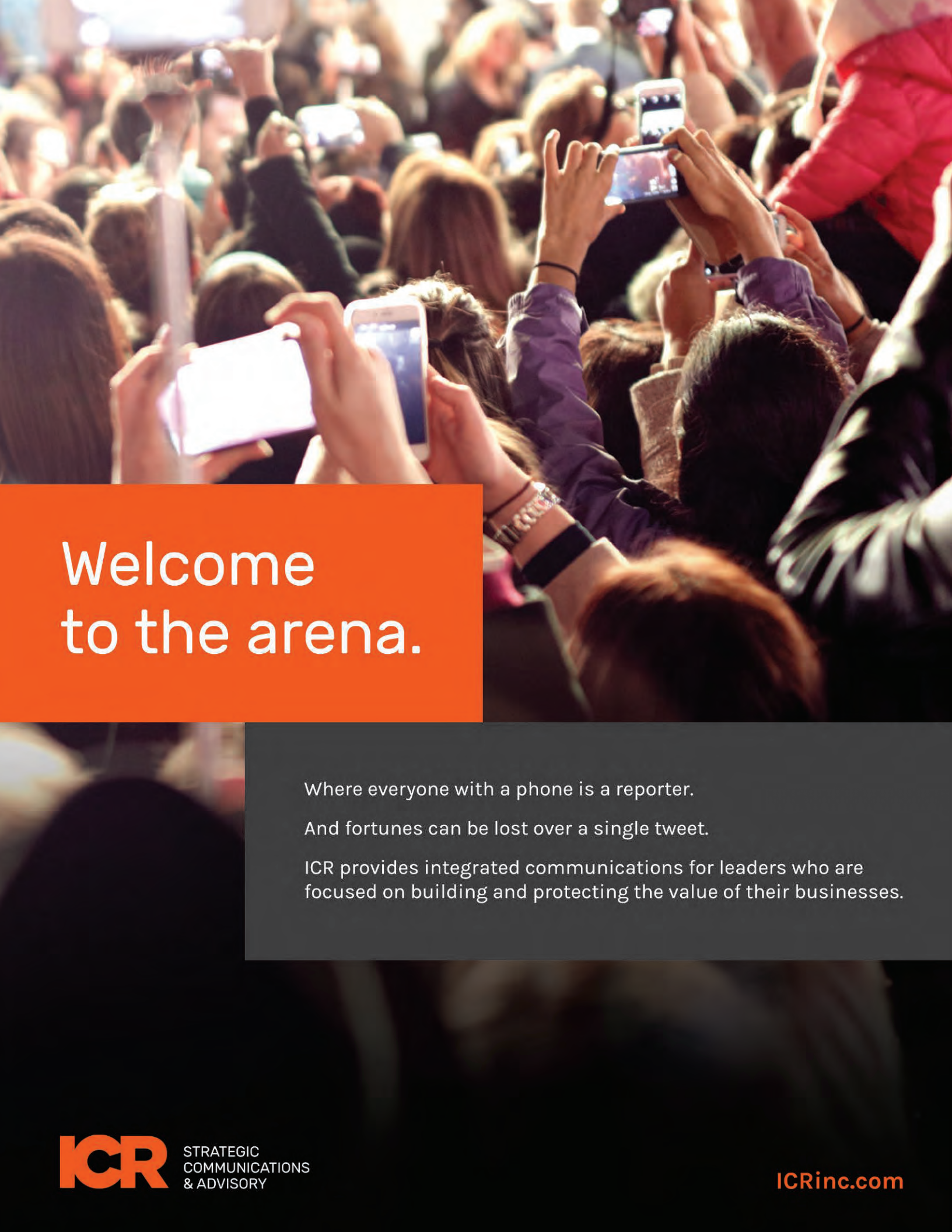
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## 2020 prediction: disconnection

It's a paradox for the age: How could a world in which information is so readily available account for such an information-poor environment?

I'm guessing the early Internet's pioneers never imagined the infinite library they envisioned would be packed to the gunwales with bad content. Clickbait, outrage bait, fake news, mindless listicles, hyperpartisan media theater masquerading as political analysis. In 2019, our information highway resembles an information trash heap.

We can debate how things got this way, like how the search engines and social media networks siphoned the ad revenues away from the newsrooms that kept us informed. But consider this: while the information at our fingertips is infinite, there's one thing that's definitely in short supply: the time we have to consume it all. As a result, the app makers, streaming services, media companies and social media platforms are competing for our limited attention. And they're incentivized to keep feeding the machine with junk because that's the content that gets the clicks. The problem isn't just them. It's *us* too.

Perhaps it's for this reason that, despite an information surplus, our media vocabulary remains alarmingly stunted, even among young digital natives who were raised with the web: 80 percent of middle-schoolers today can't tell the difference between native ads and news articles, according to a study conducted by Stanford University (see more on page 9).

The Internet is how we relax, it's how we socialize. For many of us, it also means we're constantly connected to our jobs. We're glued to our devices 24/7; the average smartphone user touches their phones 2,617 times a day, according to a scout report. Our attention spans are shot. We're vulnerable to data breaches. And as it turns out, staring at screens all day poses its share of health problems, too. We suffer from increased rates of depression and anxiety. We aren't sleeping enough. An estimated six percent of us have become literally addicted to the technology we depend on. Month-long social media "cleanses" have become one of the fads du jour. Psychologists offer practices specializing in tech-addiction therapy. Digital "detox" retreats are now a cottage industry.

We've lost control over what role technology was supposed to play in our lives. Perhaps it's for this reason that a majority of Americans (70 percent) are now interested in the idea of "switching off," according to a recent Two Sides survey. Face it: this isn't what we ordered. We wanted to be connected, informed, but in many ways, technology has become more of an impasse than a gateway. We're dumber. We aren't living in the moment. We're in a state of perpetual distraction. We're more ideologically divided, driven into hermetic tribes that merely echo our worldviews. The experiment has failed. And now, some of us want to escape this dystopian nightmare we've found ourselves in—or at least have a meal uninterrupted by our phones.

A prediction: I think the concept of disconnection will become a dominant theme next year. People crave presence. They want authentic, analogue experiences. They want to disentangle themselves, minimize tech overload, and you can bet the market will respond to our growing desires to unplug, or at least shrink our digital footprint, in 2020 and beyond.

Consider some of the products that've appeared on shelves in the last year. There's the Light Phone, a cellphone with an e-ink display that doesn't provide web access or apps (only phone calls, texts and an alarm clock). There's the Freewrite, a Wi-Fi-enabled, "distraction-free" keyboard that mimics the typewriter technology of yesteryear so writers can't be tempted to go online. There's wearable technology that notifies users of incoming calls and texts so we don't have to keep phones handy. Ironically, a slew of smartphone apps has hit the market that track screen time and app usage or even temporarily block specific apps, sites or Internet access altogether. A quick jog online shows retailers are now even selling ridiculous "digital detox kits," which include a pouch to store your phone, an eye mask and ear plugs. Some even come with a "fidget cube" so, God forbid, you can have something to do with your hands.

Some of this stuff is nonsense, modern snake oil promising some bespoke "spiritual" experience to the act of logging off. But if necessity is the mother of invention, the prevalence of these products in the market speaks to their demand. We've reached a historic moment when the purpose of much of today's new technology isn't to offer new solutions as much as recreate the world we willfully replaced. But here's the thing: I don't think we're suffering from analogue nostalgia nearly inasmuch as we're simply craving another kind of experience. As it turns out, people like reality.

"Man is by nature a social animal," Aristotle wrote, and "an individual who is unsocial naturally ... is either beneath our notice or more than human." It deserves to be said: our use of the word "disconnection" here is a misnomer. The offline world is a highly social place. Certainly, compare it to social media, which confirms many of us aren't dealing with anything resembling reality at all, and it's no wonder research shows people who deactivate their social media accounts report improved mood and fewer distractions. People are logging off *because* they want deeper connections, not in spite of them. We've just learned that when it comes to setting boundaries, that's a strictly do-it-yourself job. ○

— Jon Gingerich

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# Partisanship drives media distrust

**A Pew Research Center study found that Americans who support President Trump and approve of the job he's doing are least likely to trust the news media.**

By Jon Gingerich

**P**artisanship influences how Americans perceive the news media more than any other factor, according to a new study released by the Pew Research Center.

The study, which sought to understand what factors influence public trust in the news media today, suggests that in the Trump Era, a direct relationship exists between Americans' political party identification and whether they hold a favorable view of journalists and the news media.

Overall, the study discovered that Republicans are consistently more likely to express skepticism of the news media and their motives than Democrats: about a third of Republicans (30 percent) as well as Republican-leaning independents (31 percent) said they believe journalists have "very low" ethical standards, about six times the percentage of Democrats (five percent) and Democratic-leaning independents who believe this.

In fact, the study found that the more a respondent approves of President Trump's

performance, the more likely he/she is to exhibit a distrust toward the media.

For example, among the most fervent Trump supporters polled—those who said they "strongly approve" of Trump's job performance—40 percent characterized journalists' ethical standards as "very low." By contrast, only 17 percent of Republicans who said they only somewhat approve of Trump exhibited such suspicion toward the media, and only 12 percent of Republicans who disapprove of Trump do so.

The study also found that other factors are

likely to influence Americans' trust in the news, including the extent to which that person is engaged with national politics, as well as race (black Americans often exhibit greater support of news organizations and journalists than Hispanic or white Americans), age (older Americans are typically more loyal to their preferred news sources than younger adults) and whether that person expresses greater general trust in others.

None of these variables, however, were such reliable indicators of respondents' perceived trust toward journalists and the news media as political affiliation.

"No other factors in this study come close to these partisan dynamics in their relationship to Americans' views," the study's authors wrote. ○

## Black professionals say bias limits professional advancement

By Steve Barnes

**A**bout 20 percent of black professionals believe that someone of their ethnicity would never achieve a top job at their companies, according to a Center for Talent Innovation study.

The study, "Being Black in Corporate America: An Intersectional Exploration," found that black professionals were more likely than any other group to encounter racial prejudice at work. While 48 percent of Latinx professionals and 38 percent of Asians said they had experienced racial prejudice at work, that number rises to 58 percent for black professionals.

Not surprisingly, black employees are far more likely than their white colleagues to see the racial barriers that still exist in their companies. Almost two-thirds (65 percent) of black professionals said black employees have to work harder to advance, while only 16 percent of white employees agreed.

Access to company leadership was also a problem for black professionals. While 44 percent of white full-time employees said they have access to senior leaders at work, only 31 percent of full-time black employees said they had similar access.

When it comes to corporate diversity and inclusion efforts, employees across the board say that there is plenty of room for improvement. Only 34 percent of black professionals said their company has effective D&I efforts, and the numbers are little better for LatinX (39 percent), Asian (40 percent) or white professionals (41 percent).

In addition, black full-time professionals think that D&I efforts are disproportionately directed at benefiting white women. Almost three in ten black professionals surveyed (29 percent) said that white women are the primary beneficiaries of D&I efforts at their companies. Only 13 percent of white professionals said the same. ○



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# Students can't tell difference between fake, real news

Young Americans' ability to critically evaluate information they find on the Internet can be summed up with one word, according to research: "bleak."

By Jon Gingerich

Most students today can't distinguish native advertisements from news articles, fake news from actual news or content posted by partisan groups from content posted by unbiased sources, according to a study conducted by Stanford University's Graduate School of Education.

The study, which took a year-and-a-half to carry out, collected responses from more than 7,800 middle school, high school and college students in a dozen states.

Students were presented with dozens of tweets, ads and articles and asked to evaluate the credibility of that content, and were further asked to verbalize their reasoning as each task was carried out. Researchers discovered that while young digital natives can navigate their way around social networks with ease, they're "easily duped" when it comes to differentiating fact from fiction.

For one, the study suggests that many students can't distinguish advertisements from news. Specifically, the study discovered that students had a hard time telling the difference between articles and native advertise-

ments, or branded content that's been made to resemble editorial content.

In one portion of the study, hundreds of middle school students were presented with the landing page of current affairs site Slate, and were asked to evaluate and identify the varying content contained on that page: articles, traditional ads and native ads.

While 75 percent of students were able to correctly identify traditional ads on the page, an alarming 80 percent erroneously believed native ads were news stories, even though that content was clearly labeled "sponsored content."

The findings were even more dire when it came to students' ability to analyze the credibility of claims made over the Internet without evidence.

In another exercise, high school students were presented with an image from a popular photo-sharing site that claimed to show flowers growing near Fukushima Daiichi Nuclear Power Plant that had "nuclear birth defects."

Few students (less than 20 percent) ques-

tioned the source of the post or the photo's veracity. On the other hand, 40 percent argued that the post provided sufficient evidence of its claims simply because it provided a photo.

Finally, the study found most college students had a hard time detecting potential political bias in claims made over social media platforms.

Students were presented with a tweet regarding gun control posted by liberal advocacy group MoveOn.org, which linked to a poll sponsored by another liberal group, the Center for American Progress. Less than a third seemed able to recognize the potential political agenda working behind this post, even though students were allowed to click on the link as well as roam the web freely to research who these groups are.

Stanford researchers noted that while a great deal of variance is typically seen in studies that poll thousands of respondents, the subjects in their 18-month study displayed a "stunning and dismaying consistency" across each level of education, be it middle school, high school or college.

"Overall," researchers wrote, "young people's ability to reason about the information on the Internet can be summed up with one word: bleak." ○



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# Review of PR world 2019

Some of the highlights and lowlights covered by *O'Dwyer's* in 2019.

By Kevin McCauley

2019 was a year jammed with wall-to-wall breaking news, making it harder for PR firms to chalk up placements for clients. While the media maintained a 24/7 watch of Donald Trump's Twitter feed, there was a raft of newsworthy items to keep the minds of the American people spinning.

The Google News Labs reports that top searches in 2019 focused on the US government shutdown, Brexit, Boeing's 737 Max disaster, China/US trade war, Jeffrey Epstein's alleged sexual abuse/suicide, Hong Kong pro-democracy riots, Hurricane

Dorian slamming the Bahamas, Robert Mueller's Russia meddling investigation, Ukraine, California wildfires and the impeachment.

Focusing on the world of PR, here are some of the highlights and lowlights covered by *O'Dwyer's* in 2019.



Tom Ryan

**ICR Inc. acquires Westwicke Partners,**

a health-centered investor relations firm based in Baltimore with offices in New York, Boston, San Diego, San Francisco and London. Headed by founders Bob East and Mark Klausner, Westwicke's 30 staffers serve more than 100 clients in life science, medical technology and healthcare.

ICR CEO Tom Ryan combined ICR's 75-plus healthcare staffers with Westwicke's group to create the Westwicke, An ICR Company, brand.

**Skadden settles** Ukraine/Manafort FARA suit. Lobbying powerhouse Skadden, Arps, Slate, Meagher & Flom agreed to \$4.6 million to settle a civil suit, alleging that it failed to register as a foreign agent for Ukraine work that was headed by Paul Manafort, president Trump's former Campaign Manager.

According to the agreement, Skadden contributed to "a public relations campaign directed at select members of the US media," without filing under the Foreign Agents Registration Act.

Following multiple inquiries from the Justice Dept.'s FARA unit, a "partner then at Skadden made false and misleading statements to the FARA unit," which led it to believe that it was not obligated to file, according to the Justice Dept.'s Jan. 17 statement.

The Justice Dept. ultimately determined

that Skadden was required to register in 2012 and under the settlement agreement has agreed to do so retroactively. The \$4.6 million represents the fees/expenses that Skadden got from Ukraine.

**Ogilvy PR chief exits** for gluten-free pizza gig. Stuart Smith, head of Ogilvy's global PR group, left to take the chief marketing & growth job at Vegolutionary Foods, the Los Angeles health food company founded by his wife and former Edelman western region CEO Gail Becker.

He joined Ogilvy in 2011 following a seven-year run as Edelman UK chief and three years at Hill & Knowlton, where he rose to head the corporate EMEA group.

**CEOs say profit, not CSR, is top priority,** according to a new study from the USC Annenberg Center for Public Relations and Chief Executive magazine.

About 60 percent of the 210 CEOs surveyed for the study said they were unlikely to communicate about any social issue in 2019. The main communications goal for most of the CEOs surveyed remains the bottom line, with 44 percent saying that selling their products and services is the top message they are concerned with delivering.

**Finn Partners captures Small Army of digital pros.** Peter Finn's firm scooped up Small Army, a Boston-based 45-member integrated marketing shop focused on health, financial, technology and travel sectors.

Founded in 2002, Small Army provides strategic planning, brand development, advertising, media buying, content creation, video production and social media management services.

**Trust in the U.S. suffers its largest-ever-recorded drop** among the general population in the history of Edelman's Trust Barometer.

The 2019 Edelman Trust Barometer reveals that trust in the U.S. among the general population fell nine points to 43, placing it in the lower quarter of the 28-country Trust Index.

**London's Lansons expands to U.S. via Intermarket.** Lansons, a reputation management shop in London, picks up a 51 percent stake in New York's Intermarket Communications, financial shop co-founded by Matt Zachowski and Martin Mosbacher in 1986, to form an entity with fee income in the \$17 million range.

Lansons is expected to acquire full own-

ership of Intermarket via the purchase of two more tranches over the next three years based on the performance of the business.

Intermarket, which has 25 clients, ranked as *O'Dwyer's* tenth largest financial firm in 2017 with fees of \$4 million.

**Mark Penn takes command of MDC.** The former political advisor to Bill and Hillary Clinton assumed the helm of MDC Partners as his Stagwell Group agrees to pump a \$100 million equity infusion into the financially strapped ad/PR company.

Before launching Stagwell, Penn was Executive VP/Chief Strategy Officer at Microsoft, CEO of Burson-Marsteller, co-Founder of Penn Schoen Berland, and pollster/advisor for Tony Blair, Bill Ford and Bill Gates.

**China's embattled Huawei Technologies enlists** Larry Weber's Racepoint Global for PR and crisis support as it takes on the US law that bars American governmental agencies for federal contractors from doing business with the Japanese firm.

Racepoint's one-year contract covers strategy, media/analyst relations, content, crisis, and social media. Weber, who bills at \$320 per-hour, heads Racepoint's 13-member Huawei team.

**Paul Ryan joins Fox Corp. board.** The former House Speaker has joined the board of the slimmed down Fox Corp., which has closed the sale of the bulk of its entertainment assets to Walt Disney Co.

Before serving as Speaker, Ryan chaired the House Ways and Means Committee and Budget Committee. He was VP candidate for Mitt Romney's presidential run.

**HHS probes Porter Novelli.** The Health and Human Services Administration slates a review of subcontracting deals flowing from Porter Novelli's \$2.25 million contract with the Centers for Medicare and Medicaid Services.

Politico reported March 29 that money from the PR contract went to Republican consultants to burnish the image of Centers for Medicare and Medicaid Services Administrator Seema Verma.

Pam Stevens, a media adviser, coached Verma; Marcus Barlow wrote speeches and devised strategy, while Nahigan Strategies' staffers traveled with the administrator and helped orchestrate announcements, according to Politico.



Larry Weber

— Continued on next page



**NRA sues long-time PR firm.** The National Rifle Association has sued long-time ad agency Ackerman McQueen and its Mercury Group PR unit for allegedly failing to turn over its business records to justify its billings.

The organization paid Ackerman McQueen more than \$42 million in 2017.

The NRA and AM have worked together for decades and created the high-impact “from my cold, dead hands” messaging of the late actor and five-time NRA president Charlton Heston.

**Edelman helps Boeing navigate PR turbulence** ... Boeing reached out to Edelman in May to map a communications plan to reintroduce its 737 Max to the flying public, once the grounded plane receives regulatory approval to return to service.

A member of Edelman’s corporate advisory team declined comment on the work and referred O’Dwyer’s to Gordon John-droe, VP-Communications, government operations at Boeing.

“While I cannot comment on any particular firms, we engage a number across the world to assist with strategic communications,” he said via email.

**Bayer ousts FleishmanHillard.** Germany’s Bayer has suspended FleishmanHillard following reports in France’s *Le Monde* that it compiled a dossier of about 200 politicians, journalists and scientists who raised health concerns about client Monsanto’s “Roundup” weed killer.

The German pharmaceuticals and life sciences giant released a statement May 12, acknowledging the French media raised accusations that lists of supportive and critical stakeholders drawn up by Monsanto in 2016 may have violated ethical principles and legal regulations.



AnnaMaria  
DeSalva

**DeSalva returns to H+K as CEO.** AnnaMaria DeSalva returned to WPP’s Hill+Knowlton Strategies unit as Chairman/CEO on June 24, taking over for Jack Martin, who will remain an adviser until the end of the

year.

She left DuPont as Chief Communications Officer in February after guiding communications through its \$130 billion mega-merger with Dow and establishing the corporate affairs capability of the combined entity.

From 2006-2009, she headed worldwide healthcare at H+K, a job she took after leaving the healthcare managing director slot at GCI Group, another WPP unit.

**Evoke PR & Influence merges with**

**KYNE.** Evoke, healthcare, medical marketing and communications unit of Huntsworth, has acquired Independent health PR specialist KYNE, the ten-year-old shop that registered \$10.4 million in fees on O’Dwyer’s 2018 rankings of healthcare firms.

KYNE and Evoke’s PR & Influence unit, which offers strategic communications, PA, investor relations and consumer marketing services, will join to form a new entity

Evoke reported \$12 million in PR fees on O’Dwyer’s healthcare rankings list.

**42 West bows to friends of elephants.** 42 West has ended its PR push to justify the Government of Botswana’s effort to cull its elephant herd, which has grown in population from the 20,000s during the 1970s to 135,000 today.

Animal rights and environmental groups have trashed the hunt.

Britain’s *Daily Mail* dubbed the elephant hunt, “Operation Jumbo Slaughter.”

The entertainment PR firm released the following statement to Roger Friedman’s Showbiz411 column: “While the nature of what 42West was hired to do for the Botswana Ministry of Environment, Natural Resources Conservation and Tourism has been grossly misrepresented, we have ended this relationship.”

**Brunswick hires ex-U.S. cyber command chief Rogers.** Mike Rogers, retired U.S. Navy admiral who served as Commander of the U.S. Cyber Command and Director of the National Security Agency, has joined Brunswick Group in its Washington office.

As Senior Advisor, he will counsel clients on cybersecurity, geopolitical, technology, telecom and crisis matters.

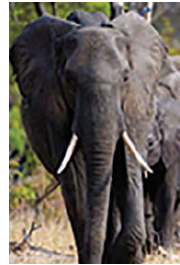
He retired from the Navy in 2018 after 37 years of service.

**Huckabee Sanders leaves White House press job.** Sarah Huckabee Sanders, the White House Press Secretary, stepped down at the end of June, announced by a tweet from Donald Trump.

“After 3½ years, our wonderful Sarah Huckabee Sanders will be leaving the White House at the end of the month and going home to the Great State of Arkansas,” tweeted the President.

Sanders, who succeeded Sean Spicer in 2017, will be remembered for killing the daily press briefing for reporters and for ardent defense of Trump.

Stephanie Grisham, who has been on Team Trump since 2015, most recently as Melania Trump’s Communications Director, took over the press secretary job in August. Sanders wound up as a Fox News



commentator.

**Dominican Republic taps Rubenstein PR for crisis.** The Dominican Republic has a \$35,000 monthly contract with Rubenstein PR to provide advisory services regarding the impact that its reeling tourism sector will have on the economy and effect on the Caribbean nation. The effort is led by president Richard Rubenstein.

The firm was hired after at least nine tourists mysteriously died in the DR, including Leyla Cox, a Staten Island woman who passed away June 10 a day after celebrating her 53rd birthday.

Dominican officials have lashed out at US media coverage of the deaths, dismissing it as “fake news” about an island that welcomes 6 million visitors a year.

**Levinson Group fights for equity for U.S. Women Soccer.** The Levinson Group is representing the 28 members of the U.S. women’s soccer team as they press their case for pay equity against the U.S. Soccer Federation.

The World Cup champions filed a lawsuit in March, charging the Federation denies them equal compensation, training, playing and travel conditions with the men’s team. The suit also alleges the Federation promotes their games less than men’s matches.

Molly Levinson, who launched her firm in 2014 after stints at CNN and CBS, serves as spokesperson for the players.

**WPP sells 60 percent Kantar stake to Bain.** WPP Group has sold a 60 percent stake in its Kantar research unit to Bain Capital for \$4 billion as part of CEO Mark Read’s plan to simplify the structure of the ad/PR giant.

WPP will retain a 40 percent Kantar stake and looks forward to working with Bain to “unlock its full potential,” according to Read.

**Interpublic ups Polansky, Heimann.** Interpublic has named Weber Shandwick CEO Andy Polansky Chairman/CEO of its Constituency Management Group, succeeding Frank Mergenthaler, who is retiring as CFO at the end of year.

Weber Shandwick Global President Gail Heimann takes over the helm from Polansky, who will become Executive Chairman of Interpublic’s PR flagship. Jack Leslie will remain Chairman.

**Ruder Finn gobbles up \$5 million SPI Group.** Ruder Finn has acquired SPI Group, the Jersey-based shop that ranked



Andy Polansky

— Continued on page 39

# Verdicts come in clicks in the court of public opinion

From the Hallmark Channel to Boeing to the halls of power, we witnessed scandals in 2019 that put crisis communications professionals to work and put several American institutions to the test.

By Gil Bashe, Kristie Kuhl and Jessica Berk-Ross

Some of the institutions that faced a crisis in 2019 didn't fare so well. One key reason: transparency has entered the Age of Convergence. Social media, the 24-hour news cycle and instantaneous mobile technology connect individuals and lay out narratives side-by-side for all to examine. Suddenly, people who were isolated or compartmentalized can share common experiences and challenge cultural icons, celebrities and CEOs. An individual voice can be magnified exponentially with the addition of a hashtag.

In many cases where scandal rocked a company and would not go away, there are strong similarities. Some companies have not been seen to take real ownership of their mistakes or hesitate in formulating a response, which is seen as walking away from responsibility. Others responded to crises quickly, but with qualifiers and legalese that made the audience feel as though there was no one at the helm, no one responsible, only a team of corporate counsellors.

This is seen as a "non-apology" apology. These approaches may seem at first to distance the company that made the mistake from the act itself, but they do just the opposite, tying the perceived offender more closely to their offense. What both responses do is create distance and distrust between the company and its audience.

Charles Darwin wrote that "nature abhors a vacuum," and human nature is no exception. In this Age of Convergence, if a company leaves any distance, that opening will be filled, digitally and at the speed of a keypad click. Audiences once geographically and demographically distant from one another find themselves on common ground in an online community, disparate digital voices can contribute to a new truth narrative.

For the Hallmark Channel, a convergence of individual perspectives meant one person's opinion on or experience with discrimination could be affirmed by many others. A few tweets, a blog comment or two, followed by the drumbeat of others adding their voices, turned into such a groundswell of outrage that the network immediately caved to a moral watchdog group and dropped an ad depicting a same-sex kiss in a wedding ceremony.

It's too soon to tell if Hallmark's mishandling of their crisis will have long term im-

pact on their bottom line, but in Boeing's case, the self-inflicted 737 Max crisis, in which the aircraft manufacturer was never fully transparent, has caused a halt to Boeing production and shaken their previously rock-solid image, allowing the EU's Airbus to overtake them in the market. The scandal will have lasting repercussions and impacts on the U.S. GDP and economy going forward.

For pharma leaders, it's time to acknowledge that we live in the same digital ecosystem, where there are few secrets and little that can be hidden. Transparency is the coin of communications today, and when our image of events conflict with patients', physicians', payers' and policymakers' versions, we can expect that these audiences will converge, and their voices will emerge online.

Avoiding a reputation crisis is not easy, but companies whether the storm much better when they decide to embrace their responsibility and share transparently. While legal counsellors must be involved during a crisis, it's critical that a place at the strategy table should be reserved for public relations practitioners—especially when litigation is at hand. Their role in aligning opinions, marshaling efforts with advocacy, lobbying and media/reputation management is what enables clients to guard their hard-earned reputation.

These six pillars of communications offer a framework for understanding and managing the flow of the dynamic.

## Authenticate

The first step is to differentiate assumptions and feelings from fact: For example, in liability situations, why were there no cases at dozens of other area hospitals that had also received the same product? How was the product received, stored, handled and administered? Did the hospital in question have a record of safety problems? With patient safety paramount, these questions set the tone for ensuring that people stop pointing fingers and—most importantly—begin to think about how to guard against immediate risks.

## Accuracy

Always get the facts right first, and then move fast to disseminate. One company worked diligently to guard its reputation by using the media to show its transparency in determining the facts, and by then working carefully to share its findings openly.

## Align

Once answers to those questions are determined, communicators must agree. Ensure that everyone in the company's legal, management, marketing, and sales teams convey the same truths whenever and wherever they interface with customers.

## Ally

After core messaging has been established, ally with experts who can share and amplify those truths through their platforms. Cultivate and leverage third-party support, ideally before there is an issue. Always remember that whether they agree with your position or have their own point of view, advocacy groups will be called upon to comment. If they have no background, they are apt to play it safe even at your expense.

## Assess

During a trial or crisis, it's vital to monitor in real time for related news. In all crises and legal cases, assessing the mainstream and social media horizon 24/7, preparing and updating standby statements and making executives available for media inquiries is imperative.

## Achieve

Think about the end-game, not the struggle! A rule of thumb: Do not panic every time you see unfavorable coverage or blog posts. But do not stand idly by either. Make sure key bloggers and reporters have the right information and connect with them to share facts, especially when they are in complex legalese. Aligning opinions requires that people have accurate information, so act when information is incorrect.

Public relations and public affairs professionals should have a key role in corporate crises situations and keep company officers on track with the company's values and



Gil Bashe



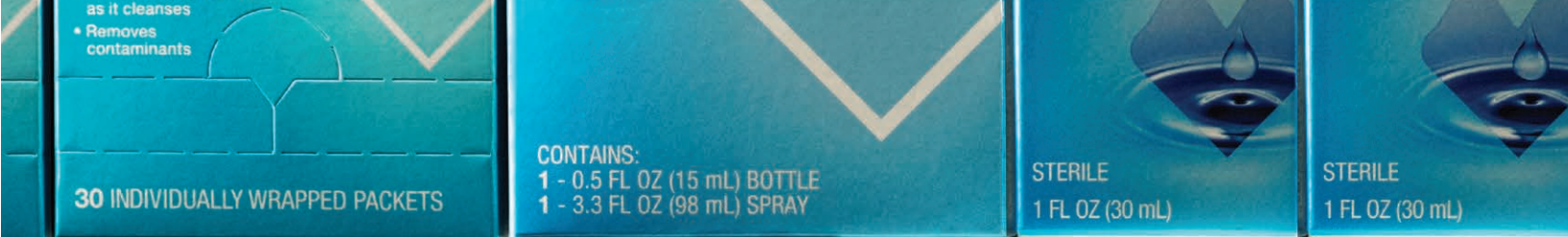
Kristie Kuhl



Jessica Berk-Ross

— Continued on page 23





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.



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# Listening: how PR is learning the hardest lesson of all

In an industry characterized by constant change, sometimes the best strategy for ensuring continued business success is to just shut up and listen.

By Nick Bailey

The communications world isn't exactly light on stereotypes. The suited and slick account guy in the Don Draper mold (in the London ad world, where I spent most of my career, the account lead is still known colloquially as "the suit"), the rosé-swilling, sunburned network bigwig cruising the Croisette, the bearded, tattooed creative director (I count myself among their number).

But perhaps none of these clichés is more pernicious and more persistent than that of the larger-than-life PR professional; the laugh-a-minute, loud, life-and-soul of any party (hell, she probably *arranged* the party); the no-nonsense doer who makes magic happen by sheer force of personality.

Like all clichés, there's some justification for this one. As someone who spent most of his career in the tangentially-related world of digital creative, I'd rub up against "pure" PR agencies intermittently, usually around the point "our baby" was about to be born. The injection of this kind of hustle and energy was often critical to the success of initiatives born in the bubble of tech evangelism. There's nothing quite like an efficient dose of reality from a great PR professional to prepare you for the more bruising dose of reality you'd otherwise receive when the rubber hits the unforgiving road of media and public opinion.

As the world changes around us, however—and as we seek to influence that change through creativity and communication—this narrow conception of what "good" PR looks and sounds like—and, indeed, what PR is even *for*—is becoming not just outdated, it's limiting our ability to make genuine impact for our clients, and to claim our proper status in the communications mix.

When I began my creative career in the late '90s, in the world of startup digital agencies, my qualifications were a fine art degree and a 23-year-old's completely unjustified confidence in his own ability. Digital was so new that a bit of smart patter was enough to get me through the door: I'd never have got an entry-level job in today's professionalized Hunger Game of agency careers, much less ascended through it as swiftly as I did (even with the way smoothed, as it no-doubt was, by my gender and ethnicity).

Nevertheless, being on the inside of an industry which, over the intervening 20 years, has exploded to dominance, has yielded

one or two insights that might usefully apply to the world of earned media.

At the point my career began, the world of "traditional" public relations was arguably reaching its extrovert-fueled zenith, at least in the Anglo Saxon world. PR-driven advertising campaigns were making front-page news in the mainstream press (the Wonderbra campaign was a memorable watermark; whether it was a high or low one is a matter for debate). The industry was awash with money, and there was a general kowtowing to the views of "PR Gurus" as a new cult of "spin doctoring" was born around the reigns of Clinton and Blair.

Arguably, it was the scale of this success, and the complacency which stemmed from it, which has meant that the PR world has been slow to adapt to the disruptive impact of technology and digital media, and the positive change that can come from inviting those who think and behave differently into your organization.

An early challenge for the nascent digital creative industry was figuring out how to bring the necessarily unpredictable, instinctive and chaotic activity of creative endeavor together with the methodical, iterative process of technology development. People from diametrically diverse disciplines were forced to communicate who would in other circumstances most likely never have met; let alone collaborated.

This gave rise to lots of frustration and false starts (fortunately, clients had bigger budgets, less digital experience and more patience than they have today). But it also gave rise to extraordinary innovation, rapid change, industry disruption and leaps forward in the efficiency and effectiveness of advertising efforts.

There's much chatter on this topic around "right-brained" creatives and "left-brained" tech people. Of course, this is reductive and arguably obscures more than it reveals; everybody boasts a spectrum of capabilities and predispositions, after all. But what this simplification does prove is that we instinctively recognize that these two disciplines require very different mental processes.

What they also require are different structures, resources and support from the employer. An environment that's great for a creative isn't necessarily great for a coder, and vice versa. Over the years, successful digital creative and technology companies have built their businesses around these re-

quirements, and created fertile cultures that facilitate contributions from those that process information and express themselves in different ways.

This meant that when change came, these companies were ready to respond to and capitalize on it. When Facebook landed in 2004, it was digital agencies and startup specialists that leapt on the opportunity to build capability and expertise, not PR agencies.

In hindsight, this represents an extraordinary missed opportunity. After all, isn't social media—and especially social media at its inception, when it was all about organic, not paid reach—the ultimate word-of-mouth, earned channel?

The fact that the PR industry largely sat on the sidelines of the digital revolution and has only recently leaned in to provide valuable expertise and insight is perhaps a reflection of that typically human pattern to double-down on the strategies that delivered success for you in the past in order to respond to novel challenges arising in the present.

If the extraordinary success of digitally-driven business over the last two decades proves one thing it's this: you can't predict or plan for the future, but you can build for it. By fostering cultures that welcome contributions from people who think, create, problem-solve and express themselves differently from the majority—which in the PR world means the charismatic extrovert—organizations become more responsive, adaptable and creative.

The most important lesson for me as a creative working with technology people was the insight it gave me into the limitations of my own approach. It challenged my assumptions about how things "should" be done and—most importantly—gave an understanding that there are different ways of seeing the world, which I had not considered before.

For an extrovert like me, that was the hardest skill I ever learned, and one which I still struggle with today: the ability to shut up and listen.

Nick Bailey is Creative Partner and CEO at *futurefactor*. ○



Nick Bailey



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# How technology redefines crisis readiness

Technology tools are meeting a new set of professional demands in the digital era.

By Elizabeth Cholis

Any crisis communications manual relegated to a binder on the shelf is bound to gather dust. Many organizations' strategies—too outdated and dense to be useful—languish virtually untouched on an office shelf or in a forgotten shared drive.

Unsurprisingly, research suggests that the era of the smartphone has ushered in dramatic change in the way we process information. Recent analysis published in *World Psychiatry* reveals that Internet and technology use has shortened the average person's attention span and even taken a toll on memory processes. This is no shock to the growing majority of multitasking Americans, 81 percent of whom now own smartphones, according to the Pew Research Center.

Despite the waning attention span, today's digitally native professionals come equipped to adapt to cutting-edge interfaces and process information through user experience—presenting new methods for crisis preparedness and crisis management. Or at least, they should.

While rapid changes in technology have clearly altered the scope and cadence of crises themselves, it's imperative that those managing these scenarios use technology that keeps up with the digital age—rather than solutions from a bygone era—to train for and execute good crisis management. These technology solutions—from online training to software platforms and apps—ensure that a carefully crafted plan is properly disseminated, understood and accessible at the swipe of a finger.

## Promoting engagement

One of the largest barriers to implementing a crisis management strategy is moving past plan creation to ensure the leaders executing during a crisis understand both the plan and their individual roles. Online training modules can help ensure adoption of the new crisis plan by serving as an interface for the user to engage with directly (not requiring a trainer), designed to be visually engaging with customized, digestible content. Essentially, management teams need to meet their end users where they live—on their phones, tablets or computers. No one is scrapbooking their photos in 2020.

Issues management teams—and the plans themselves—are also increasingly put to the test through crisis simulations. By coming together and walking through a potential

crisis specific to their business, the crisis response team experiences the onslaught of demands that come with a reputational challenge, as they field reporter requests, questions from employees, investor asks, enraged tweets and regulatory inquiries in real time. This act of “socializing” the strategy through a simulation provides an engaging opportunity for team members to learn by doing—in a way that is true to life, and not a soulless, paper-driven exercise. Simulation software has streamlined the process, facilitating these exercises in a contained, secure environment.

## Expanding accessibility

Whether a multinational with operations around the world or a small localized business, companies increasingly require solutions for remote and/or mobile workforces. In the U.S. alone, remote working has increased 44 percent over the last five years, according to statistics published by FlexJobs.

Training modules and crisis simulations can now be administered to employees anywhere in the world, breaking down barriers that once prevented scattered teams from staying up to speed on available resources and individual expectations during a crisis. We've moved beyond simple conference calls, and crisis management teams are all the better for it.

By providing a virtual war room, crisis management apps offer the option to connect remotely—bridging potential gaps for geographically dispersed organizations and enabling flexibility in scheduling across time zones. While business travel and a remote workforce could have previously prevented a crisis team from executing in sync, the ease of a mobile app connects leaders on-the-go. And that's a good thing, because it's rare that companies can ensure real-world crises hit when teams are parked at their desks.

Even the most well-crafted communications strategy is useless if it's not readily accessible during the critical moments of a crisis. A crisis app houses plans under easily navigable issue icons, keeping crucial strategies at a professional's fingertips. From locating team contact information to identifying the right talking points, apps organize key components of a crisis response strategy for swift execution.

## Ensuring efficiency

Perhaps technology's largest contribution

to crisis management is increased efficiency.

Once created for a crisis plan, online training modules require minimal future additions. The team can easily track who has completed the online training, conduct refresher courses and onboard new personnel. Simulation software automates the process and eases the burden of building manual simulations, in addition to providing important data for evaluation post-simulation. All of this lends an important continuity to crisis readiness across the organization.

The crisis management app is, to me, the holy grail of where we're trying to move businesses when they consider organizational crisis readiness. It categorizes information and makes sure everyone is working from the most up-to-date documents and resources available. It restricts various permissions to ensure participants do not stray from their areas of responsibility, preventing duplication of efforts in the process. It also ensures the content of a crisis plan is digestible, making a scenario plan mobile-friendly by homing in on only the most essential and functional content. Consider running an airline; now consider how difficult it would be to reach a disparate workforce responsible for crisis response without a resource that sits on a flight attendant's phone.

Further, by design the app automates and insists on arguably the most important aspect of effective crisis management: collaboration. Through notifications, secure chats, polling and shared checklists, the crisis management team can act as a cohesive unit focused on reputation management, strategy development and stakeholder outreach.

Crisis communications technology solutions are now cornerstones of modern issues management. The capabilities associated with these technologies meet the demands of a crisis team in the digital era. Just as rapid changes in technology have created new crises such as data breaches and viral social media events, so too have they expanded the crisis communications toolkit. We can be thankful for that, if skeptical of the practical utility of some of the gifts of the digital age. These new offerings maximize preparation and streamline



Elizabeth Cholis

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# Preparing for a year of crisis opportunities (and threats)

In an era characterized by the rapid dissemination of information online and over social media, even the slightest reputational flame can rapidly spread, engulfing a company before it has time to dial 911. When that first spark becomes visible—whether confidentially or in the public arena—company leaders must be prepared to immediately implement a carefully-calculated response to lessen the initial impact.

By Phil Denning

It's impossible to know where the fires will erupt in 2020—faulty airplanes, college admission scandals, more “Me Too” moments, the recent Hallmark Channel advertising fiasco, or perhaps some Presidential election tweets—but there's no doubt that the embers are already smoldering. While these aren't the items we want on our typical “holiday list,” it's prudent to do a quick refresher as we enter the New Year.

Generally speaking, every crisis will share some basic characteristics: it's an unplanned, negative event—whether real or broadly perceived to be true—that's public and sufficiently serious to have a meaningful impact on the business:

**Unplanned.** Crises are difficult to entirely prevent or immediately control, as by their nature they typically arise suddenly and unexpectedly.

**Negative.** A crisis adversely impacts the company, or has the potential to adversely impact the company if publicly known.

**Public.** While some crises can be handled internally, all have the potential to impact operations should they become public, while those that are already publicly known are particularly threatening.

**Serious.** Many crises threaten a significant or lasting impact to the business if handled ineffectively.

These events can take many forms, and companies may face crisis issues at every phase of a business. They can run a broad gamut across business verticals and personnel activity—including executive malfeasance, data security, litigation or regulatory sanctions, HR issues, natural disasters, product failures, workplace violence or many others—that can be reputational, operational or financial in nature. All three types can prove critically damaging to a brand.

## Your response to a crisis can define your brand—for better or worse

Stakeholders and consumers can forgive corporate mistakes or transgressions, provided the company responds appropriately, but they also possess long memories for botched or nonexistent responses. Decision-makers and executive teams facing a crisis must think and act quickly, but must also think and act strategically.

The primary goals of crisis management

are to limit the damage, preserve the company's relationships and reputation and establish a foundation for recovery, enabling the business to return to normal course as soon as possible. In order to achieve these goals, decision-makers should adhere to the following principles of crisis response:

**Speed.** Response teams must move as quickly as possible to prevent rumors and speculation from filling the communications vacuum.

**Control.** Aim to take the initiative and lead the story before others define your narrative for you.

**Knowledge.** It's critically important that your first communications are honest and factually accurate. Teams must immediately identify the essential information pertaining to the situation, including who's involved, what occurred, where and when the crisis presented itself, and how it escalated.

**Thoroughness.** Provide all information relevant to the crisis at the same time. Don't allow updates to continue to trickle out over weeks or months; releasing information reluctantly only drags out coverage of the crisis in the media. Close the information and media loop as soon as possible.

**Honesty.** Be clear about what you know and don't know, and never speculate or tell misleading half-truths. This approach conveys arrogance and challenges adversaries to uncover the full story. Additionally, a company's response to a crisis can define the public's perception of the brand. Reaffirm why your brand deserves the public's trust.

**Evolve.** Constantly monitor all activity and coverage around the crisis, and be ready to take a new angle. Even the most prepared communications team can be surprised as events unfold, so be nimble and adjust to unforeseen developments.

Executive teams must keep these principles front of mind as they craft response strategies. Taken together, these principles boil down to the critical importance of prompt, open and transparent communication with stakeholders and with the public.

Companies in crisis are most able to regain the public's trust when they explicitly communicate the precise steps they are taking to address the situation, and actively demonstrate that these steps will lead to a

successful resolution of the matter. Communicating process, in the absence of complete knowledge or facts, indicates to the public that you're not ignoring the problem and that you intend to be responsible guardians of your brand and your consumers' trust.

## How you do it is just as important as what you do

Finally, with these response principles and objectives in mind, companies should consider the following when actually crafting and delivering communications in response to a crisis:

**Timing.** While the first 24 hours are critical in defining your response, it's just as important to continue to monitor and manage the ongoing flow of news to provide sufficient commentary to maintain control of the narrative and avoid a news vacuum that might otherwise get filled by erroneous or speculative commentary.

**Clarity.** Refrain from theorizing or thinking out loud, stick to the facts as you understand them and update as appropriate going forward. Provide written statements where possible to ensure that your message is clearly disseminated, and avoid making statements that you may have to correct or contradict later on. Remember you're typically speaking to a broad public, so limit the use of industry jargon and speak in plain language when possible.

**Empathy.** Nothing is more important than expressing genuine concern for whatever has happened and those who may have been impacted. The public can forgive error, but it will have no tolerance for apathy or indifference. Sometimes this will necessitate providing a human face for the company in its communications. Choose wisely. And demonstrate that concern through both words and deeds.

**Accountability.** Accountability isn't the same as responsibility. Nothing is more frustrating in the aftermath of crisis



Phil Denning

— Continued on page 23





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# How 2020 will drive a communications transformation

Some insights regarding what the new year holds for communications.

By Jenn Deering Davis

This year, we've read about influencer fatigue, politics fatigue, social media fatigue, content fatigue and probably a dozen more kinds of fatigue. We're also drowning in data, we've been told the press release may or may not be dead and trust in the media remains low. It occurred to me that an appropriate phrase to describe the age might be "everything fatigue."

Granted, this notion of "everything fatigue" seems like an unnecessarily negative way to frame what's going on in communications right now. We're in the midst of a communications transformation! And yes, transformation is hard: it requires perseverance, dedication, resilience, adaptation. But the effort is worth it, as earned media is becoming more strategic, more measurable and more essential than ever before. For those of us who work in comms., PR and marketing, we're in the middle of something truly special.

So, what's driving this transformation? How is the landscape changing and what do we see becoming more important in 2020?

## The lines between PR and marketing will dissolve

What's the difference between PR and marketing? Is it about where your audience is in the sales funnel? Or is it about your ultimate objective as a team? Who owns content in your organization? Who owns reporting?

SHIFT Communications has a great definition of the difference between PR and marketing: "The goal of public relations is to create awareness and trust ... The goal of marketing is to create demand for our products and services."

PR agencies already provide a number of services historically provided by marketing: design, content, social, video, analytics. But who ultimately owns the brand? Truthfully, it's a combination of both PR and marketing, and the lines between those functions will continue to blur into 2020 and beyond.

USC Annenberg's 2019 Global Communications Report found that 51 percent of communicators expect more integration with marketing over the next five years. The functions have so much to offer each other—analysis of what's working and what isn't, data to inform attribution models, technology both teams can utilize, and even moral support in the face of shrinking budgets.

Part of what this means is that PR professionals need to ensure they can speak the language of marketing so they're prepared in the years to come. It will be even more

crucial to understand metrics, paid strategies, attribution, product positioning, technology, and most importantly, selling. The aforementioned Global Communications Report found a huge difference in the importance CEOs and in-house communicators place on selling products and services—44 percent of CEOs report selling as the most important marketing issue for their orgs, but only 25 percent of communicators felt the same. To remain relevant in the eyes of the C-Suite, communicators need to think even more about how to actually sell their company's product.

Further, the boundaries between paid media, owned media, and earned media are increasingly permeable, and any particular type of media may have more than one owner. Ultimately, the lines between PR and marketing are blurry at best (and arbitrary at worst). They will continue to evolve in 2020, and even more so over the next decade.

## The corporate marketing landscape will experience significant change

Comms. isn't the only function undergoing significant change right now; marketing is experiencing an evolution as well.

Some companies are going as far as eliminating the CMO position in favor of the roles of the Customer or Chief Experience Officer and Chief Information Officer. Part of this is driven by yet another blurring line—the line between prospect and customer.

Traditionally, we think of comms. as serving the top of a sales funnel—generating initial awareness, maintaining reputation, and monitoring for crises. And then as someone progresses into the funnel, marketing takes over—converting awareness into leads. But once a prospect actually becomes a customer, who owns that relationship? Many marketing departments have a customer marketing team, who focuses on sharing education content, nurturing clients, and finding opportunities to upsell. However, in other cases, these activities are owned by customer success or account management. This has led some companies to eliminate the CMO altogether.

For PR pros, this comes back to one of our first questions—if you're in public relations, who is your audience? How is this different from the marketer's audience? And what does the shift in how (some) companies think about marketing mean for the future of public relations?

Now's the time to determine what data is actually helping you make decisions,

and focus in on that for the new year. Stop reporting on vanity metrics that don't tell you anything about actual impact or attribution.

## The media and influencer environment will evolve

You already know about the crisis facing the news media industry; newsroom jobs have declined, fake news and misinformation is on the rise, and media organizations have merged or disappeared. While we're not going to get into all of that here (there's tons more information on Pew Research's State of the News Media site if you want to read more on this), let's talk about what this means for the relationship between PR and media.

For a PR professional, it can be hard to keep up with media contacts, many of whom may move around frequently or write for multiple publications. Publications you've come to rely on are acquired or shut down. Journalists are under pressure to produce more content, and many receive hundreds of pitches every week.

Couple that with the increasingly complex role of social media in news. According to Pew Research, 62 percent of U.S. adults say "social media companies have too much control over the mix of news that people see." Concerns about fake news, misinformation, and the negative impacts of microtargeting further complicate the relationship between PR and media.

And how about influencers? Despite some public setbacks, influencer marketing continues to grow. Business Insider estimates that the influencer marketing industry will be worth as much as \$15 billion by 2022. Social influencers are still very important to any comms. strategy. But there are millions of influencers—ranging from celebrities with 50 million followers to nano-influencers catering to a tiny but very niche audience. Influencer relations are made more complex because it's another function that straddles the PR and marketing teams. Who owns the influencer relationship in your organization?

All of this points to an evolution in the relationships communicators have with traditional media and social influencers.



Jenn Deering Davis





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# The CEO's role in a crisis

To speak or not to speak: should your CEO be your spokesperson in a crisis?

By Ashley McCown and T.J. Winick

Your organization is facing a serious threat. Its reputation—and perhaps its very existence—hang in the balance.

Having shepherded clients across sectors and industries through hundreds of crises, we have witnessed the time, energy and resources it takes for leadership to respond effectively at these pivotal moments. While advance planning helps inoculate your leadership team against some of these costs, the demands of an unfolding crisis can easily derail a chief executive's daily schedule.

While the CEO should oversee or designate a senior team member to manage the situation, the question of who should communicate to internal and external audiences, i.e., to manage the perception of the organization during a crisis, is a topic of much debate. Just as there is no single strategy for how to respond to these urgent matters; the role of your CEO at these moments of truth is complex and often dynamic, with the need to adapt in real-time to an ever-changing reality.

There are several factors that determine whether or not your CEO should be the chief spokesperson in a crisis. Here are five considerations, along with some real-life examples that demonstrate their importance:

**Ability to relate:** This should be the determining factor for most organizations: Is your CEO relatable, and if not, can training help? In a crisis, the CEO needs to communicate “we get it” by projecting empathy and compassion; but don't assume communicating effectively under pressure is a skillset every leader possesses. Relatable may also mean understanding the culture of a different geographic region or country where an incident occurred. If the CEO doesn't speak the language, literally or figuratively, it's likely best to go with someone who is more relatable to those local audiences who matter most.

**Teachable moment:** The often-cited example of a CEO who failed to communicate empathy is BP's Tony Hayward who uttered, “I just want my life back,” during the Gulf Oil Spill of 2010. However, there are many more examples of CEOs saying the wrong thing—or, equally as bad, nothing at all—at the wrong time. When a United Airlines passenger was dragged from his seat and bloodied aboard a 2017 flight because he refused to get off a plane that was overbooked, a passenger video of the incident went viral. United's CEO was then predictably con-

demned when his statement read, in part, “I apologize for having to re-accommodate these customers.” The language smacks of legalese, and lacks empathy for the injured passenger, or remorse for how he was treated by the airline.

**Read and react:** First, ensure the crisis is of a certain magnitude; having the CEO be public-facing for a minor crisis risks overexposure and can even escalate that minor situation into a major one in the eyes of your key stakeholders. At the same time, when there's a crisis in which the CEO must act as spokesperson, make sure he/she is seen and heard from at the appropriate moment(s). Waiting days or even weeks to comment only leads to the appearance that they were pressured or publicly shamed into commenting when they finally do.

**Teachable moment:** Facebook's Mark Zuckerberg was roundly criticized when he neglected to comment for weeks after a crazed and hate-filled gunman livestreamed his New Zealand mosque attacks on the social network. Because the CEO didn't speak about the shooter using Facebook as a platform to broadcast his attacks—or what safeguards can be put in place to prevent such disturbing content—he and his company were perceived as insensitive and uncaring. Remember that tragedies, especially involving fatalities, will almost always require an expression of sympathy and remorse by the CEO and a vow to never let whatever took place happen again.

**Subject matter expertise:** If the CEO doesn't have a depth of knowledge in the area at the heart of your organization's crisis, then he/she will presumably have a hard time sufficiently answering all the questions the press may have. At these moments, the CEO still needs to be visible to acknowledge that he or she is on top of the situation, while allowing those with the technical expertise (perhaps outside agencies like law enforcement or the NTSB) to address the specifics of what happened and what steps are being taken to resolve the situation.

**Teachable moment:** When an alligator pulled a child underwater at Disney World in 2015, tragically resulting in the boy's death, all eyes were on the search to find the child and, on how Disney responded. While its Chairman, Bob Iger, along with the Resort President issued heartfelt expressions of sympathy to the child's family, the Florida Fish and Wildlife Conservation Commission was critical in the response. They

provided the insight reporters were looking for: about the alligator threat in Florida, the reptile's behaviors that led to the tragedy, and what parents can do to protect their children. Disney, meanwhile, managed the crisis by temporarily closing all their beaches and posting alligator warning signs. In the end, it was the swift, responsive and coordinated effort that helped Disney win praise for a compassionate response.

**Accessibility:** When time is of the essence and/or there are lives at stake, a reassuring statement from someone at your organization is better than no statement at all. If the CEO, who's typically your chief spokesperson, is expected to be out of the country or unreachable for any reason, there needs to be a designated back-up. It's absolutely inexcusable to go hours during a crisis without some word from the organization deemed responsible. Don't wait for the CEO to become available; have the pre-determined alternative spokesperson prepared and ready to assume the public-facing role.

**Teachable moment:** The CEOs of Columbia Gas and its parent company NiSource were missing in action when a gas line ruptured in the Merrimack Valley of Massachusetts in the fall of 2018. The explosions damaged hundreds of buildings while injuring several and killing one young man. Yet, it took six hours for the company to issue a response—a lifetime in the age of social media. During this gap, the state's congressional delegation took to social media calling the company out for its lack of communication. When the CEO of Columbia gas did finally appear the next day, he seemed woefully unprepared to provide satisfactory answers to the questions at the top of everyone's list.

**Sufficient media-training:** While there is no substitute for communicating during a real crisis, ensuring your CEO is regularly media-trained is the best way to ensure a strong performance and avoid any major gaffes. This means running him/her through videotaped mock-interviews that can be played back and studied. Seeing themselves on camera can be revelatory for the CEO,



Ashley McCown



T.J. Winick

— Continued on next page



## THE CEO'S ROLE IN A CRISIS

— Continued from page 22

who may have been previously unaware of areas in need of serious improvement, be they style or substance. Remember: even the world's greatest athletes need a coach.

Teachable moment: As we've pointed out, there have been many poor performances by CEOs when it has mattered most. The damage is self-inflicted for a myriad of reasons: an overreliance on talking points (so it appears as if the CEO was never actually answering the question), being overly combative with the interviewer or—least excusable of all—making themselves the victim in the middle of a crisis in which many are suffering.

Public-facing responsibilities of a CEO depend, of course, on the brand. But one thing you can count on: those who have built up some equity by engaging with the media and being visible in the good times are typically given the benefit of the doubt during a crisis—at least at first. Critically, it helps your CEO achieve a certain level of comfort with the press before a crisis strikes.

Part of our jobs as communications professionals is protecting and defending the or-

ganization and its leadership. So remember, when thinking about who should be public-facing during a crisis, ensure that your brand is putting its best foot forward. Who can most effectively convey a sense of calm and control must be part of your plan.

Ashley McCown is President of Solomon McCown & Company. T.J. Winick is Senior Vice President at Solomon McCown & Company. ○

## COMMUNICATIONS TRANSFORMATION

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Communicators will need to be nimbler in maintaining these relationships, think about how they connect with individuals, and be sure they're continually providing value to keep relationships strong despite the changes and challenges.

These challenges help fuel the work my team and I do, and have me feeling optimistic and excited—not fatigued—as we prepare to enter a new decade. The 2020s will be the decade of the communicator; I'm ready for it and hope you are too.

Jenn Deering Davis is VP of Global Comms, Content and Brand at Cision. ○

## CRISIS OPPORTUNITIES (AND THREATS)

— Continued from page 18

event than finger-point and buck-passing amongst the parties involved. Assert leadership and demonstrate a commitment to doing whatever it takes to fix the problem, find out how and why it happened, and make sure it never happens again (even when it isn't your fault!).

Finally, the time to review these principles and envision how they apply to your organization is before you experience an incident. Every company should undertake a crisis preparedness planning process that looks at the various threat scenarios they are most likely to face and then organizes hypothetical response plans for each that adhere to these principles.

Response speed is more critical than ever in today's connected world of instant communication, and the only way to quickly—and effectively—communicate in a crisis is to have fully anticipated and practiced that response in advance.

Company Boards and management teams should consider these safeguards when making their 2020 New Year's resolutions!

Phil Denning is a Partner at ICR. ○

## COURT OF PUBLIC OPINION

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mission as a guide (e.g., putting people first). PR experts must ensure that not just shareholders, but also customers, influencers, policymakers, employees and supply-chain partners trust a client's actions. They may not all agree; however, there should be no doubt that what you are saying is true and therefore, you are providing the other side of a complete story.

Gil Bashe is Managing Partner of Global Health at Finn Partners. Kristie Kuhl, JD, is Managing Partner of Biopharma at Finn Partners. Jessica Berk-Ross is Managing Partner of Public Affairs at Finn Partners. ○

## TECHNOLOGY AND CRISIS READINESS

— Continued from page 16

execution—guiding crisis communications teams to engage successfully with even the most demanding of reputational challenges.

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

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# The future of venture capital and public relations

Why venture capital firms should create more content as a means of attracting better deal flow.

By Todd Barrish

In two previous articles for *O'Dwyer's*, I've looked at why venture capital firms need to use public relations to stand out in a crowded market, as well as why content marketing is the ideal vehicle to achieve branding goals. As the VC landscape has evolved since that first article was published, it has only become more important for firms to invest in a compelling PR strategy.

The bull market of the last decade has introduced hundreds of new players to venture capital, creating an environment that is attractive for investors and entrepreneurs but challenging for firms looking to stand out from the pack. The balance of power has shifted: while the past saw founders selling themselves to VCs, the current marketplace requires VCs to effectively market themselves to entrepreneurs seeking "smart capital."

The looming specter of a recession could lead to a shakeout in the industry, with only well-built firms surviving what could be a drying-up of capital. The fact of the matter is this: more than 500 venture capital firms are seeking a cut of a limited economic pie. It stands to reason that not every VC is built to last. But regardless of whether or not a reduction in the number of VC players is imminent, it is crucial for firms to solidify their brand and develop a forward-thinking PR strategy.

## Investing in expertise

If there's one thing venture capital understands, it's the importance of drawing a good return on investment. By spending the time and money necessary on a smart PR and communications strategy, VCs can reap the outsize benefits of a strong and persuasive public identity, allowing them to focus on what they do best, finding new entrepreneurs and maximizing the return on their capital investments.

What's the best strategy for developing a brand in 2020 and beyond? It starts with a digital story. Both VC firms and entrepreneurs alike now have the tools at their disposal to do their due diligence online, and an ineffective online presence becomes an immediate weak spot for either party looking to stand out. Your most important public-facing touchpoints—your company website, LinkedIn page, and even

the LinkedIn profiles of your executives—should each tell a clear story of who your firm is and who you serve.

A strategic and consistent PR campaign ensures that your firm's story is fresh and relevant, including a healthy dose of smart content marketing which is both informative and, most importantly, current. Writing a blog about how "A.I. is coming" or talking about "pivoting to video" will only show that your brand is out of touch and relying on buzzwords.

Effective VC public relations aligns the firm's marketing with the industries it serves, with particular emphasis given to the VC's visual identity. A recent *Wall Street Journal* article highlights this trend: if a VC serves creative industries like fashion and luxury goods, their visual brand should match that aesthetic in tenor and tone. Likewise, if your firm works exclusively with fintech, you're going to want to develop a brand that exudes precision and agility. Your visual brand becomes an even greater challenge if you work with more than one industry: clever aesthetic choices can ensure that you're making the right first impression regardless of the entrepreneur, while visual elements narrowed to one industry could shut you out of other opportunities.

Perhaps the most important element of VC branding is consistency. As you expand your touchpoints across multiple platforms and publications, you'll want to ensure that you're conveying a single, clear message. Develop and create thought leadership that dovetails with your industries and your image, anticipating the next big thing and delivering actionable information. The benefit of establishing your firm as an industry leader can't be overstated—just ask Andreessen Horowitz if they regret investing in branding and content.

## Leveraging the analytics boom

As we move into 2020 and beyond, VC public relations will also need to integrate more and more data for effective performance. If you are making the effort to develop content around your business, you should go the extra mile to understand how your content is working. What are your followers paying attention to? What content is driving the most engagement? How are you

stacking up against your competitors? And how else are you leveraging your content beyond posting it online? Data analytics can help you to experiment with different platforms for sharing your thought leadership. Today's startups and entrepreneurs are all over social media—you need to be, too. This is another area where your marketing efforts should be in harmony with your potential partners: you are more likely to catch the eye of a tech startup on Instagram than LinkedIn, so cover your bases accordingly. And if you don't have your finger on

the pulse of every 21st century social media feed, that's perfectly fine, as long as you're engaging the help of someone who does.

Data can also be used proactively. What insights can you garner from past posts to further enhance your content creation? Gauge your content strategy's success over time using metrics that can guide you towards future topics that really connect with your audience. Well-designed data analysis makes your thought leadership responsive, ensuring that each new piece of content delivers a greater return on investment than the one which came before. On the other hand, a misguided or half-hearted data effort will likely provide little to no useful insight.

## Three key takeaways

**Play to your strengths:** Don't try to be all things to all people. Identify your niche and become the leading voice in your area of expertise.

**Mirror your audience:** Make a good first impression with your visual identity and content. Persuade your target industry that your firm is a perfect fit.

**Know thyself:** Every new piece of content should be followed by thoughtful analysis. Create, analyze, adjust, repeat.

With more competition than ever before, time has run out for venture capital firms to wait for entrepreneurs to come to them. VCs must invest in PR and adopt a well-informed, forward-thinking strategy if they want to win in 2020 and the years to come.

Todd Barrish is President and Founder of Indicate Media, a B2B tech and financial services public relations agency located in New York City and Philadelphia. ○



Todd Barrish



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

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# Navigating the shifting public expectations of a crisis

Five questions all organizations should be prepared to answer if they want to regain public trust following a reputational crisis.

By Ryan Colaianne

It's no secret among communications professionals that news travels faster than ever. The cycle of news stories is getting shorter as a result, but with the spread of digital-native publications and the dominance of social media as a news source, there are also more ways for a crisis to gain oxygen.

This new environment also increases the number of stakeholders who expect to be heard or have a seat at the table when a crisis arises. From policymakers to consumers to employees and far beyond, your organization must be deliberate in addressing the different concerns and expectations held by each stakeholder audience.

Further, individuals are paying increased attention to how organizations respond to crises. The general public is in the driver's seat, and their expectations have the power to shape responses and improvements for organizations experiencing a crisis.

There's no doubt that this has changed the crisis response playbook. Previously, audiences typically wanted organizations to simply acknowledge their wrongdoing and address the issue before moving on. But today, audiences not only want organizations to acknowledge their wrongdoing, they also want assurances that the organization has made appropriate long-term changes for the better, often outside of the scope of the original issue.

Just look at the story that broke in November about Google collecting personal health data in collaboration with a large hospital system, without notifying patients and physicians. This specific partnership went under the microscope of policymakers and resulted in additional scrutiny toward other acquisitions Google has made in the health space, such as Fitbit, and how the company plans to protect that personal data.

Google argued that its work "adheres to industry-wide regulations," and that may be true, but stakeholders including data privacy experts, U.S. senators, consumer advocates and Google users called on the tech giant to go above and beyond the standard requirements and evolve its data collection practices.

This example illustrates that being properly prepared to respond to a crisis or issue has never been more critical. Regularly evaluating crisis response materials to ensure that staff clearly understand their roles

and have participated in crisis communications simulations before an issue hits is now a requirement, not a luxury. Evolving scenario plans on a quarterly or even monthly basis to anticipate what areas of reputational risk may enter the public domain should be table stakes. Without it, you'll be caught flat-footed when a crisis occurs.

In addition, response plans must go beyond a statement simply shared with the media. The Pew Research Center has chronicled the rapid rise of social media as the top news source for Americans over the last decade, and nearly 60 percent of Americans get their news from these sources today. Given that the majority of Americans are getting news this way, organizations have to tailor their messaging to social audiences. It's imperative to think about how a response will be received online before determining a strategy for more traditional audiences.

Beyond the response itself, public expectations around response speed have also changed. The public now expects a response from organizations within minutes, not hours or days. Without a quick and strategic response to a crisis, your organization's story will be told without your input, increasing the risk of long-term reputational impact.

So, what do these new, broader audiences want to know in the middle of a crisis? There are typically five questions that the public wants answered to ensure your organization is taking the issue seriously.

## What happened?

While this question may seem straightforward, it is often challenging for organizations to understand what entirely occurred in time to develop and share a complete and accurate response quickly enough. And there is nothing worse than an organization providing an intentionally selective view of what happened, or worse yet, providing inaccurate information. While the initial response does not have to include the full picture, it must acknowledge the issue and provide a timeline for when more detailed information will be available in order to appease audiences temporarily.

## Who's impacted?

When navigating a crisis, your organization must clearly define the direct and indirect impact on various stakeholders and what it is doing to help those individuals. You must work from a broad scope and

then work to narrow the impacted audiences as you consider each response.

## What did you do when you found out?

Given that the public often does not learn of a crisis in real-time, the public will demand to know what your organization did when the spotlight was not on. Meaning, if the organization did little or simply ignored the crisis because there was no public awareness at the time, it will lead to increased reputational risk and additional demands from stakeholders.

## What changes were made, and how are you going to ensure it doesn't happen again?

Your key audiences want to know what specific improvements or measures the organization took as a result of this particular crisis. Accountability and action reassures the public that the crisis is being taken seriously and is an easy way to address stakeholder concerns.

## How will you change for the better?

This question is often ignored when organizations navigate a crisis and is an overlooked opportunity following the response phase. Often, when organizations stop getting frequent media calls or hearing from stakeholders, they believe the crisis is behind them and move on. But your organization must be smarter than this by placing yourselves on a path for long-term recovery to rebuild trust. This means not only addressing the crisis directly via the questions above, but also facilitating broader change for the organization. For example, this could mean advocating for more substantial changes at the policy level or in industry standards, or it could mean a recommitment to your organization's mission.

Proactively preparing for these questions ahead of time is essential to ensuring that you will address each issue adequately against the new demand for faster, better responses. After all, for large organizations, it's no longer a matter of if a crisis will occur, it's a matter of when.

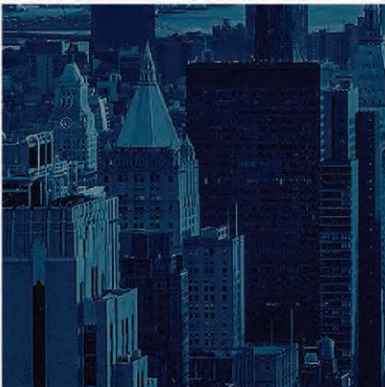
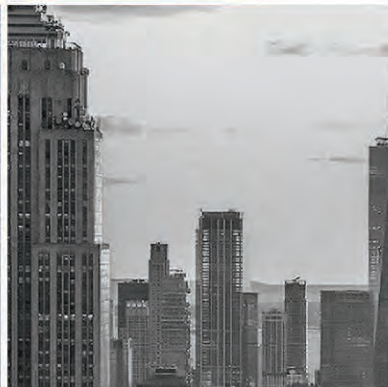
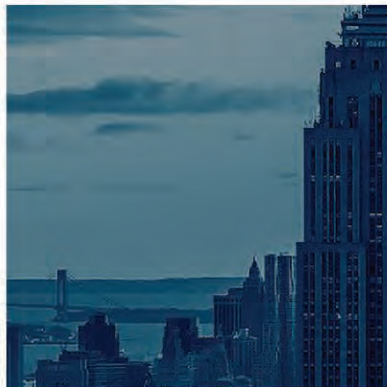
Ryan Colaianne is a Senior Vice President and lead of the Issues/Crisis group at ReviveHealth, a full-service agency focused on the intersection of healthcare delivery, finance and innovation. ●



Ryan Colaianne



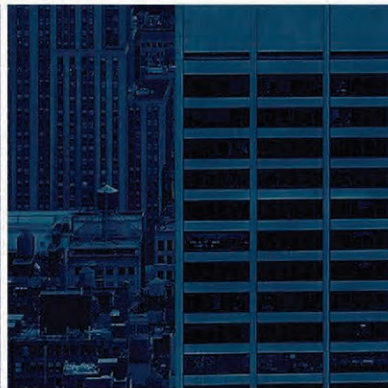
# Strategic Communications at the Intersection of Valuation and Reputation



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# The first five phone calls of crisis communications

Many companies will face a crisis, but many won't have a communications plan in place when it hits. Namely, few will be able to answer this critical question: When a crisis occurs, who do you call first?

By Andrew Friedman

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 they reach out for PR help, there aren't existing PowerPoint decks to consult and phone notification chains to kickstart a response.

Culled from our experience with clients, stakeholders and lawyers we've worked with, as well as years spent working on the journalism side of the game, below are key learnings from BerlinRosen's Legal Affairs and Crisis Communications practice—where we advise clients ranging from law firms, global corporations and high net-worth individuals to nonprofits and advocacy organizations—on the first five phone calls to make in order to survive the crisis.

## Reporter(s)

The single most important phone call to make or return is to the very people that are coming after you. Avoid the head-in-sand approach and engage directly with the reporter(s) that are chasing or already writing the story. The goals of that initial contact are to: (1) open a line of communication so they know who to come to for information, (2) extract all you can about what they know and when/how they're planning to report it and (3) understand whether they're receptive to receiving background information in addition to actual statements. Resist the temptation to hide from reporters in hopes that the story goes away—it rarely does. The only real risk of engaging with the reporters is the (negligible) difference between stories that say “declined to comment” instead of “could not be reached for comment.” In exchange, you gain critical insight into their reporting that can shape your response. Furthermore, if you ignore a reporter but then take issue with a story after it posts, it will be much more difficult to change or influence the piece. Any reporter will be less receptive to your arguments after the fact.

## C-suite leaders

The most precious commodity in a crisis situation is time and you don't get much of it. 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. Even initial conversations about the best course of action should be had with the actual decision-makers, rather than beginning with mid-level personnel which must then float proposed steps up the corporate ladder.

Relatedly, those conversations can't wait until the next day or even “later today.” Rapid response will almost always need to be faster than a client would prefer. It means getting an initial statement into the earliest write-ups—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.

## The lawyer(s)

One of the most critical rules in crisis communications is that you don't want to make a bad situation worse. Looping in a company's legal counsel, whether in-house or outside (or both), is a critical component to not breaking that rule and bringing them into the fold right away serves several key purposes. First, lawyers often know where the bodies are buried and a critical component to a good crisis plan to gather all available information as quickly as possible. Relatedly, any public statements should be vetted not just in the context of the immediate situation but also with an eye towards litigating a matter in the long term. Crisis communications is both a short game and a long game and you need to make sure that your short game doesn't create problems down the road.

## Researcher

Whether it's a member of your own team or someone from the client side, identify and activate someone to research the broadest possible context surrounding an issue. Is the current problem an off-shoot of, or even similar to, a past problem that the client has had? Is it part of a larger trend that might make reporters more likely to cover, perhaps necessitating a more aggressive initial strategy? If the crisis at hand is an “us versus them” situation, are there vulnerabilities that you can leverage? Put simply, assign someone to make sure you know everything there is to know as quickly as possible.

## Validator wrangler

Companies and individuals are, by definition, biased about their own crisis situations. So, no matter how pitch-perfect a response might be, having outside validators available to reporters and other key constituencies is an effective component of a crisis response. The ideal mechanism is to identify a specific person that can act as a validator wrangler: someone with strong relevant relationships that can marshal support quickly. Whether it's a current or former employee, client or partner organization, jumpstart this process as one of the first steps to a crisis response.



Andrew Friedman

Prioritizing these five calls, ideally within the first two hours of an emerging crisis, will create the foundation for an aggressive and strategic crisis response.

Andrew Friedman is a Senior Vice President at BerlinRosen. ○

## PR brief

### Google drives most newsroom traffic

Google continues to provide the greatest outside source of traffic for news companies worldwide, according to a report released by global press group World Association of News Publishers (WAN-IFRA).

According to the report, Google was responsible for two out of every three page views newsrooms received in 2018 (about 66 percent). Facebook accounted for about 30 percent of publishers' outside traffic. Only about three percent came from Twitter.

The report discovered that Google's influence on newsroom traffic is highest in Africa, where the search engine delivers about 75 percent of news publishers' traffic. Google accounts for the least amount of outside traffic in Asia, where mainland China banned the site in 2010.

Newsroom revenues dipped across the globe by about three percent last year, according to the report. However, audiences that paid for news subscriptions worldwide (print and digital combined) grew by about five percent overall last year. That growth came essentially from digital, up 11 percent in 2018 and has grown a whopping 208 percent since 2014.

Print circulation dipped globally by about one percent last year, following print advertising's ongoing decline, which fell by about seven percent in 2018. The report found that print circulation is actually on the rise in some countries, particularly in large developing countries such as India and China.

Print still accounts for about 86 percent of newspapers' overall revenue worldwide, the report says. A little more than half (54 percent) of global newspapers' revenue came from circulation sales in 2018, which is expected to dip by about two percent in 2019.

The WAN-IFRA report also found that 1,283 daily newspapers remain in the U.S., a loss of 20 percent—or one out of every five newspapers—from the 1,626 daily papers that were in circulation 30 years ago.





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SIMULATION DRILLS

### PUSHBACK

WAR ROOM:  
ALWAYS ON  
LISTENING/RAPID  
RESPONSE

### PIVOT

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CRISIS TO  
YOUR  
ADVANTAGE

WITH QORVIS,  
OWN EACH STAGE

# The art of the apology

An overview of celebrities, CEOs and others who've attempted to apologize and gotten it wrong shows that when it comes to crisis management, the wrong response can often create a crisis after the crisis.

By Ron Sachs

Elton John's 1976 song "Sorry Seems to Be the Hardest Word" could be the unfortunate theme for too many organizations that find themselves in the throes of a crisis in which they were slow to own up to the cause of the problem.

In our daily lives, we are accustomed to saying "I'm sorry" for even the smallest personal or professional offense, intended or unintended. But in the C Suites of too many private, public or nonprofit entities, there is often resistance or reticence to timely taking responsibility – for fear of deepening the damage to the brand. Ironically, that delay in shouldering the mistake frequently is the trigger to creating the crisis after the crisis: inaction, insensitivity, inertia that plunges the organization into a worsening, damaging spiral.

In the public relations profession, we are often called on to guide clients through the challenging process of issuing a public apology. It's so common that the art of the apology has spawned its own sub-genre of books and articles. Who was sorry, sorrier, and sorriest? Who offered the egregious "sorry-not-sorry"? Who had to apologize for their apology?

In today's 24/7 social media environment, any post or comment can potentially attract global attention, good or bad. Trolls and critics will always find an audience somewhere, so it's important to accept that no apology will satisfy everyone. Some steadfast rules apply, however, and some high-profile examples provide lessons for how to do it right—or very wrong.

Facing global scrutiny, regulatory action, and significant liability after two deadly crashes of their company's aircraft, Boeing corporate leadership offered plenty of statements of sympathy. The statements themselves, however, were cluttered with qualifying clauses that seemed designed to deflect responsibility and minimize the gravity of Boeing's situation. (It's hard to imagine any Boeing passenger or business customer really being comforted by this kind of language: "As part of our standard practice following any accident, we examine our aircraft design and operation, and when appropriate, institute product updates to further improve safety.")

A devastating delay of more than three weeks elapsed before Boeing Chairman, President, and CEO Dennis Muilenburg finally took responsibility and apologized

(and then kept apologizing): "We at Boeing are sorry for the lives lost in the recent 737 MAX accidents." It's a modern textbook example of how not to do it.

In stark contrast, let's revisit the quick and sincere apology issued by Starbucks CEO Kevin Johnson after two African American men were wrongly handcuffed and arrested at the urging of a store manager in Philadelphia, merely because they were in the store. Almost immediately after footage of the incident went viral on social media, Johnson went public. He apologized, took ownership of the mistake personally, and embarked on a weeks-long apology tour, saying he was sorry in interviews and on virtually every available Starbucks communications channel. He also briefly shut down every Starbucks store to engage all staff in compulsory, renewed sensitivity training.

"The circumstances surrounding the incident and the outcome in our store on Thursday were reprehensible. They were wrong," Johnson said in a "Good Morning, America" interview only four days after the arrests. "And for that, I personally apologize to the two gentlemen who visited our store."

Another quick and effective apology came from former NBA player Charles Barkley, now a sports TV analyst, after a reporter tweeted about this weird response to a question: "I don't hit women, but if I did I'd hit you."

Not only did Barkley apologize the next day on Twitter, but the reporter retweeted the apology from her own Twitter account. The apology itself is distilled perfection: "My comment was inappropriate and unacceptable. It was an attempted joke that wasn't funny at all. There's no excuse for it and I apologize."

Of course, a quick "apology" doesn't help if it's not really an apology, as the Houston Astros demonstrated this past season. After *Sports Illustrated* reported an aggressive outburst by Astros assistant general manager Brandon Taubman directed at female reporters, the baseball team quickly criticized the story. Taubman's accompanying apology: "I used inappropriate language for which I am deeply sorry and embarrassed" was watered down with the "I'm sorry if anyone was offended" qualifier that marks a classic non-apology apology. It closed by also challenging the article.

After a few days of unsuccessful damage control, only a full retraction and apology

from Astros owner Jim Crane could finally quell the controversy: "On behalf of the Astros organization, I want to personally apologize for the statement we issued on Monday, October 21st. We were wrong and I am sorry that we initially questioned your professionalism. We retract that statement, and I assure you that the Houston Astros will learn from this experience."



Ron Sachs

If there's one takeaway from 2019 for the public relations profession, it may be that our overly communicative modern society must constantly be fed facts and truth in telling our stories in good times, or bad. Especially after a mistake, or in the throes of crisis, an apology delayed or denied in the court of public opinion only feeds negative reactions to those non-messages that can take the form of outrage and activism.

"Sorry" can be the hardest word for too many organizations drowning in a crisis, especially when it's compounded by mishandling timely messaging necessary to navigate through those choppy waters. That makes our informed counsel more important than ever.

Apologize—or not—at your own risk.

Ron Sachs is Founder and CEO of Sachs Media Group. ●

## PR brief

### Sloane works New York Life-Cigna Deal

Sloane & Co. is working as PR firm for New York Life as it agrees to acquire Cigna's group life and disability insurance business for \$6.3 billion.

Cigna expects to realize approximately \$5.3 billion of net after-tax proceeds from the transaction, which it intends to use for share repurchase and repayment of debt in 2020. Its group life and disability insurance business will now operate within New York Life's portfolio of strategic businesses.

Working for Sloane on the deal were Managing Director Dan Zacchei; Senior Vice Presidents Joe Germani, Ariel Kouvaras and Lauren Nussbaum; and Senior Associate Sarah Braunstein.

The acquisition is expected to close in the third quarter of 2020, subject to applicable regulatory approvals and other customary closing conditions.

Credit Suisse Group served as investment counsel on the deal and Debevoise & Plimpton LLP was outside counsel.



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## SMOOTH SAILING during a crisis



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# The real cost of crisis

In a crisis, long-term reputation matters a lot more than short-term stock price.

By Tony Langham

On the day the crisis becomes public, the C-suite naturally focus on their company's stock price, but it's worth remembering the words of Warren Buffett, who once wrote to his managers that, "We can afford to lose money—even a lot of money. But we can't afford to lose reputation—even a shred of reputation." Everything an organization does and says during a crisis matters, but what matters most is long-term credibility, integrity and reputation.

Very few people know the decision-making process Boeing went through in late 2018 after the first 737 Max crashed in Indonesia. We do know that the U.S. Federal Aviation Administration allowed the planes to continue to fly, despite misgivings over its stall prevention software. We also know that Boeing made a grave error in continuing to fly the Max 737s until the crash had been fully investigated and that the second crash, in Indonesia in March 2019, should have been avoided. At House committee hearings in December 2019, a former Boeing employee alleged that Boeing had "prioritized production speed over quality and safety." Boeing's reputation will probably recover, unless another serious incident happens, because of the long history and high standing of the organization. But recovery will be slower than if it had put reputation ahead of everything else in the days after the first crash in October 2018. Boeing initially hoped that the Max 737 "recertification" would be completed in 2019 but has now suspended production.

Reputation accounts for 35 percent of the market value of the world's leading publicly listed companies according to Reputation Dividend and company Boards should bear this in mind at all times. Organizations with the best reputations outperform rivals in tangible ways from recruiting higher quality staff, charging more for their services, succeeding with smaller marketing budgets to exerting greater influence over governments. They're also the most likely to be given the benefit of doubt in crisis situations.

In the most acute crises—BP and Deepwater Horizon (2010-12); Samsung and exploding phones (2016); Volkswagen and emissions (2014-18) and Boeing (2018-19)—the acute threat to the business and the stock price did not come directly from shareholders and the financial community, but from governments, pressure groups, media, and public concern and outrage. The best crisis managers are therefore those

who understand reputation and civil society, rather than those who specialize in understanding stock price movements and the financial community.

To successfully handle a crisis, corporate communications and public relations professionals need to add value to their organization or client in two areas: A real understanding of reputation and genuine reputation management advice.

My favorite definition of reputation comes from John Doorley, formerly of Merck and now Visiting Professor at Elon University in North Carolina, who co-authored the excellent *Reputation Management* with Helio Fred Garcia. His formula is wonderfully straightforward, it states that reputation is the sum of the images of others—Eminem's version is pretty good too: "I am whatever you say I am"—and it comes from performance plus behavior plus communication. He says that reputation can only be sustained if an organization is authentic and true to its purpose or to a set of values. This says it all, but it emphasizes how all-encompassing reputation is.

So, anyone who defines their role as narrowly as a public relations or corporate communications professional can only, by definition, be tangentially involved in reputation management—because they're not at the center of how their organization behaves or performs, only in how it engages and communicates. Stephen Covey memorably said that, "you can't talk your way out of a problem that you behaved yourself into"—and in times of crisis, organizations almost always need to change their behavior.

## Few execs get PR results they expect

By Jon Gingerich

Corporate executives appear to experience a major disconnect between the results they expect from PR and what they actually get, according to a new survey by North 6th Agency.

According to the survey, a majority of the executives polled (33 percent) claimed that PR was of the utmost importance to their specific business outcomes. However, relatively few (only 10 percent) said PR has actually been highly effective in driving those desired outcomes. On a one-to-five rating scale, a majority of executives (27 percent) rated PR's effectiveness on their desired business outcomes at only a two.

Moreover, only 30 percent of executives

In the Boeing case, the crucial commercial decision of whether to keep flying or ground all 737 Maxs until the (first) crash has been fully investigated—was also the crucial reputation management decision. Amidst the range of advice from bankers, lawyers, the CFO and commercial heads, reputation must have been discussed. Perhaps things would have been different if Boeing had a reputation management professional who transcended the role of corporate communications and public relations and had been empowered in those discussions?

Boeing's stock price fell from \$386 to \$304 by December 2018 as a result of the Max 737 crash in Indonesia. However, it recovered to a five-year high of \$441 in February 2019 as a result of the strong response to the first disaster. Since the second crash, it has fallen



Tony Langham

26 percent to \$327 in December 2019 and appears to have further to fall. The response to the first crash was beneficial to the share price, but the second crash leaves the share price in a perilous state. In the House transportation hearing on 10 December 2019, the FAA's Administrator, Stephen Dickson, said the agency should have grounded the Max after the first deadly crash, in October 2018. That's probably true. I'd argue that Boeing would've made that decision itself if it had put long-term reputation ahead of short-term stock price. And that's a lesson for all of us.

Tony Langham is Co-Founder and CEO of Lansons in London and Chairman of Lansons Intermarket in New York. ○

believe that their PR teams have been made fully aware of key performance indicators related to PR.

When it comes to what specific business objectives are wanted out of a PR campaign, most executives seemed to have pretty clear ideas about the goals they have in mind. A vast majority (82 percent) cited raising brand awareness, while 70 percent cited driving revenue. A third (33 percent) said recruiting talent is their top goal, while about a quarter (24 percent) said raising capital is their primary objective. Only 12 percent said they turn to PR to prepare for an IPO. ○



# Engaging When It Matters Most

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We believe communications is essential to achieving business success. Our diverse and multidisciplinary team advises clients around the world on communications and engagement strategies for when it matters most.





# M&A deal essentials

What information selling agencies should be prepared to provide in the early stages of an acquisition discussion with a potential buying agency.

By Rich Jachetti

While the specifics of PR agency acquisitions vary considerably from one situation to another, there's one constant that's true of all potential PR agency M&A deals. If the chemistry feels right after an initial phone call or meeting between the two parties, buyers invariably want to get down to business. Before taking the next step with the seller, however, most buyers will insist on having an opportunity to review highly confidential financial and other operational and management practices information about the seller prospect's firm to determine if the chemistry, culture and fit with the seller is in the best interest of both parties, and what the terms of a deal could look like.

In our case, when buyers ask us for confidential information about a seller client, we already have most of the information at our fingertips in anticipation of the inevitable query, and after the requisite NDA is signed, we send the information along to the buyer. That's part of the service we provide. However, there are times when a buyer wants more information than is reasonable for the seller to provide quickly. For example, if the buyer is asking for financial projections for a year not yet concluded, or for a list of companies in the seller's new business pipeline that may look promising on paper but is actually only speculative and at best a work in progress. Understandably, sellers often aren't comfortable providing buyers with speculative information, and for sound business reasons are reluctant to make claims about their firm's anticipated future financial performance or to make any definitive claims about new business opportunities that may—or may not—come to pass as predicted by the seller at year's end.

There are also instances when a buyer makes what the seller feels are unreasonable demands on him/her to provide the buyer with a mountain of confidential information about their firm in the very early stages of discussion, when the parties are still getting to know each other better. It's in situations like these when clients depend on their M&A advisor to facilitate the delicate shuttle diplomacy needed to arrive at an acceptable happy medium that doesn't place too great a burden on the seller to provide the buyer with information they're still uncomfortable sharing, and yet still respect the buyer's need for adequate background on the seller's firm so the buyer is

able to get a reasonably solid handle on the general health and well-being of the seller's business.

Conversely, there are times when the seller isn't as fully prepared as she/he should be to sufficiently help their M&A advisor take their agency to market, or when it takes us longer than we would prefer to extract the requisite information we need from the seller before we can begin our outreach to buyers. This is, after all, why the CEO of the seller agency engaged The Stevens Group, or another PR agency M&A firm, in the first place. Getting the information we need from sellers can, at times, require an endless thread of emails between us and our client, plus multiple conference calls, the burning up of many dozens of mobile device minutes, plus the gentle nudging, the subtle pleading and threatening—use of “threatening” here is for dramatic emphasis only—between us and our client to finally pry loose the documents every buyer eventually will insist on seeing.

Herewith, therefore, for any sellers-to-be out there, is a brief description of what in most instances every buyer will ask to see from a seller in the early stages of discussion in order to get a potential acquisition opportunity off the ground and moving in the right direction:

## Must-have information list for sellers (in no particular order)

The firm's P&Ls for at least the previous two years; and the revenue run rate for the current year (Note: buyers want to see P&Ls on an accrual, not cash, basis.).

- Revenue and EBITDA projection for the following year.
- The firm's balance sheet.
- Past two years of agency revenue for each client with client names.
- Agency revenue broken down by service provided (i.e., revenue derived from earned media, digital media services, creative, consulting, special events, etc.).
- A breakdown of revenues generated via retainer vs. project business.
- Agency organization chart with a list of employees with titles and salaries for the entire FT staff and that includes same for owner(s) of the agency.
- Average number of new business pitches firm does each year; and the firm's new business win/loss record.
- Account retention and attrition over past three years with names of clients won and lost in that period.

- List of any clients that account for 20 percent or more of agency fee income.
- Length of time of the firm's premises lease and date when the lease expires.
- A sample case study that demonstrates breadth and depth of firm's services, capabilities and core strengths.
- Copy of typical client engagement letter.
- Example of typical new business proposal.
- Bios of CEO and key staff.

One last word of advice for PR agency CEOs who want to sell their firm. We at The Stevens Group suggest that the moment an agency CEO begins thinking about the possibility of selling his or her firm, that this is also the moment for the CEO to begin the process of gathering the information listed above. When the time is right, you want to be fully prepared to begin discussions with buyer prospects. And remember, a buyer's first impression of a seller firm is often formed by how buttoned-up the seller firm is from day one of your first interaction with a buyer prospect. What's more, when you're ready to set the wheels in motion to sell your firm, you'll already have a solid head start on what is often going to be a long, protracted process of finding the right buyer for your business.

*Rich Jachetti is a Senior Partner at The Stevens Group. ○*



Rich Jachetti

## PR brief

### Sard Verbinen directs Xperi/TiVo merger

Sard Verbinen & Co. is handling the \$3 billion merger of Xperi, audio, technology products company, with TiVo, video entertainment outfit.

The companies say the deal creates an entertainment technology powerhouse and an industry-leading intellectual property licensing platform with more than 10,000 patents and applications.

The merged company will take on the Xperi corporate name with TiVo as an entertainment brand.


Xperi shareholders will own 46.5 percent, while TiVo while stockholders will own the balance.

With the deal, TiVo has shelved its plan to separate its product and IP business. That was supposed to happen in April 2020.

The Xperi/TiVo merger is expected to close during the second-quarter of this year.

Sard Verbinen's John Christiansen, Megan Bouchier and Alyssa Lorenzo are working the merger deal.





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# Winning crisis strategies with Gen Z

How brands can implement key learnings from Generation Z in their digital crisis communications efforts.

By Lindsey Carnett

**C**risis communications is an integral part of a brand's survival. And in an age where social media can make or break a brand's reputation, an effective crisis communications plan should be in place for all brands, forming an essential part of their communications strategy to protect image, meet industry regulations and conform to best practice.

Gen Z are perhaps the most influential and most targeted stakeholder group. 60 million Gen Z individuals are in the United States, outnumbering Millennials by a million. It's estimated that by 2020, Generation Z will account for 40 percent of all consumers.

They're always switched on: they use multiple devices, prefer video and voice messages over "traditional" text and email and are quick to respond in a digitally-public way to voice their approval and disapproval. This makes them a potential risk for brands if they want to publicly identify problems that they have experienced. Social media has changed the game, and particularly with Gen Z, as the most digitally native stakeholder group. Therefore, it's particularly important for brands to effectively and positively engage with them.

Gen Z individuals value relationships based on trust and demand transparency from their brands. It's a brand's responsibility to grow and nurture these relationships, and those that do this well have strong relationships that are typically less affected by crisis situations.

An effective crisis communications plan should be in place for all brands and be able to be implemented immediately. This gives a brand the chance to be proactive, with the ability to control the narrative, deal with criticism and issue a robust response. In the age of digital media, this has never been more important.

While they can sometimes be part of the problem, it's sensible for brands to work with this influential consumer group to increase their reach and profits as well as consult rapidly when crisis communication work is required.

How can brands win at crisis communications with Gen Z?

**Have them help you be human.** Be open, authentic and honest. Gen Zers can help brands with this. For brands to truly target and work with their target audience,

involve an influencer within the drafting and creation of your response. They can help you come out from behind the screen, speaking the language and shaping the narrative that can win back trust and keep consumers on side.

**Capitalize and work with them on user generated content.** Brands that work with stakeholders to create user generated content can use this technique to build—or rebuild—trust post a crisis communications incident. Authentic content will appeal to stakeholders, particularly Gen Z individuals who enjoy and respond positively to updates that are genuine.

**Video content.** Gen Zers are in a hurry, consuming content on more than one device. Prioritizing video content is a strong strategy for brands in a crisis communications situation, and brands should focus on creating short, one-to-three-minute videos that get straight to the point, have a strong headline and provide information that consumers will find useful. It's important to also include captions in the video for users who watch in their social media feeds, without the sound on.

**Encourage sharing.** For a response to a crisis to go viral—in the right way—it's important that response is easily shareable. Brands should add sharing functionality and encourage supporters to share across their respective networks. Brands should also use their internal communications strategy to encourage employees to share the response.

**New ways to shape and distribute responses.** Effective crisis communications must be proactive to get ahead of the story and to shape the narrative. Responding to the story using social media techniques like live streamed statements and videos ensures that a response is put in front of the right audience at the right time. Additionally, using platforms for targeting can help brands get in front of the appropriate stakeholders and get ahead of the narrative.

**True to values and beliefs.** Gen Z individuals value real people, not celebrities. Authenticity is key and with FTC guidelines ensuring that bloggers and social creators must prominently display if and when they are creating paid content for brands. This provides Gen Z individuals—and other stakeholders—with honesty up front, helping to generate trust from the outset.

Gen Zers value personal connections and, as adult consumers, they'll likely demand more transparency from the brands they buy and the companies that produce and sell them. This helps brands to generate genuine, stronger relationships with their customers.

For brands, it's also important that they ensure their public facing image supports the corporate culture of their company. For them to not do so runs the risk of charges of hypocrisy, a decrease in trust and ultimately, loss of business.

To avoid a communications disaster played out in front of the world's digital media, having a robust and proactive crisis communications plan in place is an essential tool for all brands. And working with the influential Gen Z to shape and drive forward is an effective approach for brand survival.

*Lindsey Carnett is CEO and President of Marketing Maven, recognized for supporting clients with positive Online Reputation Management, crisis communications and integrated marketing campaigns. Lindsey@marketingmaven.com. ○*



Lindsey Carnett

## PR brief

### Content becomes top focus for 2020

Content will remain a central priority for PR pros in 2020, with information overload and communicators' ability to cut through the noise emerging as major challenges within the industry, according to a recent survey of chief marketing officers by PAN Communications.

PAN's "CMO Predictions" campaign asked industry experts to share their predictions, concerns, priorities and challenges for the coming year. As it turns out, content marketing and data emerged as two recurring themes this time: nearly two-thirds of respondents (63 percent) cited content as either a budget focus, a critical skillset within their marketing departments or an upcoming challenge for the work they do.

Altogether, nearly 70 percent of respondents mentioned data or analytics in their predictions for 2020, underscoring the important role data now plays in evaluating marketing efforts and customer experiences in an effort to improve content marketing strategies.

Other priorities among CMOs for the coming year included employee and customer advocacy, as well as implementing advocacy programs in ways that will bring new levels of trust and awareness among consumers.

PAN's third annual "CMO Predictions" campaign gathered insights from more than 20 leading CMOs and marketing influencers via email outreach.



# WHEN EVERYTHING IS ON THE LINE WHO DO YOU WANT REPRESENTING YOU?

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"The City's Most Prominent Crisis-Management Firm." – *New York Times*

"The crew from the television magazine is banging on your door. You can have the security guard throw them out and know they'll trash you. Or you can sit down with them and figure that out of the hour you give them, they'll use only 40 seconds on air. And those 40 seconds will make you look very guilty. Better solution, call Mike Sitrick." – *Forbes Magazine*

"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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# The importance of post-crisis communications

**When a crisis appears resolved, it's time to work on an aftermath recovery plan for the sake of restoring and improving the company's long-term reputation.**

By Jill Allread

**R**arely is a crisis expected, but how well a business responds to the unexpected will reflect either poorly or positively on future public perception of—and confidence in—the organization. One determining factor is whether or not business leadership proactively uses post-crisis communications.

Everything's at risk of disruption when an organization is navigating a crisis. From the Board Chairman to the CEO and senior leaders to front-line employees, everyone's attention is distracted during a crisis. If leadership is savvy, legal advisors and crisis communication counselors are employed to provide needed support. By the time a crisis appears resolved, team members are exhausted from the pressures of navigating the high-stakes issue. They're anxious to put the crisis behind them and return to normal. Their budgets are tight because of the unexpected expenses of the crisis. But this is exactly the time more work is needed to restore and strengthen an organization's reputation and relationship with its publics.

It doesn't matter what created the crisis: labor issues, lawsuits, cyber breaches, personnel issues such as #MeToo allegations, attack campaigns, shootings, accidents or natural disasters. Too often businesses underestimate how long residual threats last in the aftermath. Questions like: "To what degree did the crisis influence public perception of our brand? How do we regain public confidence after this crisis? Does our reputation need to be repaired or completely rebuilt?" must be addressed. Strategic communications can reach audiences to proactively answer questions and concerns and earn respect for doing the right thing.

One recent example of doing the right thing in crisis response and post-crisis recovery happened when a management team in the Midwest suffered a heartbreaking accident. The holiday-shift staff on the grounds of a popular wildlife safari park discovered a fire in one of the park's animal barns shortly after 6:20 p.m. on Thanksgiving, when the property lost power.

Flames from the weather-related electrical fire engulfed the barn so quickly that ten animals inside—including three giraffes—perished. The team's quick action saved several zebras housed in outdoor enclosures and, as a precaution, the team released into secure fields two other giraffes in a nearby

barn that was also in danger of burning if the fire spread. One of the giraffes was photographed by a person passing by the park. The image of the fleeing giraffe in silhouette against a background of flames was widely used in national and regional news outlets. While those giraffes survived, the wildlife park staff were devastated by the loss of animals they cared for every day. They felt like they lost family members.

Notified about the fire, park owners called on Public Communications Inc. crisis counselors to provide immediate support, including crisis communication strategies to gather and share accurate and timely information as well as provide messaging for media interviews Thanksgiving night, a news release and media statements and social media content and strategy.

Because animal-related stories generate strong public interest, news of the fire began trending on social media and regional news outlet channels within minutes. People expressed concern for the staff and sadness over the loss of the animals, particularly the charismatic giraffes. Some made comments critical of the park for having wildlife and for failing to save the animals. Communication team members effectively used messages based on honesty and empathy to respond openly to questions and comments on the park's social channels.

Another wave of media and public interest surged the next afternoon following a news conference in collaboration with fire and police agencies. The park distributed another news release with updates about the animals lost and the wellbeing of animals saved. By the following Wednesday, fire officials determined the fire was accidental and announced the case closed; however, post-crisis communication strategies continued, driven by the goal to build strong public confidence in the wildlife park's response to the disaster.

Strategies included providing behind-the-scenes updates on happenings at the park that was then closed for the season. These included:

- Insights into the grief counseling provided to staff saddened by the loss.
- Examples and stories of the extraordinary care of the park's 400 animals.
- Updates on the wellbeing of the giraffe photographed the night of the blaze. Much to the relief of their fans, the park featured

the rescued giraffe on its Facebook page happily receiving special snacks from his keepers.

- Plans to honor the memory of the animals lost in the fire.

Post-crisis communications helped anticipate and address questions and the public's interest in the welfare of the animals. For example, with offers of support from people across the country, the park announced it would send all donations to an international giraffe conservation nonprofit organization working to save giraffes in Africa. Proactive communication continued to help strengthen the park's relationship with its members, partners, social media fans and staff. The crisis-recovery plan continues being implemented with strategies for next season's re-opening and animal stories that foster the public's love and care for wildlife.

Here's a quick checklist to help guide post-crisis recovery that can have a positive effect on an organization's long reputation:

- Conduct a crisis post-mortem debrief and analysis. Include detailed analysis of the organization's social media engagement and sentiment.
- Follow through on any promises made to the public, employees, other stakeholders and pros. Proactively communicate those actions and follow up.
- Communicate to rebuild any damaged relationships. Identify all key audiences who should know about progress being made, including customers or members, employees, shareholders and, if needed, regulatory or accrediting agencies. If non-profit, then donors, too.
- Build confidence in leadership. A crisis can be an opportunity to showcase inspired leadership to renew an organization. A leader of good character who's truly committed to the values of an organization can step forward with optimism to rebuild the organization to be even better than it was before the crisis.

By understanding the complexity of a crisis and employing effective post-crisis communication strategies, an organization will not only survive, it will thrive.

*Jill Allread, APR, is CEO of Public Communications Inc., a national independent PR and digital agency headquartered in Chicago. ○*



Jill Allread



No. 17 in *O'Dwyer's* 2018 healthcare rankings with fees of \$5 million.

Launched in 1997, SPI provides internal communications services to clients such as Bayer, Novo Nordisk, Merck, Regeneron, Pfizer and Novartis.

RF ranked as *O'Dwyer's* No. 7 independent PR firm, registering overall fees of \$69.1 million during the past year.

**Next Fifteen Acquires Health Unlimited USA.** Next Fifteen Communications Group has acquired the U.S. division of Health Unlimited.

Health Unlimited, along with its specialist consultancy Corkery Group, will be rebranded as M Booth Health and operate as a separate agency reporting to M Booth CEO Dale Bornstein. M Booth was acquired by Next 15 in 2009.

Timothy Bird, Health Unlimited Global CEO, and his US-based management team will continue to lead the agency.

Health Unlimited comes in at #5 on *O'Dwyer's* list of top healthcare firms, reporting 2018 net fees of \$24.3 million. For the year ending March 31, the agency reported adjusted before-tax profit of \$5.2 million and net assets of \$17 million. It is to be acquired debt-free.

**Ex-MWWPR, Catalyst PR exec charged with wire fraud.** Former PR executive Andrew Garson was arrested and charged with wire fraud in connection with multimillion-dollar schemes to defraud two PR firms where he worked and for a subsequent scheme to obtain New York State unemployment benefits to which he was not entitled, according to a suit filed by Geoffrey Berman, U.S. Attorney for the Southern District of New York.



Andrew Garson

The suit does not name the firms that employed Garson, but the allegations cover the period from 2013 to 2018 when he worked as Executive VP at MWWPR and VP at Catalyst PR, a unit of WME|IMG (now known as Endeavor).

"Behind the scenes, Garson allegedly schemed to steal from his employers, eventually costing them over \$2 million in losses," Berman said in a release.

Garson is charged with two counts of wire fraud, each of which carries a maximum sentence of 20 years in prison.

**Huawei makes \$1 million pivot to BCW arm.** Huawei Technologies USA has retained BCW's Pivot Integrated Communications arm for a one-year strategic com-

munications program in the US pegged at \$939,179 in fees.

In its federal filing, Pivot says Huawei Technologies USA is wholly owned by Huawei Technologies Co. Ltd., which is located in Shenzhen, China.

"It is our understanding that Huawei Technologies Co. Ltd, which owns Huawei Technologies USA Inc. is a private, employee-owned company," according to Pivot's federal filing.

**Shep Smith quits Fox News.** Shepard Smith, Fox news anchor and Managing Editor of the network's breaking news unit, quit Oct. 11. He broke the news during his program. Smith is a sometimes critic of President Trump.

The anchor of the afternoon "Shepard Smith Reporting" program said the decision to walk was his own.

**Publicis eliminates MSL CEO post.** Guillaume Herbette, Global CEO of MSL, is leaving the firm as Publicis Groupe CEO Arthur Sadoun has decided to eliminate the position.

"We will not appoint a new global head of MSL," wrote Sadoun in a note to staffers. "With the implementation of the country model, all MSL offices in the world will now report to the new country structure of Publicis Groupe."

**Platinum Equity shells out \$2.7 billion for Cision.** Platinum Equity, which has \$19 billion in assets under management, is acquiring Cision for \$2.7 billion in cash.

The \$10-per share offer is a 34 percent premium over the 60-day closing stock price for the period ended Oct. 21.

The PR services firm posted a \$7.7 million loss on \$190.4 million in second-quarter revenues. Its stock has traded in the \$6.02 to \$15.76 range during the past 52 weeks.

**PRSA puts search for CEO "on hold."** Public Relations Society of America put the search for the CEO "on hold" until early this year when more people are looking for jobs. Russell Reynolds was doing the search.

Joe Truncale stepped down as CEO on July 15, taking on the role of consultant. PRSA CFO Phil Bonaventura took over Truncale's CEO duties on an interim basis.

Garland Stansell, chair-elect, told the Assembly in San Diego that the search for Truncale's replacement was being pushed back into 2020 after the holiday season.

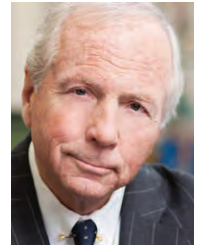
**Teneo's Sayegh to return to Team Trump.** Tony Sayegh, Spokesperson for Treasury Secretary Steve Mnuchin, who joined Teneo last month as Managing Director, is returning to the Trump administration to handle communications surrounding impeachment.

He will be responsible for communications strategy, messaging and recruit surrogates to support the President.

Pam Bondi, former Florida Attorney General who joined the Sunshine State's Ballard Partners last January, is teaming with Sayegh on impeachment communications.

**Abernathy MacGregor's Jim Abernathy dies at 78.** Jim Abernathy, Founder/Executive Chairman of Abernathy MacGregor, died Nov. 17. He was 78.

The Kansas City native launched Abernathy MacGregor in 1984 with Jim MacGregor. The shop, which currently has more than 70 staffers in New York, Washington, Houston, Los Angeles and San Francisco, became part of Havas in 2000.



Jim Abernathy

Prior to AM, Abernathy edited broadcasting trade magazines and held PR/IR posts at ABC, CBS and Warner Communications.

**Finn Partners beefs up healthcare unit.** Finn Partners has acquired Medical & Health Consulting, Paris-headquartered firm that works for biopharma, technology and medical devices outfits.

Marie-Helene Coste, MHC Founding Director, will take on the role of Senior Director, Health for Finn Europe. She will report to Chantal Bowman-Boyles, Managing Partner of Europe and Gil Bashe, Managing Partner of global health.

Peter Finn called MHC a "perfect complement" to his firm's September acquisition of high-science healthcare firm Lazar Partners, a 22-member New York firm.

**CLS parachutes into Bolivia's political mess.** CLS Strategies has picked up a 90-day assignment to provide strategic counsel to the government of Bolivia, which has been rocked by political upheaval.

Former President Evo Morales, who ruled the country for 14 years, has been granted refugee status in Argentina.

He fled to Mexico following a contested election in October after his government was charged with manipulating the results.

Bolivia's interim president Jeanine Anez issued an arrest warrant for Morales, charging him with treason.

**Interpublic junks Golin's Co-CEO trio model.** Interpublic has junked Golin's three co-CEO model that it put into effect Jan. 2017 with the exit of chief Fred Cook. Matt Neale assumes CEO slot.

Under the "CEO+" structure, Neale handled thought leadership, reputation, new products; Gary Rudnick managed North America, finance, HR; and Jon Hughes supervised international activities.

Rudnick now slides into the President and COO position, reporting to Neale. Neale reports to Andy Polansky, CEO of IPG's Constituency Management Group. ○

# Avoid the 'call center' approach to crisis

Why offering rapid, uniform responses to crises will always be a second-rate solution to providing authentic, nuanced messages that are tailored to the needs and motivations of specific audiences.

By Alex Stanton

Organizations responding to a crisis too often end up employing an approach like what many of us have experienced when interacting with a customer call center on a problem or complaint. You get a morass of contradictory information from someone who lacks authority, a refusal to accept responsibility and no feasible solution to your problem.

The reason this strategy underperforms in a call center interaction is the same reason it falls short in a crisis situation: the focus is on rapid, uniform response, not on providing what's necessary: thoughtful, nuanced responses tailored to the needs and motivations of specific audiences. As much as people want immediate answers in the wake of a crisis, they understand that the world is a complicated place and not everything is black or white. What they want most is to be heard and treated with respect, to get a response that's honest and authentic. And sometimes people just want to hear the facts so they can judge for themselves.

In today's fast-paced, judgmental media environment, gaining this trust requires an authentic transparency tailored to key audiences. It's no secret that achieving this amidst a crisis can be quite difficult. But, there are some things communicators can think through and put in place early in 2020 to ensure their organization is ready in the event the unexpected happens.

## Agreement on your message and tone

It's simply not possible to communicate with authenticity and nuance in crisis situations if your brand message and tonality isn't concrete. It's not just what you say but how you say it that makes a real difference. A good many crisis communications blunders are directly related to conflicts between factions of a company that rear their head at the precise time when you need teamwork to operate effectively—and message and tone are often the battleground.

Organizations always think they have this nailed down. But once you apply the pressure that naturally comes in the crisis arena, cracks begin to show very quickly. Unfortunately, the list of companies that fall victim to this at some point or another is long, and the damage tends to be lasting. Worst of all, it's totally preventable. Take time now to stress test those messages with your key constituents.

## Dynamic spokespeople can handle nuance

Dynamic spokespeople don't just parrot

talking points. They know how to tie any question back to a key message and do so in a thoughtful, empathetic way. Just think how different your call center experiences are when the representative is armed to be thoughtful and articulate in responding to the nuance of your situation. The same is true in crisis communications. You can arm a spokesperson with a list of talking points, but that doesn't mean they're going to perform at a high level under the scrutiny of today's whirlwind media environment.

The problem organizations face is that the only way to develop dynamic spokespeople is to log many hours of practice (and if you don't believe me, put a camera in front of your primary spokespeople and quiz them hard on some uncomfortable topics for 10-15 minutes). After watching the results, consider that the average interview with a print journalist is 20-30 minutes.

Most spokespeople say they're too busy doing their day job to take the time to do the needed preparation. But if you wait until the crisis, it's too late. Without dynamic, prepared spokespeople, you can have the best response in the world and still fail to connect your messages with the proper audience. Reporters tend to have a knack for getting otherwise articulate spokespeople to trip up. Only diligent practice can lessen that risk.

## Find authentic transparency

It's vital that you communicate authentically with your key audiences even when

you don't have complete information. In crisis situations, you usually possess only 60 percent of the information you'd like to have before you need to respond to media and other audiences who are growing impatient (and sometimes reporting inaccurately). The rest takes time to gather, and information often changes as the situation evolves.

This lack of complete information can cause organizations to be reluctant to prioritize transparency. That's a mistake. In fact, incomplete information makes transparency even more critical, not less. Declining to comment or appearing to be hiding something diminishes any chance of an authentic response that builds and maintains your credibility.

In the initial stages of a crisis, being as up front about the reality of the situation as you can within the confines of prudence is always good policy. It tells decision-makers and influencers that even though you may not have all the answers, you respect them enough to offer up what is known now. And that will often buy you the time and credibility needed to gather further information, tighten your responses and navigate the situation effectively.

Alex Stanton is CEO of Stanton. ○



Alex Stanton

# Consumers worried about digital media's health effects

By Jon Gingerich

A growing number of North American consumers are beginning to think about what potential negative effects their daily use of electronic devices is having on their lives, according to a consumer survey commissioned by Two Sides.

The survey found that nearly half of respondents (48 percent) believe they spend too much time on electronic devices. More than half of those polled (53 percent) are now concerned that their personal overuse of electronic devices could be damaging to their health.

However, less than a third of the Two Sides survey respondents (29 percent) said they currently feel they're suffering from

"digital overload" (31 percent of U.S. respondents and 27 percent of Canadians).

That said, an overwhelming majority (70 percent) said they value the importance of "switching off" and reading more in print.

The Two Sides survey found that a majority of Americans still prefer print over digital when it comes to reading everything from books (68 percent) and magazines (65 percent) to newspapers (53 percent).

Only respondents between the ages of 18 and 24 widely prefer digital when it comes to reading newspapers (62 percent) and magazines (53 percent), but still, even a majority of that generation prefers print when it comes to reading books (54 percent). ○



## Coca-Cola calls Arroyo CMO

**M**anuel “Manolo” Arroyo, Group President of the Coca-Cola Company’s Asia Pacific region, has been promoted to the position of Global Chief Marketing Officer.

Arroyo officially assumed the top marketing role on January 1.

Arroyo was named Group President of Coca-Cola’s Asia Pacific group in 2018. He previously led the company’s Mexico business. Prior to that, he was President of Coca-Cola’s South East and West Asia business unit and also served as General Manager of Coca-Cola Iberia franchise unit.

Arroyo started his Coca-Cola career in 1995 in Madrid and went on to become Global Brand Manager for its Bottled Water & Fresca/Quatro brands in Atlanta three years later.

With Arroyo’s promotion, the soft drink giant has now reinstated the global CMO role more than two years after nixing the title in early 2017. Coca-Cola’s global marketing duties had previously been handled by Chief Growth Officer Francisco Crespo, who announced his retirement in December after a three-decade career with the company.

Arroyo will continue to serve as President of Coca-Cola’s Asia Pacific group. ○



Manuel “Manolo” Arroyo

## Hotwire calls Kernahan North American CEO

**H**eather Kernahan, President of Hotwire North America and Australia, has been promoted to the role of North America Chief Executive Officer at the global tech PR agency.

Kernahan joined the U.S. and UK-based tech PR specialist in 2016. She was previously President of tech firm Eastwick Communications, which was acquired by Hotwire in 2016. Kernahan has led Hotwire’s North American and Australian operations ever since.

Prior to that, Kernahan was Global Marketing Director at energy technology company Enphase Energy. Earlier in her career,



Heather Kernahan

she worked at CA-based software/services company Autodesk, where she held a variety of titles before ultimately being named Senior Marketing Manager of Product and Industry Marketing.

Kernahan reports to Group CEO Barbara Bates, who will continue to oversee Hotwire’s global leadership team. ○

## Former ABC comms. exec lands at Warner-Media

**J**ori Arancio, who left Disney-ABC in October after 21 years with the company, has been named Executive Vice President of Communications at Warner-Media’s HBO Max, TNT, TBS and TruTV units.

At Disney, Arancio was most recently Senior VP of Communications for ABC Entertainment and ABC Studios, overseeing strategic corporate communication efforts, consumer press campaigns, awards outreach and talent relations.

She had previously served as Communications VP at the company’s Freeform streaming service, VP of Communications at ABC Daytime and SOAPnet, and Communications Manager of the Disney Channel.

Arancio will report to EVP, Global Communications, WarnerMedia Entertainment and Direct-To-Consumer Kevin Brockman. Arancio previously worked with Brockman at Disney. ○



Jori Arancio

## FTI powers up energy/natural resources unit

**F**TI Consulting has added Shannon Maher Bañaga as a Managing Director in the strategic communications unit’s Energy & Resources Operation.

Based in Washington, the environmental and energy policy pro will focus on PA and issues management as the power and utilities sector undergoes rapid change due to technology developments, increased regulatory oversight and shifting consumer preferences.

Bañaga joins the publicly traded company from TECO Energy, where she served as Director of Federal Affairs for the past five years. Earlier, she worked as Senior Manager of Public Policy & Governmental Affairs at Public Service Enterprise Group.

Bañaga has federal government experience gained as an enforcement attorney at the Federal Energy Regulatory Commission and Dept. of Energy, where she handled environmental and nuclear matters. ○



Shannon Maher Bañaga

## Gaerlan takes PR post at Travel Leaders

**E**lizabeth Gaerlan, who has more than 20 years of PR, corporate communications and event management experience, has joined Travel Leaders Group as VP-PR and Communications.

She’s held Senior VP slots at Weber Shandwick’s travel & lifestyle practice and travel specialist M. Silver Assocs, which was acquired by Finn Partners.

Gaerlan, who most recently was running her own firm, also worked as a consultant for American Airlines and Communications Director for Toys ‘R’ Us.

Travel Leaders Group is one of the nation’s largest travel agencies, managing more than 6,000 leisure, business and franchise locations. ○



Elizabeth Gaerlan

## Bristol-Myers Squibb hires CVS’ Metcalfe

**B**ristol-Myers Squibb has named healthcare PR veteran Kathryn Metcalfe Executive VP, Corporate Affairs, effective Jan. 6.

Metcalfe goes to BMS from CVS Health, where she was Chief Communications Officer. She previously served as CCO at both Aetna and Deloitte, held VP posts at Pfizer and Novartis and helmed Cohn & Wolfe’s New York office.

Metcalfe’s appointment follows the announcement that BMS Executive VP, Corporate Affairs & Investor Relations John Elicker will be retiring on March 31.

Tim Power, who is currently lead for IR, will take on the position of VP & IR Chief upon Elicker’s retirement. ○



Kathryn Metcalfe

# O'Dwyer's guide to: CRISIS COMMUNICATIONS

## 5W PUBLIC RELATIONS

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**Ronn Torossian**, Founder & CEO

5W Public Relations, a Top 15 Public Relations firm based in New York City, specializes in high profile issues and crisis management for companies and individuals faced with the unanticipated challenges in the marketplace.

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

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

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

## ALLISON+ PARTNERS

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**Barbara Laidlaw**, Managing Director, Global Risk, Reputation & Advisory  
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Allison+Partners is a global marketing and communications agency driven by a collaborative approach to innovation and creativity.

We help companies create and maintain reputational value through best practices in corporate and financial communications, public

affairs, influencer relations, content marketing and digital strategies with as little negative business impact as possible. From high-visibility litigation, product recalls, labor issues, C-suite changeovers, airline disasters and corporate malfeasance, our experienced team is in your corner when the stakes are high and time is of the essence.

Crisis preparedness and response is an integral part of the overarching reputation continuum. We use a cyclical process that begins prior to an issue escalating and continues well after a crisis has taken place. As part of the reputation continuum, we put as much effort into recovering corporate reputation after the fact and continuing to grow corporate credibility and profile through influencers and leadership opportunities on a daily basis, all the time.

## BERLINROSEN

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**Jonathan Rosen**, Partner and Co-Founder  
**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 ensnared in a USDOJ investigation into a sitting governor and advised the Board of Directors of a major media compa-

ny 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:

- Executive-level strategic guidance
- Message development and materials
- Media strategy and media relations
- Media training and interview prep
- Media monitoring and sentiment tracking (social and traditional)

For plaintiffs' law firms, our expertise includes:

- Case-specific media strategy
- Thought leadership and profile building
- Institutional communications
- Video production (exhibits, etc.)

## BISHOFF COMMUNICATIONS, LLC

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**Janey Bishoff**, CEO

Bishoff Communications LLC is a highly respected and recognized crisis resource with nearly 30 years of successfully managing crises and negative issues which threatened an organization's reputation,

financial value, or existence.

These range from #MeToo to high profile accidents, crimes, and fatalities to food safety, product recalls, sexual harassment, leadership termination, sexual abuse, bankruptcies, lay-offs, data breaches, litigation, and many other negative incidents or situations.

Today's world demands both preparation, and instantaneous response and action.

We help organizations prepare with effective incident and crisis planning, and we move quickly 24/7, providing strategic counsel and hands-on assistance to mitigate, contain, or ameliorate a negative situation and protect reputations.

Working in close collaboration with our clients and their professional advisors — including legal, financial, and others, we are known as trusted advisors. *Massachusetts Lawyers Weekly* readers chose Bishoff Communications as the Best Crisis Management firm in 2019.

## BOARDROOM COMMUNICATIONS, INC.

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

Crisis Management: Preventing and Preparing for Potential Problems.

BoardroomPR is one of Florida's top PR agencies offering statewide coverage. The firm's experienced staff of public relations and crisis management professionals routinely handle high-profile crisis projects and public affairs campaigns each year. Examples include: investigations, hostile takeovers, litigation, product recalls, criminal charges, safety compliance issues, accidental deaths, project approvals, bid objections and legislative campaigns.

Whether you're pre-developing a crisis communications plan



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

## BUTLER ASSOCIATES, LLC

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**Thomas P. Butler**, President

Winner of 2019's prestigious Best of the Best award from the Public Relations Society of America-N.Y., and a winner of *PR News*' Agency Elite Best Public Affairs Campaign. Butler Associates is ranked among top agencies in the New York and Southern New England media market for its financial, professional services, public affairs, environmental, legal and crisis management practices. Butler Associates is a research and communications strategy team with a

proven track record of high-impact results.

Butler Associates campaigns range from victorious *Fortune* 50 shareholder proxy battles, legal, crisis management and public affairs campaigns, to brand building for CEO's and the companies they lead. The Butler group includes seasoned communications professionals, committed to our clients, and delivering consistent results. Its Litical Solutions digital division delivers quality online engagement.

Clients Include: American Triple I Partners, Association of BellTel Retirees, Inc., Barasch McGarry P.C., Davidoff Hutcher Citron LLP, Electronic Systems & Software, Fleet Financial, Greater New York Automobile Dealers Association, Hooks for Heroes, Hunts Point Co-operative Market, LaGuardia Gateway Partners, Mechanical Contractors Assn. of New York, M-Fire Suppression, Inc., Metropolitan Package Store Assoc., New York City Fire Pension Fund, New York Production Alliance, Patriot Bank, NA, Plaza College, ProtectSeniors.Org, Securitas USA, Sharps Technology, Inc., Siebert Williams Shank & Co., L.L.C., Stamford Police Assn., Stamford Professional Fire Fighters Assn. and Steamfitters Local 638-New York, Zalkin Law Firm, and Zara Realty Holdings Corp.

## EDELMAN

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Edelman is a global communica-



**Butler Associates won the 2019 PRSA-NY "Best of the Best Award" for its work in the N.Y. media market, while also taking home a multitude of campaign awards for work on behalf of clients in Southern New England at the PRSA-Greater Connecticut Chapter's gala in Hartford.**

tions firm that partners with businesses and organizations to evolve, promote and protect their brands and reputations. Our 6,000 people in more than 60 offices deliver communications strategies that give our clients the confidence to lead and act with certainty, earning the trust of their stakeholders. Since our founding in 1952, we have remained an independent, family-run business. Edelman owns specialty companies Edelman Intelligence (research) and United Entertainment Group (entertainment, sports, lifestyle). For more information please visit: [www.edelman.com](http://www.edelman.com)

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

Fineman PR's high-profile crisis communications work is nationally recognized. In today's fast-paced culture of instant media exposure, online defamation and quick-draw lawsuits, the agency's battle-tested experience and strategic resourcefulness guide clients through rough waters. Agency President Michael Fineman is ranked among the nation's top crisis counselors.

Fineman PR works extensively

on reputation building, crisis preparedness, crisis communications and reputation recovery with a wide range of organizations, from law firms, schools and government agencies to food companies, *Fortune* 500 corporations and startups.

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**Jessica Berk Ross**, Managing Partner, Public Affairs, FINN.

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## FINN PARTNERS

— Continued from page 43

Finn Partners has been ranked among the world's leading public relations agencies by *The Holmes Report*. The annual *New York Observer* leadership rankings lists FINN at No. 1 in more than eight industry sectors. *PRNews* has acknowledged FINN senior staff as "Crisis Communicators of the Year." Our depth of knowledge within these industries offers clients access to the influencers, media and policymakers that impact corporate reputation and economic sustainability.

From business transformation, cybersecurity, executive leadership transition, financial restatement, government agency investigation, product recall to shareholder relations, our experts in Consumer Products, Health, Education, Manufacturing, Public Affairs, Sustainability, Technology and Travel, blend crisis experience together with sector expertise to help you weather the storm and emerge stronger. At a time of rapid public engagement and social media escalation, when issues rise to the level of disruption to business, or reputation threat, that is when you need skilled partners to help prepare for and navigate difficult situations.

## FTI CONSULTING STRATEGIC COMMUNICATIONS

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**Mark McCall**, Global Segment Leader

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

Our approach is grounded in foundational message development, along with disciplined and nimble scenario-based planning — drawing on our prior experience to develop tailored communications strategies that account for various contingencies and all potential outcomes. Our wide-range-

ing experience includes litigation, disaster response, activist defense, labor relations, accounting irregularities and financial disclosures, leadership transitions (planned and unplanned), regulatory/legislative scrutiny, product recalls, as well as privacy, data and cybersecurity issues.

## GLADSTONE PLACE PARTNERS

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**Steven Lipin**, Chairman and Chief Executive Officer  
**Lauren Odell**, Partner and Chief Operating Officer

Gladstone Place Partners' diverse and experienced team is designed to meet the evolving strategic communications needs of leading companies' CEOs, boards of directors and heads of communications. We are a highly focused firm with four core practice areas: financial communications, corporate reputation and strategic positioning, issues management and corporate governance communications.

Clear communications and effective engagement with a wide range of constituents are critical to the business success and long-term reputations of our clients. As a new firm with decades of experience of business, our professionals put their collective base of knowledge to work in helping companies and organizations navigate complex and sensitive matters, bringing to bear a relentless focus on sound independent advice and best-in-class execution. We understand the complexity and super-charged nature of today's communications environment, which is why we have social and digital capabilities embedded in our DNA.

Clients seek out Gladstone Place for counsel on a range of matters, including mergers & acquisitions, shareholder activism, IPOs & spinoffs, crisis situations, strategic positioning issues, and corporate governance communications.

Gladstone Place strives to build long-term, trusted relationships by delivering the highest quality work product, paired with uncompromising ethics, integrity and judgment. We are a highly-focused firm, determined to always be there for our clients' most critical communications needs. Our work is underpinned by a culture of strong ethics, professional excellence, high integ-

rity, meritocracy and diversity.

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**Thomas Ryan**, CEO  
**Don Duffy**, President

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

Clients: Peloton, Zoom Technologies, Dave & Busters, Freshpet, Abbott Labs, FleetCor Technologies, Inc., Fossil, Inc., Genuine Parts Co., Gulf Oil, Gildan Activewear, Samsung/Harman, Herbalife Ltd., HubSpot, IAC, Jarden Corp., Lazard Freres & Co. LLC, Knopp Biosciences, Legg Mason & Co. LLC, lululemon athletica, Intel/Mobileye, Michaels Stores, Michael Kors, New Relic, Edeleman Financial Engines, Paramount Group Inc., Planet Fitness Inc., Shake Shack, Starwood Property Trust, VF Corp., X4 Pharmaceuticals, Williams-Sonoma, Inc., Workiva and Zoës Kitchen.

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Additional offices: San Francisco, Chicago, Washington, DC and London

**Jamie Diaferia**, Founder & CEO  
**Zach Olsen**, President

Infinite Global is an award-winning communications agency, providing PR, Branding and Content to professional services firms and corporations. Led by seasoned media

professionals and top creative directors, we help knowledge-intensive businesses convey their unique expertise and point of view with power, immediacy and precision.

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

While unique situations often require unique solutions, our experience underscores that there are best practices that should be applied in a crisis. In regulatory actions, investigations, ethics violations, accounting issues, cybersecurity issues, product recalls, or other unexpected crises, we work with our clients during all phases of communications planning and response to implement both the "unique" and the "best." In a crisis, a company is judged not only on the crisis itself, but also by how it prepared, managed and communicated during the event.

We help our clients control the dialogue and establish context for their actions going forward.

## MARKETING MAVEN

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Bicoastal integrated marketing and strategic communications firm, Marketing Maven, focuses on media relations, investor relations, issues management, crisis communications and public affairs. We are in constant communication with key financial media, analysts, shareholders and influencers on behalf of our clients. From traditional earned media to new forms of social engagement, Marketing



Maven drives conversations while maintaining a positive reputation for clients by delivering newsworthy messages to key audiences, using a range of platforms.

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

## THE MONTGOMERY STRATEGIES GROUP

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The Montgomery Strategies Group is a full-service agency with broad expertise in crisis and litigation communications, reputation management, public affairs and regulatory advocacy, financial communications and transactions, as well as marketing and brand awareness.

We draw on decades of collective experience as trusted counselors and strategists to global C-Suite executives, Boards of Directors, marketplace leaders, private equity investors, hedge fund managers, and trade association officials – with a team that includes former senior communications leaders from the SEC, The White House, Department of Justice, Federal Reserve, FINRA, NASDAQ, Capitol Hill, the *Wall Street Journal*, the *New York Times*, CNBC, and a host of *Fortune* 500 companies and global consultancies.

The breadth of our award-winning team includes expertise across all types of criminal and civil litigation, regulatory enforcement and policy actions, Congressional & State AG investigations, regulatory

& legislative transaction approvals, data breaches, product recalls, executive transitions, workplace accidents, 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 employees to domestic and international business partners.

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

## PADILLA

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Crises 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 provide our clients with the confidence to manage challenging situations and credible messaging that protects their reputations.

That work begins before the crisis strikes. We first help our clients measure their level of preparedness with our Crisis IQ. Based on that analysis, we develop plans and messaging to address the primary threats facing the business and practice drills designed to expose them to the pressures of a real crisis.

Padilla 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 Food-Minds 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.

## PEPPERCOMM

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Peppercomm is an award-winning strategic, integrated communications and marketing agency headquartered in New York City with offices in San Francisco and London. The firm combines 25 award-winning years of expertise serving blue chip and breakout clients with forward-thinking new service offerings and the freshness of a start-up. This unique mix of experience and energy attracts and empowers teams with a creative edge, drive and a passion for promoting, protecting and connecting clients in a fast-changing marketplace.

Peppercomm has guided countless clients through a wide variety of crises including consumer product recalls, social media gaffes and class action lawsuits. We've worked with a large manufacturing company to address backlash on its social-media channels following a product recall, a wholesale manufacturer accused of selling weapons to terrorists, and a technology company whose founder was arrested for embezzlement one week after the firm's IPO. In each case, we helped these clients navigate through the uncertainty, manage their reputations, and survive intact.

Corporate purpose continues to be a buzzword in communications with many brands taking a stand on societal issues to drive marketing programs. Peppercomm's STANDSMART Purpose Stress Test evaluates brands' business practices to ensure credibility and authenticity to stand behind their corporate purpose. Peppercomm's Employee Engagement helps Chief Human Resource Officers develop insight-led communications programs to attract and retain talent, ensure employees are informed and engaged, and create workplace

es with genuine two-way dialogue. Visit [www.peppercomm.com](http://www.peppercomm.com) or find us @Peppercomm.

## PUBLIC COMMUNICATIONS INC.

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Bringing calm and strategy to clients in crisis, Public Communications Inc. works closely with our clients to prepare them to effectively handle situations that can threaten an organization's brand and erode consumer confidence. We partner with clients from prevention through the challenges of managing issues to then thriving in post-crisis recovery.

PCI's experienced counselors consistently delivers award-winning campaigns for clients with reputation management and enhancement needs in all fields, including healthcare companies and associations; conservation, zoo and aquarium organizations; government agencies and nonprofits of all sizes. When an organization faces trouble, a thorough and strategic crisis communications plan is vital. We work with clients to identify, plan for, and mitigate crises that have the potential to negatively shape public opinion and disrupt business.

The PCI team has extensive experience helping clients manage their reputational risk through crisis communications planning and implementation. We also have specialists to provide spokesperson training and coaching on how to best articulate company values and messages that can restore the public faith and support.

PCI offers clients a specialized, post-crisis communication recovery model based on rapid response; ongoing and proactive communication; and inspired thought leadership that is critical to companies of all sizes. In recent years, PCI developed deep experience and skills in assisting clients to communicate effectively through natural and man-made disasters and through personnel and labor issues, including cases of #MeToo allegations and company culture change,

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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.

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ReviveHealth, a Weber Shandwick company, is a full-service agency focused on the intersection of healthcare delivery, finance, and innovation. The agency's work has been recognized as Healthcare Agency of the Year Finalist (*The Holmes Report*), and the Crisis Communications Agency of the Year (*Black Book*). Headquartered in Nashville with other offices in Boston, Santa Barbara, and Minneapolis, ReviveHealth's dedicated Issues practice is led by veterans with proven experience in helping high profile healthcare clients overcome controversy, protect the reputation of their brand, and build public support. Through strategies deeply rooted in an understanding of today's unpredictable and turbulent healthcare environment — and holding a firm grasp of the rapidly changing media and stakeholder environment — we execute programs that advance and protect the reputation of our clients, pro-actively manage risk across their enterprise, and position them for what's next.

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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.

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SVC provides candid, pragmatic counsel to boards, senior executives, and high-profile individuals on a wide range of crises and special situations, from product recalls and industrial catastrophes, to sudden leadership changes and major regulatory events. We understand the critical importance of speed, combined with sophisticated

ed strategic thinking and robust, agile execution. Our role includes strategy development and ongoing counsel, research and message testing, preparation of multi-audience communications, development and execution of social media and digital strategies, media relations, investor relations, on-site support, and post-event reputation tracking.

SVC is a recognized leader in strategic communications with over 25 years of experience supporting clients on long-term positioning and high-stakes situations. We are experienced in communicating with all key stakeholders, including journalists, investors, analysts, employees, lawmakers and regulators.

## SITRICK AND COMPANY

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**Michael S. Sitrick**, Chairman and CEO

Less important than what you say about yourself is what others say about you.

• *The New York Times*: "The City's Most Prominent Crisis-Management Firm."

• *Forbes*: "The crew from the television magazine is banging on your door. You can have the security guard throw them out and know they'll trash you. Or you can sit down with them and figure that out of the hour you give them, they'll use only 40 seconds on air. And those 40 seconds will make you look very guilty. Better solution, call Mike Sitrick."

• *BusinessWeek*: "That's unbelievable. This is the heavy artillery." Quote is from the CEO of one of the largest PR firms in the world, after learning we were brought in on the other side of a contentious matter in which his firm was involved.

Since our firm's founding 31 years ago, we have been consistently ranked among the top crisis and strategic communications firm in the nation.

The majority of the firm's senior executives are former editors and reporters from news organizations that include the *Wall Street Journal*, the *New York Times*, Bloomberg, *Los Angeles Times*, *Forbes*, CBS News, and NBC



News. We also have former practicing attorneys and business executives.

Matters with which we have been involved include litigation support of all kinds; intellectual property matters, allegations of stock manipulation, wrongful termination, contract disputes, allegations of fraud and fraudulent inducement, wrongful death claims, allegations of illegal drug use, SEC matters, and a variety of other white-collar crimes. We have also handled criminal and civil cases against companies and their executives for such things as price fixing, insurance fraud, options backdating, antitrust violations, race and sex discrimination, sexual harassment, racism and #MeToo matters. We have a significant data breach, mergers and acquisitions and corporate governance practice and have done extensive work combatting short sellers. Other issues include sensitive environmental matters, racketeering cases, family disputes, and high-profile divorces, reputation management and reputational positioning. We have also been involved in helping to launch such firms as Oaktree Capital.

Offices are in Los Angeles, San Francisco, New York, Boston and Washington, D.C., though we have handled cases all over the world.

For additional information including clients for whom our work was public and additional media comments about our firm see: [www.sitrick.com](http://www.sitrick.com).

## SLOANE & COMPANY

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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, an-

alytics 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 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.

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With offices in Boston and New York, Solomon McCown (SM&) supports clients that face complex, mission-critical issues at the inter-

section 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.

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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, Albright Capital Management, Allianz Global Corporate & Specialty, Alpine Investors, Bain Capital, Brevet Capital, Carl Marks Advisors, Conning Asset Management, CSAA, CVC Capital Partners, DealCloud, Digital Colony, Ease, Great Hill Partners, FFL Partners, HGGC, Integrity Marketing Group, Lincolnshire Management, Makena Capital, Marin Health, One Equity Partners, Pine Brook, Sun Capital, Tanenbaum Center for Interreligious Understanding, T1D Fund, TD Ameritrade, THL Credit, Toorak Capital Partners, Vertical Bridge and VSS.

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

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

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

# Exxon wins, truth prevails

By Fraser Seitel

If you, like most of your fellow compatriots, have been consumed lately by the gripping impeachment drama in Washington (yawn), or the scurrilous accusation that the New England Patriots would actually cheat to win (groan), or the news that back-broken Harvey Weinstein has bribed his way out of prison (phew) ... then you probably weren't paying attention a few weeks ago when a significant, long-awaited court case was decided in New York City.



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

If so, you're to be forgiven, because the *New York Times* also buried the court decision—New York State v. Exxon Mobil—even though that paper had engaged in a five-year, front-page crusade to, well, bury the oil company for its alleged role in perpetuating global warming.

In a day marked by “alternative facts” and “false assertions” and “Pinocchio fact checks” and “fake news,” the fact that dreaded Exxon prevailed despite a tidal wave of relentless negative publicity should be welcome news to any communicator who believes in the power of truth over distortion, bullying and hysteria.

In case you missed it, here's a brief synopsis of the campaign—not-so-subtly engineered by the formally-objective *New York Times*—to bring Exxon down.

The *Times*' anti-Exxon march began in 2015, when it ran a glowing profile—how many times has that happened? —of Harvard Professor Naomi Oreskes, a prominent climate change advocate and virulent Exxon enemy (although she demurely denies it).

The *Times* gushed over Prof. Oreskes' book, “Merchants of Doubt,” which questioned the motives and morals of scientists, such as those at Exxon who played down the dangers of climate change.

Later that year, the *Times* announced breathlessly that New York's Attorney General Eric Schneiderman, drawing liberally from Prof. Oreskes' research, had subpoenaed Exxon to investigate whether the company lied to the public and investors

about the risks of climate change. After the uber-ambitious Schneiderman was “#Me-Tooed” out of his job, his AG successors passionately picked up the anti-Exxon cudgel.

Over the next five years, the *Times*—a notoriously difficult medium for publicity-seeking public relations representatives to crack—nonetheless dutifully awarded Prof. Oreskes ample space to publish both “research studies” that challenged Exxon's knowledge of climate change as well as op-ed articles elaborating on why her research was right.

The *Times* next appointed a full-time climate change reporter, a decent chap named John Schwartz, to focus on Exxon as the ringleader of climate change deniers.

It was Schwartz's task to remind readers periodically of Exxon's alleged deceit ... first revealing that other state AGs had joined the New York Exxon investigation ... then reporting on Oreskes' “seminal” research of how Exxon misled the public ... and finally announcing on Page One in 2018 that New York State had filed suit against Exxon for defrauding shareholders about the risks of climate change.

Triumphantly, in October 2018, Mr. Schwartz and the *Times* informed its readers—on the front page—that at long last, “New York Sues Exxon Mobil, saying it Deceived Shareholders on Climate Change.”

During the trial's three months, the *Times* remained in attack mode, periodically allowing Exxon enemies to hyperventilate on the op-ed page, hoping against hope to influence the judge to find the company guilty of sins against humanity.

Typical of the op-ed opprobrium was a

hysterical rant by a notorious Exxon hater halfway through the trial that called out the company and its industry for knowing full well that they were the primary culprits for a “planet headed toward a climate catastrophe, but they keep drilling away, trying to squeeze the last nickel from their deadly product.”

The writer concluded by applying a bit of what might graciously be characterized as “good-natured pressure” on the judge in the case by calling him out by name and beseeching him to “determine whether Exxon's misrepresentations violated New York securities law.”

In the end, of course, as the *Times* reported in a short piece hidden inside the paper that you likely missed, the judge found in favor of Exxon. Indeed, despite the hysterical rantings of its critics, aided and abetted over the years by *The New York Times*, the judge concluded that the state “failed to establish by a preponderance of the evidence” that Exxon had done anything wrong.

After the verdict, the company commented that the case affirmed its position from the beginning that it had reported accurately over the years as the science on climate change became more certain and that the whole orchestrated campaign against it was, therefore, baseless.

New York AG Letitia James, on the other hand, wasn't buying the Exxon blather. “For the first time in history,” she crowed, “Exxon Mobil was compelled to answer publicly for their internal decisions that misled investors.”

And all it cost to find out that the rabble rousers were wrong and the “bad guys” were telling the truth were several million dollars out of taxpayer pockets. Such a deal. ○

## Fairness, sustainability defines Alpha Gen

Despite their young age, members of Generation Alpha—or those born after 2010—are highly conscientious and already maintain strong opinions regarding some of the biggest issues facing the world, according to research commissioned by Hotwire.

Hotwire's report found that while 96 percent of Generation Alpha members believe that people should be treated fairly no matter what they look like, only 79 percent of Millennials and 58 percent of Baby Boomers said they considered this issue important when they were kids.

The concept of being accepted for who you are also ranked as a big issue of importance for Alpha respondents (93 percent), compared to 82 percent of Millennials and 78 percent of Baby Boomers.

Virtually all (95 percent) of Generation Alpha members polled said they consider taking care of the environment to be an important issue, compared to only 37 percent of Baby Boomers and 57 percent of Millennials. And more than a third (38 percent) of Generation Alpha said they think it's important to recycle too, compared to less than a quarter (22 percent) of both Millennials and Baby Boomers.

When it comes to the issues that matter most to Generation Alpha kids, “keeping children safe at school” (97 percent), “making sure everyone has enough food to eat” (97 percent), ensuring that “boys and girls are treated fairly” (96 percent) and “making sure everyone has a place to live” (96 percent) were the issues to hold the highest rankings among these respondents. ○



# Financial planning advice for PR principals

By Richard Goldstein

**D**uring the course of the year, I always get a few questions regarding whether paying off your mortgage makes financial sense.



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

Fewer Americans are paying off their mortgage before they retire. A Fannie Mae study found that less than 50 percent of homeowners age 65 to 69 were mortgage-free in 2015, down 10 percent from 2000. Despite the shift, you'll probably come out ahead by eliminating your mortgage before you stop working. For start-

ers, you'll have a bigger cushion for other expenses that are often harder to predict, such as healthcare.

## It's a good idea if ...

When your mortgage is gone, you can probably reduce the amount you withdraw from your retirement accounts each month to cover living expenses. That's a benefit when and if financial markets decline, because you won't need to sell as many re-

tirement investments that have dropped in value.

In addition, there's the psychological benefit of knowing you're free of this expense. If you're like many people, your mortgage is your largest monthly bill.

## What about itemizing ...

One of the reasons often given for hanging onto a mortgage is the ability to deduct from your taxable income. But the 2017 "Job Cuts and Jobs Act" nearly doubled the standard deduction to \$12,000 for single filers and \$24,000 for joint filers. Even with a mortgage, you might not have enough total deductions to making itemizing worthwhile. Note, charitable donations and state and local taxes can be the tie-breaker here. If you have a \$10,000 state and local income tax deduction and contribute \$5,000 to charity, you'll still end up using the standard deduction if a joint return is filed.

Some argue you can use the money you would put toward your mortgage to make other investments that may earn a higher return. But because almost all investments fluctuate in value, paying off your mortgage is likely to offer a more riskless return.

## It doesn't make sense when ...

Although entering retirement mortgage-free can be a sensible move for many people, it's not right for everyone. If you have credit card or other debt that carries a higher interest rate, you'll want to whittle down those balances first. If you haven't ad-

equately funded your retirement accounts, you should do everything you can to boost those savings.

Also, liquidating a large portion of your investments to pay off your mortgage might leave you "house poor," with much of your wealth tied to your home and not easily accessible in an emergency.

## There might be penalties ...

Before paying off your mortgage, check to insure there's no prepayment penalty. The Dodd-Frank Act of 2010 limited lender's ability to impose penalties on many mortgages, but it still makes sense to confirm this. Also, check that your lender will apply the extra payments to your principal, rather than to interest. This will help you pay off your mortgage as quickly as possible.

If you're unsure of paying off your mortgage, your CPA can offer guidance.

## Something extra

If you haven't already checked the latest social security changes, this is what you need to know.

Based on the increase in the Consumer Price Index—from the third quarter of 2018 through the third quarter of 2019—Social Security and Supplemental Income beneficiaries will receive a 1.6 percent COLA for 2020. The tax rates for 2020 remain the same as 2019: employee 7.65 percent and self-employed 15.30 percent. The maximum taxable earnings for 2020 has increase to \$137,700 from \$132,900. ○

## Activism is new normal, says RF study

**More than half of Americans say they've taken actions to support a social cause during the past six months, according to a Ruder Finn survey.**

By Steve Barnes

**A**ctivism is becoming a regular activity for an increasing number of Americans, and that has a ripple effect on how they view a company's activities and behavior, according to a study from Ruder Finn.

More than half (53 percent) of the almost 9,000 people surveyed for the study said they have taken actions to support a social issue in the past six months. For many of them, the level of commitment was even greater, with 13 percent saying they took such actions once a month, nine percent saying they did so several times a month, and four percent each saying they got involved once a week, a few times a week or daily.

And it's not Millennials or GenXers who are the biggest fuelers of this trend. Almost

a third (30 percent) of respondents age 34-49 said they were active in supporting a social issue, with the 50-64 age bracket following at 27 percent. Millennials lagged behind at 21 percent, trailed by Gen Zers at nine percent.

Companies are taking a big part in how that activism is being carried out, the study found. While social media (31 percent) or news stories (26 percent) were the biggest influencers on actions, 25 percent were most influenced by either a company they work for or one that they like. Friends and family came in at 21 percent.

About a third of the actions that people took were related to a company, with half of them supporting a company whose social stance the respondent agreed with by either purchasing its products or sharing informa-

tion about it. Nearly the same number went in the other direction by boycotting or quitting a company whose social stand was at odds with their opinions.

The companies that gained the most support for their stands on issues were Nike, Chick-fil-A, Apple, Amazon and Patagonia.

A negative reaction to a company's social stance, however, need not be permanent. Almost three-quarters of respondents said they would forgive a company for its stand if a company executive explained why that stand was important, if they could see how that stance was related to a company's products and services, or if they believed the stance was an essential part of the company's history, with its employees being on board.

What matters most when a company is trying to make a case for its social stance with consumers? Authenticity. Respondents said that companies should be truly invested in the causes they support, rather than just taking a stance as a result of external pressures.

"Activism Goes Mainstream" was based on an online survey conducted in October. ○

## Number of journalists killed in action hits 16-year low

**T**he Reporters Without Borders group says 49 journalists were killed during 2019, a 16-year low and a 44 percent drop from the number of journo who died during 2018.

The dramatic fall-off from the average 80 journalists a year murdered over the past two decades is largely due to the decline of reporters killed in war zones.

For instance, the 17 reporters killed in Yemen, Syria and Afghanistan this year was half of the number who died in 2018.

RWB though notes that the number of journalists killed in countries that are at peace continues to be as high as previous years. For instance, ten journalists were murdered in Mexico during 2018 and 2019. Latin America is now as dangerous for journalists as the war-torn Middle East.

"We welcome the unprecedented fall in the number of journalists killed in war zones," RSF Secretary-General Christophe Deloivre said in a statement, "but, at the same time, more and more journalists are being deliberately murdered in connection with their work in democratic countries, which poses a real challenge for the democracies where these journalists live and work."

While the number of deaths of journalists declined, RWB reports a 12 percent rise to 389 in the number of arbitrarily jailed reporters. China, Saudi Arabia and Egypt account for half of the number of detained journalists. ○

## Soros-backed group tackles immigration law

**T**he Open Society Policy Center, the public policy organization established and funded by billionaire philanthropist George Soros, has retained Washington-based government relations firm NVG to advocate on behalf of an immigration reform bill currently making its way through Congress.

OSPC has retained NVG to pitch support for H.R.2214 and S. 1123, the "NO BAN Act," which would limit a U.S. President's ability to restrict aliens from entering the country, as seen in the "travel ban" that President Trump introduced via executive order in 2017.

The NO BAN Act was introduced earlier this year by Rep. Judy Chu (D-CA) and Senator Chris Coons (D-DE).

A four-person team heads the account, including Joshua Hurvitz, who was previously Legislative Director to former Rep. Anthony Weiner (D-NY); Eden Shiferaw, a former Staffer to Congresswoman Marcia L. Fudge (D-OH); Irene Bueno, who was Deputy Assistant Secretary at the HHS and a Special Assistant to President Clinton in the chief of staff's office as well as the Domestic Policy Council; and Andrea LaRue, who served as Counsel to former Senator Majority Leader Tom Daschle. ○

## Juul turns to Tiger Hill Partners

**J**uul Labs has hired Tiger Hill Partners to handle federal lobbying efforts regarding legislation related to e-cigarettes and Congressional investigations.

The San Francisco-based company, which is 35 percent owned by Philip Morris USA corporate parent Altria, says it wants to reset the vapor category by hiking the user minimum age to 21, promoting high product standards, and promoting the effective enforcement against counterfeit and compatible products.

JHM Group Founder and Edelman alum James Maloney launched



THP in November with political consultant/attorney Milan Dalal.

Dalal, who was of counsel to Brownstein Hyatt Farber Schreck, economic advisor to Sen Mark Warner (D-VA) and Legislative Director for Rep Gregory Meeks (D-NY) handles the Juul business.

Juul spent \$3.2 million for federal lobbying during the first nine months of 2019. ○

## BGR recruits Cleveland Clinic's Farmer

**D**an Farmer, who was Senior Director of Government Relations at the Cleveland Clinic, is joining BGR Government Affairs.

He will be part of BGR's access & reimbursement working group, focusing on regulatory and payment issues faced by hospitals, product manufacturers, doctors and patients.

Prior to joining the Cleveland Clinic, Farmer worked at the Centers for Medicare and Medicaid Services, where he was responsible for payment policy.

He directed \$230 billion in payments to private health plans that were part of Medicare Advantage and nearly \$100 billion in outlays for Medicare Part D.

Earlier, Farmer worked for Democratic Representatives Zack Space (OH) and Debbie Wasserman Schultz (FL). ○

## Ketchum's Schoeneman skips to Curley Co.

**K**ayAnn Schoeneman, Ketchum Senior VP, PA Director and DC marketplace leader, has joined Curley Co. as Senior VP and Corporate/PA Director.

Prior to assuming command of Ketchum's nearly 100-member Washington outpost, Schoeneman was part of the Omnicom unit's global research & analytics team, overseeing staffers in DC, Atlanta, Dallas, Chicago, Los Angeles and San Francisco.

Schoeneman also did stints as VP-Communications for the Northern Virginia Chamber of Commerce and PA Director at Weber Merritt, campaign field analyst for the National Republican Congressional Committee and Public Information Officer for the US Court of Appeals.

Founded in 2003, Curley & Co. has done work for McDonald's, Samsung, US Chamber of Commerce, Stuttering Foundation, AARP, Pet Leadership Council and Google. ○



KayAnn Schoeneman



## Mercury targets NGOs for Qatar

Omnicom's Mercury Public Affairs unit landed a \$360,000 one-year contract with Qatar for research, advice and assistance regarding the work of nongovernmental policy institutions and academic institutions active in studying Middle East issues.

The firm works under the auspices of the public diplomacy office of Qatar's Washington embassy.

The Arab state remains under an economic/political boycott by Saudi Arabia, United Arab Emirates, Egypt and others for its cozy relations with Iran and hosting the Al-Jazeera satellite TV network.

Mercury's fee of \$30,000 per-month could be bumped up to \$40,000 in the event that the client requests that it plan, organize, staff and attend two separate thought leadership events in Qatar.

Senior VP Katherine Lewis (BGR alum) and Director Kaylee Otterbacher (former Aide to Wisconsin Republican Congressman Jim Sensenbrenner) are key personnel on the Qatar business. ○

## CLS parachutes into Bolivia's political mess

CLS Strategies has picked up a 90-day assignment to provide strategic counsel to the government of Bolivia, which has been rocked by political upheaval.

Former President Evo Morales, who ruled the country for 14 years, has been granted refugee status in Argentina.

He fled to Mexico following a contested election in October after his government was charged with manipulating the results.

### FARA News



## NEW FOREIGN AGENTS REGISTRATION ACT FILINGS

Below is a list of select companies that have registered with the U.S. Department of Justice, FARA Registration Unit, Washington, D.C., in order to comply with the Foreign Agents Registration Act of 1938, regarding their consulting and communications work on behalf of foreign principals, including governments, political parties, organizations, and individuals. For a complete list of filings, visit [www.fara.gov](http://www.fara.gov).

**Manatos & Manatos**, Washington, D.C., **registered Dec. 5, 2019 for Hellenic Ministry of Foreign Affairs**, Athens, Greece, regarding efforts to strengthen U.S.-Greece bilateral relations and help U.S. policymakers better understand and appreciate Greece's primary importance to the U.S. as an anchor of political stability and shared values in the Eastern Mediterranean region and the Balkans.

**Zionist Advocacy**, Washington, D.C., **registered Dec. 13, 2019 for International Legal Forum**, Jerusalem, Israel, regarding assistance in submitting reports of terrorist connections to financial services firms and prosecuting authorities.

**Mediastrategia**, Lucca, Italy, **registered Dec. 8, 2019 for Confindustria**, Rome, Italy, regarding visibility of Confindustria (Italian equivalent of U.S. Chamber of Commerce) as well as Italian luxury goods, and the economic importance of Italian-U.S. trade.

**RJI Capital Corporation**, Arlington, VA, **registered Dec. 12, 2019 for Ministry of Justice of the Republic of Kazakhstan**, Kazakhstan, regarding effective representation before the U.S. House of Representatives and Senate, including but not limited to the U.S. Department of State.

### Lobbying News



## NEW LOBBYING DISCLOSURE ACT FILINGS

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

**Tiger Hill Partners LLC**, Washington, D.C., **registered Dec. 19, 2019 for Juul Labs Inc.**, San Francisco, CA, regarding legislation related to e-cigarettes and congressional investigations.

**Winning Strategies Washington**, Washington, D.C., **registered Dec. 20, 2019 for Americans for Transparency & Accountability**, Warrenton, VA, regarding homeland security and cyber security issues.

**Subject Matter**, Washington, D.C., **registered Dec. 17, 2019 for Bloomberg Philanthropies**, New York, NY, regarding Reversing the Youth Tobacco Epidemic Act of 2019 which would raise the minimum purchasing age for all tobacco products to 21 years old, ban all flavored tobacco products including menthol cigarettes and prohibit all online sales of e-cigarettes.

**Cozen O'Connor Public Strategies**, Washington, D.C., **registered Dec. 16, 2019 for Bitcoin Association**, St. John's, Antigua, regarding development of a regulatory environment that fosters lawful conduct while enabling cryptocurrency and blockchain innovation.

**BGR Government Affairs**, Washington, D.C., **registered Dec. 18, 2019 for McClatchy**, Sacramento, CA, regarding strategic guidance and counsel on pension issues.

Bolivia's Interim President Jeanine Anez issued an arrest warrant for Morales, charging him with treason.

The job of CLS is to advise the government on strengthening democracy and human rights. It will work to ensure that the 2020 election is free and fair.

CLS' representation is worth \$90,000 over the three-month assignment. It's in the process of finalizing a written agreement.

Partner Juan Cortinas, former Press Secretary for Florida Republican Congresswoman Ilena Ros-Lentinen & Communications Director for Puerto Rico federal affairs administration, and William Moore, who did PR work in Colombia, handle the Bolivia effort.

Omnicom owns CLS. ○

## GOP pro Hathaway joins Saudi Arabia PR push

Hathaway Strategies has signed on to provide PR and media management services to Saudi Arabia's Washington embassy.

The Indianapolis-based grassroots PA consulting shop is working as a subcontractor to LS2group, which inked a \$1.5 million contract with the Saudis that began Nov. 1.

Anne Hathaway served as Chief of Staff for the Republican National Committee from 2007 to 2009, helping it to raise more than \$400 million. She also developed RNC's voter outreach techniques and voter identification programs.

Hathaway was Program Director for the 2012 GOP national convention in Tampa and its liaison to the Mitt Romney campaign.

Her firm's contract runs from Nov. 22 through Oct. 31. It receives a \$10,000 monthly fee. ○

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## Annual Reports/ Design/Branding

**Bernhardt Fudyma Design Group**, 55 East End Ave., #7K, New York, NY, 10028. 212/889-9337. [www.bfdg.com](http://www.bfdg.com). Craig Bernhardt, Partner & Creative Director.

**Eisenberg & Associates**, 1444 Oak Lawn, #105, Dallas, TX, 75207. 214/528-5990. [www.eisenberginc.com](http://www.eisenberginc.com). Arthur Eisenberg, Founder.

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

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

**Lippincott**, 499 Park Ave., New York, NY, 10022. 212/521-0000. [www.lippincott.com](http://www.lippincott.com). Richard Wilke, Dir., Global Business Development.

**Point Five Design**, 118 E. 25th St., 10th flr., New York, NY, 10010. 212/414-4309. [www.point5.com](http://www.point5.com). Alissa Levin, Founder.

## Associations

**Advertising Club of New York**, 989 Ave. of the Americas, 7th flr., New York, NY, 10018. 212/533-8080. [www.theadvertisingclub.org](http://www.theadvertisingclub.org). Gina Grillo, Pres. & CEO.

**Advertising Specialty Institute**, 4800 Street Rd., Trevoise, PA, 19053. 800/546-1350. [www.asicentral.com](http://www.asicentral.com). Timothy M. Andrews, Pres. & CEO.

**Alliance for Women in Media**, 2365 Harrodsburg Rd., #A325, Lexington, KY, 40504. 202/750-3664. [www.allwomeninmedia.org](http://www.allwomeninmedia.org). Becky Brooks, Exec. Director.

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

**American Association of Political Consultants**, 1775 Tysons Blvd., 5th flr., McLean, VA, 22102. 703/245-8020. [www.theaapc.org](http://www.theaapc.org). Alana Joyce, Exec. Dir.

**American Marketing Association, The**, 130 E. Randolph St., 22nd flr., Chicago, IL, 60601. 312/542-9000. [www.ama.org](http://www.ama.org). Russ Klein, CEO.

**Arthur W. Page Society**, 230 Park Ave., #455, New York, NY, 10169. 212/400-7959. [www.awpagesociety.com](http://www.awpagesociety.com). Roger Bolton, Pres.

**ASAE: The Center For Assn. Leadership**, 1575 I St., N.W., Washington, DC, 20005. 202/371-0940. [www.asaecenter.org](http://www.asaecenter.org). Lauren Precker, Sr. Mgr., PR & Social Media.

**Association for Conflict Resolution**, P.O. Box 5, Eagle, NE, 68347. 202/780-5999. [www.acrnet.org](http://www.acrnet.org). Becky Bartness, Pres.

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

**Association for Women in Communications, The**, 1717 E. Republic Rd., Ste. A, Springfield, MO, 65804. 417/886-8606. [www.womcom.org](http://www.womcom.org). Kandice Matteson, Membership.

**Association of Marketing and Communications Professionals**, 127 Pittsburg St., Dallas, TX, 75027. 214/377-3524. [www.amcp.org](http://www.amcp.org).

**Association of National Advertisers (ANA)**, 10 Grand Central, 155 E. 44th St., New York, NY, 10017. 212/697-5950. [www.ana.net](http://www.ana.net). John Wolfe, Dir., PR.

**Association of Strategic Alliance Professionals**, 129A Morgan Drive, Norwood, MA, 02062. 781/562-1630. [info@strategic-alliances.org](mailto:info@strategic-alliances.org); [www.strategic-alliances.org](http://www.strategic-alliances.org). Mike Leonetti, Pres. & CEO.

**Automotive PR Council, Original Equipment Suppliers Assn.**, 25925 Telegraph Rd., #350, Southfield, MI, 48033. 248/952-6401. [info@oesa.org](mailto:info@oesa.org); [www.oesa.org](http://www.oesa.org). Jeff Laskowski, Sr. Mgr., Comms.

**British American Business Inc.**, 52 Vanderbilt Ave., 20th flr., New York, NY, 10017. 212/661-4060; fax: 212/661-4074. [www.babinc.org](http://www.babinc.org). Duncan Edwards, CEO.

**Chief Marketing Officer Council**, 1494 Hamilton Ave., San Jose, CA, 95125. 408/677-5333. [www.cmocouncil.org](http://www.cmocouncil.org). Donovan Neale-May, Exec. Dir.

**CPR, The International Institute For Conflict Prevention and Resolution**, 30 East 33rd St., 6th flr., New York, NY, 10016. 212/949-6490. [www.cpradr.org](http://www.cpradr.org). Allen Waxman, Pres. & CEO.

**Florida PR Association**, 40 Sarasota Ctr. Blvd., #107, Sarasota, FL, 34240. 941/365-2135. [www.fpra.org](http://www.fpra.org). Cheray Keyes-Shima, Exec. Dir.

**Healthcare Businesswomen's Association**, 373 Route 46 West, Bldg. E, #215, Fairfield, NJ, 07004. 973/575-0606. [www.hbanet.org](http://www.hbanet.org). Laurie Cooke, Pres. & CEO.

**Hispanic Public Relations Association**, P.O. Box 86760, Los Angeles, CA, 90086. [info@hpra-usa.org](mailto:info@hpra-usa.org); [www.hpra-usa.org](http://www.hpra-usa.org). Stephen Chavez, Pres., LA Chapter.

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

**Idealliance**, 1800 Diagonal Rd., #320, Alexandria, VA, 22314. 703/837-1070. [www.idealliance.org](http://www.idealliance.org). Timothy Baechle, CEO.

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

**International Association of Business Communicators**, 649 Mission St., 5th flr., San Francisco, CA, 94105. 415/544-4700; fax: 415/544-4747. [www.iabc.com](http://www.iabc.com). Mike Holden, Sr. Mktg. Mgr.

**International Association of Business Communicators**, Wash., D.C. Chapter, 200 Little Falls St., #205, Falls Church, VA, 22046. 703/267-2322. [www.iabedcmetro.org](http://www.iabedcmetro.org).

**International Association of Speakers Bureaus**, 1850 E. Southern Ave., Tempe, AZ, 85282. 480/839-1423. [www.iasbweb.org](http://www.iasbweb.org). Marie Fredette, Exec. VP.

**International PR Assn., IPRA**, Suite 5879, P.O. Box 6945, London, W1A 6US, U.K. 44 1634 818308. [www.ipra.org](http://www.ipra.org).

**International Women's Media Foundation**, 1625 K St., N.W., #1275, Washington, DC, 20006. 202/496-1992. [www.iwfmf.org](http://www.iwfmf.org). Elisa Lees Munoz, Exec. Dir.



**Issue Management Council**, 207 Loudoun St. S.E., Leesburg, VA, 20175. 793/777-8450. [www.issuemanagement.org](http://www.issuemanagement.org). Teresa Yancey Crane, Pres.

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

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

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

**National Association of Government Communicators**, 400 S. 4th St., #754E, Minneapolis, MN, 55415. 888/285-8556. [www.nagc.com](http://www.nagc.com).

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

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

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

**National Hispanic Media Coalition**, 150 South Arroyo Parkway, #101, Pasadena, CA, 91105. 626/792-6462. [info@nhmc.org](mailto:info@nhmc.org); [www.nhmc.org](http://www.nhmc.org). Alex Nogales, Pres. & CEO.

**National Institute for Lobbying & Ethics, The**, 10340 Democracy Lane, #204, Fairfax, VA, 22030. 703/383-1330. [www.lobbyinginstitute.com](http://www.lobbyinginstitute.com). Paul A. Miller, Pres.

**National Investor Relations Institute**, 225 Reinekers Lane, #560, Alexandria, VA, 22314. 703/562-7700; fax: 703/562-7701. [www.niri.org](http://www.niri.org). Ted Allen, VP, Comms. and Member Engagement.

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

**National Writers Association**, 10940 S. Parker Rd., #508, Parker, CO, 80134. [www.nationalwriters.com](http://www.nationalwriters.com).

**New York Financial Writers' Association**, P.O. Box 338, Ridgewood, NJ, 07451. 212/612-0100. [contact@nyfwa.org](mailto:contact@nyfwa.org); [www.nyfwa.org](http://www.nyfwa.org).

**New York Market Radio, c/o New York State Broadcasters Assn., Inc.**, 1805 Western Ave., Albany, NY, 10023. 518/456-8888. [www.nymrad.org](http://www.nymrad.org). David Donovan, NYMRAD Coordinator.

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

**Online News Association, c/o NPR**, 1111 N. Capitol St., N.E., 2nd fl., Washington, DC, 20002. 202/503-9222. [www.journalists.org](http://www.journalists.org). Irving Washington, Exec. Dir./CEO.

**Organization of American Women in Public Relations**, [www.womeninpr.com](http://www.womeninpr.com).

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

**Philadelphia PR Association**, P.O. Box 579, Moorestown, NJ, 08057. 215/557-9865. [www.ppra.net](http://www.ppra.net). Deirdre Hopkins, Pres.

**PR Club, (Formerly Publicity Club of New England), c/o March Comms.**, 226 Causeway St., 4th fl., Boston, MA, 02114. [www.prclub.org](http://www.prclub.org).



**PR Council**, 135 W. 41st St., 5th Floor, New York, NY, 10036. 646/992-3559. Andi Hughes, Vice President.

The PR Council helps grow talent, revenue, profit and reputation for member agencies and the industry at large. The association represents more than 100 of the country's top firms of all sizes — all engaged in delivering modern public relations to their clients. See Find-A-Firm at [www.PRCouncil.net](http://www.PRCouncil.net)

**Professional Marketing Forum**, Suite 422, Salisbury House, London Wall, London, EC2M 5QQ, U.K. 020 7786 9786. [www.pmfum.co.uk](http://www.pmfum.co.uk). Richard Chaplin, Founder & Chief Exec.

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

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

**PRSA/Los Angeles Chapter**, 2700 E. Foothill Blvd., #209, Pasadena, CA, 91107. 626/313-4343. [www.prsala.org](http://www.prsala.org).

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

**PRSA/New York Chapter**, 555 8th Ave., #1902, New York, NY, 10018. 212/228-7228. [www.prsany.org](http://www.prsany.org).

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

**Public Relations Society of America (PRSA)**, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. [www.prsa.org](http://www.prsa.org). Karen Mateo, Chief Comms. Officer.

**Publicity Club of Chicago**, P.O. Box 101236, Chicago, IL, 60610. 773/463-5560. [www.publicity.org](http://www.publicity.org).

**Publicity Club of New York**, 8554 260th St, Floral Park, NY, 11001. [info@publicityclub.nyc](mailto:info@publicityclub.nyc); [www.publicityclub.org](http://www.publicityclub.org). Peter Himler, Pres.

**Radio Television Digital News Association**, 529 14th St., N.W., #1240, Washington, DC, 20045. 202/662-7257. [www.rtdna.org](http://www.rtdna.org). Dan Shelley, Exec. Dir.

**She Runs It (Formerly Advertising Women of NY)**, 1460 Broadway, New York, NY, 10036. 212/221-7969. [www.sherunsit.org](http://www.sherunsit.org). Lynn Branigan, Pres. & CEO.

**SIIA, Software & Information Industry Assn.**, 1090 Vermont Ave., N.W., 6th fl., Washington, DC, 20005. 202/289-7442. [www.siia.net](http://www.siia.net). Jennifer Baranowski, Awards Dir.

**Society for Advancing Business Editing and Writing (SABEW)**, Walter Cronkite School of Journalism and Mass Communication, Arizona State Univ., 555 N. Central Ave., Phoenix, AZ, 85004. 602/496-5188. [www.sabew.org](http://www.sabew.org). Kathleen Graham, Exec. Dir.

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

**Society for Technical Communication**, 3251 Old Lee Highway, #406, Fairfax, VA, 22030. 703/522-4114. [www.stc.org](http://www.stc.org). Liz Pohland, CEO.

**Society of American Travel Writers (SATW)**, 17W110 22nd St., One Parkview Plaza, #800, Oakbrook Terrace, IL, 60181. 877/480-4585. [www.satw.org](http://www.satw.org). Marla Schrager, Exec. Dir.

**Society of Professional Journalists**, Eugene S. Pulliam National Journalism Center, 3909 N. Meridian St., Indianapolis, IN, 46208-4045. 317/927-8000; fax: 317/920-4789. [www.spj.org](http://www.spj.org). John Shertzer, Exec. Dir.

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

**Women in Government Relations**, 908 King St., #320, Alexandria, VA, 22314. 202/868-6797. [www.wgr.org](http://www.wgr.org). Emily Bardach, Exec. Dir.

## Awards

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

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

**AME - Advertising & Marketing Effectiveness Awards, New York Festivals**, 260 West 39th St., 3rd fl., New York, NY, 10018. 212/643-4800. [www.AMEawards.com](http://www.AMEawards.com). Gayle Mandel, Exec. Dir.

**American Hotel & Lodging Association's Stars of the Industry Awards**, 1250 I St., N.W., #1100, Washington, DC, 20005. 202/289-3100; fax: 202/289-3199. [www.ahla.com](http://www.ahla.com). Rosanna Maietta, Sr. VP, Comms. & PR.

**APEX Awards**, Communications Concepts, Inc., 5810 Kingstowne Center Dr., #120-804, Alexandria, VA, 22315. 703/643-2200. [info@ApexAwards.com](mailto:info@ApexAwards.com); [www.ApexAwards.com](http://www.ApexAwards.com). Ken Turtoro, Exec. Editor.

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

**Association TRENDS Annual Trendy Awards**, Columbia Books & Information Services, 1560 Wilson Blvd., #825, Arlington, VA, 22209. 888/265-0600. [www.associationtrends.com](http://www.associationtrends.com). Rebecca Mann.

**Association TRENDS Association Executive of the Year Award**, Columbia Books & Information Services, 1560 Wilson Blvd., #825, Arlington, VA, 22209. 888/265-0600. [www.associationtrends.com](http://www.associationtrends.com). Rebecca Mann.

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

**AVA Digital Awards**, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX, 75207. 214/377-3527. [www.avaawards.com](http://www.avaawards.com).

**Bell Ringer Awards**, PR Club, (Formerly Publicity Club of New England), c/o March Comms., 226 Causeway St., 4th fl., Boston, MA, 02114. [www.prclub.org](http://www.prclub.org).

**Big Apple Awards**, PRSA/New York Chapter, 555 8th Ave., #1902, New York, NY, 10018. 212/228-7228. [www.prsany.org](http://www.prsany.org).

**Bronze Anvil Awards of PR Society of America**, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. [www.prsa.org](http://www.prsa.org). Karen Mateo, Chief Comms. Officer.

**Bulldog Awards**, PR Awards, Stars of PR Awards. [www.bulldogawards.com](http://www.bulldogawards.com).

**Clarion Awards**, Association for Women in Communications, 1717 E. Republic Rd., Ste. A, Springfield, MO, 65804. 417/886-8606. [www.womcom.org](http://www.womcom.org). Kandice Matteson, Membership.

**CLIO Awards**, 104 W. 27th St., 10th fl., New York, NY, 10001. 212/683-4300. [www.clioawards.com](http://www.clioawards.com). Nicole Purcell, Pres.

**CODiE Awards**, Software & information Industry Association, 1090 Vermont Ave., N.W., 6th fl., Washington, DC, 20005. 202/289-7442; 949/448-0545. [www.siiia.net/codies](http://www.siiia.net/codies). Jennifer Baranowski, Awards Program Mgr.

**Communitas Awards**, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX, 75207. 214/377-3526. [info@communitasawards.com](mailto:info@communitasawards.com); [www.communitasawards.com](http://www.communitasawards.com).

**dotCOMM Awards**, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX, 75207. 214/377-3526. [www.dotcommawards.com](http://www.dotcommawards.com).

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

**Gold Anvil Award of PR Society of America**, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. [www.prsa.org](http://www.prsa.org). Karen Mateo, Chief Comms. Officer.

**Gold Circle Awards**, ASAE: The Center for Association Leadership, 1575 I St., N.W., Washington, DC, 20005. 202/371-0940. [www.asaecenter.org](http://www.asaecenter.org). Lauren Precker, Sr. Mgr., PR & Social Media.

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

**Gold Quill Awards**, Int'l. Association of Business Communicators, 649 Mission St., 5th fl., San Francisco, CA, 94105. 415/544-4700. [www.iabc.com](http://www.iabc.com). Mike Holden, Sr. Mkg. Mgr.

**Golden Trumpet Awards**, Publicity Club of Chicago, P.O. Box 101236, Chicago, IL, 60610. 773/463-5560. [www.publicity.org](http://www.publicity.org).

**Golden World Awards**, Intl. PR Assn., IPRA, Suite 5879, P.O. Box 6945, London, W1A 6US, U.K. 44 1634 818308. [www.ipra.org](http://www.ipra.org).

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

**iBravo! Awards**, Hispanic Public Relations Association, P.O. Box 86760, Los Angeles, CA, 90086. [info@hpra-usa.org](mailto:info@hpra-usa.org); [www.hpra-usa.org](http://www.hpra-usa.org). Stephen Chavez, Pres., LA Chapter.

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



**Internet Advertising Competition (IAC) Awards**, Web Marketing Association, P.O. Box 475, South Wellfleet, MA, 02663. [comments@advertisingcompetition.org](mailto:comments@advertisingcompetition.org); [www.iacaward.org](http://www.iacaward.org). William Rice, Pres.

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

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

**MarCom Awards**, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX, 75207. 214/377-3524. [www.marcomawards.com](http://www.marcomawards.com).

**Matrix Awards**, NY WICI, 355 Lexington Ave., 15th fl., New York, NY, 10017. 212/297-2133. [www.nywici.org](http://www.nywici.org).

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

**NAGC Communicator of the Year Award**, National Association of Government Communicators, 400 South 4th St., #754e, Minneapolis, MN, 55415. 888/285-8556. [www.nagc.com](http://www.nagc.com). Isaiah Allen, Exec. Dir.

**New York Festivals, TV & Film Awards**, 260 West 39th St., 10th fl., New York, NY, 10018. 212/643-4800. [www.newyorkfestivals.com](http://www.newyorkfestivals.com).

**Online Journalism Awards**, Online News Association, c/o NPR, 1111 N. Capitol St., N.E., 2nd fl., Washington, DC, 20002. 202/503-9222. [www.journalists.org](http://www.journalists.org). Irving Washington, Exec. Dir./CEO.

**Outstanding Educator Award of PR Society of America**, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. [www.prsa.org](http://www.prsa.org). Rod Granger, Dir., Content & Integrated Comms.

**Paul M. Lund Public Service Award of PR Society of America**, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. [www.prsa.org](http://www.prsa.org). Karen Mateo, Chief Comms. Officer.

**Power of A Awards**, ASAE: The Center for Association Leadership, 1575 I St., N.W., Washington, DC, 20005. 202/371-0940; fax: 202/371-8315. [www.asaecenter.org](http://www.asaecenter.org). Lauren Precker, Sr. Mgr., PR & Social Media.

**PR Professional of the Year Award of PR Society of America**, 120 Wall St., 21st fl., New York, NY, 10005. 212/643-4800. [www.prsa.org](http://www.prsa.org). Karen Mateo, Chief Comms. Officer.

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

**Ragan's PR Daily Awards**, 10 S. LaSalle St., Chicago, IL, 60603. 312/960-4100. [www.prdaily.com](http://www.prdaily.com). Brendan Gannon, Awards Program Mgr.

**REBRAND 100 Global Awards**, 24 Corliss St., #6791, Providence, RI, 02940. 401/785-1412. [www.rebrand.com](http://www.rebrand.com). Anaezi Modu, Founder & CEO.

**Sigma Delta Chi Awards**, c/o Society of Professional Journalists, Eugene S. Pulliam Nat'l Journalism Center, 3909 N. Meridian St., Indianapolis, IN, 46208-4045. 317/927-8000. [www.spj.org](http://www.spj.org). John Shertzer, Exec. Dir.

**Silver Anvil Awards of PR Society of America**, 120 Wall St., 21st fl., New York, NY, 10005. 212/460-1400. [www.prsa.org](http://www.prsa.org). Karen Mateo, Chief Comms. Officer.

**Silver Apple Awards, Direct Marketing Club of New York**, 288 Park Ave. South, #88658, New York, NY, 10003. 646/741-4771. [www.dmcny.org](http://www.dmcny.org).

**Society for Technical Communication**, STC Awards, 3251 Old Lee Highway, #406, Fairfax, VA, 22030. 703/522-4114. [www.stc.org](http://www.stc.org). Liz Pohland, CEO.

**Society of American Travel Writers**, SATW Foundation Lowell Thomas Travel Journalism Competition, 17W110 22nd St., One Parkview Plaza, #800, Oakbrook Terrace, IL, 60181. 877/480-4585. [www.satw.org](http://www.satw.org). Marla Schrager, Exec. Dir.

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



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

The Stevie® Awards, widely regarded as the world's premier business awards, are conferred in eight programs including The American Business Awards®, The International Business Awards®, the Asia-Pacific Stevie Awards, the German Stevie Awards, the Stevie Awards for Great Employers, the Stevie Awards for Sales & Customer Service, the Stevie Awards for Women in Business, and the Middle East Stevie Awards.

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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Visit [www.StevieAwards.com](http://www.StevieAwards.com) to learn about all of the Stevie Award programs.

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

**Videographer Awards**, 127 Pittsburg St., Dallas, TX, 75207. 214/377-3524. [awards@videoawards.com](mailto:awards@videoawards.com); [www.videoawards.com](http://www.videoawards.com).

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

**WebAward Competition for Website Development**, Web Marketing Assn., P.O. Box 475, S Wellfleet, MA, 02663. [wrice@webaward.org](mailto:wrice@webaward.org); [www.webaward.org](http://www.webaward.org). William Rice, Pres.

**Woman of the Year Award**, She Runs It (Formerly Advertising Women of NY), 1460 Broadway, New York, NY, 10036. 212/221-7969. [www.sherunsit.org](http://www.sherunsit.org). Lynn Branigan, Pres. & CEO.

## Broadcast Monitoring Services

**DigiClips, Inc.**, 819 Beaprez Ave., Lafayette, CO, 80026. 303/926-0334. [www.digiclipinc.com](http://www.digiclipinc.com). Paula Shapiro.

**Keep in Touch**, 30 Lafayette Sq., #118, Vernon, CT, 06066. 860/871-6500. [www.keeptouch.com](http://www.keeptouch.com). Drew Crandall, Pres.

**MediaMax Online**, 1845 Flower St., Glendale, CA, 91201. 818/260-8160. [info@mediamaxonline.com](mailto:info@mediamaxonline.com); [www.mediamaxonline.com](http://www.mediamaxonline.com). John Libby, President.



**News Data Service**, 708/949-8407. [info@newsdataservice.com](mailto:info@newsdataservice.com); [www.newsdataservice.com](http://www.newsdataservice.com). Dave Vergin, VP, Sales & Bus. Dev.

**News Exposure**, 1765 N. Elston Ave., Ste. 207, Chicago, IL, 60642. 312/685-2285. [info@NewsExposure.com](mailto:info@NewsExposure.com); [www.NewsExposure.com](http://www.NewsExposure.com).

**ShadowTV**, 630 Ninth Ave., New York, NY, 10036. 212/445-2540. [info@shadowtv.com](mailto:info@shadowtv.com); [www.shadowtv.com](http://www.shadowtv.com).

**Universal Information Services**, 1700 Farnam St., Suite 1260, Omaha, NE, 68102. 800/408-3178. [news@universal-info.com](mailto:news@universal-info.com); [www.universal-info.com](http://www.universal-info.com).

## Celebrities



**Cavanaugh & Associates Inc.**, 14350 Addison St., #222, Sherman Oaks, CA, 91423. 818/907-5210. [tim@cavanaughassociates.com](mailto:tim@cavanaughassociates.com); [www.cavanaughassociates.com](http://www.cavanaughassociates.com). Tim Cavanaugh.

Cavanaugh & Associates, Inc. provides celebrities in any category for everything from product launches, promotional events, SMTs and full scale endorsements, to personal appearances, celebrity gifting/influencers, speeches and performances. We provide

personalized service in ensuring a perfect celebrity fit for all target demographic needs. With over 20 years' experience in the entertainment industry, our celebrity relationships make the difference.



**Celebrity Access, Inc.**, 1775 East Palm Canyon Dr., Suite 605-5627, Palm Springs, CA, 92263-7201. 818/508-1300; fax: 888/367-7574. [glenn@celebrityaccessinc.com](mailto:glenn@celebrityaccessinc.com); [www.celebrityaccessinc.com](http://www.celebrityaccessinc.com). Glenn Rosenblum.

Celebrity Access, Inc. a one-stop shop for corporations seeking the services of a celebrity for almost any occasion. We run the gamut from promotional events to product launches, product endorsements, media tours, direct response marketing and infomercials. No upfront costs, competitive pricing and A to Z personal service.

**Celebrity Source, The**, 66 Davis Ave., Bloomfield, NJ, 07003. NY: 917/626-8368; LA: 323/651-3300. [info@thecelebritysource.com](mailto:info@thecelebritysource.com); [www.thecelebritysource.com](http://www.thecelebritysource.com). Laurie Kessler, CEO, Rita Tateel, Pres.

**Greater Talent Network**, 437 Fifth Ave., New York, NY, 10016. 212/645-4200. [www.greatertalent.com](http://www.greatertalent.com). Don R. Epstein.

**Speakers On Healthcare**, 10870 NW Laurinda Court, Portland, OR, 97229. 503/345-9164. [info@speakersonhealthcare.com](mailto:info@speakersonhealthcare.com); [www.speakersonhealthcare.com](http://www.speakersonhealthcare.com). Jo Cavender, Pres.

## Clipping Services

**MediaMax Online**, 1845 Flower St., Glendale, CA, 91201. 818/260-8160. [info@mediamaxonline.com](mailto:info@mediamaxonline.com); [www.mediamaxonline.com](http://www.mediamaxonline.com). John Libby, President.



**News Data Service**, 708/949-8407. [info@newsdataservice.com](mailto:info@newsdataservice.com); [www.newsdataservice.com](http://www.newsdataservice.com). Dave Vergin, VP, Sales & Bus. Dev.

**News Exposure**, 1765 N. Elston Ave., Ste. 207, Chicago, IL, 60642. 312/685-2285. [info@NewsExposure.com](mailto:info@NewsExposure.com); [www.NewsExposure.com](http://www.NewsExposure.com).

**Newz Group**, P.O. Box 873, Columbia, MO, 65205. 800/474-1111; fax: 573/474-1001. [www.newzgroup.com](http://www.newzgroup.com). Sara Frieling, Dir., Customer Service.

**Universal Information Services**, 1700 Farnam St., Suite 1260, Omaha, NE, 68102. 800/408-3178. [news@universal-info.com](mailto:news@universal-info.com); [www.universal-info.com](http://www.universal-info.com).

## Content Marketing

**Associated Press, The**, 200 Liberty St., New York, NY, 10281. 212/621-1500. [info@ap.org](mailto:info@ap.org); [www.ap.org/content-services](http://www.ap.org/content-services).

**Concepts, Inc.**, 4800 Hampden Lane, Suite 200, Bethesda, MD, 20814. 240/482-3709. [info@conceptscmm.com](mailto:info@conceptscmm.com); [www.conceptscmm.com](http://www.conceptscmm.com). Karen Herson, President.

## Conventions/Conference Planners

**Conference Board, The**, 845 Third Ave., New York, NY, 10022. 212/759-0900. [www.conference-board.org](http://www.conference-board.org). Steve Odland, Pres. & CEO.

## Copywriters

**Edgewise**, 5419 Hollywood Blvd., Los Angeles, CA, 90027. 323/469-3397. [info@edgecommunicationsinc.com](mailto:info@edgecommunicationsinc.com); [www.edgecommunicationsinc.com](http://www.edgecommunicationsinc.com). Ken Greenberg.

**T. J. Sacks & Associates**, 445 Park Ave., 9th flr., New York, NY, 10022. 212/787-0787. [info@tjsacks.com](mailto:info@tjsacks.com); [www.tjsacks.com](http://www.tjsacks.com). Temi Sacks.



## CPA/Consulting Services

**Buchbinder Tunick & Company LLP**, One Pennsylvania Plaza., #3500, New York, NY, 10119. 212/695-5003. [www.buchbinder.com](http://www.buchbinder.com). Richard Goldstein, Partner, Marc Niederhoffer, Partner.



**Gould+Partners LLC**, One Penn Plaza, Suite 3500, New York, NY, 10119. 212/896-1909; cell: 917/783-4500. [rick@gould-partners.com](mailto:rick@gould-partners.com); [www.gould-partners.com](http://www.gould-partners.com). Rick Gould, CPA, J.D., Mng. Partner; Mike Muraszko, Partner; Jack Bergen, Strategic Partner; Jennifer Casani, Partner; Don Bates, Sr. Counselor; James Arnold, Sr. Counselor; Robert Udowitz, Sr. Counselor; Yadi Gomez, Acct. Coord.; Sally Tilleray, Sr. Advisor, London/UK.

## Crisis Management

**5W Public Relations**, The Helmsley Building, 230 Park Ave., 32nd Flr., New York, NY, 10169. 212/999-5585. [www.5wpr.com](http://www.5wpr.com). Ronn Torossian, President & CEO.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Bishoff Communications**, 75 Second Ave., Suite 605, Needham, MA, 02494. 617/573-0076. Janey Bishoff, CEO.

*See full listing in Crisis Communications Profiles.*

**Blaine Group, Inc., The**, 8665 Wilshire Blvd., #301, Beverly Hills, CA, 90211. 310/360-1499. [www.blainegroupinc.com](http://www.blainegroupinc.com). Devon Blaine, Pres./CEO.

**Bliss Integrated Communication**, 500 5th Ave., #1640, New York, NY, 10110. 212/840-1661. [www.blissintegrated.com](http://www.blissintegrated.com). Elizabeth Sosnow, Meg Wildrick, Mng. Partners.

**Boardroom Communications Inc.**, 1776 N. Pine Island Rd., #320, Ft. Lauderdale, FL, 33322. 954/370-8999. [www.boardroompr.com](http://www.boardroompr.com). Don Silver, COO, Todd Templin, Exec. VP.

*See listing in Crisis Communications Profiles section, pg. 42.*

**CommCore, Inc.**, 1660 L St., N.W., Suite 204, Washington, DC, 20036. 202/659-4177. [agilman@commcoreconsulting.com](mailto:agilman@commcoreconsulting.com); [www.commcoreconsulting.com](http://www.commcoreconsulting.com). Andrew Gilman.



**Feintuch Communications**, 245 Park Ave., 39th flr., New York, NY, 10167. 212/808-4901. [info@feintuchpr.com](mailto:info@feintuchpr.com); [www.feintuchcommunications.com](http://www.feintuchcommunications.com). Richard Anderson, Senior Mng. Dir.

Feintuch Communications enjoys deep crisis communications counseling experience — having provided support to non-profits, emerging growth companies and the *Fortune* 500. Our senior team can help to enhance and protect your organization's reputation.

We work with your team to develop customized, crisis communications plans; crisis preparation training; and 24/7 crisis counseling and communications support. We are well versed in helping organizations work their way through challenging crises including shareholder and corporate governance issues, employee or community problems, product recalls, litigation and government investigations. The best crisis plan? It's the one developed NOW — before your organization's reputation is under attack.

*See listing in Crisis Communications Profiles section, pg. 42.*



**Fineman PR**, 530 Bush St., Suite 403, San Francisco, CA, 94108. 415/392-1000. [mfineman@finemanpr.com](mailto:mfineman@finemanpr.com); [www.finemanpr.com](http://www.finemanpr.com).

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

Fineman PR's high-profile crisis communications work is nationally recognized. In today's fast-paced culture of instant media exposure, online defamation and quick-draw lawsuits, its battle-tested experience and strategic resourcefulness

guide clients through rough waters. Agency president Michael Fineman is ranked among the nation's top crisis counselors.

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

Fineman PR's successful, high-profile crisis work includes helping our client respond to and recover from a national public health crisis, managing consequences from the Santa Barbara "Tea Fire" for a college beset by the firestorm; initiating client-community relations after a tragic apartment complex explosion in Truckee, California; putting a juice company on firm public footing immediately after an E. coli crisis; setting the record straight after media slander of packaged salads; helping resolve labor relations for a highly prestigious medical group in Southern California; and working for so many other clients whose names were successfully kept out of the news.

*See listing in Crisis Communications Profiles section, pg. 42.*

**ICR**, 685 Third Ave., 2nd Flr., New York, NY, 10017. 646/277-1200. [www.icrinc.com](http://www.icrinc.com). Thomas Ryan, CEO, Don Duffy, Pres.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Joele Frank, Wilkinson Brimmer Katcher**, 622 Third Ave., 36th Flr., New York, NY, 10017. 212/355-4449. [www.joelefrank.com](http://www.joelefrank.com). Joele Frank, Mng. Partner, Matthew Sherman, Pres.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Kekst**, 437 Madison Ave., 37th Flr., New York, NY, 10022. 212/521-4800. [www.kekst.com](http://www.kekst.com). James Fingerioth, Chmn., Jeremy Fielding, Pres. & CEO.

**L.C. Williams & Associates**, 150 N. Michigan Ave., #3800, Chicago, IL, 60601. 312/565-3900. [www.lcwa.com](http://www.lcwa.com). Kim Blazek Dahlborn, Pres. and CEO.

**Montgomery Strategies Group, The**, 2001 L St., NW, Washington, DC, 20036. 202/255-0737. [mrobinson@tmsgr.com](mailto:mrobinson@tmsgr.com); [www.tmsgr.com](http://www.tmsgr.com). Michael W. Robinson, Chairman & CEO.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Padilla**, 1101 West River Pkwy., #400, Minneapolis, MN, 55415. 612/455-1700. Padillaco.com. Brian Ellis, Exec. VP, Bob McNaney, Sr. VP.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Peppercomm, Inc.**, 470 Park Ave. South, New York, NY, 10016. 212/931-6100. www.peppercomm.com. Steve Cody, CEO & Founder.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Public Communications Inc.**, One East Wacker Dr., 24th Flr., Chicago, IL, 60601. 312/558-1770. www.pcipr.com. Jill Allread, CEO, Pamela Oettel, CFO & COO.

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**ReviveHealth**, 209 10th Avenue South, Suite 214, Nashville, TN, 37203. 615/742-7242. info@thinkrevivehealth.com; www.thinkrevivehealth.com. Brandon Edwards, CEO, be@thinkrevivehealth.com; Malea Reising, SVP of Payor/Provider, mr@thinkrevivehealth.com; Ryan Colaianni, SVP of Issues Crisis, rtc@thinkrevivehealth.com

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*See listing in Crisis Communications Profiles section, pg. 42.*

**Sachs Media Group**, 114 S. Duval St., Tallahassee, FL, 32301. 850/222-1996. www.sachsmedia.com. Ron Sachs, Founder & CEO.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Sard Verbinen & Co.**, 909 Third Ave., New York, NY, 10017. 212/687-8080. www.sardverb.com. George Sard, Chmn. & Co-CEO, Paul Verbinen, Co-CEO.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Sitrick And Company**, Los Angeles, New York, San Francisco, Denver, Boston, Washington, D.C. 800/288-8809. www.sitrick.com. Michael S. Sitrick, Chmn. and CEO.

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**Sloane & Company**, 7 Times Square, 17th flr., New York, NY, 10036. 212/486-9500. info@sloanep.com. Darren Brandt, Whit Clay, co-CEO's.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Solomon McCown & Company, Inc.**, 177 Milk St., #610, Boston, MA, 02109. 617/695-9555. www.solomonmccown.com. Helene Solomon, CEO; Ashley McCown, Pres.; Dan Cence, EVP.

*See listing in Crisis Communications Profiles section, pg. 42.*

**Tellem Grody PR**, 30745 PCH, Suite 243, Malibu, CA, 90265. 310/313-3444. www.tellemgrodypr.com. Susan Tellem, Partner.

**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.

**Weber Shandwick**, 909 Third Ave., New York, NY, 10022. 212/445-8000. www.webershandwick.com. Micho Spring, Chair, Global Corporate Practice.

## Directories

**All-In-One Media Directory**, Gebbie Press, P.O. Box 1000, New Paltz, NY, 12561. 845/419-8600. www.gebbiepress.com. Mark Gebbie, Editor and Publisher.

**Cision**, 130 E. Randolph St., Chicago, IL, 60601. 866/639-5087. info@us.cision.com; us.cision.com.

**Complete Broadcasting Industry Guide, The: Television, Radio, Cable & Streaming**, Grey House Publishing, 4919 Route 22, P.O. Box 56, Amenia, NY, 12501. 800/562-2139; 518/789-8700. www.greyhouse.com. Leslie Mackenzie, Publisher.

**Consultants and Consulting Organizations Directory**, Gale, A Cengage Company, 27500 Drake Rd., Farmington Hills, MI, 48331. 800/877-4253. www.gale.com.

**Directory of Business Information Resources**, Grey House Publishing, 4919 Route 22, P.O. Box 56, Amenia, NY, 12501. 800/562-2139; 518/789-8700. www.greyhouse.com. Leslie Mackenzie, Publisher.

**Editor & Publisher News Media DataBook and Online Database**, 18475 Bandilier Cir., Fountain Valley, CA, 92708. 406/445-0000. www.editorandpublisher.com. Mile Blinder, Publisher.

**Encyclopedia of Associations: National Organizations of the U.S.**, Gale, A Cengage Company, 27500 Drake Road, Farmington Hills, MI, 48331-3535. 800/877-4253. www.gale.com.

**GreenBook Directory for Marketing Research Companies**, American Marketing Association of New York, 234 5th Ave., New York, NY, 10001. 212/849-2752. www.greenbook.org.

**Headquarters USA Directory, Omnigraphics**, 615 Griswold, Detroit, MI, 48226. 800/207-4103. contact@omnigraphics.com; www.omnigraphics.com.

**Hudson's Washington News Media Contacts Directory**, Grey House Publishing, 4919 Route 22, P.O. Box 56, Amenia, NY, 12501. 800/562-2139; 518/789-8700. www.greyhouse.com. Leslie Mackenzie, Publisher.



**Leadership Connect, (Formerly Leadership Directories)**, 1667 K St., NW, #801, Washington, DC, 20006. 202/347-7757. [www.leadershipconnect.io](http://www.leadershipconnect.io).

**Licensing Source Book**, Plain Language Media LLLP, P.O. Box 509, New London, CT, 06320. 888/729-2315. [www.thelicensingletter.com](http://www.thelicensingletter.com).

**Marketing Services Search Database**, American Marketing Association, 130 E. Randolph St., 22nd fl., Chicago, IL, 60601. 312/542-9000. [www.ama.org](http://www.ama.org).

**MediaFinder Online Database**, Oxbridge Communications, 388 2nd Ave., #503, New York, NY, 10010. 212/741-0231. [www.mediafinder.com](http://www.mediafinder.com). Trish Hagood, Pres.

**O'Dwyer's Directory of Public Relations Firms**, 271 Madison Ave., New York, NY, 10016. 212/679-2471. [www.odwyerpr.com](http://www.odwyerpr.com). John O'Dwyer, Publisher.

**World Radio TV Handbook**, WRTH Publications Ltd., 8 King Edward St., Oxford, U.K., OX1 4HL. 44 (0) 1865 339355. [sales@wrth.com](mailto:sales@wrth.com); [www.wrth.com](http://www.wrth.com).

**Yearbook of Experts**, Broadcast Interview Source, Inc., 2500 Wisconsin Ave., N.W., #949, Washington, DC, 20007. 202/333-5000. [www.expertclick.com](http://www.expertclick.com). Mitchell P. Davis, Editor & Publisher.

## Directory Publishers

**Career Press**, 65 Parker St., Ste. 7, Newburyport, MA, 01950. 978/465-0504. [www.careerpress.com](http://www.careerpress.com).

**Columbia Books & Information Services**, 1560 Wilson Blvd., #825, Arlington, VA 22209. 888/265-0600. [www.columbiabooks.com](http://www.columbiabooks.com).

**Grey House Publishing**, 4919 Route 22, P.O. Box 56, Amenia, NY, 12501. 800/562-2139; 518/789-8700. [www.greyhouse.com](http://www.greyhouse.com). Leslie Mackenzie, Publisher.

**Infobase**, 132 W. 31st St., New York, NY, 10001. 800/322-8755. [www.infobase.com](http://www.infobase.com). Mark D. McDonnell, Pres. & CEO.

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**O'Dwyer's**, 271 Madison Ave., New York, NY, 10016. 212/679-2471; fax: 212/683-2750. [www.odwyerpr.com](http://www.odwyerpr.com). John O'Dwyer, Publisher.

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**Jenkins Group**, 1129 Woodmere Ave., Suite B, Traverse City, MI, 49686. 231/933-0445. [www.jenkinsgroupinc.com](http://www.jenkinsgroupinc.com). Jerrold R. Jenkins, Chmn. & CEO.

**Metro Creative Graphics, Inc.**, 519 Eighth Ave., New York, NY, 10018. 800/223-1600. [service@metro-email.com](mailto:service@metro-email.com); [www.mcg.metrocreativeconnection.com](http://www.mcg.metrocreativeconnection.com).

## Education

**American University, School of Communication**, 4400 Massachusetts Ave., N.W., Washington, DC, 20016. 202/885-1000; 202/885-2058. [www.american.edu](http://www.american.edu).

**ASAE: The Center For Assn. Leadership**, 1575 I St., N.W., #1100, Washington, DC, 20005. 202/371-0940. [www.asaecenter.org](http://www.asaecenter.org). Lauren Precker, Sr. Mgr., PR & Social Media.

**Baruch College (CUNY), M.A. in Corporate Communication**, Weissman School of Arts and Sciences, 55 Lexington at 24th St., New York, NY, 10010. 646/312-1000. [www.baruch.cuny.edu](http://www.baruch.cuny.edu). Michael B. Goodman, Dir.

**Bowling Green State University, School of Media and Communication**, 306 Kuhlin Center, Bowling Green, OH, 43403. 419/372-8349. [www.bgsu.edu](http://www.bgsu.edu). Laura Stafford, Dir.

**CCI - Corporate Communication Int'l at Baruch College/CUNY**, 55 Lexington Ave., B 8-233, New York, NY, 10010. 646/312-3749. [cci@corporatecomm.org](mailto:cci@corporatecomm.org); [www.corporatecomm.org](http://www.corporatecomm.org). Michael B. Goodman, Dir.

**Drexel University Online, Master of Science in Communication**, 3020 Market St., Philadelphia, PA, 19104. 877/215-0009. [www.drexel.edu](http://www.drexel.edu).

**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](http://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. [scs.georgetown.edu](http://scs.georgetown.edu). Cylor Spaulding, Faculty Dir.

**Gonzaga University, Communication Studies**, 502 East Boone Ave., Spokane, WA, 99258. 509/328-4220. [www.gonzaga.edu](http://www.gonzaga.edu). Jonathan Rossing, Dept. Chair.

**Northeastern University College of Professional Studies, M.S., Corporate and Organizational Communication**, 50 Nightingale Hall, 360 Huntington Ave., Boston, MA, 02115-9959. 877/668-7727. [www.cps.neu.edu](http://www.cps.neu.edu). Carl Zangerl, Faculty Dir.

**NYU School of Professional Studies, M.S. in Public Relations and Corporate Communication**, 7 East 12th St., #921, New York, NY, 10003. 212/998-7100. [www.sps.nyu.edu](http://www.sps.nyu.edu).

**Purdue University Global, Online Bachelor of Science in Communication**, [www.purdueglobal.edu](http://www.purdueglobal.edu).

**Purdue University, Online Master of Science in Communication**, 610 Purdue Mall, West Lafayette, IN, 47907. [online.purdue.edu/comm/masters-in-communication](http://online.purdue.edu/comm/masters-in-communication).

**Queens University of Charlotte, Online Master of Arts in Communication**, 1900 Selwyn Ave., Charlotte, NC, 28274. 844/PURDUE-G. [www.purdueglobal.edu](http://www.purdueglobal.edu).

**Quinnipiac University, Master of Science in Public Relations**, 275 Mount Carmel Ave., Hamden, CT, 06518. 203/582-8200. [www.quinnipiac.edu](http://www.quinnipiac.edu).

**Rutgers School of Communication and Information**, 4 Huntington St., New Brunswick, NJ, 08901. 848/932-7500. [www.rutgers.edu](http://www.rutgers.edu).

**Seton Hall University, M.A., Communication, M.A., Public Relations**, 400 So. Orange Ave., South Orange, NJ, 07079. 973/761-9000. [www.shu.edu](http://www.shu.edu). Deirdre Yates, Dean.

**Simmons College, B.A., Communications**, 300 The Fenway, Boston, MA, 02115. 617/521-2000. [www.simmons.edu](http://www.simmons.edu).

**Syntaxis Inc.**, 2109 Broadway, New York, NY, 10023. 212/799-3000. [info@syntaxis.com](mailto:info@syntaxis.com); [www.syntaxis.com](http://www.syntaxis.com). Brandt Johnson, Ellen Jovin, Principals.

**Syracuse University, S.I. Newhouse School of Public Communications**, 215 University Place, Syracuse, NY, 13244-2100. 315/443-2302. [newhouse.syr.edu](http://newhouse.syr.edu).

**Tufts University, Gerald J. & Dorothy R. Friedman School of Nutrition Science and Policy, Food Nutrition Policy and Programs**, 150 Harrison Ave., #325, Boston, MA, 02111. 617/636-3737. [www.nutrition.tufts.edu](http://www.nutrition.tufts.edu).

**University of Denver, University College, Communication Mgmt. Program**, 2211 South Josephine St., Denver, CO, 80208. 303/871-2291. [www.universitycollege.du.edu](http://www.universitycollege.du.edu).

**University of Florida, College of Journalism & Communications**, 2096 Weimer Hall, Gainesville, FL, 32611. 352/392-0466. [www.jou.ufl.edu](http://www.jou.ufl.edu). Diane H. McFarlin, Dean.

**University of Maryland, College Park, The Dept. of Communication**, 2130 Skinner Bldg., College Park, MD, 20742. 301/405-6519. [www.comm.umd.edu](http://www.comm.umd.edu).

**University of Memphis, The, College of Communication and Fine Arts, Dept. of Journalism and Strategic Media**, 300 Meeman Journalism Building, Memphis, TN, 38152. 901/678-2402. [www.memphis.edu/journalism](http://www.memphis.edu/journalism). David Arant, Chair, Dept. of Journalism and Strategic Media.

**USC Annenberg School for Communication and Journalism**, 3502 Watt Way, Los Angeles, CA, 90089. 213/740-6180. [www.annenberg.usc.edu](http://www.annenberg.usc.edu). Willow Bay, Dean.

## Electronic Newsfeeds/Satellite Services

**DNA, DIETRICH NELSON & ASSOCIATES**, 200 W. Portland Street, #1213, Phoenix, AZ, 85003. 323/309-3314. [dnelson@dnaepr.com](mailto:dnelson@dnaepr.com).



**MediaEngagement LLC**, Hackensack, NJ, 07601. 917/658-9932. [rdeangelis@mediaengagement.com](mailto:rdeangelis@mediaengagement.com); [www.mediaengagement.com](http://www.mediaengagement.com). Robin DeAngelis.

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**Forum Group, The**, 260 Madison Ave., #200, New York, NY, 10016. 212/687-4050. www.forumgrp.com. Frank Fusaro, Pres.

**Fry Group, The**, 425 West End Ave., New York, NY, 10024. 212/557-0011. www.frygroup.com. John M. Fry, Pres.

**Gilbert Tweed International**, 415 Madison Ave., 20th flr., New York, NY, 10017. 212/758-3000. www.gilberttweed.com. Janet Tweed, CEO.



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**Linsey Careers**, 1752 NW Market St., #710, Seattle, WA, 98107. 206/268-0099. info@linseycareers.com; www.linseycareers.com. Angee Linsey.

**Lloyd Staffing**, 445 Broadhollow Rd., #119, Melville, NY, 11747. 631/777-7600. www.lloydstaffing.com. Nancy Schuman, Chief Mktg. & Comms. Officer.

**Lynn Hazan & Associates, Inc.**, 79 W. Monroe, #1308, Chicago, IL, 60603. 312/863-5401. lynn@lhazan.com; www.lhazan.com. Lynn Hazan.

**Management Recruiters Int'l of Boston**, 31 St. James Ave., 6th flr., Boston, MA, 02116. 617/262-5050. www.mri-boston.com. Brian Mohan, COO.

**Marshall Consultants, LLC**, 2501 Meadow Creek Dr., Medford, OR, 97504. 541/500-8303. marshcons@gmail.com; www.marshallconsultants.com. Larry Marshall, CEO.

**Masshire Cape and Islands Career Center**, 372 North St., Hyannis, MA, 02601. 508/771-5627. www.masshire-cicc.com.

**Moyer, Sherwood Assocs. Inc.**, 65 High Ridge Rd., #502, Stamford, CT, 06905. 203/622-1074. www.moyersherwood.com. David S. Moyer.

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## Interactive/Multimedia Services

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**REQ**, 1211 Connecticut Ave., N.W., Washington, DC, 20036. 202/654-0800. req.co. Tripp Donnelly, Founder & CEO.

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



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## Management Consultants

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**Select Resources Int'l**, 10940 Wilshire Blvd., #925, Los Angeles, CA, 90024. 310/824-8999. [www.selectresources.com](http://www.selectresources.com). Catherine Bension, CEO.

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## Media Lists

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## Media Monitoring

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**Hypefactors**, +44 20 3966 1535. [info@hypefactors.com](mailto:info@hypefactors.com); [www.hypefactors.com](http://www.hypefactors.com).

**LexisNexis**, 9443 Springboro Pike, Dayton, OH, 45342. 888/285-3947. [www.lexisnexis.com](http://www.lexisnexis.com). Mike Walsh, CEO, Legal and Professional, Mark Kelsey, CEO, Risk Solutions.

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**News Data Service**, 708/949-8407. [info@newsdataservice.com](mailto:info@newsdataservice.com); [www.newsdataservice.com](http://www.newsdataservice.com). Dave Vergin, VP, Sales & Bus. Dev.

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## Media Tours/Roadshows

**C&J Mediaworks**, 509/670-8697. [candjmediaworks@gmail.com](mailto:candjmediaworks@gmail.com); [www.candjmediaworks.com](http://www.candjmediaworks.com). Kenny Jay.

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*Continued at top of next page*

**MEDIA ENGAGEMENT** *continued*

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## Media Training

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**MediaNet**, 305 Madison Ave., New York, NY, 10165. 212/682-2250. [www.medianet-ny.com](http://www.medianet-ny.com). Tom Mucciolo, Pres.

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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, *20/20*, podcasts, and satellite radio. "Ensuring the message they take away is what you meant to say."



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## Newsletters

**Bulldog Reporter**, [www.agilitypr.com](http://www.agilitypr.com).

**Corporate Public Issues**, Issue Action Publications Inc., 207 Loudoun St. SE, Leesburg, VA, 20175. 703/777-8450. [www.issueactionpublications.com](http://www.issueactionpublications.com). Teresa Yancey Crane.

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**O'Dwyer's Newsletter**, 271 Madison Ave., #600, New York, NY, 10016. 212/679-2471. [www.odwyerpr.com](http://www.odwyerpr.com). Kevin McCauley, Editor-in-Chief.

**PR News, Access Intelligence, LLC**, 9211 Corporate Blvd., 4th fl., Rockville, MD, 20850. 888/707-5814. [www.prnewsonline.com](http://www.prnewsonline.com).

**Ragan's PR Daily**, Lawrence Ragan Comms., 10 S. LaSalle St., Chicago, IL, 60603. 800/878-5331. [www.prdaily.com](http://www.prdaily.com).

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**Black PR Wire Inc.**, 152 NE 167th St., #403, Miami, FL, 33162. 877/252-2577. [blackprwire.com](http://blackprwire.com). Bernadette Morris, Pres. & CEO.

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**Thomson Reuters**, 3 Times Square, New York, NY, 10036. 646/223-4000. [www.thomsonreuters.com](http://www.thomsonreuters.com). David Girardin, Corporate Affairs.

## Photo Distribution

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**Can Stock Photo**, 6139 Quinpool Rd., #33027, Halifax, Nova Scotia, B3L 4T6, Canada. [www.canstockphoto.com](http://www.canstockphoto.com).

**Feature Photo Service Inc.**, 244 Fifth Ave., #C29, New York, NY, 10001. 212/944-1060; fax: 212/944-7801. [www.featurephoto.com](http://www.featurephoto.com). Oren Hellner, Pres.

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**Maryanne Russell Photography Inc.**, P.O. Box 1329, FDR Station, New York, NY, 10150. 212/308-8722. [www.maryannerussell.com](http://www.maryannerussell.com).

**Newscast US**, 526 West 26th St., #515, New York, NY, 10001. 212/206-0055. [jsulley@newscastus.com](mailto:jsulley@newscastus.com). Jim Sulley.

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+ brand experience from simple to  
sensational. We deliver dynamic CPG  
creative and design, influencer and  
media mailings, custom production,  
branded merchandise, warehouse and  
fulfillment through distribution.

ONE STOP SHOP - Unboxing  
YouTube sensations, creative  
unveilings, dynamic influencer kits,  
customized media mailings, sales  
kits, influencer event invites, creative  
fulfillment, logistics, product sampling  
programs, personalized celebrity gifts,  
influencer marketing and custom swag.

Zing How Design // Chicago \* NYC  
// Custom Excitement Agency: Ideate.  
Design. Build. Wow.

## Promotions

**Marketing Werks - Mobile & Event  
Marketing**, 130 East Randolph St., #2400,  
Chicago, IL, 60601. 312/228-0800; fax:  
312/228-0801. www.marketingwerks.com.

**New Dimensions in Marketing, Inc.**,  
118 North Bedford Rd., #100, Mt.  
Kisco, NY, 10549. 914/347-4872. www.  
effectivepromos.com.





**Zing How Design**, 888/529-0998. info@zinghowdesign.com; www.zinghowdesign.com.

Create the perfect influencer kit + brand experience from simple to sensational. We deliver dynamic CPG creative and design, influencer and media mailings, custom production, branded merchandise, warehouse and fulfillment through distribution.

ONE STOP SHOP - Unboxing YouTube sensations, creative unveilings, dynamic influencer kits, customized media mailings, sales kits, influencer event invites, creative fulfillment, logistics, product sampling programs, personalized celebrity gifts, influencer marketing and custom swag.

Zing How Design // Chicago \* NYC  
// Custom Excitement Agency: Ideate. Design. Build. Wow.

## Public Relations Networks

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

**International Public Relations Network**, 34 629 507 253. www.iprn.com. Luis Gonzalez, Managing Dir.

**IPREX**, www.iprex.com. Carla Walker.

**Lippe Taylor**, 215 Park Ave South, 16th flr., New York, NY, 10003. 212/598-4400. ntaylor@lippetaylor.com; www.lippetaylor.com. Nick Taylor, Innovation Officer.



**PR World Alliance**, c/o Marcommit, Amaliaaan 126E, 3743 KJ, Baarn, The Netherlands. www.prworldalliance.com. Marianne van Barneveld, chairman (The Netherlands), marianne@marcommit.nl; +31 (653) 372 153; Henry Feintuch, CFO

(U.S.), henry@feintuchpr.com; +1 212-808-4901; Christian Josephi, board (Germany), c.josephi@panama-pr.de; +49 (711) 6647597-0; Catherine Kablé, board (France), catherine.kable@kable-cf.com; +33 (1) 44 50 54 75; Anna Krajewska, board (Poland), akrajewska@nbs.com.pl; +48 (22) 826 74 18.

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 and South America, Europe and Asia. The network continues to seek new members in strategic locations.

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

**Public Relations Boutiques Int'l**, www.prboutiques.com.



**Public Relations Global Network (PRGN)**, (The Fearey Group), The Tower Building, 1809 7th Ave., #1212, Seattle, WA, 98101. 206/343-1543. aaronblank@feareygroup.com; www.prgn.com. Aaron Blank, president.

The Public Relations Global Network (PRGN) is a connected network of 50 hand-selected public relations firms servicing key markets around the world. With revenues of more than \$87 million, PRGN is one of the world's five largest international public relations networks. As leaders in our respective regions, PRGN agencies offer the "boots-on-the-ground" savvy of a local PR agency, yet on a global scale. Our model allows us to deliver a unique level of flexibility — scaling up or down across multiple markets to meet your business needs. Each PR agency knows its local community and it knows how to help clients connect with their audiences in those regions. PRGN member agencies harness the resources of more than

1,000 communications professionals serving a total of 1,800 international companies and organizations. www.prgn.com

Please engage with PRGN on Facebook, Instagram, Twitter and LinkedIn. For more information, visit www.prgn.com or contact Aaron Blank at +1 (206) 343-1543.

Aaron Blank, president  
Robert Bauer, president-elect  
Gabor Jelinek, executive dir.

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

## Public Service Announcements



Broadcast PR | Market Research | Video Production | Digital

**4media Group**, 888-890-8066. laura.pair@4media-group.com; 4media-group.com. Laura Pair, Managing Director.

4media group is an integrated communications company that specializes in the broadcast and digital space. We work with non-profit organizations of all sizes to write, produce and distribute television and radio Public Service Announcements in English and Spanish. We can also assist your organization with related services such as:

- Satellite Media Tours (SMTs), Internet Media Tours (IMTs) and Radio Media Tours (RMTs) in English and/or Spanish
- Media relations
- Media buying: TV, radio, web, OOH
- Video production
- Animation, motion graphics and infographics
- Video News Releases (VNRs) and Soundbite & B-roll packages
- Radio News Releases (RNRs)
- Native Advertising and Content Recommendation
- Webcasting, Facebook Live and social streaming
- Surveys, market research and focus groups

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



**MediaEngagement LLC**, Hackensack, NJ, 07601. 917/658-9932. [rdeangelis@mediaengagement.com](mailto:rdeangelis@mediaengagement.com); [www.mediaengagement.com](http://www.mediaengagement.com). Robin DeAngelis.

See full listing under SMTs and Media Tours.

**Megaphone Media**, 26 Perry Street, New York, NY, 10014. 646/452-8404. [www.megaphone-media.com](http://www.megaphone-media.com). Kyle Carmone.

**North American Network**, 5335 Wisconsin Avenue NW, #440, Washington, DC, 20015. 202/243-0592. [info@nanradio.com](mailto:info@nanradio.com); [www.nanradio.com](http://www.nanradio.com). Tom Sweeney, President; Tammy Lemley, Vice President.



**Strauss Media Strategies, Inc.**, 529 14th St., N.W., #1163, Nat'l Press Bldg., Washington, DC, 20045. 202/638-0200; fax: 202/638-0400. [info@straussmedia.com](mailto:info@straussmedia.com); [www.straussmedia.com](http://www.straussmedia.com). Richard Strauss, Pres.

262 West 38th St., Suite 803, New York, NY 10018. 212/302-1234. [newyork@straussmedia.com](mailto:newyork@straussmedia.com); [www.straussmedia.com](http://www.straussmedia.com). Richard Strauss, Pres.

Los Angeles, CA; 424/206-1238. [losangeles@straussmedia.com](mailto:losangeles@straussmedia.com); [www.straussmedia.com](http://www.straussmedia.com). Richard Strauss, Pres.

See full listing under SMTs and Radio.



**TV Access**, division of FilmComm. 800/944-9134. Keith Hempel, President.

Experienced Corporation With 30+ Years In Television And Radio Distribution. Specializing In Production

And Distribution Of PSAs. Leading Distributor Of PSAs (Over 100 TV And Radio PSAs Released Per Year). Comprehensive Services For TV, Radio, Print, Out-Of-Home, Social Media And Internet. Customized Services Tailored To Your Needs. Internet Reporting Available. Chapter Placement And Coordination Services Available.

## Radio



Broadcast PR | Market Research | Video Production | Digital

**4media Group**, 888-890-8066. laura.pair@4media-group.com; 4media-group.com. Laura Pair, Managing Director.

4media group is an integrated communications company that specializes in the broadcast and digital space. We also conduct market research, focus groups and public relations surveys. We have offices in six U.S. cities including New York, Chicago, Atlanta, Washington DC, Orlando and Bentonville, Arkansas. Our global headquarters are located in London, England, and we can execute campaigns from almost anywhere in the world.

4media group services include:

- Satellite Media Tours (SMTs), Internet Media Tours (IMTs) and Radio Media Tours (RMTs) in English and/or Spanish
- Surveys, market research and focus groups
- Media relations
- Media buying: TV, radio, web, OOH
- Video production
- Video News Releases (VNRs) and Soundbite & B-roll packages
- Radio News Releases (RNRs)
- Public Service Announcements (PSAs)
- Native Advertising and Content Recommendation
- Webcasting, Facebook Live and social streaming

**C&J Mediaworks**, 509/670-8697. [candjmediaworks@gmail.com](mailto:candjmediaworks@gmail.com); [www.candjmediaworks.com](http://www.candjmediaworks.com). Kenny Jay.

**Caplan Communications LLC**, 1700 Rockville Pike, Suite 400, Rockville, MD, 20852. 301/998-6592. [ccinfo@caplancommunications.com](mailto:ccinfo@caplancommunications.com); [www.caplancommunications.com](http://www.caplancommunications.com). Aric Caplan, Pres.

**Hedquist Productions**, P.O. Box 1475, Fairfield, IA, 52556. 641/472-6708. [jeffrey@hedquist.com](mailto:jeffrey@hedquist.com); [www.hedquist.com](http://www.hedquist.com). Jeffrey Hedquist, Pres.



**MediaEngagement LLC**, Hackensack, NJ, 07601. 917/658-9932. [rdeangelis@mediaengagement.com](mailto:rdeangelis@mediaengagement.com); [www.mediaengagement.com](http://www.mediaengagement.com). Robin DeAngelis.

See full listing under SMTs and Media Tours.



**MediaTracks Communications, Inc.**, 2250 E. Devon Ave., Suite 150, Des Plaines, IL, 60018. 847/299-9500; fax: 847/299-9501. [info@mediatracks.com](mailto:info@mediatracks.com); [www.mediatracks.com](http://www.mediatracks.com). Shel Lustig, Pres.

## Audio's Resurgence is Getting Noticed

### Here's How We Get Your Content Heard

- Audio News Releases** - Guaranteed placement on-air and online via the syndicated **Radio Health Journal** and **Viewpoints Radio** programs. Reach 1,200 stations and major markets. Includes online streaming and multiple digital sites.
- Radio Media Tours** - Benefit from our contacts at major stations, networks and syndicated programs.
- Custom Feed Radio News Releases** - Pitched news and feature stories to national, regional and local market radio outlets. Hispanic and African American targeting.
- La Red Conectado** - Guaranteed placement Spanish language ANRs.
- Urban Reach** - Guaranteed placement African American targeted ANRs
- PSAs** - We produce and distribute your radio public service message locally, regionally or nationally.
- Podcasts** - Writing, hosting, production and distribution of audio podcasts.



**Megaphone Media**, 26 Perry Street, New York, NY, 10014. 646/452-8404. [www.megaphone-media.com](http://www.megaphone-media.com). Kyle Carmone.

**News & Experts**, 3748 Turman Loop, #101, Wesley Chapel, FL, 33544. 800/204-7115. [www.newsandexperts.com](http://www.newsandexperts.com). Marsha Friedman, Pres.

**News Exposure**, 1765 N. Elston Ave., Ste. 207, Chicago, IL, 60642. 312/685-2285. [info@NewsExposure.com](mailto:info@NewsExposure.com); [www.NewsExposure.com](http://www.NewsExposure.com).

**North American Network**, 5335 Wisconsin Avenue NW, #440, Washington, DC, 20015. 202/243-0592. [info@nanradio.com](mailto:info@nanradio.com); [www.nanradio.com](http://www.nanradio.com). Tom Sweeney, President; Tammy Lemley, Vice President.



**Pitching Monkeys Media**, Waldwick, NJ, 07643. 201/214-9611. [mark@pitchingmonkeys.com](mailto:mark@pitchingmonkeys.com); [www.pitchingmonkeysmedia.com](http://www.pitchingmonkeysmedia.com). Mark Ganguzza, President.

See full listing under Satellite Media Tours.



**PREMIERE TV**

**PREMIERETV**, 200 Spectrum Center Dr., Suite 300, Irvine, CA, 92618. 310/899-9090. [info@premieretv.com](mailto:info@premieretv.com); [www.premieretv.com](http://www.premieretv.com). Shayne Fraeke, CEO.

### WE KNOW HOW TO MAKE RADIO WORK FOR YOU.

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

Our **Radio Promotions** put your products into consumers' hands while providing endorsements from radio

personalities. And, our **Audio News Releases** are guaranteed to reach tens of millions of listeners.

Additional **PREMIERETV** specialties include:

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

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

**Press Record Communications**, 301 E. 73rd St., New York, NY, 10021. 212-879-2871. [info@pressrecord.co](mailto:info@pressrecord.co); [www.pressrecord.co](http://www.pressrecord.co). Justin Goldstein.

See full listing under Satellite Media Tours

**PRIME TIME MEDIA**  
SATELLITE MEDIA TOURS  
**We Make Your Message NEWS**

**Prime Time Media**, Studios in Los Angeles, New York City, Chicago, San Francisco, Toronto, Vancouver, London. 310/559-0445. [info@primetimedmedia.us](mailto:info@primetimedmedia.us); [www.primetimedmedia.com](http://www.primetimedmedia.com). Neisha Cohen, Founder/Owner.

**Prime Time Media is one of the most trusted organizations in the industry. We've learned a little something from our 25 years in the business.** We excel at media relations, media distribution, and all forms of broadcast and digital communications. We create strategies and solutions to help brands, agencies, all sectors of entertainment, publishing, sports, health, beauty, lifestyle, garner mass media impressions.

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

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

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

**PRIME TIME MEDIA: WHEN YOU WANT THE WORLD TO KNOW WHAT YOU'RE DOING**

**Strauss Media**  
STRATEGIES

RADIO • TELEVISION • SOCIAL

Washington, DC • New York • Los Angeles

**Strauss Media Strategies, Inc.**, 529 14th St., N.W., #1163, Nat'l Press Bldg., Washington, DC, 20045. 202/638-0200; fax: 202/638-0400. [info@straussmedia.com](mailto:info@straussmedia.com); [www.straussmedia.com](http://www.straussmedia.com). Richard Strauss, Pres.

262 West 38th St., Suite 803, New York, NY 10018. 212/302-1234. [newyork@straussmedia.com](mailto:newyork@straussmedia.com); [www.straussmedia.com](http://www.straussmedia.com). Richard Strauss, Pres.

Los Angeles, CA; 424/206-1238. [losangeles@straussmedia.com](mailto:losangeles@straussmedia.com); [www.straussmedia.com](http://www.straussmedia.com). Richard Strauss, Pres.

Celebrating our 24th anniversary in 2020, 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.

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## STRAUSS MEDIA STRATEGIES

*continued*

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 BCW, 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!**

**Tobin Communications Inc.**, P.O. Box 199, Port Tobacco, MD, 20677. 301/661-0900. [mt@tobincommunications.com](mailto:mt@tobincommunications.com); [www.tobincommunications.com](http://www.tobincommunications.com). Maury Tobin, Pres.

## Research



Broadcast PR | Market Research | Video Production | Digital

**4media Group**, 888-890-8066.  
[hello@4media-group.com](mailto:hello@4media-group.com);  
[4media-group.com](http://4media-group.com).

4media group is a strategic, full-service market research and communications company offering quantitative research via **Atomik Research** and qualitative research via **Intrinsic Insight**.

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

Atomik Research specializes in:

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

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

Intrinsic Insight Research specializes in:

- Focus Groups
- New Product Development
- Product Testing
- In-depth Interviews
- Ethnography
- Employee Value Propositions
- Case Studies
- Observation
- Semiotics

**Burke Marketing Research Inc.**, 500 W. 7th St., Cincinnati, OH, 45203. 513/241-5663. [www.burke.com](http://www.burke.com). Jeff Miller, CEO.

**Creative Civilizations**, 1100 NW Loop 410, San Antonio, TX, 78213. 210/227-1999. [www.creativecivilization.com](http://www.creativecivilization.com). Gisela Girard, Pres./COO.

**DEFINITION 6**, 420 Plasters Avenue, Atlanta, GA, 30324. 404/870-0323. [beau.dannemiller@definition6.com](mailto:beau.dannemiller@definition6.com); [www.definition6.com](http://www.definition6.com). Beau Dannemiller.

**Engine**, Worldwide Headquarters, 902 Carnegie Center, Princeton, NJ, 08540. 800/444-4672. [www.enginegroup.com/us](http://www.enginegroup.com/us). Stacy Lee, Global Chief Acct. Officer.

**Escalent**, 17430 College Parkway, Livonia, MI, 48152. 734/542-7600. [www.escalent.co](http://www.escalent.co).

**Gallup Inc.**, The Gallup Bldg., 901 F St., N.W., Washington, DC, 20004. 202/715-3030. [www.gallup.com](http://www.gallup.com). Jim Clifton, Chmn. & CEO.

**Google**, 1600 Ampitheatre Pkwy., Mountain View, CA, 94043. [www.google.com](http://www.google.com). Larry Page and Sergey Brin, Co-Founders.

**History Associates**, 300 North Stonestreet Ave., Rockville, MD, 20850. 301/279-9697. [www.historyassociates.com](http://www.historyassociates.com).

**MaritzCX**, 3451 North Triumph Blvd., 6th fl., Lehi, UT, 84043. 385/695-2800. [www.maritzcx.com](http://www.maritzcx.com). Michael Sinoway, Pres. & CEO.

**M|A|R|C Research**, 1425 Greenway Drive, #300, Irving, TX, 75038. 800/884-6272. [www.marcresearch.com](http://www.marcresearch.com). Merrill Dubrow, Pres. & CEO.

**News Exposure**, 1765 N. Elston Ave., Ste. 207, Chicago, IL, 60642. 312/685-2285. [info@NewsExposure.com](mailto:info@NewsExposure.com); [www.NewsExposure.com](http://www.NewsExposure.com).

**Nielsen**, 85 Broad St., New York, NY, 10004. 646/654-5000. [www.nielsen.com](http://www.nielsen.com).

**PRIME Research**, 275 Seventh Ave., #706, New York, NY, 10001. [newyork@prime-research.com](mailto:newyork@prime-research.com); [www.prime-research.com](http://www.prime-research.com). Mark Weiner, CEO, Americas.

**Proof Advertising**, 114 W. 7th St., #500, Austin, TX, 78701. 512/345-6658. [www.proof-advertising.com](http://www.proof-advertising.com). Bryan Christian, Pres.



**Research America Inc.**, 4555 Lake Forest Dr., Suite 194, Cincinnati, OH, 45242. 513/772-1600. [rexr@researchamericainc.com](mailto:rexr@researchamericainc.com); [www.researchamericainc.com](http://www.researchamericainc.com). Rex Repass, President.

**SSRS**, 1 Braxton Way, #125, Glen Mills, PA, 19342. 484/840-4300. [www.ssrs.com](http://www.ssrs.com). Melissa Herrmann, Pres.

**Standard & Poor's Global Ratings**, 55 Water St., New York, NY, 10041. 212/438-2000. [www.standardandpoors.com](http://www.standardandpoors.com).

## Satellite Media Tours



Broadcast PR | Market Research | Video Production | Digital

**4media Group**, 888-890-8066. [laura.pair@4media-group.com](mailto:laura.pair@4media-group.com); [4media-group.com](http://4media-group.com). Laura Pair, Managing Director.

4media group is an integrated communications company that specializes in the broadcast and digital space. We also conduct market research, focus groups and public relations surveys. We have offices in six U.S. cities including New York, Chicago, Atlanta, Washington DC, Orlando and Bentonville, Arkansas. Our global headquarters are located in London, England, and we can execute campaigns from almost anywhere in the world.

4media group services include:

- Satellite Media Tours (SMTs), Internet Media Tours (IMTs) and Radio Media Tours (RMTs) in English and/or Spanish
- Surveys, market research and focus groups
- Media relations
- Media buying: TV, radio, web, OOH
- Video production
- Video News Releases (VNRs) and Soundbite & B-roll packages
- Radio News Releases (RNRs)
- Public Service Announcements (PSAs)
- Native Advertising and Content Recommendation
- Webcasting, Facebook Live and social streaming

**A-1 Broadcast**, 2030 Powers Ferry Rd., SE, Suite 400, Atlanta, GA, 30339. 770/790-3690. [www.A-1Broadcast.com](http://www.A-1Broadcast.com). Beverly Brunston, President.



**AKA MEDIA INC.**, 171 North Aberdeen, Suite 500, Chicago, IL, 60607. 800/996-9432. [jvargas@akamediainc.com](mailto:jvargas@akamediainc.com); [www.akamediainc.com](http://www.akamediainc.com). Contact Jason Vargas.

AKA is an award-winning strategic communications company that delivers proven results activating real people, celebrities, athletes, influencers and CEOs. We are live event and live broadcast/streaming experts who execute your ideas with creative solutions and best-in-class service. We create breakthrough content resulting in exponential earned media exposure across digital, social and broadcast - and we guarantee you'll exceed your campaign goals including awareness, impressions and key-market saturation.

Follow us:

LinkedIn <http://linkedin.com/company/aka-media-inc>

- Satellite Media Tours (SMT/RMT/IMT)
- Digital Media Tours
- Branded Social Video Campaigns (Production and Distribution)
- Earned and Paid Media Relations (Guaranteed Impressions)
- Live Video Streaming Productions (Global CEO Town Halls)
- Video Editing, Audio, Graphics and Effects (Sizzle Reels)
- Creative
- Media relations
- Media buying
- Video production

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



**D S Simon Media**, 229 West 36th St., 9th fl., New York, NY, 10018. 212/736-2727. [dougs@dssimonmedia.com](mailto:dougs@dssimonmedia.com); [www.dssimon.com](http://www.dssimon.com). Doug Simon, CEO.

D S Simon Media helps clients get their stories on television through satellite media tours and by producing and distributing content to the media. We also produce live social media events for broadcast. Our clients include top brands in healthcare, travel, consumer goods, entertainment, technology, retail, cryptocurrency and non-profits.

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](mailto:dnelson@dnaepr.com).

**Live Star Entertainment**, 379 Park Avenue South, 4th fl., New York, NY, 10016. 212/505-7666. [www.livestar-entertainment.com](http://www.livestar-entertainment.com). Eric Drath.

**Lyons PR**, 10410 N. Kensington Pkwy., Suite 305, Kensington, MD, 20895. 301/942-1306. [www.lyonspr.com](http://www.lyonspr.com). Dan Lyons, Pres.



**MediaEngagement LLC**, Hackensack, NJ, 07601. 917/658-9932. [rdeangelis@mediaengagement.com](mailto:rdeangelis@mediaengagement.com); [www.mediaengagement.com](http://www.mediaengagement.com). Robin DeAngelis.

MediaEngagement is a multi-platform media communications company that is dedicated to engaging consumers on TV, Social Media Channels and Radio. Our specialty is in Co-op SMTs hosted by top-rated brand influencers. We also offer a wide

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**MEDIA ENGAGEMENT** *continued*

variety of other services, including exclusive Branded SMTs, Social Media Integration, RMTs, Media Tours/Roadshows, B-Roll & Video Packages and PSAs. We work with brands large and small who count on our team's experience and commitment for personal service and an exceptional and verifiable ROI.

**Megaphone Media**, 26 Perry Street, New York, NY, 10014. 646/452-8404. [www.megaphone-media.com](http://www.megaphone-media.com). Kyle Carmone.

**Moldow Communications LLC**, 201/519-3075. [jmoldow@MoldowCommunications.com](mailto:jmoldow@MoldowCommunications.com); [www.moldowcommunications.com](http://www.moldowcommunications.com). Jim Moldow, President.

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**Instagram**, 1 Hacker Way, Menlo Park, CA, 94025. www.instagram.com.

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

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

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

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

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

**Crews Control**, 11820 West Market Pl., Ste. L, Fulton, MD, 20759. 301/604-1200; 800/545-CREW. info@crewscontrol.com; www.crewscontrol.com. Andrea Keating, Founder/CEO.

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

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

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

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

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

**Ivanhoe Broadcast News Inc.**, 2211 Lee Rd., Suite 107, Winter Park, FL, 32789. 407/740-0789. webdoctor@ivanhoe.com; www.ivanhoe.com. Marjorie B. Thomas, Pres.

**Kettle Media Concepts, Inc.**, 124 W. 94th St., New York, NY, 10025. 212/689-7678. www.kettlemediaconcepts.com. Nigel Kettle, Pres.

**Lovett Stories + Strategies**, 17 Vandam St., Ground Floor, New York, NY, 10013. 212/242-8999. info@lovettproductions.com; www.lovettproductions.com. Joseph F. Lovett, Pres.

**MediaEngagement LLC**, Hackensack, NJ, 07601. 917/658-9932. rdeangelis@mediaengagement.com; www.mediaengagement.com. Robin DeAngelis.

See full listing under SMTs and Media Tours.

**Megaphone Media**, 26 Perry Street, New York, NY, 10014. 646/452-8404. www.megaphone-media.com. Kyle Carmone.

**Mercury Films**, 3141 Locust St., St. Louis, MO, 63103. 314/645-4244. mercury-films.com. Angie Lawing, Dir.

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

See full listing under Television (TV) Production.

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

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

**NewsWatch**, 2611 Jefferson Davis Highway, Suite 902, Arlington, VA, 22202. 703/662-8180. info@newswatchtv.com; www.newswatchtv.com. Ed Tropeano, Pres.

**Next Millennium Productions**, 31 Howard St., Suite 5A, New York, NY, 10013. 212/226-2274; fax: 917/237-1663. info@nmpfilms.com; www.nmpfilms.com. Aubrey Carp.

**Parallax Productions Inc.**, 60 Pond St., Jamaica Plain, MA, 02130. 617/787-1415. www.parallaxproductions.com.

**PMI (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.



**PREMIERE TV**

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

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**Shining Starlet Entertainment, LLC**, 240/547-9774. info@shiningstarlet.com; www.shiningstarlet.com. Alikia Reaves, Founder.

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

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

**TANE Digital Video**, 256 West 36th St., 6th flr., New York, NY, 10018. 212/295-1771. www.wearetane.com. Brian Tane, Founder & CEO.

**THUNK! MEDIA, Inc.**, Brooklyn, NY. 718/499-9068. dani@thunkmedia.com; www.thunkmedia.com. Dani S Newman.

See full listing under SMTs.

**TVA Media Group**, 3950 Vantage Ave., Studio City, CA, 91604. 818/505-8300. info@tvmediagroup.com; www.tvmediagroup.com. Jeffery Goddard, CEO/Exec. Producer.

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

**VideoLink Inc.**, 1230 Washington St., Newton, MA, 02465. 617/340-4100. www.videolinktv.com.

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

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

## Webcasting

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

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

See full listing under Television (TV) Production.

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

**Next Millennium Productions**, 31 Howard St., Suite 5A, New York, NY, 10013. 212/226-2274; fax: 917/237-1663. info@nmpfilms.com; www.nmpfilms.com. Aubrey Carp.

## 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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*Choosing and Working with your PR firm*

# 0-9

24-7 Press Release Newswire: Press Release Distribution  
4media Group: Public Service Announcements, Radio, Research, Satellite Media Tours  
5K Productions: Television (TV) Production  
5W Public Relations: Crisis Management

# A

A-1 Broadcast: Satellite Media Tours  
ABGPrint: Printing  
Addison Design Company: Graphic Services  
Adrian Awards: Awards  
Advertising Club of New York: Associations  
Advertising Specialty Institute: Associations  
Agility PR Solutions: Measurement & Evaluation, Media Monitoring, Social Media  
AKA MEDIA INC.: Satellite Media Tours  
Alan Morgan Group: Search Engine Optimization  
Alexander Hamilton Medal: Awards  
All-In-One Media Directory: Directories  
Alliance for Women in Media: Associations  
AME - Advertising & Marketing Effectiveness Awards, New York Festivals: Awards  
American Association of Advertising Agencies (4As): Associations  
American Association of Political Consultants: Associations  
American Hotel & Lodging Association's Stars of the Industry Awards: Awards  
American Marketing Association, The: Associations  
American Program Bureau, Inc.: Speakers Service (Talent)  
American University, School of Communication: Education  
APEX Awards: Awards  
ARC Awards: Awards  
Arthur W. Page Society: Associations  
Artisan Production House: Satellite Media Tours, Video  
ASAE: The Center For Assn. Leadership: Associations, Education  
Associated Press, The: Content Marketing, Newswires/Press Services, Photo Distribution, Photographers/Stock Photo, Press

Release Distribution, Television (TV) Production, Video  
Association for Conflict Resolution: Associations  
Association for Education in Journalism and Mass Communication: Associations  
Association for Women in Communications, The: Associations  
Association of Marketing and Communications Professionals: Associations  
Association of National Advertisers (ANA): Associations  
Association of Strategic Alliance Professionals: Associations  
Association TRENDS Annual Trendy Awards: Awards  
Association TRENDS Association Executive of the Year Award: Awards  
Astrid Awards: Awards  
At Point Inc.: Website Development  
Audio Productions Inc.: Video  
August Jackson: Special Events  
Automotive PR Council, Original Equipment Suppliers Assn.: Associations  
AVA Digital Awards: Awards

# B

Bader Media Group: Video  
BAP EXECUTIVE SEARCH LLC: Executive Search  
Baruch College (CUNY), M.A. in Corporate Communication: Education  
Belfort Group: Integrated Marketing & PR  
Bell Ringer Awards: Awards  
Bernhardt Fudyma Design Group: Annual Reports/Design/Branding  
Big Apple Awards: Awards  
Bishoff Communications: Crisis Management  
Black PR Wire Inc.: Newswires/Press Services  
Blaine Group, Inc., The: Crisis Management, Integrated Marketing & PR, Media Training  
Bliss Integrated Communication: Crisis Management  
Boardroom Communications Inc.: Crisis Management  
Boom Broadcast & Media Relations: Video  
Booz Allen Hamilton: Management Consultants  
Bowling Green State University, School

of Media and Communication: Education  
British American Business Inc.: Associations  
Broad Street Productions: Video  
Bronze Anvil Awards of PR Society of America: Awards  
Bruce Wodder Photography: Photographers/Stock Photo  
Buchbinder Tunick & Company LLP: CPA/Consulting Services  
Bulldog Awards: Awards  
Bulldog Reporter: Newsletters  
Burke Marketing Research Inc.: Research

# C

C&J Mediaworks: Media Tours/Roadshows, Radio  
Camera One: Photographers/Stock Photo  
Cameron Communications Inc.: Media Training  
Can Stock Photo: Photographers/Stock Photo  
Capitol City Speakers Bureau: Speakers Service (Talent)  
Caplan Communications LLC: Radio  
Career Press: Directory Publishers  
Cavanaugh & Associates Inc.: Celebrities  
CCI - Corporate Communication Int'l at Baruch College/CUNY: Education  
Celebrities, Plus Inc.: Media Tours/Roadshows  
Celebrity Access, Inc.: Celebrities  
Celebrity Source, The: Celebrities  
Center City Film & Video: Video  
Chief Marketing Officer Council: Associations  
Chraft PR: Social Media  
CIMSearch: Executive Search  
Cision: Directories, Measurement & Evaluation, Media Lists, Media Monitoring, Newswires/Press Services  
Clarion Awards: Awards  
ClickTime: Software  
CLIO Awards: Awards  
CMG Productions: Media Training  
CODIE Awards: Awards  
Columbia Books & Information Services: Directory Publishers  
CommCore, Inc.: Crisis Management, Media Training  
Communitas Awards: Awards  
Complete Broadcasting Industry Guide, The: Television, Radio, Cable &



Streaming: Directories  
 Concepts, Inc.: Content Marketing  
 Conference Board, The: Conventions/  
 Conference Planners, Special Events  
 Connex International Inc.: Webcasting  
 Consultants and Consulting  
 Organizations Directory: Directories  
 Conus Archive, The: Video  
 Corporate Events: Special Events  
 Corporate Public Issues: Newsletters  
 Cover Edge Television News Service:  
 Television (TV) Production  
 CPR, The International Institute For  
 Conflict Prevention and Resolution:  
 Associations  
 Creative Civilizations: Research  
 Creative Media Design: Interactive/  
 Multimedia Services, Media Tours/  
 Roadshows  
 Creators News Service/Creators  
 Syndicate: Newswires/Press Services  
 Cresta Creative: Video  
 Crews Control: Video  
 CW& Co.: Special Events

**D**

D S Simon Media: Satellite Media Tours  
 DEFINITION 6: Research  
 Deltek: Software  
 DHR Int'l.: Executive Search  
 DigiClips, Inc.: Broadcast Monitoring  
 Services  
 Directory of Business Information  
 Resources: Directories  
 DNA, DIETRICH NELSON &  
 ASSOCIATES: Electronic Newsfeeds/  
 Satellite Services, Public Service  
 Announcements, Satellite Media  
 Tours, Video  
 dotCOMM Awards: Awards  
 Double R Productions: Video  
 Drexel University Online, Master of  
 Science in Communication: Education  
 DRG (Development Resource Group):  
 Executive Search

**E**

Eagles Talent Connection: Speakers  
 Service (Talent)  
 Edgewise: Copywriters  
 Editor & Publisher News Media  
 DataBook and Online Database:  
 Directories  
 Editor Showcase: Special Events  
 EIN Presswire: Press Release  
 Distribution

Eisenberg & Associates: Annual  
 Reports/Design/Branding  
 Encyclopedia of Associations: National  
 Organizations of the U.S.: Directories  
 Engage121: Social Media  
 Engine: Research  
 Escalent: Research  
 EurekAlert!: Press Release Distribution  
 Event Planners Plus!: Special Events  
 Eventage: Special Events

**F**

Facebook: Social Media  
 Feature Photo Service Inc.:  
 Photographers/Stock Photo  
 Feintuch Communications: Crisis  
 Management, Media Training, Social  
 Media  
 Fineman PR: Crisis Management  
 Florida PR Association: Associations  
 Forum Group, The: Executive Search  
 Fry Group, The: Executive Search

**G**

Galaxy Awards: Awards  
 Gallup Inc.: Research  
 Galperin Design Inc.: Annual Reports/  
 Design/Branding  
 George Washington University,  
 The, Graduate School of Political  
 Management, College of Professional  
 Studies, Master's in Strategic Public  
 Relations: Education  
 Georgetown University, School of  
 Continuing Studies, Master's in Public  
 Relations & Corporate Comms.:  
 Education  
 Getty Images: Photo Distribution  
 Gilbert Tweed International: Executive  
 Search  
 Glean.info: Media Monitoring  
 GoGraph: Photographers/Stock Photo  
 Gold Anvil Award of PR Society of  
 America: Awards  
 Gold Circle Awards: Awards  
 Gold Ink Awards: Awards  
 Gold Quill Awards: Awards  
 Golden Trumpet Awards: Awards  
 Golden World Awards: Awards  
 Gonzaga University, Communication  
 Studies: Education  
 Google: Research  
 Google+: Social Media  
 Gould+Partners LLC: CPA/Consulting  
 Services, Management Consultants,  
 Mergers & Acquisitions

Greater Talent Network: Celebrities,  
 Speakers Service (Talent)  
 GreenBook Directory for Marketing  
 Research Companies: Directories  
 Greenleaf Book Group: Editorial  
 Distribution & Services  
 Grey House Publishing: Directory  
 Publishers  
 GRS Systems Inc.: Video

**H**

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

**I**

ICR: Crisis Management  
 Idealliance: Associations  
 IEG LLC: Special Events  
 Incricia: Integrated Marketing & PR  
 Infobase: Directory Publishers  
 iNova Awards: Awards  
 Instagram: Social Media  
 Institute for PR: Associations  
 Interface Media Group: Video  
 International Association of Business  
 Communicators: Associations  
 International Association of Business  
 Communicators, Wash., D.C. Chapter:  
 Associations  
 International Association of Speakers  
 Bureaus: Associations  
 International PR Assn., IPRA:

Associations, Public Relations Networks  
International Public Relations Network:  
Public Relations Networks  
International Women's Media  
Foundation: Associations  
Internet Advertising Competition (IAC)  
Awards: Awards  
IPR Software: Software  
IPREX: Public Relations Networks  
isentia: Measurement & Evaluation  
Issue Management Council:  
Associations  
Ivanhoe Broadcast News Inc.: Video  
Iverson Language Assocs. Inc., Div. of  
TransPerfect: Translation Services

## J

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

## K

Karen Friedman Enterprises Inc.: Media  
Training  
Keep in Touch: Broadcast Monitoring  
Services  
Kekst: Crisis Management  
Keppler Speakers: Speakers Service  
(Talent)  
Kettle Media Concepts, Inc.: Video

## L

L.C. Williams & Associates: Crisis  
Management  
LACP - League of American  
Communications Professionals:  
Associations  
Language Bank: Translation Services  
Leadership Connect: Directories,  
Directory Publishers  
LeadFox: Mailing Services, Newsletters,

Press Release Distribution, Social  
Media, Software  
Leading Authorities Inc.: Speakers  
Service (Talent)  
LexisNexis: Media Monitoring  
Licensing Source Book: Directories  
LinkedIn: Social Media  
Linsey Careers: Executive Search  
Lippe Taylor: Public Relations Networks,  
Social Media  
Lippincott: Annual Reports/Design/  
Branding  
Live Star Entertainment: Satellite Media  
Tours  
Lloyd Staffing: Executive Search  
LoginRadius: Software  
Lovett Stories + Strategies: Video  
Lynn Hazan & Associates, Inc.:  
Executive Search  
Lyons PR: Satellite Media Tours

## M

Magnify Digital: Social Media  
Management Recruiters Int'l of Boston:  
Executive Search  
MarCom Awards: Awards  
MaritzCX: Research  
Marketing Maven: Integrated Marketing  
& PR, Social Media  
Marketing Services Search Database:  
Directories  
Marketing Werks - Mobile & Event  
Marketing: Promotions  
Marshall Consultants, LLC: Executive  
Search  
Marianne Russell Photography Inc.:  
Photographers/Stock Photo  
Masshire Cape and Islands Career  
Center: Executive Search  
Matrix Awards: Awards  
MediaEngagement LLC: Electronic  
Newsfeeds/Satellite Services, Media  
Tours/Roadshows, Public Service  
Announcements, Radio, Satellite  
Media Tours, Social Media, Video  
MediaFinder Online Database:  
Directories  
MediaMax Online: Broadcast Monitoring  
Services, Clipping Services, Media  
Monitoring  
MediaNet: Media Training  
MediaTracks Communications, Inc.:  
Radio  
Megaphone Media: Media Tours/  
Roadshows, Public Service  
Announcements, Radio, Satellite  
Media Tours, Television (TV)

Production, Video  
Mercury Awards: Awards  
Mercury Films: Video  
Metro Creative Graphics, Inc.: Editorial  
Distribution & Services  
Metro Monitor, Inc.: Media Monitoring  
Moldow Communications LLC: Satellite  
Media Tours  
Montgomery Strategies Group, The:  
Crisis Management, Media Training  
Monument Optimization: Search Engine  
Optimization  
Moyer, Sherwood Assocs. Inc.:  
Executive Search  
Murray Hill Studios: Satellite Media  
Tours, Television (TV) Production,  
Video, Webcasting  
MVP Collaborative: Special Events  
MJA|R|C Research: Research

## N

NAGC Communicator of the Year Award:  
Awards  
National Association of Broadcasters:  
Associations  
National Association of Business  
Political Action Committees:  
Associations  
National Association of Government  
Communicators: Associations  
National Association of Personnel  
Services: Associations  
National Black Public Relations Society:  
Associations  
National Foundation for Women  
Legislators: Associations  
National Hispanic Media Coalition:  
Associations  
National Institute for Lobbying & Ethics,  
The: Associations  
National Investor Relations Institute:  
Associations  
National Press Club: Interactive/  
Multimedia Services, Special Events,  
Video, Webcasting  
National School PR Association:  
Associations  
National Writers Association:  
Associations  
Neil Frank & Co.: Executive Search  
New Dimensions in Marketing, Inc.:  
Promotions  
New York Festivals, TV & Film Awards:  
Awards  
New York Financial Writers' Association:  
Associations  
New York Market Radio: Associations



New York Women in Communications: Associations  
 Newman Group Inc., The: Media Training  
 News & Experts: Radio  
 News Data Service: Broadcast Monitoring Services, Clipping Services, Media Monitoring  
 News Exposure: Broadcast Monitoring Services, Clipping Services, Media Monitoring, Radio, Research  
 Newscast US: Photographers/Stock Photo, Video  
 NewsWatch: Video  
 Newz Group: Clipping Services  
 Next Millennium Productions: Satellite Media Tours, Television (TV) Production, Video, Webcasting  
 Nielsen: Research  
 North American Network: Public Service Announcements, Radio  
 North American Precis Syndicate: Press Release Distribution  
 Northeastern University College of Professional Studies, M.S., Corporate and Organizational Communication: Education  
 nVision: Special Events  
 NYU School of Professional Studies, M.S. in Public Relations and Corporate Communication: Education

**O**

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

**P**

Padilla: Crisis Management  
 Paladin Staffing Services: Employment Services  
 Parallax Productions Inc.: Video  
 Paul M. Lund Public Service Award of PR Society of America: Awards  
 Paulette Wolf Events & Entertainment: Special Events

Pennsylvania Association for Government Relations: Associations  
 Peppercomm, Inc.: Crisis Management  
 Phifer & Company, LLC: Executive Search  
 Philadelphia PR Association: Associations  
 Pinterest: Social Media  
 Pitching Monkeys Media: Media Tours/Roadshows, Radio, Satellite Media Tours  
 PMI (Production Masters, Inc.): Video  
 Point Five Design: Annual Reports/Design/Branding  
 Power of A Awards: Awards  
 PR Club: Associations  
 PR Council: Associations  
 PR News: Newsletters  
 PR Professional of the Year Award of PR Society of America: Awards  
 PR World Alliance: Public Relations Networks  
 PREMIERETV: Electronic Newsfeeds/Satellite Services, Radio, Satellite Media Tours, Television (TV) Production, Video  
 Press Record Communications: Media Tours/Roadshows, Media Training, Radio, Satellite Media Tours  
 PRIME Research: Research  
 Prime Time Media: Electronic Newsfeeds/Satellite Services, Radio, Satellite Media Tours  
 Professional Marketing Forum: Associations  
 PROI Worldwide: Public Relations Networks  
 Promotional Products Association Int'l.: Associations  
 Proof Advertising: Research  
 PRSA/Georgia: Associations  
 PRSA/Los Angeles Chapter: Associations  
 PRSA/National Capital Chapter: Associations  
 PRSA/New York Chapter: Associations  
 Public Affairs Council: Associations  
 Public Communications Inc.: Crisis Management  
 Public Relations Boutiques Int'l: Public Relations Networks  
 Public Relations Global Network (PRGN): Public Relations Networks  
 Public Relations Society of America (PRSA): Associations  
 Publicity Club of Chicago: Associations  
 Publicity Club of New York: Associations  
 Purdue University Global,

Online Bachelor of Science in Communication: Education  
 Purdue University, Online Master of Science in Communication: Education

**Q**

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

**R**

Radio Television Digital News Association: Associations  
 Ragan's PR Daily: Newsletters  
 Ragan's PR Daily Awards: Awards  
 REBRAND 100 Global Awards: Awards  
 Regatta Inc.: Special Events  
 Reputation Group: Media Training  
 REQ: Interactive/Multimedia Services  
 Research America Inc: Measurement & Evaluation  
 Research America Inc.: Research  
 ReviveHealth: Crisis Management, Integrated Marketing & PR  
 RFP Associates, Agency Search Consultants: Management Consultants  
 Rich Green Photography: Photographers/Stock Photo  
 Russell Reynolds Associates: Executive Search  
 Rutgers School of Communication and Information: Education

**S**

Sachs Media Group: Crisis Management  
 Sadler Productions, Inc.: Video  
 Sard Verbinen & Co.: Crisis Management  
 Scudder Training & Consulting, Ken: Media Training  
 Select Resources Int'l: Management Consultants  
 Send2Press® Newswire, a service of Neotrope®: Press Release Distribution  
 Seton Hall University, M.A., Communication, M.A., Public Relations: Education  
 ShadowTV: Broadcast Monitoring

Services  
 She Runs It (Formerly Advertising Women of NY): Associations  
 Shining Starlet Entertainment, LLC: Video  
 SHOOT Publicity Wire: Newswires/Press Services  
 Sigma Delta Chi Awards: Awards  
 SIIA, Software & Information Industry Assn.: Associations  
 Silver Anvil Awards of PR Society of America: Awards  
 Silver Apple Awards: Awards  
 Simmons College, B.A., Communications: Education  
 Sitrick And Company: Crisis Management  
 Sloane & Company: Crisis Management  
 SMM Advertising: Graphic Services  
 Society for Advancing Business Editing and Writing (SABEW): Associations  
 Society for Healthcare Strategy & Market Development: Associations  
 Society for Technical Communication: Associations  
 Society for Technical Communication, STC Awards: Awards  
 Society of American Travel Writers: Awards  
 Society of American Travel Writers (SATW): Associations  
 Society of Professional Journalists: Associations  
 Solomon McCown & Company, Inc.: Crisis Management  
 Speakers On Healthcare: Celebrities, Speakers Service (Talent)  
 Spencer Stuart & Associates: Executive Search  
 Spotlight Awards: Awards  
 Spring Associates: PR Salary/Compensation Analysis  
 SSRS: Research  
 Standard & Poor's Global Ratings: Research  
 Stevens Group, The: Mergers & Acquisitions  
 Stevie Awards: Awards  
 Stowe Co., The: Executive Search  
 Straight North: Search Engine Optimization  
 Strauss Media Strategies, Inc.: Electronic Newsfeeds/Satellite Services, Media Tours/Roadshows, Public Service Announcements, Radio, Satellite Media Tours, Television (TV) Production  
 Studio 120: Video

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

## T

T. J. Sacks & Associates: Copywriters, Integrated Marketing & PR, Newsletters  
 Take One Productions: Video  
 TANE Digital Video: Video  
 TEKGROUP Int'l Inc.: Software  
 Tellem Grody PR: Crisis Management  
 Telly Awards, The: Awards  
 The Brand Advocates: Crisis Management, Graphic Services, Interactive/Multimedia Services  
 The Good Search, LLC: Executive Search  
 Thomson Reuters: Newswires/Press Services  
 THUNK! MEDIA, Inc.: Electronic Newsfeeds/Satellite Services, Media Tours/Roadshows, Satellite Media Tours, Television (TV) Production, Video  
 Tobin Communications Inc.: Radio  
 Travaille Executive Search: Executive Search  
 Tufts University, Gerald J. & Dorothy R. Friedman School of Nutrition Science and Policy, Food Nutrition Policy and Programs: Education  
 TV Access: Public Service Announcements  
 TVA Media Group: Video  
 TVEyes: Media Monitoring  
 Twitter: Social Media

## U

Universal Information Services: Broadcast Monitoring Services, Clipping Services, Measurement & Evaluation, Media Monitoring  
 University of Denver, University College, Communication Mgmt. Program: Education  
 University of Florida, College of Journalism & Communications: Education  
 University of Maryland, College Park, The Dept. of Communication: Education  
 University of Memphis, The, College of Communication and Fine Arts, Dept. of Journalism and Strategic Media:

Education  
 USC Annenberg School for Communication and Journalism: Education

## V

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

## W

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

## X, Y, Z

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



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