

CRISIS COMMUNICATIONS SPECIAL ISSUE

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social justice • Equitable strategies for crisis management • Crisis lessons
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LITIGATION AND CRISIS COMMUNICATIONS

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Where did social media go wrong?

For years, we've seen overwhelming evidence regarding the ways in which social media platforms negatively affect our physical, mental and emotional health. Now, finally, many of us are beginning to get the message.

Ironically, Americans' growing antipathy to social media appears to be one of the few concepts on which we agree. Many of us are at a peculiar crossroads where we find ourselves increasingly reliant on Big Tech even as we grow increasingly distrustful of what these companies do with our personal data. A December *Washington Post*-Schar School poll found that nearly three-quarters (72 percent) of Internet users no longer trust Facebook to responsibly handle their Internet activity, and nearly two-thirds (64 percent) believe the government should do more to rein in Big Tech. More than half (56 percent) think Facebook has had a negative impact on society. About 70 percent believe their phones often listen to them without their consent.

An October Morning Consult poll found that Americans' opinion of the tech industry has suffered the steepest drop in trust, falling from the most trustworthy sector in the U.S. as recently as 2017 to sixth place this year (out of nine industries ranked). A third (32 percent) now consider the tech sector the least-trustworthy industry in society today.

In some ways, it seems our love affair with social media is coming to an end. Social media usage in the U.S. has essentially plateaued in the last five years and was only slightly higher in 2021 than it was in 2016. Facebook's popularity continues to dwindle among both young and middle-aged audiences, and most social media usage growth in 2021 went to TikTok, which was fueled primarily by young people. It seems that if you're considering a New Year's resolution, pulling the plug on social media—or at least limiting the time you spend on these sites—wouldn't be a bad idea. And why wouldn't you? Every year it just seems to get worse.

Maybe it's the fact that study after study has suggested that social media platforms are not only addictive, but they contribute to depression, anxiety and insomnia. Or maybe it's the recent revelation that Facebook executives allegedly knew but failed to do anything about the constant flow of fake news, misinformation and conspiracy theories that runs on their platform, which has resulted in radicalizing people—and that radicalization, as we found out last January, doesn't stay online—through algorithms that play to our cognitive biases. Or worse, that Facebook deliberately prioritizes inflammatory and divisive content because it knows that content will result in the highest levels of user engagement.

Or maybe you've found yourself in a position where you've had an opinion on a current event you'd like to share, but declined to do so because you don't feel like spending the entire day arguing with strangers? Or maybe you've grown leery of the expectation that every moment must be captured and uploaded into the digital record, as opposed to the practice of experiencing life in the moment. Or maybe you've realized that collecting virtual followers will never suffice for real-world connections, or that comparing other people's lives or appearances or successes as a yardstick for your own is just downright depressing.

It's time for us to come to grips. The great social media experiment has failed. It has made us hostile, self-loathing and deeply polarized. It's eroding society. Granted, social media can be a useful tool for networking, promoting your business and for staying connected with family and friends, and while social media isn't going away anytime soon (Facebook alone accounts for nearly a quarter of U.S. digital advertisers), recent strides to improve these digital havens have fallen short (A year after the Jan. 6 insurrection, 81 percent of 2020 election misinformation publishers in the U.S. continue to spread fake election claims, according to news rating site NewsGuard). We created a monster.

My guess is that tech companies, in an effort to guarantee their survival, are going to begin investing their energy in new methods of consumer interaction. It's pretty obvious that short-form video content ala TikTok (as well as the copycat Reels feature on both Facebook and Instagram) is where the action will be in 2022. Meta, the newly-minted parent company of Facebook, is moving into the virtual reality realm. The leaders of social media sites seem hell-bent on getting out of the social media business. And who can blame them? Expect the social media landscape to look very different in the coming year.

It's also almost certain that we're entering a new era of social media regulations. It's probably not a surprise that the prospect of strengthening consumer data privacy protections and forcing these platforms to be more transparent are among the few issues that currently have bipartisan support on Capitol Hill. Of course, there are very real First Amendment issues to consider, but one proposal that's gaining traction is the idea of amending Section 230 of the Communications Decency Act, which currently provides social media platforms liability protection from the content that runs over their sites. Whatever happens, the architecture of social media will undoubtedly experience a change in 2022. Something's gotta give. ○

— Jon Gingerich

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PIVOT

USING THE
CRISIS TO
YOUR
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COVID, politics continue to shape work life in 2022

Americans head into 2022 politically engaged and with a renewed focus on self-care, which includes a desire to avoid the office at all costs, according to the USC Center for PR's latest Relevance Report.

By Jon Gingerich

Americans appear to have three goals in 2022, in no particular order: stay healthy, stay politically engaged and avoid returning to the office if they can help it, according to the latest "Relevance Report" released by the USC Annenberg Center for Public Relations.

The annual USC Center report, which asked Americans about the emerging issues and trends that will be most relevant to them in the coming year, found that more than one in five (21 percent) believe COVID will remain the number-one concern in 2022, beating out our current collective fears surrounding climate change (14 percent), abortion rights (11 percent), voting integrity (10 percent), access to affordable healthcare (nine percent), immigration (six percent), gun control (six percent), homelessness (five percent), racial inequality (three percent) and income inequality (three percent).

The concept of self-care appears to have risen to become a top-of-mind concern in

the COVID era. Nearly a quarter (22 percent) of Americans polled said they now want to dedicate some time every day to focus on their wellbeing. Work appears to play no small role in Americans' concepts of wellbeing, particularly the prospect of working at home: 14 percent said they want to find a new job where they can work fewer hours than before or get paid more. Only one percent of respondents said they want to go back to the office full-time, and five percent said they want to go to the office only two or three days a week. Once Americans do return to the office, 17 percent said they'd prefer to wear jeans and a T-shirt.

The USC report also makes it clear that, even with Trump out of office, we continue to live in divisive times. According to the report, a person's political views constitute the biggest deal-breaker for a friendship or relationship today (14 percent), followed by what candidate a person thinks won the 2020 presidential election (11 percent). Other contentious issues include a person's

stance on abortion rights (eight percent), whether a person has been vaccinated (eight percent), someone's position on gun control (six percent) or immigration (four percent), whether they support Black Lives Matter (four percent), whether or not they wear a mask (four percent) and their position on climate change (three percent).

Nearly half of respondents said they plan to support companies next year that share their values (40 percent) and nearly a third (31 percent) said they plan to boycott brands that don't share their values. Nearly the same number (32 percent) said they plan to donate money to a cause or volunteer in their community (31 percent). About a quarter (21 percent) said they plan to post their views on social media, and 12 percent said they plan to participate in a protest.

The 2022 edition of the USC Center for PR's "Relevance Report" surveyed more than 1,100 Americans in October. The survey was conducted via online survey company Survey Monkey. ○

Look before you leap into ESG

By Kevin McCauley

PR firms that stress the importance of speaking out on social issues may be selling their clients a bill of goods, according to a survey by Brunswick Group.

The report found a huge disconnect between corporate executives and voters when it comes to engagement on social issues. Less than four in ten (36 percent) of voters "agree unequivocally" that companies should speak out on social matters.

That stands in sharp contrast to the 63 percent of execs who believe the public is anxiously waiting for their words of wisdom. It might be a case of super-inflated egos.

Brunswick notes "the organizational impulse to weigh in on any and every social issue is disregarded by audiences, disconnected from what people want and even diminishing to corporate reputation."

There's a similar disconnect when it comes to whether a company effectively communicates about social issues. Nearly three quarters (74 percent) of executives believe their companies effectively speak out on issues.

The poll's upshot: executives should think twice or maybe three times before going public on social issues. Your words may turn off more people than they turn on. ○



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How data tell the real crisis story

Is it really a crisis or a tree that fell in the woods? Data can tell you the answer.

By Zach Silber

For any organization that's been the subject of an unfavorable news story or social media thread, it can, in the moment, feel like a tree just fell on your house.

Communications leaders can relate with the familiar rhythm of a breaking event: The link is forwarded to you by countless colleagues and peers. Your Twitter notifications light up with what feels like an endless array of posts. There may even be follow-up inquiries from reporters, customers or employees.

This is an overwhelming situation, to say the least. But based on years of using data to assess and diagnose digital events, it's often the case that the tree you thought fell on your house in fact fell in the woods.

In many cases, when you take a breath of air outside a crisis bubble and objectively assess the broader environment around your organization's brand, you'll find less volatility, less urgency, and the realization that the world is focused on other things.

Advanced PR data and analytics tools have enabled cutting-edge methodologies to take stock of an event's impact and reach in real-time, helping communications leaders make the determination of whether in fact a crisis is taking place and, most importantly, how to respond.

How can you use data to assess whether a situation is truly a crisis and what steps are needed to address it? There are three important questions to ask as you analyze an event:

Is traction with a news story or social media post speeding up or slowing down? Engagement is almost always contained to the first hours of a post going live before it

quickly tapers down. It's helpful to understand whether your storm is growing or if it's passing. Depending on the situation, traction can be assessed daily, hourly or by the minute.

Is your event getting more attention than your brand's typical news or similar coverage? As a rule of thumb, we consider a story or post as "viral" if it receives more than 10 times the average number of social media interactions a brand, reporter or outlet typically receives. You should tailor a risk threshold based on your organization's most relevant benchmarks, but comparing engagement to similar events tells you whether this is a unique occurrence or par for the course. For larger brands, "crises" may very well be drowned out by the regular drumbeat of brand-related content.

What audiences are really paying attention? News and social media posts can spread quickly as accounts share, comment and like content in their feed. But just as important as the raw number of interactions

taking place is understanding the personas of audiences that are actually seeing relevant content or talking about you. In our increasingly tribal world, we often see content spread within an insular group of opponents or individuals who will never buy your product or support your cause. Therefore, it's critical to assess whether coverage or conversation has spread to the customers, stakeholders or media that impact your business.

Inside a crisis bubble, there's almost always a bias toward taking action. But in our experience, the data often tells you that no action is needed and that certain responses will only direct more attention to an event.

That's why at Kivvit we use these steps and more to provide clients with Impact Forecasts, a data-driven assessment that pinpoints where a tree has fallen and gives powerful insight into how to—or how not to—engage.

Zach Silber is Chief Innovation Officer at Kivvit. ○



Zach Silber

PR brief

Sports fans give 'Braves' a pass

While many sports fans say the Cleveland Indians were right to get rid of their old name, they aren't nearly so willing to see the 2021 World Series-winning Atlanta Braves make the same decision.

In a Dec. poll conducted by Seton Hall University's Stillman School of Business, half of self-described "avid fans" said they supported the name change in Cleveland. However, significantly fewer (36 percent) liked the team's new name (the Cleveland Guardians).

Given that the name change was a response to complaints from community members and Native American groups, it might seem logical to expect that sports fans would be equally willing to expect the same move from the Atlanta Braves, but that's not the case.

Only a third (34 percent) of the avid fans said that the Braves should drop that moniker, with just 25 percent of "casual fans," 23 percent of the overall sample and 18 percent of "non-fans" agreeing.



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PR rebounded in '21 from chaos of pandemic '20

A review of some of the PR highlights and lowlights covered by O'Dwyer's in 2021.

By Kevin McCauley

The public relations business rebounded in 2021 from the chaos of pandemic 2020, which triggered a massive restructuring of the communications sector.

The big ad/PR holding companies reported robust earnings and mapped out plans for hybrid work models.

Omicron delayed implementing those new plans but the outlook for 2022 is bright due to mandatory vaccination policies and the hope that the COVID-19 pandemic will begin to become a manageable endemic illness.

Here are some of the highlights for 2021:

Richard Edelman says the U.S. is living in an "era of information bankruptcy" as leaders lie to the public, which views media outlets as politicized and biased.



Richard Edelman

Stephanie Grisham, who was White House Press Secretary and Communications Director, resigned as Chief of Staff for Melania Trump in the aftermath of the January 6 insurrection triggered by the President.

Anita Dunn, a founding member of SK-DKnickerbocker who returned to the firm after serving as a Senior Advisor to Joe Biden and Kamala Harris during the campaign, rejoined Team Biden to work on the transition. She took a leave of absence from the New York firm, which is part of Stagwell Group, and returned in the summer.



Anita Dunn

Former U.S. Senators Trent Lott and John Breaux signed on to represent TikTok, the social media platform that's owned by China's ByteDance.

Porter Novelli releases a survey showing the impact of "cancel culture" on brands. Nearly three-quarters of the respondents felt "more empowered than ever before" about expressing opinions about a company's action, leadership or spokespeople.

Teneo picked up a lucrative assignment to handle publicity for the "Golden Jubilee" of the United Arab Emirates to mark its accomplishments over the last 50 years, which included the launch of the Hope Probe that's currently orbiting Mars.

Software giant Cision inks a deal to acquire digital consumer intelligence company Brandwatch, a deal that is pegged in the \$450 million range.

W2O Group, a healthcare marketing and communications network, rebrands as Real Chemistry. It says the move reflects the disruption facing the healthcare sector since the outbreak of the COVID-19 pandemic.



Sara Carpenter, a former Spokesperson for the New York City police department, was arrested March 23 for participating in the Jan. 6 storming of the U.S. Capitol.

Former WPP chief Martin Sorrell takes a bow as his S4 Capital reported an "outstandingly successful" performance for 2020. He boasts that the "creativity, adaptability, resilience and hard work" of S4's employees proved the "potency of our new age/era, digital, data-driven, unitary model."



Martin Sorrell

MWWPR rebrands as MikeWorldWide, paying tribute to its founder Michael Kempner, who built the shop into a global brand with 2020 fees of \$38.9 million. Kempner says he built the agency on passion and agility, challenging industry convention and always prioritizing cultural needs and client service.

Lou Hammond Group books the Jamaica Tourist Board following a competitive pitch, replacing Finn Partners, which decided not to compete for the business.

Naomi Campbell, the British model and actor, hires Ballard Partners for guidance regarding the U.S. visa process. The 50-year-old has faced problems obtaining work visas in the U.S. due to a history of violence against associates, staffers and others from 1998 to 2009.

Meredith Webster, Special Assistant to President Biden and Chief of Staff at the Domestic Policy Council, joins Estée Lauder Cos. in the newly created executive VP, global communications and PA post. She replaces Alexandra Trower as global communications chief and Maria Cristina Gonzalez Noguera as PA head.

Ogilvy Government Relations picks up Avangrid sustainable energy company, which is building the nation's first large-scale wind project, related to offshore wind power and transmission matters. The company's 62 turbines off the coast of Martha's



Vineyard will power 400,000 homes and businesses in Massachusetts.

Finn Partners buys back the investment stake that it sold to Mark Penn's Stagwell Group, and the two companies have amicably separated. "Our partnership with Stagwell, which started in 2017 and lasted more than four years, served us well," said CEO Peter Finn. Penn and Finn attended high school together and have known each other for about 50 years.

ExxonMobil suffered a massive PR blowout as shareholders voted in activist investors from Engine No. 1 hedge fund to the oil giant's board, following one of the most expensive proxy fights in US corporate history. Gasthalter & Co.'s Jonathan Gasthalter and Amanda Klein represent Engine No. 1.

Ed Reilly, who stepped down as leader of FTI Consulting Group's strategic communications unit in December 2017 after a seven-year run, becomes CEO of Dentons Global Advisors, which was launched by the world's biggest law firm, Dentons. DGA services include capital markets transactions, geopolitical risk advisory, crisis/issues management, corporate positioning, commercial diplomacy and dispute resolution.

LLYC unveils plans to go public via a stock offering on the Spanish stock market via a transaction that raised about \$12 million. Founding Partner Jose Antonio Llorente said the proceeds will bankroll LLYC's strategy, which is geared to expanding



Ed Reilly

— Continued on next page

high-tech offerings; making acquisitions to differentiate it from competitors; establishing alliances to bolster geographic reach; and driving organic growth.

Teneo names Ursula Burns, Senior Advisor and former Xerox CEO, Chairwoman in the aftermath of the Declan Kelly scandal and his June 29 exit from the firm. He was inebriated at a corporate event in May and engaged in inappropriate behavior.



Ursula Burns

Finn Partners promotes Kristie Kuhl to Managing Partner and Global Health Practice Leader, succeeding Gil Bashe, who remains chair of the \$35 million unit. She joined Finn in 2015 as U.S. pharma and New York health head after Executive VP stints at Cohn & Wolfe and Makovsky.

The Cleveland Indians announce plans to change its name and brand identity after the 2021 season. The team is now known as the Cleveland Guardians.

Omnicom names Karen van Bergen, former Porter Novelli CEO and head of OMC's PR group, Chief Environmental Sustainability officer, a new post.



Karen van Bergen

Rich Bamberger and Josh Vlasto, former aides to disgraced and former New York Governor Andrew Cuomo, leave their Managing Director jobs at Kivvit. They were members of the governor's "inner circle" of advisors that worked to fend off accusations of sexual misconduct, according to the report from New York Attorney General Letitia James.

Rudy Giuliani's PR guru Christianné Allen calls it quits, stepping down from her post at Giuliani Communications. The 22-year-old signed up for Team Rudy in August 2019 with the mission of updating the image of the former New York mayor and personal attorney to Donald Trump.

WPP agrees to pay \$19 million to settle Securities and Exchange Commission charges that it violated anti-bribery and internal accounting controls measures of the Foreign Corrupt Practices Act. The company noted the activity occurred when Martin Sorrell helmed the firm. He stepped down in 2018.

Finsbury Glover Hering, which is majority-owned by WPP, merges with Sard Verbinnen & Co. to create a firm they say chalked up \$330 million in combined 2020

revenues and will have more than 1,000 staffers in 25 offices throughout the world. A new name for the combined entity will be unveiled in early 2022.

David Finn, a founding father of modern PR who launched Ruder Finn in 1948 with Bill Ruder, dies at 100. As RF Chairman and CEO for more than 70 years, Finn nurtured the growth of corporate communications. His 1969 book, "The Corporate Oligarchy," developed the groundwork for "stakeholder capitalism" by depicting corporations as "the central institution in American life" while underscoring the importance of public service.



David Finn

Interpublic reports Q3 revenues rose 15.7 percent to \$2.3 billion as it registered solid gains across all operating sectors. IPG DXTRA, the collective of 27 specialty marketing brands including Weber Shandwick, Golin, Revive, Powell Tate, Current Global and Rogers & Cowan PMK, posted an 18.5 percent surge to \$319 million in reported revenues. It was up 18.6 percent organically.

WPP CEO Mark Read also recorded a 15.7 percent growth in Q3 revenues (less pass-through costs) to \$3.6 billion as clients across the board hiked investments in marketing, especially digital media and e-commerce services.

Omnicom Group's Q3 revenues grew 7.1 percent to \$3.4 billion due to the moderation of the impact of the COVID-19 pandemic on its communications offerings. Net income surged 13.5 percent to \$355.6 million.

Crosby Marketing Communications lands a five-year brand strategy and integrated marketing communications contract from the Peace Corps worth an estimated \$20 million. Ogilvy had the business.

Finn Partners acquires Anthology Marketing Group, the 86-member Honolulu-based communications shop with a robust travel and tourism practice. It counts Hawaii Tourism Authority, Hawaiian Airlines, Guam Visitors Bureau, USS Missouri Memorial and Polynesian Cultural Center as clients.

5W Public Relations CEO Ronn Torosian organizes the victory celebration for incoming NYC mayor Eric Adams that was held at downtown Manhattan's Zero Bond, a members-only club that charges an annual \$3,000 membership and \$1,000 initiation fee.

Edelman names Martin Whittaker, founding CEO of Just Capital, as Senior Advisor to its newly launched Edelman

Impact unit formed to advance the climate, purpose and ESG goals of clients. The firm also hires Robert Casamento its first-ever global head of climate. Casamento, a Founding Director of the World Economic Forum's global climate change initiatives, worked on sustainability efforts at EY and Deloitte.



Martin Whittaker

The country of Jordan retains Finn Partners to create a communications campaign that would transform the site, believed to be where John the Baptist baptized Jesus Christ, into the world's leading spiritual pilgrimage destination.

Jim Weiss, founder of Real Chemistry, announces plan to step down as CEO at O'Dwyer's-ranked No. 1 healthcare firm on Jan. 3. Shankar Narayanan, who led McKinsey & Co.'s healthcare and pharma group before exiting the consultancy in 2012 after a nearly 16-year run, will take the helm.

The Battery Park City Authority, the non-profit that manages and oversees the financing, development, maintenance and operations of Battery Park City in Manhattan's southernmost tip is seeking proposals from public relations firms.

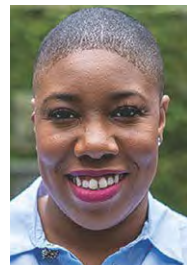
Symone Sanders, Chief Spokesperson for VP Kamala Harris, leaves the White House. Sanders follows the high-profile exit of VP Communications Director, Ashley Etienne.

Walt Disney Co. taps former BP and Pentagon communications exec Geoff Morell to succeed Zenia Mucha, who's retiring at the end of the year, as its PR chief.

The People's Republic of China taps Vippi Media Inc. to handle a social media campaign to promote the 2022 Olympics and Paralympics slated for Beijing.

Jim Dowling, the former CEO of Burson-Marsteller who played a key role in handling Johnson & Johnson's Tylenol crisis, died Dec. 15. He was 90.

Texas recruits a PR firm to educate its residents about new controversial voter identification requirements in the Lone Star State ahead of the key 2022 Congressional elections. ○



Symone Sanders



Jim Dowling

The role of PR and communications in a crisis

The art of having a plan in place for any possible crisis scenario that might come your way.

By Curtis Sparrer

A crisis has arisen. Your CFO was arrested for insider trading, a cyber-attack disrupted business continuity or a food product has been poisoned. Whatever the crisis, you realize the importance of PR and communications, but perhaps not everybody does. Maybe you're calm when faced with a crisis. Or maybe you're downright panicking.

If you're calm, you probably have a plan in place to deal with the situation. If you're panicking, you're probably making decisions on the fly, which is the worst thing a company could do.

A best practice is to be prepared for a range of possible scenarios. Following are some pointers that may help you in the future.

Respond appropriately

When a crisis arises, it's natural for people to panic. PR and communications professionals need to be the voice of reason, assessing the situation and explaining what it means and what the likely outcomes will be given the various possible courses of action. For example, if the IT team failed to patch a software vulnerability that allowed hackers to steal data, should the company admit that openly or say nothing?

Several years ago, a former client was referenced as being tangentially involved in a school shooting. Their initial reaction was to issue a press release claiming they weren't involved. While the desire to get ahead of the situation was commendable, our job was to explain why this course of action was inadvisable. I told them to ignore the issue because people would likely forget about it, which they did. Had the company issued the press release, its relation to the incident would have been memorialized.

The best thing about many crises is that people tend to have a short-term memory, so often the best reaction is no reaction. However, because each crisis is unique, it's wise to assess the situation and then decide how to address it.

It also depends on whether the story could turn into a viral nightmare. If that's the case, our goal is to minimize the impact. One way to do that is to convince journalists that the news is old. You can even provide evidence of the low news value simply by directing them to a blog post about it on the company website. Just be sure that blog post is well-conceived and

reviewed by other professionals who can identify any weak points before it's posted.

Who should be involved

Crisis management works best when a task force has been identified before a crisis occurs. That way, everyone knows who will be responsible for doing what.

The task force should comprise a cross-functional group of people who represent the parts of the business that would be impacted by a specific type of crisis. For example, for a cyberattack, the task force would probably include the chief information security officer, the chief information officer, other members of the C-suite and the senior representatives from legal, compliance, PR and IR.

The "who" piece should be added to the "what" piece, which is a crisis response plan that explains what to do should a certain type of crisis occur. Without that, you'll have to make things up as you go along, which is a very risky endeavor.

Beware of details that can make a bad situation worse

A non-profit organization established to help the victims of a company's negligence faced a long, uphill battle. The damage caused was in the billions. Many lives and businesses were destroyed. In fact, some claimants died before receiving anything. Others waited for checks or direct deposits for many years.

Unfortunately, no one received a check; they received several checks as part of a phased payment plan that was based on milestones defined by law. Before the first round of checks was issued, claimants received a notice that payments would start on a certain date. However, on that date, the person who needed to sign the checks was vacationing in Paris with his family for two weeks. Then, a series of news stories broke which sympathized with the victims and vilified the fund's managers.

The moral of the story is that anytime you face a significant crisis, paid time off should be examined under a microscope. Blaming the situation on family only makes the guilty party appear even more irresponsible.

The nature of a crisis defines what should be done

Not all crises are the same. Some are caused by humans, others are caused by nature, machines or some other entity. A good PR agency should be able to provide

an effective tabletop exercise that walks the client through various scenarios, analyzes their actions and provides feedback regarding how to approach the problem more effectively. It should also include journalists' likely reactions.

Also consider ways to minimize the effects of a crisis, such as issuing a mea culpa blog to dissuade investigative journalists. Attorneys tend not to condone this approach because any admission of guilt might backfire in court. That's why cross-functional collaboration is so critical.

Don't forget the impact of third-party crises

Third-party risk is something PR and communications professionals tend not to consider. Like the supply chain effects playing out in today's economy, a crisis that impacts one part of a value chain can have upstream and downstream impacts. As incredible as it sounds, a laptop vendor had to halt production for at least two months because its only screen supplier couldn't deliver.

As if that scenario wasn't bad enough, the news came during COMDEX, which was the largest computer trade show in the U.S. at the time. The company had purchased a big, expensive booth that sat on big, expensive show floor space because it was the company's official launch. The senior account executive who booked the press interviews had to inform all the reporters. One EIC chose to interview her at the appointed time instead because he figured she knew about as much as the company's executives did and would be handling the messaging anyway. After the trade show, the parent company shut the laptop company down.

Seek a trustworthy partner

Some agencies are very astute at crisis management. Others aren't quite as effective. One way to understand an agency team's capability is to test them. Give them a hypothetical crisis so you can understand how they'd solve the problem and why they'd solve it that way.

At Bospar, we have several former broad-



Curtis Sparrer

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How to fight institutional racism in 2022

The best crisis management advice organizations could hear in the new year would be convincing them that it's time to act on increasing the number of executives of color on their boards and in their senior leadership ranks.

By Mike Paul

As we begin another year, my advice to corporate, nonprofit and association boards—where true power resides—regarding how to actually fight institutional racism is the following: If your board and senior executive teams worldwide don't match the demographics in which you reside, operate or serve, you're at greater risk than ever before.

Starting from the bottom never works. The strategy must always be top-down with the numbers, jobs, executive peers, board peers, consultants and supplier diversity matching the national and global demographics. Sprinkles are not enough. Your ethnic diversity data is now required to be reported publicly, and that will require both transparency and accountability. The excuses for not accomplishing this best-practices approach are old and don't hold water any longer.

To make up for decades of numbers in single digits at each level of employment, as well as for the boards themselves, every board needs to vote in next meetings for all levels from intern to the board itself to be 50 percent workers and executives of color. That's right, 50 percent.

Authentic data drives the world today and hiding, spinning, collapsing categories and solely releasing percentages is never authentic. Raw diversity data is required by all moving forward. If not, boards will face intense outside pressure to fulfill this important best-practices approach goal from many stakeholders, including shareholder meetings and activist groups.

In fact, it's an excellent time of year to retire or fire those who continue to hinder global progress on this and other important goals for tipping-point change. The research is clear: Truly diverse organizations from intern through board levels make, on average, a third more money than others, according to McKinsey and Deloitte research. This should chase every excuse out the door, including those standing in the way. The only reason true leaders won't actually accomplish this goal is due to the fact that prejudice or racism supersede the courage to bring this valuable tipping-point change.

In addition, my opinion regarding the chief diversity officer title in most corporate and agency organizations is cover. The position for decades has hindered progress

because most CDOs are hired to fulfill the current board and c-suite's true goal of doing very little aside from simply covering the butts of so-called leaders who are frightened of authentic tipping-point change.

If you don't believe me, study the raw, ethnic, diversity data at every level of most organizations with CDOs. They don't improve the numbers of executives of color, especially Black, Latino and Asian executives into every senior executive level of organizations. In fact, some don't even have as part of their job description to be rewarded or measured by helping to increase the number of executives of color hired into their own organization.

Most CDOs are simply publicists for the agenda of seeking to look like the organization cares about diversity, equality and inclusion issues, but are never truly held accountable to the raw, ethnic diversity data of employment, at every level within the organization. Nor are most chief human resource officers, nor are most CEOs or board of directors.

However, that's now changing. The federal government, through EEOC, as well as shareholders who buy public corporation stock, including civil rights and activist investors, are holding corporations much more accountable than ever before. As we know, most public relations and marketing agencies are owned by advertising conglomerates, which are publicly traded. The real pressure and the real change will occur when shareholders—even those who only own a few shares of stock—speak truth to power at a shareholder meeting on a quarterly basis.

That's where the opportunity to speak truth to real power lives. Questions like: If X company sells products and services and has offices and locations in urban areas like New York City and cities worldwide, why does its workforce, especially at the executive levels, from Vice President and above, not mirror in representation, ideas, services and products developed, designed, sold and more by executives of color? Why is your board not at least 50 percent executives of color? Why is your c-suite not 50 percent executives of color? When will the CEO or COO be an executive of color? Should we have to wait 20 more years for these changes to take place? Is it really okay to continue

to simply say we can't find any? Or to say we interviewed more than a dozen last year but they didn't fit our culture or didn't have the right experience to work for the organization?

We must understand that the problem lies directly with those currently in power making these decisions. They are what hinders real progress. They are the problem, not the supply of qualified executives of color in the world consistently seeking the opportunity to lead versus fulfilling the current guess of criteria to do excellent work and provide excellent leadership.

Why? Because executives of color have never been given the opportunity to lead in the numbers needed to create the tipping-point level of executive peers of color in each meeting and each division by the dozens. Not one or two, but by the dozens. That continues to scare the hell out of most white leaders in the world. In fact, it has never happened in the history of the world. Not because excellent leaders of color don't exist. But for one reason only: few ever get the opportunity to lead, manage teams of workers and show how they can greatly contribute.

Fear is a liar. Fear is real. Fear keeps the numbers of executives of color low. To have a goal of 50 percent at all levels to many white leaders seems impossible. Impossible is nothing for those with true vision and confidence in those different than themselves. It also takes major changes to the current set of criteria for success and an openness to newer, better and creative ways to win beyond rules in past.

The future is now. The future is more diverse regarding race than ever before. The world is not white. The world is a mosaic of many colors. It's high time we embraced it. And, when it works in organizations of all kinds, it makes much more money than it does in non-diverse workforces. If needed, let the color green lead you to new leadership. We exist. Pressure makes diamonds.

Mike Paul is President of Reputation Doctor, LLC. ○



Mike Paul



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Elevate Communications

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Fighting fake news

Strategies to counter the three kinds of fake news campaigns that could victimize your company.

By Nick Puleo

It's no exaggeration to claim that brands are increasingly coming under fake news attacks. In fact, an entire industry has emerged in recent years solely focused on producing bogus information. And make no mistake: Falsehoods are bad for business, sometimes causing damage that lasts for years.

Such damage can be significant. Let's say the first page of a web search about your company shows just one negative story. According to Internet research firm MOZ, a company could risk losing as much as 22 percent of its revenues. More than one such story sends that number soaring even higher.

Last year, for example, home goods retailer Wayfair confronted charges that it conspired in a child trafficking network, prompting national media coverage and a full-blown company crisis. Russian-sponsored TV segments even targeted an entire sector, falsely alleging that 5G technology could be hazardous to your health, thus sparking public concern and even opposition to advances in new technology.

The risks that you'll face such a frontal assault are real. As I've witnessed myself, they typically take the shape of "information" designed to mislead consumers, investors and other stakeholders into believing falsehoods about your product, service or overall organization.

This so-called information can be categorized as misinformation, disinformation or malinformation. Each is defined drastically differently from the others, and those differences matter.

How can you counter campaigns that directly target you, and do so either pre-emptively, while it's happening or after the fact? For starters, it's vitally important to know how to identify immediately which of these three culprits you're confronting, and whether they're merely mischievous or outright malicious. Only then can you tailor an approach likely to bring about the right solution for meeting the moment.

In my experiences with clients threatened by errant information, I've found that the following strategies work:

Misinformation: This is factually incorrect information that often results from accidental oversight rather than hostile intent. Rumors might circulate about a facility closure or poor product performance. Com-

panies suffer the worst consequences from misinformation if it's allowed to spread unnoticed. But some organizations act too late to stop it. A technology company hired me after allowing (false) rumors of sales force layoffs to persist, but by then more than half of those employees had already responded by resigning. A brand with a less-than-robust presence and weak corporate narrative is particularly vulnerable to such inaccuracies. A void in its storytelling can readily be filled with erroneous details.

The good news is that misinformation from outside actors attempting to hijack your reputation is the easiest of the three kinds of fraudulent information to defend against and neutralize. The best strategy is to communicate often, clearly and accurately to your key audiences, highlighting what your brand stands for and how your company operates. Deliver your messages through emails to employees, corporate blogs and social media channels.

We recently partnered with a university falsely accused of promoting anti-gay policies. The challenge was to defend against criticism without losing the confidence of students, faculty and donors. To achieve this objective, we developed a campaign that showcased the university's long history of proactive community engagement along with pro-gay public statements and content.

Disinformation: This version of an alternate reality—defined more or less as lies or "factoids" intended to discredit or tarnish the reputation of a competitor or adversary—is considerably harder to crack. A World Economic Forum study found that tweets containing disinformation consistently reached more people—and more quickly—than those containing the truth. Recent research from Kroll, a corporate investigation specialist and risk consultancy, showed that 84 percent of businesses felt threatened by market manipulation caused by disinformation. For example, Twitter and Avon products suffered from disinformation campaigns that manipulated market pricing.

Companies should always take these mistruths seriously. Deploy clear, concise statements on your website, social media channels and other assets to counter quickly. Consider issuing a press release to bluntly call out false information. Companies

that hesitate or equivocate rather than act forcefully and to the point run the risk of appearing to falter, the worst possible signal to send.

Malinformation: This nasty bug carries a germ of truth that's distorted expressly to hurt your brand. Malinformation is the hardest of the three to retaliate against because it reflects a certain truth about your company.

Maybe you recall how Starbucks was once blindsided by a deceptive marketing ploy that promised coffee at a discount to all undocumented immigrants. This con job evidently intended to lure such immigrants to Starbucks so they could be reported to immigration authorities and perhaps deported. Luckily, Starbucks is widely known to be politically progressive, so addressing this dubious distortion turned out to be manageable.

Then again, most cases of malinformation are less clear-cut. Some companies flail around with responses that are roughly equivalent to "Well, that's technically true, but let's drill down a little here." That's what happened when Dominion Voting Systems was accused of rigging the 2020 presidential election. A senior executive was forced to explain why he'd authored social media posts about Donald Trump. Generally, getting painted into a corner to explain your actions means you've probably already lost your opportunity to satisfactorily correct the record and recover.

Whichever species of fake news you encounter, your best bet is to be preventive rather than reactive. Again, make sure your audiences understand—and appreciate—the values that your brand represents and how its operations adhere to the highest legal and ethical standards. Fortify your brand against dishonesty with a story that's recognizably honest. Leverage data that tracks conversations about your brand. Above all, prepare a crisis communication plan that addresses all variables and contingencies and keep it in place 24/7, the better to confront fake news head-on in the moment.

Bottom line: If you ever expect to drown out the stories coming from others, you have to raise the volume on your own.

Nick Puleo is the President and Founder of Comsint. ○



Nick Puleo



CONQUERING THE CHALLENGE OF CRISIS

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When a product recall becomes a crisis

How leveraging the right communications strategy while managing a product recall can mitigate reputational damage and protect business operations.

By Alexa Miller and Bob Josephson

No company wants to introduce a product to the market that might later be recalled, but being prepared for that exact scenario is essential in the course of protecting an organization's reputation. Product recalls are a unique type of incident, one that combines regulatory oversight, legal liability, operational challenges and reputational threats.

A product can be recalled for a variety of reasons, and with many regulatory players involved, product recalls can get messy. In the United States alone, the Food and Drug Administration, Centers for Disease Control and Prevention, Department of Agriculture and Department of Health and Human Services all oversee the recall of food products, which is the most commonly recalled category of goods.

While some product recalls may go virtually unnoticed, others can garner significant attention depending on the product itself, the industry, the company and even the placement in the supply chain.

In most situations, companies should adhere to a few key principles, including: maintaining credibility with the regulatory body overseeing the recall, ensuring there are established compliance and monitoring programs in place, focusing on consumers' safety and ensuring they have the relevant information and coordinating with supply chain partners.

When there's a framework for responding to product recalls and alignment around key objectives, companies can mitigate potential reputational damage, maintain relations with key stakeholders and ensure the continuity of business operations. At times, some companies may be able to use the recall as a transformative moment to showcase their commitment to health and safety by going above and beyond what's legally required.

Industry and expectations

The steps a company must take as a result of a recall are largely dependent on the industry of that product. Generally, recalls in heavily regulated industries require more action and planning to understand the complexity behind particular communications considerations and decision-making needs. This is especially true in certain industries such as healthcare, manufacturing and transportation, as product deficiencies can be extremely dangerous and even deadly. That's precisely why certain recalls

require sophisticated communications strategies, especially when a recall has the potential to escalate to a crisis.

The pace and nature of oversight vary by industry as well as by the regulatory body responsible for the product. In the event of a healthcare- or medical-related product recall, a company would work with the FDA to determine next steps. Similarly, if an airbag manufacturing device was found to be defective, the company would work with the corresponding agency that handles recalls in the automotive industry, the National Highway Traffic Safety Administration. In terms of the immediacy of these regulators' actions, they must consider efficacy versus safety when determining if a product must be recalled.

Many recalls are voluntary, while others are not. The nature of product recalls is also affected by the scale of the recall—and that can often be driven by the scope of the impact, whether that be domestic or international. For the latter scenario, in particular, a company's communications strategy must include how to coordinate across geographies and agencies overseeing the product recall, as well as with applicable law enforcement globally. For instance, in terms of the FDA, there's a law enforcement team that oversees companies producing FDA-regulated products to ensure they are complying with the agency's standards. The Office of Regulatory Affairs directs this team and seeks civil remedies against product safety violations, acting as the FDA's principal regulatory function. Additionally, the Office of Criminal Investigations is responsible for conducting all criminal investigations related to recalls, providing the FDA with a criminal enforcement function.

Place in the supply chain

Product recalls don't happen in a vacuum. Depending on the product's placement in the supply chain, the disruption can have a cascading effect, creating tension that threatens more than one business. Whether your organization provides the raw materials to other partner companies or delivers products directly to consumers, the further upstream in a supply chain you are, the more likely a ripple effect could damage business relationships and escalate the scope and visibility of a product recall. Unfortunately, no company is immune from these threats as the issue can be with

a supplier or vendor, potentially impacting your product or business. Where your product stands in the supply chain is not only a consideration from a legal perspective but should also influence your communications strategy; meaning, whether you should be proactive versus reactive, or even involved in the narrative at all. Importantly, in all situations, companies must prioritize business-to-business relationships and manage partnerships through transparent and meaningful communications, as clearly explaining the situation and taking accountability go a long way.

Visibility and impact

There are a number of factors that influence why a product recall generates significant media attention or none at all. The type of product, industry and end-consumer are just a few contributing factors to the anecdotal impact of a recall. The communications strategy must take into account who will likely talk about the product recall, what stakeholders are involved or impacted and where this is likely to draw a reaction. Is there a potential for social media chatter as a result of compelling audiovisual content? Stories with people-first impact are especially likely to garner attention, such as an airbag issue resulting in severe injuries or a toy causing young children to choke. Ultimately, it's essential to consider who the audience is and how that shapes what you say and to whom.

Having the right communications strategies in place can help mitigate potential reputational repercussions with regulators, the media, consumers and other important stakeholders. In many scenarios, this may entail responding to questions regarding the recall swiftly, or even proactively, as well as opening lines of communications to own the narrative and lessen the risk of negative coverage or reputationally damag-



Alexa Miller



Bob Josephson

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Crisis communications in a social justice world

PR pros should add new tools to their communications arsenals in an effort to assess and plan for what's amounting to a widespread breakdown of trust in our major institutions.

By Hal Dash

Over my nearly five decades in public relations at Cerrell, plus a stint in broadcast news, I've been involved in managing and covering a wide range of crisis situations for clients in the public policy/public affairs space. Issues usually fell into the energy, environment, transportation and manufacturing sectors.

And like many of my colleagues in the business who deal with crises, we produced the talking points, identified the media and stakeholders, trained the spokespeople, set up the crisis communications chain of command, helped with the briefings and follow-up. A pretty standard playbook that usually worked pretty well.

But a number of years ago, there was a change in what I saw in crisis communications. Awareness grew that many crisis issues impacted diverse communities in the sectors I referenced above, and there was a growing need to understand and react to how these crises impacted these groups and how businesses and government agencies would need to respond.

The environmental justice or EJ movement, which actually began in the late '60s and early '70s, was often seen in the labor/union arena and in communities of color reacting to wage inequities, as well as impacts from dirty air, polluted water supplies, toxic chemical spills and manufacturing byproducts. Informed community-based groups and their supporters in the legal, media and political spheres began to engage, speak out and legislate. They became more public and more aggressive and began to incorporate in-your-face tactics to gain attention and change.

For most firms, including ours, EJ was a small part of our business portfolios. Still, many of us advised our private and public sector clients to take stock of what could spur this kind of crisis in their particular areas, and we advised clients to understand these issues and audiences and respond with outreach and education.

In recent years, I've seen the EJ movement become linked to a broader, more vocal and confrontational force known as social justice, which has become a force for wholesale change. According to the United Nations, "Social justice may be broadly understood as the fair and compassionate distribution of the fruits of economic growth." And I would add: "Social justice

is the opportunity for diverse and underserved communities to attain equity in all areas of life."

I believe that one of the accelerators of the social justice movement is, unfortunately, the breakdown of trust in virtually all major institutions both public and private: government, energy companies, media, business, public safety, the courts, education (at all levels) and healthcare. When we combine this decline with the incredible polarization and lack of civility in our society, plus food insecurity, homelessness, lack of opportunity, workforce reduction and the COVID-19 pandemic, have propelled the social justice movement into our collective consciousness, as well as our work as communicators.

We now have a big push by many groups for equity in healthcare services being driven by traditional social determinants of health, plus all the new complications of COVID; calls for more spending on homelessness and housing; expansion of food and nutrition programs and the Diversity, Equity and Inclusion movement impacting virtually all of the clients we represent.

Firms that represent any of the above industries or businesses have to understand that virtually all of their clients are vulnerable to pressure from any number of outside forces pushing for economic, environmental social justice and equal societal rights with a level of intensity we have not seen until recent years.

So, what does this ever-expanding social justice era mean for communicators? Many clients aren't prepared for a general crisis situation, let alone for social justice-related issues. It's time to prepare or beware of the consequences.

For decades, many of us have used various assessments like S.W.O.T. and other analytical programs to assess what a client's profile would look like in terms of an effective public relations or public affairs program. And just as the EJ movement evolved into social justice, I would suggest that communications pros think about adding what I would call a "Social Justice Vulnerability Index" or SJVI to your arsenal of crisis assessment and planning tools.

The SJVI should measure both qualitatively and/or quantitatively a client's vulnerability both internally and externally to potential confrontation over its products,

services, brand, community involvement and leadership. And through an SJVI, there should also be an assessment of what avenues an organization should pursue to show its strong commitment to not just selling products or services, but how it will improve the lives of those customers, consumers and stakeholders. You all can no doubt think of other SJVI areas to explore and recommend along with your standard client program elements.

In addition to the traditional crisis planning process, using an SJVI, you can also scope out what might occur from these forces of change in terms of dealing with attacks on your client for its lack of involvement and commitment to societal good. This should be both a proactive and reactive exercise with the appropriate planning report(s), tools and procedures to face the communications landmines in our arena today.

A few additional key questions that might go into an SJVI might be: Is the product or service potentially harmful in any way to its customers/audiences? Does the client have an Equity, Society and Governance or ESG program? Is it committed to DEI internally and externally? Has it had DEI training? What about community benefits other than giving checks? Is the company a change agent in its world? How is the management encouraging its employees to engage externally? Does the company at all levels get out into the community? What are its hiring practices, as well as mentorship programs? What online vulnerabilities does your client have in its operations and corporate mission?

And don't think this is just for the client! Agencies should undertake the same kind of SJVI for themselves. With a lot of pressure to improve diversity in hiring, leadership, pay and promotion—as well as servicing potentially high visibility and controversial clients—it makes sense to do an SJVI. Our firm did this and we found it helpful in terms of DEI, client selection, retention and strategic counseling as well as



Hal Dash

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Equitable strategies for crisis communications

Effective crisis communications plans always entail understanding the person with whom you're communicating.

By Marjani Williams

The last two years have brought about practically every crisis possible. From the COVID-19 pandemic to social and racial injustice, the world is desperately trying to keep up with managing and communicating to the public. While media coverage of these lingering issues continues, only a small portion of stories focus on the lessons we can all learn concerning insufficient and ineffective communications to communities of color and historically disadvantaged populations. As we set new milestones for the pandemic and its ripple effects, the message for communicators is clear: We must prepare crisis communications plans that fully integrate equitable strategies and actions while reducing harm to our workforces and vulnerable external populations. This lesson isn't only critical to the success of our communications efforts but can be a matter of sink or swim for organizations of all sizes.

Gatekeepers: the role of communicators

Most PR and communications professionals know the ABCs of crisis planning: have a plan ready for multiple situations and scenarios, get in front of the crisis ASAP and prepare your spokespeople.

There are so many other details that you need to consider and explore, including understanding the complexities of your audience to provide better strategic counsel to executives, your communications team and other stakeholders.

As communicators, we're tasked with appropriate planning and distribution of information, but if we've learned anything, it's the fact that more needs to be done. As the gatekeepers of information vital to public awareness and directly connected to brand reputation and responsibility, we must be prepared to address people from all backgrounds effectively. We've learned that to do this, we must change our approach. Diverse populations aren't a monolith; one size doesn't fit all when communicating a crisis.

Understanding your audience

For some, understanding your audience may seem like a no-brainer, but times have drastically changed from 20—or even five—years ago. Understanding who you're communicating with can encompass different factors, including race, age and socioeconomic status. You can be sure that representation is a key aspect when considering any of those factors.

For example, when it comes to information regarding the pandemic, *Annals of Internal Medicine* recapped a study by Marcella Alsan et al., finding that African Americans who saw messages delivered by physicians of color received those messages better. According to the article, African Americans were immensely impacted by COVID-19, making up 13.5 percent of cases and 26.4 percent of deaths, but only making up 12 percent of the U.S. population. This is a crucial learning moment, not just for public health officials but for all organizations and companies, which is to make sure you have the appropriate people and leaders delivering the message. While this will vary for different organizations, you have to recognize that representation matters in any message you're trying to convey. This is just one example of how you can have better message penetration with diverse and underserved communities in a crisis.

Another way to understand your audience is to recognize the varying degrees of cultures and their significance to your business. A recent McKinsey study, "Black consumers: Where to invest for equity," breaks down the Black community in terms of spending power, neighborhood types and how companies can invest in them. 68 percent of survey respondents show loyalty to brands that meet their needs; this statistic is crucial when thinking about any messaging, especially in a crisis. The study adds that Black consumers have dissatisfaction with the lack of DE&I efforts, such as marketing programs that don't reflect them across various industries from consumer technology (40 percent) to Health and Wellness (38 percent). This is a key indicator that we must change our approach as communicators. With the potential spending power of over \$1 trillion in 2030, organizations must make an effort to communicate appropriately to this diverse community or risk losing or alienating a large profit margin.

Evaluate, equip and empower your communications team

Communications professionals are key in any crisis and essential workers to any organization. We're often only called upon to deal with a crisis when it happens, but we are—or should be—ready to prepare leadership well in advance of a crisis. We're responsible for advising leaders and clients

to help them prepare and deliver the right information, in the right tone, at the right time, to the right audiences. This foundational information was missed in many responses because of a lack of preparation and evaluation through the use of quantitative and qualitative research.

If your communications team doesn't have a plan that includes an understanding of diverse and ethnic groups, it's lacking in a key aspect and often reflects a lack of diversity on the team itself. Now more than ever, it's imperative to evaluate and equip your current team with the education, training and staff needed to address any group or community in a crisis effectively. This can include hiring a Diversity, Equity and Inclusion position, which is beneficial for all aspects of communication within an organization.



Marjani Williams

Empower your communications team to familiarize themselves with the latest insights and regular crisis plan training to fully integrate diversity messaging. Create an environment where your team is prepared to discuss a crisis with leadership in what may be an uncomfortable situation. Discussing race and diversity isn't an easy subject, but as we've seen over the past two years, so many organizations have had to address it. Like the pandemic, the call for social and racial justice showed the lack of understanding in corporate America and led to a mad dash to hire DE&I professionals.

Bottom line: enlightened DE&I policies are smart business

As we approach year three in the COVID-19 pandemic, and the call for increased DE&I isn't going anywhere, there are some key takeaways we can all leverage to build more effective and inclusive crisis communications plans.

A crisis plan is much more than a book that sits on a shelf. It's a core document of an organization that should be updated regularly and with an equity lens. We risk widening the disparity gap if we don't. Understanding your audience and appropriately engaging your communications team are critical components of preparedness and crisis planning as it supports the ongoing development of better plans for future events.

— Continued on next page

EQUITABLE CRISIS STRATEGIES

— Continued from page 22

We may not know what's next, but what did we learn? As situations, people and companies evolve, we must revisit and reflect on critical considerations and adjust accordingly to prepare for this ever-changing world.

What we do matters and more importantly, what we say and who we say it to matters. Like many people of color during the pandemic, we, as communicators, are on the frontlines. What we do and say im-

pacts lives.

As stewards of corporate reputation and responsible citizens, we must ask ourselves: are we ready for the next crisis? And, more importantly: are we ready to ensure that

our company's and client's communications resonate with communities of color?

Marjani Williams is Vice President of Client Service at G&S Business Communications. ○

CRISIS AND SOCIAL JUSTICE

— Continued from page 20

where to place our own company dollars and staff involvement in LA organizations deeply involved in social justice and societal change.

In our ever-changing and more complex

public relations practices, we must be attuned to these social justice issues and prepare ourselves and our clients for this new communications and crisis management world order. Ignoring these forces is no longer an option for our industry.

Hal Dash is Chairman and CEO of Cerrell Associates in Los Angeles. ○

THE ROLE OF PR IN A CRISIS

— Continued from page 12

cast, business and tech journalists on staff who help the account teams and clients test their ideas in a safe environment. They provide constructive feedback and aren't shy about asking clients the hard questions. That way, account team members can hone their strategy, and the client is better prepared for real-world interviews.

This is an important point, because the spokesperson needs to appear natural as opposed to staged. Quite often, memorized statements come across as insincere, which undermines trust.

It's also a good idea to have a group of friendly journalists with whom you can test different approaches. "This is a bad idea" might be exactly what the team needs to hear.

Curtis Sparrer is co-Founder and Principal of Bospar. ○

WHEN A RECALL BECOMES A CRISIS

— Continued from page 18

ing backlash.

Regardless of the specific situation, leveraging an effective communications strategy to manage a product recall is always beneficial to protecting business continuity and reputation, especially when a recall turns into a crisis. When considering overarching communications goals, communications should be fact-based and aligned with the broader legal strategy. Most importantly, communications should reflect what the company is hoping to achieve in the future and how it will learn from this incident to do better, no matter what that looks like.

Alexa Miller is a Consultant, Crisis & Litigation Communications, at FTI Consulting. Bob Josephson is Managing Director, Crisis & Litigation Communications, at FTI Consulting. ○

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Wartime lessons: crisis doctrine for complex times

As we prepare for what's shaping up to be yet another hostile year in communications, a look to the principles put forth in military doctrine provides some important lessons for managing challenges.

By Jessica Berk Ross

As the Battle for 2021 belly-flops to a close, we find ourselves exhausted from having spent the past year in warrior mode: pivoting, adapting and rethinking. And just as we begin to plan for resuming conferences, meetings, work and life in-person, we're now forced to reverse course yet again. Businesses and organizations have moved from resilience-building to recovery planning and are now doubling back. It's as if we're girding for another siege.

Supplies are short and morale is low. Simultaneously, we're facing shortages of goods and workers but no shortage of culture wars, ill will and social unrest. Coupled with the ebbing of the public's trust in just about every institution, the communications landscape is rife with risk and uncertainty. It's a war zone out there.

In 2021, for many of our clients, crisis communications moved from scenario planning, hypothetical response and risk ranking to Code Red real-time situations. And beyond the pandemic, which already made clear and compelling communications even more important, there were other exigencies that seemed epidemic. Difficulties ranged from legal action, labor issues, business continuity, data breaches, ransomware and real-world violence. It's just been that kind of year.

Key learnings from the year underscore the need for iterative crisis communications planning that helps to anticipate issues that can disrupt business or undermine the good work of an organization. 2022 promises more of the same as we anticipate new variants, more uncertainty and an increasingly divided society. It would serve us well to look to lessons from military doctrine as we prepare for a potentially hostile communications landscape in the coming year.

The Crisis Doctrine Playbook includes:

Selection and maintenance of aim

This is one of the most fundamental principles of military doctrine. To achieve anything of consequence you need to know what you're trying to accomplish. That is where "selection" comes in. This is your objective. And then you must be persistent in the pursuit of this objective, despite things that might arise or seem to get in the way of this aim. When a crisis hits, it's easy to lose sight of the future and simply deal with the closest alligator to the boat. And that's the time to remember that second princi-

ple of "maintenance." It's essential to consider where you want to be and where you need to be when you emerge from the other side of the crisis situation. There can be no blinders, no myopia. Look at what's at hand and what's ahead. Your objective must undergird planning and be a primary consideration even in the face of risks, disruptions and the unexpected. In other words, 2021.

Build flexibility

If the pandemic has taught us anything, it's shown us that we need to be flexible. Not only that, we need to cultivate that flexibility. It's like stretching: You have to keep doing it. All organizations need to have the ability to change quickly to be able to meet new and evolving circumstances. Who could have imagined the enormous changes we would undertake as a global society in response to the pandemic (well, actually, epidemiologists could ...). Strategic planning and visioning need to be proactive and inspired of course, but at the same time, realistic and anticipatory. Proactive planning, exercises and, yes, rigorous training and rehearsal help to ensure that when things do get difficult or when bad things happen, that things can be managed as well as acted upon effectively and efficiently. Adaptation is the key to resilience—and survival.

Plan offensive action

More than ever, strong issues management and crisis communications strategies are essential to navigating the growing complexities of the communications landscape. Nowhere is this more complicated than how to position for advantage in the political and policy arenas. Crisis communications and public affairs are cross-cutting practices that must be included in all planning. Modalities, platforms and audiences shift and morph. The rules of the game are constantly changing. And changing again. Forward leaning offensive action helps to position for advantage, build momentum and to create the opportunity to seize the initiative. It's a tricky battlefield out there and decisions about how to engage politically and what leadership looks like around political issues and policy has become even more complex, more bifurcated and fraught. Not to mention the midterm elections. No organization can afford to continue business as usual. Getting ahead of issues and leading from the front are key. But ensure that the offensive is tied to the objective. You've got to mean it.

Consider and maintain morale

Morale is that all-important positive state of mind that's achieved through strong, capable leadership and a widely shared sense of purpose and values. It can be undermined in times of crisis if leadership isn't seen as effective, empathetic or responsive. Closely held audiences are important and sensitive. Trolls are tireless. Issues can be delicate. And in the Battle for 2021, ZOOM has brought us together as well as created literal distance as we both longed for IRL, and, at the same time, enjoyed the silver linings of remote work. Wellness, intentionality



and self-care were ubiquitous themes in the media, and people all over the world took it to heart. Issues management and crisis planning must consider the state of mind of our key audiences, including internal stakeholders. Burnout is the next epidemic. Employees need more, and culture and morale all start with leadership. And, yes, it's much harder to build culture remotely but it's even more important than ever. Crisis planning must consider internal audiences and a host of workplace issues that can threaten that critical overall objective. Plan ahead. One team, one fight.

Incorporate cooperation

Cooperation is the principle of teamwork and the sharing of dangers, risks and opportunities. In building a strong and resilient organization, be sure to create a cooperation framework that allows for that shared burden. Know who your crisis team is. Beware of shifting alliances. Read-in your trusted team. Bring in experts. Be sure not to go it alone through the difficult times.

Lessons learned in the past by our military brethren seem even more resonant in today's environment. As we face new circumstances, new challenges and new risks, there's at least some comfort in knowing the rules of engagement and that there's time-tested wisdom that has helped to navigate some of the most complex and demanding circumstances. This doctrine can serve as a guide for us as we anticipate difficulties or even when we find ourselves in a time of crisis. Whatever battles may lie ahead.

Jessica Berk Ross is Managing Partner of Global Public Affairs at Finn Partners. ○



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What 'Succession' gets right about crisis comms.

How the over-the-top HBO drama hits the mark on many of the inner workings of the PR industry

By T.J. Winick

Beware: contains some spoilers!

The award-winning series focusing on the uber-dysfunctional Roy family and its empire of cable news channels, theme parks and—of course—cruise ships, has been as captivating as anything on television through three tumultuous seasons. Viewers keep coming back for its over-the-top portrayal of the rich and infamous, complete with exotic locations, dark humor and Machiavellian infighting.

Among the show's rabid fanbase are some PR pros and crisis communicators including yours truly who—dare I say—may see a little bit of themselves in the characters Karolina Novotney, head of PR for Waystar Royco, and Hugo Baker, Senior Vice President of Communications in the parks and cruises division.

While the made-for-TV drama is just that, there are many facets of crisis communications accurately portrayed on the show. Here are my top five:

Senior communicators as part of the inner circle

The best crisis managers are valued by the CEO as indispensable counselors. Their recommendations on strategy and language are informed by institutional knowledge of the business, a keen understanding of what constitutes a strong reputation, how the media works and how the public consumes information.

No matter the locale in "Succession," PR is there: at the office, at Connor's New Mexico ranch and at Shiv's wedding in England. Karolina is even at the hospital to set up a communications war room after Logan suffers a stroke. Hugo may not show up until halfway through season two, but he has Logan's ear from the get-go. He's by his side throughout the Argestes conference and is part of the inner circle sequestered with him at a Sarajevo hotel before the coast is clear for a return to New York.

Crisis meetings aren't always orderly

In pop culture, crisis meetings tend to be portrayed as one heroic team member standing up and making an impassioned plea that sways the entire room. In real life, that almost never happens.

The tone of a crisis meeting is set, more often than not, by how the CEO likes to make decisions. Is it by going around the table and hearing from everyone? Do they

call on certain individuals in the room? Or, is it more of a free-for-all with participants endorsing or taking issue with a particular perspective or recommendation? Most of the time, like in "Succession," it's multiple advisors offering input or answering questions from the CEO who, as the ultimate decision-maker, takes or leaves that counsel.

Threatening the media rarely works

In season two, with the Roys on the brink of a major acquisition, Hugo informs them that *New York* magazine plans to publish a damaging exposé on a past cruise line issue and has reached out for comment. After Kendall asks if they can "kill" the piece and Shiv suggests a strategy to delay the story, Logan settles on unleashing a team of lawyers to intimidate the magazine, including issuing a cease and desist letter.

It's only after the salacious story posts that the Roys seriously consider how they should respond to the allegations: "It's something and we'll fix it or it's nothing and !@#\$% off."



Siobhan "Shiv" Roy, Waystar Royco President of Domestic Operations, flanked by Waystar PR counsel Hugo Baker and Karolina Novotney.

When leaders view media coverage as a personal attack, as Logan does, they'll let emotion cloud their judgment and be tempted to slap back. As in "Succession," it rarely has the desired effect. In fact, it signals to reporters and editors that they've struck a nerve. Like responding with "no comment," it suggests you have something to hide.

The best defense is a good offense

While crisis and issues management is primarily a defensive discipline, there'll be times when playing offense is the right move. Instead of waiting for negative media

coverage, consider what opportunities exist to drive the storyline. It's not conventional thinking to consider a genuine branding opportunity in the middle of a crisis. However, if the circumstances are right, there may just be opportunities that could result in a fresh round of positive news coverage when you need it most.

Kendall, in particular, subscribes to this theory. After turning the tables in the season two finale, he grants an exclusive sit-down interview with a newspaper reporter. Continuing to push his agenda, he even intends to go on a news-parody TV program that's been particularly harsh in its criticism of him, all in a bold attempt to change the narrative.

Never go dark

While there are plenty of high-stakes PR moments on "Succession," such as interviews and press conferences, the reality is that most crisis responses begin with a written statement.

After Logan suffers a stroke, for instance, Karolina acquiesces to the family's unwillingness to release an update on his condition, though her instincts are correctly focused on their fiduciary responsibility to shareholders. Gerri, then General Counsel, also wants to get ahead of the next morning's opening bell and media coverage that could significantly impact WayStar Royco's stock price.


A written statement offers the ability to have complete control over the message without having to answer any questions. It is the most efficient method of getting out your position and one that entails the least amount of risk.

Lucy Prebble, an executive producer of "Succession," noted on the show's official podcast that its showrunner and writers aim to ground the drama in reality. In addition to the very distinct observational, cinéma vérité direction, it's how crisis decisions are made—and how some of those decisions play out—that lends the show some of its authenticity in an otherwise mad, mad world.

T.J. Winick is a Senior Vice President at Solomon McCown & Cence, a strategic communications, public affairs, and digital firm headquartered in Boston. ○



T.J. Winick



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Creating a resilient culture

Why resilience remains the quality that enables an organization's leaders to most effectively respond in challenging times.

By Katherine Bosley, Angela Hoague and Kylie Munnelly

When leaders confront challenges, numerous competing imperatives can get in the way of effective decision-making and can also have an outsized impact on reputation and brand.

An organization's culture plays a large role in determining outcomes. At mission-critical moments—whether it's a crisis, a potential crisis or a major inflection point for an organization—it's important to keep organizations and stakeholders—including executive teams and employees—on track and focused on key business objectives. Leaders faced with steering organizations through turbulent times must be equipped to zoom in when needed to weigh in on tactics, bolster important relationships and offer tangible empathy and accountability to key stakeholders, notably workforces. And yet, if leaders aren't able to zoom out and see the bigger picture as well, they risk being dragged into siloes, without the tools necessary to be able to properly contextualize decisions. The cultural attributes that equip leaders and organizations to be most successful in challenging times can be summed up in one word: resilience.

In our experience, we've found that effective crisis response strategies must be delicately crafted in order to mitigate risks and maintain a company's business objectives, while also seizing unique opportunities to achieve goals, engage valued stakeholders, drive key narratives or change ongoing misconceptions. Our approach is based on seeking out the most resilient aspects of organizations and their leaders, which often means fusing communications and legal teams to ensure that efforts to address potential or real challenges are not only coordinated but also authentic and based on "in real life" organizational values and actions, while at the same time, ensuring that organizations are able to maintain business as usual. With the combined expertise, focus and skillsets of legal and communications teams, it's possible to create a thoroughly resilient culture and tools needed to support leaders, so that organizational value and reputation is protected.

One additional core component of a resilient culture is the ability to create a response architecture that can stand up and execute multi-dimensional engagement strategies for important stakeholders, including shareholders, policymakers and regulators, partners, end-users, the media, courts and

consumers. There should also be a continued focus on conveying strong, positive and reaffirming messages—being unafraid of change when needed—and emphasizing resilience.

Resilient rapid response: a dynamic decision-making platform

Another core component of a resilient culture involves the ways in which an organization provides a platform for decision-making amongst its team members and executives. When navigating a major decision point or a crisis, leaders and organizations turn to a wide array of external and in-house advisors. Building and listening to a team of issues experts with relevant legal, regulatory, communications, public affairs and/or management experience is crucial to being proactive instead of reactive.

An effective infrastructure should be designed to be nimble and smart and to address nuances and cultural mores of the organization, its leadership team and its advisors. The concept of a "war room" is often associated with managing a crisis, yet what is essential about the concept is the coordination between decision-makers resulting in shared priorities and clear action. There should be a dynamic, always-on platform that enables experts and leaders to receive boundless information, triage imperatives, align around decisions and execute in real-time.

This kind of coordination is even more effective when there is cultural muscle memory for it, drawing on established practices and dependable roles. Organizations and leadership teams that maintain this kind of regular coordination are often more effective at addressing challenges or overcoming hurdles. Adequately preparing for risk is therefore the most effective strategy. This preparation includes performing routine assessments and refining strategies to address team roles, responsibilities and core capabilities, notification and information-gathering processes, decision-making processes and execution benchmarks.

Resilient voices

Finally, true resilience requires maintaining trust with valued stakeholders, from employees and board members to partners, public officials, regulators, the media and the general public. The foundation for trust is established through the ways in which decision-makers communicate.

A critical component of this kind of engagement are validators. There's tremendous value in developing and deploying external trusted voices, including voices that are unexpected but also knowledgeable and reassuring, who can reach through to stakeholders during moments of challenge. A resilient team doesn't wait for a potential crisis to arise before establishing a cadre of trusted voices. Rather, they're constantly growing and nurturing this stable of individuals to ensure that they are properly informed and supported at any time should they need to be deployed.

Trusted voices can take multiple forms. They can be individual validators who offer unique insights and personal perspectives that shed light on a company's culture, decision-making, leadership or values. They can also be subject matter experts who provide useful context about a particular development and help bridge information gaps for stakeholders who may be confronted with new and unfamiliar circumstances. In moments of challenge, trusted external voices help reinforce the trust established by decision-makers. They can help clarify misconceptions, tamp down rumors and add broader context to complicated situations.

Organizations going through one of the most complex crisis landscapes—high profile litigation—too often underutilize one of their most trusted external voices: in-house or outside counsel. Any matter involving the court system can add layers of rules around communication that may be foreign and confusing to key stakeholders. In these moments, trusted external voices can help maintain stakeholder trust. And what better expert to explain complex legal territory than an attorney from an in-house legal team or as a trusted outside counsel? These team members can play a key role in setting a resilient tone and posture during high-pressure, high-stakes moments.

Katherine Bosley, Angela Hoague and Kylie Munnelly are Senior Directors at The Levinson Group (TLG). ○



Katherine Bosley



Angela Hoague



Kylie Munnelly

An aerial photograph showing a two-lane asphalt road that curves through a dense forest of tall evergreen trees. To the right of the road is a calm body of water, likely a lake or a wide river, with a rocky shoreline. The water reflects the sky and the surrounding greenery. The overall scene is serene and natural.

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Becoming crisis-ready for the press

Tips from a former journalist on how to work with the media during a crisis.

By Drew Levinson

There's no way to predict when a crisis will happen, but your company must be ready to handle one when it occurs, especially when it comes to communicating with the media.

I was a journalist for more than 25 years. Nothing makes news like a crisis, and I covered my fair share. I know what reporters need from companies, how interviews will be conducted, how the questions will be posed and where the finger of blame will initially be pointed.

Now, I'm on the other side, working with biotech and biopharma companies developing new drugs and treatments to save lives. We help those companies fine-tune their messaging and delivery to present to the media. I also prepare the C-Suite and senior-level executives for that "Oh no!" moment when there's a crisis and they have to face the media to talk about what happened.

Before going any further, let's define crisis. According to the Merriam-Webster dictionary, a crisis is a "difficult or dangerous situation that needs serious attention." It's a time when leadership must make difficult and important decisions because the stakes couldn't be any higher. Lives, reputations and jobs are at risk, especially in biotech. You can count on journalists "knocking on your door" to find out what happened to whom and why.

It's in these moments that require what the Finnish call *Sisu*, which means finding the strength of will, determination and perseverance to act rationally in the face of adversity. That's exactly what a company in crisis must do, all the while in the glare of the media spotlight.

Be proactive in order to be reactive

The great UCLA college basketball coach John Wooden said, "Failing to prepare is preparing to fail." I've seen it too many times. When a crisis happens, the company in peril flails from the get-go. The top brass ask: "What do we do?" "Who do we call?" and, of course, "What do we do about all the media inquiries?" If you have a crisis plan, you already know the answers to those questions. That's why having a robust crisis communications plan with a specific focus on the media isn't optional, because the very first phone call you receive could—and many times will—come from a journalist.

Here are the must-haves for working with journalists during a crisis:

- Develop a holding statement, which includes: an explanation of what happened; a list addressing the primary concerns for family, those impacted and other stakeholders; and a call to action for what the company will do next.

- Identify appropriate spokespeople: the need to be media trained; equip them with the key messages the company wants to convey.

- Follow the three C's of crisis communications: express to the media concern for those affected by the crisis; show the media that top-level executives are in control of the situation; and let the media know the company is committed to finding out what happened and is resolving the problem.

Rip off the bandage

Imagine you're a small biotech company conducting a clinical trial for a life-changing drug for a rare disease. Suddenly, one of the patients in the trial dies.

I've worked with companies where this has happened, including one in the oncology space. This company was conducting an early-stage clinical trial when one of the patients died unexpectedly. Not only was it heartbreaking for the family, but it was also potentially devastating for the future of this promising drug and the company developing it.

Without a crisis plan in place, the company was forced to quickly cobble together a holding statement for the media. Until they knew why this tragedy occurred, leadership couldn't say much more other than it happened, and what they were doing to get more information. It was also essential to address the family immediately to express empathy and sympathy. Drug companies are businesses designed to be profitable, but more importantly, these drugs are being developed to treat people and save lives. This point needs to be emphasized when addressing the media.

Biotech companies must be ready for other crises, including news of a drug failing in a trial or not getting FDA approval. The media is certain to cover it; and how a company reacts is vital because stakeholders—including investors and potential investors—will be closely monitoring. In these scenarios, we advise preparing a holding statement as quickly as possible, and if a

press release is required—which it is for public companies—be transparent and don't "bury the lead" in the press release. Journalists will see through it and publicly skewer you. Instead, rip off the so-called bandage, acknowledge what happened, discuss next steps and explain how you're committed to resolving the issue.

For organizations large and small, a crisis could very well be their defining moment. What they do in a time of crisis and how these actions are portrayed in the media can make or break their destiny.

Don't be an ostrich

Stories about the crisis will be written whether your company participates or not, so get your side of the story told. Instead of others telling the story for you, control the narrative as best you can. Don't put your head in the sand like an ostrich in the hopes it will go away.

Time is critical in every crisis. Journalists are working as fast as they can to get the story and publish it. That's why it's imperative to work as quickly and efficiently as possible to tell your side. With that said, still take the time to get it right.

The Pulitzer Prize-winning novelist Ellen Glasgow said, "What happens is not as important as to how you react to what happens." As a former journalist who's both reported on crises and helped companies in crisis, I can assure you the reactive part will be a lot more successful if you've been proactive in putting a crisis-ready media plan in place.

Drew Levinson is EVP and Head of Media Relations at LifeSci Communications and a former CBS News correspondent. ●



Drew Levinson

PR brief

FTI Consulting makes bold move

FTI Consulting has acquired Bold, a restructuring, transactions, digital advisory firm in the Netherlands with 31 billable staffers.

They will join FTI's corporate finance & restructuring group.

FTI CEO Steven Gunby is pleased "to attract a powerful team with a great reputation in the Netherlands, a geography where we have not historically had a substantial presence."

Klaas Wagenaar, who founded Bold in 2013 with Gerrit van Munster, called FTI an ideal partner that will allow his firm "to harness the expertise and coverage of an international player that shares our entrepreneurial approach to provide a more hands-on service for clients in the Netherlands."

FTI expects to close the deal during the first quarter of 2022.

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Should brands comment on big social movements?

Organizations are increasingly expected to take a stand on social and political issues. Whatever the motivation, the fact remains that brands can make significant and positive contributions to society—as their actions and track record are in alignment.

By Kate Hartley

Should a brand get involved with supporting a social movement? We've asked this question more than any other when brands approach us for crisis simulations and training.

Big social movements define an age. The 1960s conjures up images regarding the civil rights movement. The '70s brought women's rights, gay rights and the Vietnam protests. The '80s saw AIDS activism. Today, the big issues we're dealing with as a society include climate change, racial justice and trans rights.

Increasingly, organizations are expected to have an opinion on these complex and important issues. But they're worried about getting it wrong.

Brands expressing a view on the big issues of the day feels like a new thing—in the past, so many organizations steered clear of getting involved in anything they perceived to be political—but in fact, brands have always had the power, if not always the inclination, to bring about change.

A few years ago, I found myself in the Center for Civil and Human Rights in Atlanta. I read a story there that made me realize brand activism, as we call it now, is nothing new.

In 1964, the year segregation officially ended in the U.S., Martin Luther King won the Nobel Peace Prize for his fight against racial injustice, and the city of Atlanta—King's hometown—threw a gala dinner to celebrate it. The city invited important business leaders to buy tickets to the dinner, but King was, at that time, still seen as a controversial figure, racism was rife and none of the city's elite would attend.

The team organizing the dinner contacted Coca-Cola, which was—and still is—based in Atlanta.

Coke's then-president was a man named J Paul Austin, who was originally from Georgia. He'd spent time in South Africa where he had seen first-hand the negative effects of apartheid not just on society, but on the economy. He agreed to intervene, and his letter to Atlanta is held in the museum. He said: "It is embarrassing for Coca-Cola to be located in a city that refuses to honor its Nobel Prize winner ... We are an international business. The Coca-Cola Company does not need Atlanta. You all need to decide whether Atlanta needs the Coca-Cola Company."

The dinner sold out.

This was a significant moment. Coca-Cola obviously was a big employer in Atlanta. But more than that, it was part of a soft drink industry that was politically charged. Soda fountains had been segregated and had been the subject and location of protests, including by King himself.

This created a connection between Coca-Cola and the civil rights movement in Atlanta: The Civil Rights Museum is now located on land that was donated by Coca-Cola.

Now, we can argue about whether this was a moral decision for Coca-Cola, or whether it was motivated by future profit. Perhaps the brand could see how the world was changing and wanted to be on the right side of history. Whatever the motivation, it was the right thing to do.

It shows that getting involved in politics is nothing new for brands. They can make significant and positive contributions to society. Those contributions can make good business sense. And, like Coke, it can mean landing up on the right side of history.

Increasingly, organizations are expected to get involved. Research from Kantar Media shows that people—especially younger generations, such as Millennials and Gen Z—expect brands to take a stand on social issues. Sometimes, not expressing a view can feel like complicity, or a failure to do the right thing. Last year, Netflix tweeted "To be silent is to be complicit" in support of the Black Lives Matter movement. What does it say about an organization that doesn't express support for racial justice, human rights or tackling climate change?

It sounds simple. But, as we've seen during the Black Lives Matter movement, organizations will face a backlash if they express support for a social movement when their own actions and track record don't stack up.

Kantar's research also shows that while consumers want brands to get involved and help bring about change, they want meaningful action, not lip service. Findings from Edelman's Empowered Employee research show that employees also want meaningful action and increasingly are choosing their jobs based on personal beliefs, values and purpose.

So, brands are taking a stand on the things that matter to their customers and to their employees. If consumers are becoming

more conscious about how they spend their money, and employees are being more conscious about the brands they work for, this isn't just an ethical issue for brands. It's a financial issue and a talent issue.

You have to walk the talk. Communication should come second to action. And when you're deciding whether to take a stand on a social issue, it comes down to two critical things:

Do you have permission to comment?

If you're going to take a stand, you should be taking demonstrable action on the issue you're talking about, not simply paying lip service. Behavior must align with your message. You must have earned the right to speak out and not trivialize the issue. Are you adding value to the debate or simply adding to the noise?

Does the stand you're taking align with your values and can you prove that over time? The reason Nike's support of Colin Kaepernick worked for the brand was due to the fact that it was in line with past behavior and in line with the brand's stated values. If a few people protested against Nike's support, it wouldn't ultimately hurt the brand.

Above all, your position must be authentic, it must be faithful to the brand's behavior and values and it must be in line with what people expect from you.

Kate Hartley is co-Founder of crisis simulation company Polpeo, and author of "Communicate in a Crisis" (Kogan Page, 2019). ○



Kate Hartley

PR brief

ICR heats up Blackstone IPO deal

ICR Inc. handles Blackstone Products, which commands 80 percent of the outdoor griddle market, as it plans to go public via a SPAC deal worth \$900 million.

The Wall Street Journal noted that Blackstone's griddles are star performers on the TikTok and Instagram platforms, which has driven awareness of the product line, according to the company's CEO Roger Dahle.

Dahl said the merger with Ackrell SPAC Partners will help Blackstone "to achieve its mission to make outdoor cooking accessible to all, for every meal."

Blackstone will trade on the NASDAQ once the transaction is completed during the second quarter of 2022.

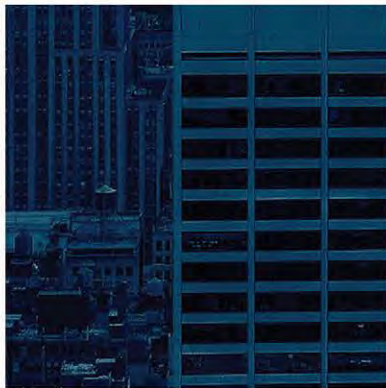
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Fighting hate and bias on campus

Communications steps university leaders can take from the crisis management playbook to combat hate crimes in higher education.

By David A. Ball

Frequent news accounts of hate crimes and bias incidents on college campuses serve as a reminder that we still have a long way to go to achieve equity in higher education. The halls of academia aren't necessarily any more equitable or inclusive than any other community.

While administration, faculty and students are often quick to condemn these acts, their persistence is the real concern. This should worry us all. College and university presidents have a responsibility to build a culture of diversity, equity and inclusion. This is both an ethical responsibility and a practical one; ethical because every leader must lead, and that includes rooting out hate and creating opportunity for all, and practical because widely reported incidents of hate create major reputational damage, limit the field of prospective faculty and students and damage the standing of the institution and its funding.

Like most other chapters in the crisis communications and management playbook, dealing with bias incidents and hate crimes transparently and proactively will allow the campus community to recover sooner and, hopefully, foster a more enlightened culture that will decrease the likelihood of additional incidents.

Our firm has been engaged to advise the leaders of educational institutions in these instances, and we've seen some courageous acts of leadership. For example, a university president awoke an entire dorm at 6 a.m.—the same dorm where hate-filled messages had been found the night before—to let them know that hate would not be tolerated on campus and that he was making an appeal on that chilly morning for greater civility.

Beyond hate crimes and bias incidents, inequity can be quite institutional in nature, such as a university with a team name and mascot that's offensive to indigenous people. Team names and derisive mascots and imagery are racist and perpetuate tropes that create harm. Would an indigenous student or faculty member want to come to a campus where a Native American "war cry" is chanted during football games?

College and university presidents can't look away and pretend these situations don't create harm. Whether it's a hate crime, microaggression or a policy or tradition that creates inequity, educational leaders must

act swiftly and with determination to call it out and work to eliminate it.

From our experience, there are six key communications steps leaders can take in these situations, with the twin goals of creating a more tolerant campus community and avoiding reputational damage among key stakeholders—current and prospective students, parents, alumni and donors—and the public.

Condemn it

Campus leaders must be unequivocal in calling out and denouncing any hate crime or bias incident on campus. These incidents can't be ignored. If one person on campus is harmed, then everyone is harmed. The college or university administration has a responsibility to create an inclusive, accepting and safe environment.

Be transparent

Colleges and universities should have a simple, online process to confidentially submit information on a bias incident or hate crime, and they should post online every bias incident or hate crime that has been verified by campus authorities. By being so transparent, it further reinforces the message that transparency rules the day. Self-reporting—rather than sweeping incidents under the rug—can eliminate extended negative news coverage.

Talk about it

Faculty and staff should be empowered and encouraged to talk about any incidents that do occur. They also should maintain an ongoing dialogue on DEI, in the context of the challenges that students of diverse backgrounds experience on campus and in their lives. It has to be incorporated into everyday campus life.

Support safe spaces

Colleges and universities must create and support opportunities for BIPOC and LGBTQIA+ students to gather safely and supportively with peers, through the formation—and in some cases, financial support—of clubs or physical spaces, or by leveraging the resources of campus religious organizations and community affinity groups.

Find partners

A college or university president might find that they don't have all of the resources they need on campus to deal with bias incidents or hate crimes. In that instance, outside organizations like the Anti-Defa-

mation League can be strong partners. Responding to hate crimes has, sadly, become a daily task for the ADL, and they can bring a level of expertise that may not exist on campus. When it comes to demonstrations and counter-protests, leaders must simultaneously urge calm while ensuring that university and local resources are prepared for conflict and even violence.

Train and educate

When it comes to building an inclusive campus, the work never ends. DEI must be the subject of continual training and education among faculty, staff and students. Speakers who reflect diverse viewpoints must be brought to campus and the significant accomplishments of all faculty and students must be recognized.

College and university leaders must embrace every opportunity to advance DEI and create a welcoming climate on campus. Just as we advise every other CEO, it's important that college and university presidents not hunker down and hope crises will avoid them or pass quickly, but to create an environment where crises are less likely to happen.

When bias and hate happen, leaders need to be direct and forthcoming and work in partnership with allies to help their community recover. This will enable healing, set an example for other institutions and affirm to stakeholders that hate has no home on campus.

David A. Ball is the President and CEO of Ball Consulting Group, LLC, a strategic communications firm in Newton, Mass. that specializes in health care, nonprofits, education and crisis communications. ○



David A. Ball

PR brief

Brunswick Group tailors Zegna's NYSE debut

Brunswick Group handles media for Italian luxury brand Zegna as it debuted on the New York Stock Exchange on Dec. 20 via a SPAC deal with European private equity group Investindustrial.

Guido Zegna, grandson and namesake of founder of the 111-year-old company, said he is very proud to head the first Italian fashion company listed in New York. His family controls about 66 percent of the publicly traded company.

He believes the company is well-positioned to accelerate the growth of its Zegna and Thom Browne brands while building on their heritage, ethos of sustainability and unique craftsmanship.

Zegna products are sold in more than 500 stores in 80 countries. Its luxury textile laboratory platform preserves artisanal mills that produce Italian fabrics.



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Change for the better

How the COVID-19 crisis forced one agency to adapt and become more creative at what it does.

By Andrew Frank

It might be cliché to say the world has changed in the last two years, but it really has. Not just in the manner by which we work, but in the ways we look at the future, make certain decisions and consume and disseminate news. During the height of the pandemic, when working from home insulated us from the outside world, we found solace on our screens. The KARV team initiated daily virtual meetings, many opened with suggestions for a new show to binge. The beginning of the pandemic was a pause to reality and, in a bizarre way, sparked the cultivation of new communities in an entirely new way: we existed in our own virtual worlds.

The transition to adapting to our clients' ever-changing needs presented us with daily challenges. At the same time, our clients had to adapt to changing consumer attitudes, purchasing patterns, and logistical issues; not to mention the health issues that became paramount. Not only did the world come to a screeching halt, but we all also had to learn how to navigate through a pandemic. Many of us knew someone who got sick, missed work or unfortunately passed away from COVID-19.

In order to best accommodate our clients, we had to ask ourselves: how do we change and adapt to this brand new world? What do our clients expect from us? And how can we help them shift their communications strategies and approaches so they can best reach their clients and stakeholders?

Around-the-clock availability was the initial necessary change. If our clients could take calls and make things happen from home all hours of the day, every day of the week, then we would accommodate their needs. Fortunately, we were able to do so dressed in sweats and T-shirts emblazoned with our favorite sports teams, rock bands, or silly sayings. We also produced a KARV background that was viewed by clients and contacts the world over.

We all appreciated and understood that kids and home life often had to take precedence over a virtual meeting. Kids—or pets—made constant appearances in our Zoom rooms, running or screaming in the background. We grew accustomed to working outside to catch a glimpse of the sunlight, or to taking calls on a couch when the makeshift “office” was occupied. Bad lighting, pixelated co-workers and “you’re on mute” became constants for us as well as

our clients all over the world.

A new client of ours during the pandemic was headquartered in Vienna, owned by a Japanese company, had a subsidiary in Slovenia, and one of its employees was arrested in Belarus. Talk about cross-continental coordination! While we didn’t have to find passports and jump on airplanes, we had to schedule video calls across many different time zones, with most falling well outside standard business hours in one or more jurisdictions.

From our WFH locations, we quickly assembled a team with an international law firm. Our role was to monitor the situation and provide real-time strategic counsel on developments in Belarus, which at the time was in the midst of a Presidential election and the subsequent mass protests. We engaged a PR firm in Slovenia to deepen our local knowledge and provide support in case something critical emerged during overnight hours in the U.S.

This is what we do: bring local knowledge to our global clients to help them best achieve their communications and business goals.

During my career, I’ve helped clients based in more than fifty countries and counting. And, as we’ve seen throughout 2021, local issues are having more and more of a global impact on businesses. This necessitates using our local knowledge on a global scale to create effective communications strategies and solutions.

So, how does a small boutique firm like ours consistently punch above its weight, gaining global clients with high-stakes challenges?

The answer is simple: we curate the right team at the right time to navigate each unique situation, and we do it quickly. No matter where in the world they’re located, we deliver expert counsel to help our clients through the complex crisis and communications issues of today.

The pandemic taught us that we didn’t have to fly everywhere for a day (although nothing can replace an in-person meeting, especially if it’s over a bonding meal). Instead, we woke up at 4:00 a.m. to speak with Europe, or stayed up late to talk to Japan between episodes of “The Sopranos,” or did both—woke up early and stayed up late—to work with the Middle East. We try to have a life beyond our job, but, when we serve clients, we serve them in their local time.

The sheer diversity of media has changed the way clients think about their own messages and the appropriate platforms for delivering them to their audiences. Our job as communication professionals has been made more difficult by the constant devouring of news and the multitude of social media channels people use to share opinions, but it’s also made our job more innovative, exciting and fulfilling. Creative thinking and teamwork are required now more than ever to help problem-solve. I always want more than four eyes on a paper, more than one person sharing thoughts with a client, and everyone who comes to a (virtual) meeting to offer meaningful contributions to the discussion.

The work we do during a crisis generally comes on quickly, then dissipates just as fast. We work intensely in the background to get to know our clients, talking constantly and in some cases keeping the video call open for hours. It’s equally as important to know that during this time, we have found balance. We encouraged our team members to take “recess”: walk outside, kick a ball with their kids or ride a bike. It makes us better and more creative at what we do, so when our clients call we are ready to pitch in and give them the best possible advice.

The pandemic has changed us, but I believe the KARV team has changed for the better.

Andrew Frank is Founder and President of KARV Communications. ○



Andrew Frank

PR brief

FINN Partners buys Dublin's 306

Finn Partners has acquired Dublin, Ireland-based 360, a full-service integrated communications firm with 17 staffers.

Dan Pender, who launched the shop in 2011 after stints in Ireland's government, will become a managing partner of the revamped 360, a Finn Partners Co.

Pender expects clients to benefit from access to expanded capabilities including specialties such as global intelligence, integrated marketing, employer brand and ESG.

Peter Finn called Ireland an increasingly important market for global clients seeking to establish or grow a presence in the European Union.

He said the addition of 360 is strategically important for Finn Partners' continued growth.

Finn Partners has overseas offices in London, Paris, Munich, Frankfurt, Jerusalem, Hong Kong, Shanghai and Singapore.

It holds the No. 4 slot in *O'Dwyer's* rankings of independent firms with fee income of \$109.9 million in 2020.

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How to succeed at awards

What judges are looking for in industry awards submissions.

By Steve O'Donnell

Success doesn't come easily. Faced with ever-increasing competition, your business needs to provide a unique solution to a real problem, while having a clear go-to-market strategy. Entering an industry award is no different; you'll need a winning strategy to capture the judging panel's attention.

Here's the inside scoop, what our judges are looking for and my top tips for creating an award-winning Tech Trailblazers submission.

Think of the judges like VCs being asked to invest. We review your submission with the same skepticism and detail that a VC would. We want evidence and proof points; help us do our research by providing external links. Creating your entry with this in mind also means that when you're approached by a VC later, you've already thought about and answered the questions they're going to ask you.

Consider the segment, problem and solution. Who are you selling to? What genuine issue do they face? How unique and effective is your solution?

Read the questions. An obvious one, but many entrants fail to consider the questions they're being asked and end up not answering them properly.

Spend time on your entry. It's worth it! Some—in fact, to be honest, many—entrants ask their PR agency or a junior marketer to complete their entry. Our judges are senior professionals, so your CEO or founder's answers are more likely to provide a clear picture of your business, its technology and go-to-market strategy. Also, some entrants copy and paste a marketing blurb into their answers. Avoid! You do you—or your clients—no favors taking that approach.

Tell us a story. We want to know your success stories, aka how did you solve a specific customer's problem? It's good to have dreams and hopes, but we want to know what measurable goals you've achieved to date.

Rose Ross, Founder and Chief Trailblazer, has been #OnFire with the podcast schedule this year, picking the brains of our global pool of judges (including me).

Here's a line-up of some of the latest #JudgesOnFire podcasts:

- Ben Kepes, Principal at Diversity. Ben's been with us from the beginning. Joining

us from his rural home in New Zealand, Ben shares his views of how his category of interest, Cloud, has changed for start-ups over the last 10 years. He also shares his experiences from having been an angel investor and being part of a start-up himself.

- Sam Johnston, CEO of Acumino. Also back for his tenth season, Singapore-based judge Sam shares his interesting history, having begun as a founder/entrepreneur at the age of 17, through working at big corporations, to being head of a start-up that creates start-ups, bringing valuable experience to the Tech Trailblazers Awards' judging team. He has good advice about how start-ups should stay hyper-focused.

- Eleanor Dallaway, Editorial Director at *Infosecurity* magazine. Joining the panel for 2021, Eleanor offers her tips for the things she'll be looking for in an entry. The London-based judge also shares her rise up through the ranks at *Infosecurity* and how she has become more passionate about diversity and inclusion in the industry. She also reports on how start-ups seem to be surviving the challenges brought on by the global pandemic.



- Gerald Brady, Managing Director, Silicon Valley Bank Network at SVB Financial Group. A long-term supporter of the Tech Trailblazers Awards, Gerald joins the 2021 panel from California, paying close attention to the Diversity and Investment categories. We quiz him about the variety of roles he's held over the years and how he's now in a position to have a finger on the pulse of the innovation economy. He also makes predictions for what will happen in the world of technology over the next 10 years. Will quantum computers be a thing?

- Enrico Signoretti, Senior Data Storage Analyst at Gigaom. Italy-based Enrico's been with us since the very beginning. In a fascinating conversation, Enrico shares his life story, including how his career path changed after starting a blog. He also talks about how storage has changed in the last decade, moving beyond primary/secondary storage to a new way of viewing data.

- Joe Baguley, VP and CTO EMEA for VMware. UK-based Joe has been a judge since the very beginning and was even involved in the conversations before the initial launch. Joe elucidates what cloud will really be like and the opportunities it could bring for start-ups. He also describes the difference between invention and innovation, how he sees plenty enough “frying pans,” and how that's key for entrants and successful start-ups. Listen to his cautionary tale of how diversity, equity and inclusion are very different things and how they need to be dealt with differently.



Steve O'Donnell

- Jeff Vance, Founder and Editor, Startup50. Having joined us in 2020, Jeff judges the Networking and Big Data categories. In this podcast, you'll find out all about how Jeff has been writing about technology trends for 20 years and his experience in evaluating start-ups, how VC funding has changed during the pandemic and why start-ups should be focusing on “the steak not the sizzle,” with a little dash of Chinese espionage thrown in too.

- Stephen Foskett, Organizer in Chief, Tech Field Day. Stephen shares more about Tech Field Day, a series of invite-only technical meetings between influencers and sponsoring enterprise IT companies. Their events focus on enterprise IT topics from the data center to the cloud, mobility and networking to security and storage. He explains how Tech Field Day was born and what will impress and inspire him in a Tech Trailblazers entry.

- Justin Lodge, Principal Architect in Financial Services. Singapore-based Justin joined us right at the beginning. Find out about Justin's wide variety of jobs during his career, what he's looking for in an entry to the Tech Trailblazers Awards and what disruptive technology is going to shake the world in the future.

For more advice, you can also sign up for awards updates as well as download our 10-year anniversary Tech Trailblazers eBook free of charge, which is filled with great insights about the awards and the start-up world. Just go to: techtrailblazers.com/10-years-ebook.

Steve O'Donnell is Chief Information Officer and has served as head judge of independent global tech start-up awards, the Tech Trailblazers, since its inception in 2012. ○

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Ten reasons to get a PR agency valuation

When does it become beneficial for PR agency owners to have a valuation of their firms performed by a qualified outside advisory organization professional?

By Rick Gould

I was recently called by a prospective seller who asked me for advice on the value of her firm. She was told by a competitor that she should simply double the annual fees, assuming her bottom line was at least 20 percent. What he didn't ask her were a series of questions requiring answers and detail in order to fairly and accurately value her firm. There are at least ten different items needed to value a firm. He asked for none of these and shared only his illusionary model for valuation.

Contrary to the belief of many prospective sellers, firms are not valued at a "multiple of net revenues."

I've been valuing PR firms for more than 25 years, initially as the CPA firm for many seller firms, and then at my own M&A advisory firm, Gould+Partners, which I started in 2001. Valuing PR agencies is a complex process. It takes financial expertise, knowledge of the M&A marketplace and an understanding of how buyers create offers/terms sheets.

There's no exact science in valuing a PR firm. Every valuation is different. PR is a business in which both actual financial performance, recast for many adjustments—and several intangibles—will determine value. Items such as relationships with clients, depth of the second tier of management, specialties and fee levels may also impact value.

There's generally an element of subjectivity in valuing a firm, but there are certainly objective rules and guidelines that a professional who values PR firms should use. In addition, there's extensive review work performed prior to doing the actual valuation report. Every PR firm has its unique components. There's no cut-and-dried formula for valuing a firm.

Hiring a qualified M&A Advisory professional to perform the valuation is well worth the investment required to complete them. While having a thorough understanding of your firm's value is a good idea, there are several specific circumstances when it's particularly beneficial to get an accurate PR firm valuation.

1. Establishing a baseline for a "build to sell" strategy. Today's valuation is your starting point.

2. Potential sale. When contemplating putting your PR firm on the market, knowing how much your firm is worth can help

you tremendously in understanding the offer made by a buyer for your firm. It also will assist in your negotiation strategy.

3. Partner buy-in. When adding new partners to the firm, knowing your company's worth is necessary in order to ensure that your new partners understand the value they're receiving.

4. Partner buy-out. Knowing a firm's value is key, especially if the partner is retiring or moving on to her/his next chapter of their career. Their equity value represents the monetization of their years of sweat equity.

5. Partner split-up. When firm partners split up and potentially divide firm assets, understanding the value of the firm is imperative, especially if a contentious split-up, which is often the case.

6. Potential merger of two or more firms. A firm valuation is a valuable resource to have on hand when considering the merger of multiple firms. Again, knowing the value of the firm will help to ensure that a fair and reasonable transaction takes place should the firm merge with another firm. It will save time and cost if the valuation is already in place.

7. Growth plan. Having a comprehensive firm valuation can greatly help in making beneficial business decisions on a day-to-day basis. It can also provide valuable information and insight when large and small opportunities for growth come along.

8. Borrowing power. Any substantial loan request may require an independent valuation.

9. Estate planning. When organizing your estate and creating a succession plan for your business, it's important to have an accurate business valuation on hand. This will help you with tax planning and assist you in determining who should ultimately inherit your financial interest in the firm. Valuation for an estate plan is very different than valuation for a sale of the firm.

10. Divorce. Whether a divorce is amicable or not, knowing the worth of your organization is a safe bet when you go into negotiations. Understanding how much the business you worked hard to build is worth can help ensure that a fair divorce settlement is reached, especially if the two owners splitting up are married.

There's no "rule of thumb." Every valu-

ation is different. There are many moving parts. There are items that may add or subtract from the calculated value. We need to look behind the numbers. And there are many intangibles that impact the ultimate valuation. For example, top- and bottom-line trends, sudden loss of major clients, death of an owner who is a rainmaker, a key VP leaving and taking a major client, and so forth.

Here's what I recommend:

- Connect with the person who may do the valuation.

- Ask for his or her education credentials, such as certification in valuations or teaching valuations at the graduate level.

- Ask for the cost range and what it includes.

- Ask how long it takes to do the valuation report.

- Ask for references.

- Call the references and ask the following: Was there value? Was it timely? Did they receive high-quality service? Did they receive high-quality service? Was the cost in line with the quote?

If you have a need for a valuation, do your homework. Interview the professional who will do the valuation. Determine which professional is most qualified, respected and trusted in the PR industry and will provide the highest quality of service and valuation report for a fair market price.

Rick Gould, CPA, M.S., J.D., is Managing Partner at Gould+Partners. ○



Rick Gould

PR brief

Public Policy Holding goes public

Public Policy Holding Co., a collection of U.S. government affairs firms, has gone public on the London Stock Exchange's AIM market of small and medium-sized growth companies.

The DC-based parent of Crossroads Strategies, Seven Letter, Alpine Group, Forbes Tate Partners and O'Neill & Associates floated 22.7 million shares on Dec. 13 and raised more than \$40 million.

U.K., U.S. and European institutional investors snapped up the shares due to PPHC's strong position in the \$17.6 billion strategic communications market.

PPHC firms serve more than 700 clients in the healthcare, pharma, financial services, energy, technology, telecommunications and transportation sectors.

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The new 'local' national PR agency

A shift to remote work in light of the COVID-19 pandemic has put local PR agencies in a position where they can grow and promote their services in new markets.

By Art Stevens

Undoubtedly, the COVID-19 pandemic has disrupted the way public relations works in practically every sense.

However, many of these changes, such as more teams working remotely and more flexibly—meaning that employees are generally happier, while the services that agencies offer are becoming more widespread and streamlined—are a very good thing for profitability.

One interesting result that I've observed about this new way of working is that once purely local agencies now have various employees living in different parts of the country, working from home. I believe it's why many local agencies have grown exponentially despite COVID-19. And it's surely a counter-indication of how agencies were impacted during the first six months of the pandemic.

From my perspective, most PR agency employees are working from home right now, and it doesn't matter where they're located. The advantage is clear: If a PR firm in Des Moines has employees in L.A., Portland or Miami, it's no longer viewed as a purely regional agency. It means that local agencies can tap into talent from outside their geographic parameters.

As a result, this sea change allows agency owners to boast that they have offices "everywhere" and are national in scope, helping the firm add more dots on the map to its capabilities and offerings.

With this advantage, agencies can attract both clients as well as employees anywhere, again with the premise of a nationwide

reach. This gives them the chance to promote their services in new markets and grow.

Good for the team

One major benefit for employees is that remote working can allow them to take positions with PR firms anywhere, regardless of whether they live in a big metropolitan area or a tiny, remote town in the Midwest. Digital technologies—think Zoom, Microsoft Team Meetings and Slack—have become the primary communications tool for all companies—including PR agencies—and can connect employees to clients no matter where they're located.

Furthermore, even agency CEOs can work and live wherever they want; some New York City agency leaders I know work from the Hamptons all summer, for example.

The shift to the remote—or hybrid—workplace changes the direction of many agencies moving forward as employee skills and capabilities can be traced hundreds—if not thousands—of miles away. This makes the PR agency world that much more competitive, because local agencies have traditionally not been tagged for national assignments.

For instance, if a national account requires boots on the ground by their headquarters, local agencies can now arrange this just as well as the so-called national agencies.

Advantages abound

Here are some additional positive pandemic consequences for PR firms right now:

- Having a geographically distributed team gives agencies the ability to "keep work going" across different time zones and provide support for clients that aren't in the same time zone as headquarters. Remote teams from different time zones help in maximizing a PR firm's ability to ensure that productive work is occurring at all hours of the day.

- Employees collaborating across various time zones are more likely to reach success if they're able to work "together" from home.

Working hours increase with more flexibility. Also, the business will continue "as usual" regardless of weather conditions that could limit productivity due to commuting.

- Agency clients can have boots on the ground nationwide, which helps their success and bottom line.

- Partnerships, joint ventures and acquisitions can take place more frequently no matter where agencies are located, thanks to video conferencing tools and other advanced communication technologies.

PR agency owners must find the right balance of in-office and remote workforces that will make their company as efficient and effective as possible, especially on a national or even global level.

Embracing the new remote-work trends has become the norm since the pandemic hit, and I don't believe it's going away anytime soon. For those naysayers, in the long run, resisting the remote evolution may do more harm than good.

In fact, many PR agency employees now expect remote work opportunities. A recent Buffer report stated that an estimated 99 percent of current remote workers want to work remotely, at least part-time, for the duration of their careers. So, instead of resisting the change, organizations should be open to implementing remote opportunities.

At the end of the day, whether at home or in a brick-and-mortar office, all PR agencies still need to compete for talent, ensure employee well-being and engagement and run a profitable business. By giving your team workplace flexibility—especially from a geographic perspective—you can have an advantage over other firms and earn a reputation as a nationally-recognized and capable agency.

Art Stevens is Managing Partner of The Stevens Group, consultants to the PR agency profession. ○



Art Stevens

Human contact drives consumer buys

While digital channels may be in the driver's seat in today's marketplace, the need for human contact is still a key factor in determining consumer purchase decisions, according to a new Khoros study.

The survey found that two-thirds (67 percent) of consumers and marketing leaders thought the best shopping experience is one that combines digital channels with human interaction. In addition, more than half (57 percent) said that they want the option of talking to someone before buying a product or service.

The study measured consumer preferences across five categories (apparel, tech, health, food and travel), finding that travel consumers were the most likely to want a fully digital shopping experience. Shoppers for food and health-related products and services were the most likely to want their purchase journey to be fully in-person.

Marketers, however, seem not to have picked up on the power of conversational commerce. Only 12 percent of those surveyed said they consider conversational commerce to be a high priority when devising marketing strategies. ○

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A 2022 wish: plan to manage your crisis risks

Why planning ahead and putting in the time and effort toward creating a thoughtful, workable crisis communications plans is one of the best investments companies and organizations can make in 2022.

By Alex Stanton

How can we explain why many companies and organizations that routinely create operations management plans to deal with major business risks often fall short when it comes to creating workable crisis communications plans to anticipate and manage these situations?

In 2021, we've all watched an array of crisis situations play out in the media, most leading to rapid executive downfalls and besmirched corporate reputations. Granted, many other potential crises were likely averted with advance planning and smart actions before they attracted media scrutiny. But many of the situations we witnessed seemed to be the product of known—or at least anticipatable—risks.

That's why one of my New Year's 2022 wishes is for a meaningful change in the willingness of companies and organizations to think and plan ahead to address their biggest risks and create workable crisis communications plans to manage them.

I've noticed that most companies and organizations really do know what their biggest potential reputation risks are: the five or six things that have the potential to really undermine the way the outside world, their employees and key stakeholders think about the enterprise and its leadership. These often range from executive blind spots to gaps between how they operate and regulatory or societal norms, and from technology risks to practices they're working to change but not quickly enough.

These reputational risks can do transitory or permanent damage—it's hard to assess when you're in the moment—but you can't escape the reality that they're problematic and can largely be anticipated.

Barriers to progress

So what's standing in the way of real progress in crisis communications planning, particularly at a time when communications budgets have grown and business interruption and cyber insurance have be-

come risk management must-haves?

Is it because we've all lived through crisis-after-crisis in our individual and business lives over the almost two years of the pandemic and are anesthetized to downside risks?

Is it that communicators have had it with negativity and want to focus on the positive? Perhaps senior executives and boards of directors aren't holding communications leaders accountable for crisis planning?

In discussing this dynamic with other communicators, you hear anecdotal evidence of the challenge. Fast-growing healthcare companies and impact-focused organizations may feel they will get a partial or free pass from media and influencers who admire their success and commitment.

Some businesses comfort themselves with the belief that media organizations today have fewer resources to do deep investigative work (although better-resourced outlets and non-profit news organizations are devoting more people and time to investigative coverage because they see it as core to their mission—plus it wins recognition and attracts eyeballs).

None of these pass muster as good reasons for not embracing the need to make more progress.

My hope is that despite the continued weariness we all feel from the pandemic, the dawn of a new year will bring us new convictions around closing this gap in reputation management best practices. If it's not among your goals—and even if no one's asking you to do it—communicators should view this as a real opportunity to demonstrate executive leadership.

Putting time and effort into creating a thoughtful crisis communications approach and plan—or dusting off an existing one to make it relevant to the current risks and a changing environment—is one of the best investments you can make in 2022.

Alex Stanton is CEO of STANTON, a public relations and marketing firm with offices in New York and California. He can be reached at astanton@stantonpr.com. ○



Alex Stanton



Regardless of the timing, scope or severity of a crisis, we're ready to step in whenever we're needed to help our clients minimize damage and maintain their reputation. That's what it means to be a nimble firm that's low on bureaucracy and high on accessibility.

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Former B-M CEO Jim Dowling dies at 90

Jim Dowling, the former CEO of Burson-Marsteller who played a key role in handling Johnson & Johnson's Tylenol crisis, died Dec. 15. He was 90.

The University of Missouri School of Journalism graduate and Marine Corps veteran joined B-M in 1964.

He began his career at *Newsweek* in 1958, took a reporter post at United Press International in 1959 and shifted to the Associated Press 1960.

Dowling entered the PR arena at Mobil Oil before joining B-M in 1968. He worked as General Manager in both New York and Chicago before rising to the Executive VP post in 1974.

He became President in 1976, Global COO in 1983, CEO in 1988, Chairman in 1992 and Chairman Emeritus in 1994. Dowling retired in 1998.

The Public Relations Society of America awarded Dowling and B-M its Silver Anvil in 1984 for "out-of-the-ordinary crisis management" for its work for Tylenol. ○



Jim Dowling

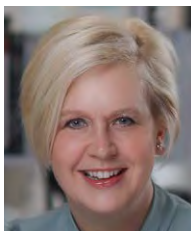
Edelman NY chief Latour exits for MSG

Deirdre Latour is leaving her post as President in Edelman's New York office to become Executive Vice President and Chief Communications Officer at Madison Square Garden Entertainment.

Before coming on board at Edelman, Latour was Chief Corporate Affairs Officer at learning content and publishing company Pearson and Chief Communications Officer at GE.

She succeeds Kimberly Kerns, who made the decision to exit the role earlier this year.

At MSG, Latour will be responsible for leading all communications functions, including public relations activities for venues, live entertainment and productions, and sports teams; financial reporting; issues management; and other corporate matters. She will also be charged with directing the development and execution of strategies to advance MSG's key priorities and strengthen its brands. ○



Deirdre Latour

Ketchum's Zucker to Holland America

Ketchum's Bill Zucker has exited to Holland America Line for the VP-PR and Communications job.

After an 11-year stint at the Omnicom agency, Zucker left as Managing Director and Executive Advisory and Media Services Lead. Earlier, he spent a decade at Burson-Marsteller as Midwest market leader.

Zucker began his career in broadcast journalism, working as a Producer at ABC and CBS-owned stations.

At HAL, he will be in charge of media relations, special events, issues management, corporate giving and internal communications and report to President Gus Antorcha.

HAL, which targets the premium cruising market, has 11 ships, is part of Carnival Corp. ○



Bill Zucker

BP's Morrell stars in Disney's PR

Walt Disney Co. has tapped former BP and Pentagon communications exec Geoff Morell to succeed Zenia Mucha, who's retiring at the end of the year, as its PR chief.

Before joining Disney, she was Communications Director for former New York Republican Senator Al D'Amato and Director of Communications for the Empire State's Governor George Pataki.

Morrell, who will assume the Chief Corporate Affairs Officer post, was EVP of Communications Advocacy at the British energy giant.

At Disney, he is responsible for PR, government relations, public policy, charitable giving and environmental issues, according to the *Hollywood Reporter*.

Prior to BP, Morrell was Deputy Assistant of Defense for PR during the Bush II and Obama administrations.

Earlier, he was White House correspondent for Disney's ABC News property, which he left in 2007 for the Pentagon job. He joined BP in 2017. ○



Geoff Morell

Weber Shandwick hires ad vet Williams

Weber Shandwick has hired advertising veteran Lewis Williams as Executive VP and Head of Brand Impact.

The 30-year ad veteran joins the Interpublic unit from Burrell Communications, where he did a 15-year stint as Chief Creative Officer. He handled blue-chip clients such as McDonald's, Procter & Gamble and Toyota.

In his Weber Shandwick post, Williams is to guide brands as they navigate changing consumer expectations and behaviors. ○



Lewis Williams

CNN's Farkas heads to Brunswick Group

Brunswick Group has hired CNN Business Vice President and General Manager Jason Farkas as a Partner in the firm's New York office, effective Jan. 3. At CNN, Farkas has also held senior roles with CNN Digital Video, CNN's Reliable Sources and CNNVR, deploying new technologies and business models across the network. He has also served as an Executive Producer at Bloomberg and a Senior Producer at CNBC. ○



Jason Farkas

Golin tech chief Lackie takes AxiCom helm

Matt Lackie, President of Golin's global technology practice, has joined AxiCom, which is the tech specialist of BCW Group, as CEO.

Prior to his nearly four-year stint at Golin, Lackie did a 10-year run at WE Comms. as EVP of the Asia-Pacific group responsible for operations in Shanghai, Beijing, Hong Kong, Singapore, Delhi, Bangalore, Mumbai, Sydney and Melbourne.

He began his career at Text 100 and spent 11 years in London, Singapore, Shanghai and San Francisco. ○



Matt Lackie

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Corporations and institutions around the world are confronting a series of unforeseen events that are fundamentally shifting the ways people work and live – and have the potential to redefine businesses and entire industries.

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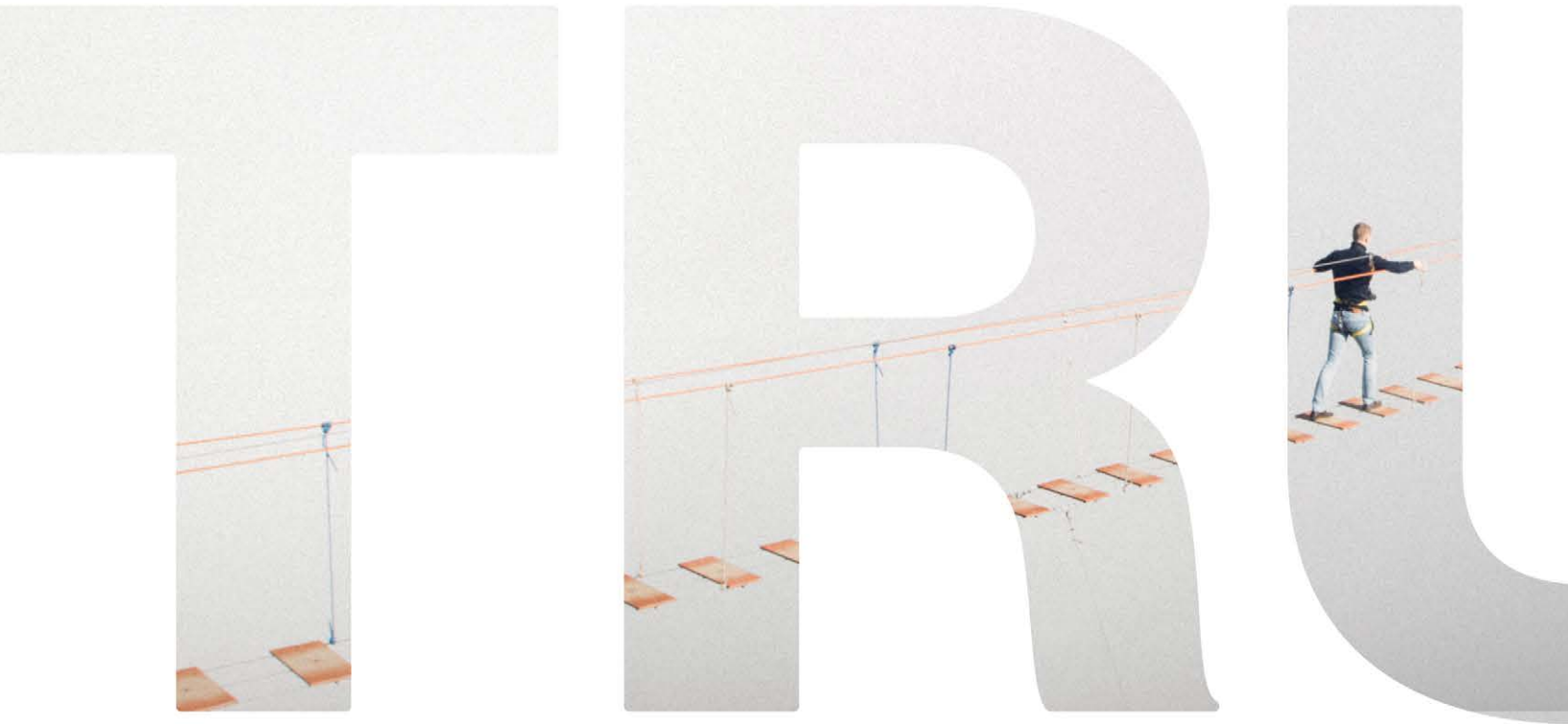
For more than five decades, Kekst CNC has been a world leader in counselling clients on the most complex special situations, including: corporate and financial communications, mergers & acquisitions, restructurings, crisis and issues management, shareholder activism and governance, regulatory investigations/resolutions, change management and employee engagement, issues and reputation management, as well as IPO communications. In most every instance, our proven experience, sound judgment and results we achieve are supported by data-driven insights, based on proprietary research and analysis capabilities.

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Abernathy MacGregor is a leading strategic communications advisor particularly in pivotal times of change. We specialize in advising CEOs, board directors and senior executives on effective stakeholder communications, engagement and advocacy initiatives in today's highly complex and interconnected world. Since 1984, we have provided superior, customized communications strategies and an intensely collaborative and high-energy commitment to our clients.

We have advised on some of the largest, most high-profile, corporate crises spanning Board-led investigations, cybersecurity incidents, product recalls, labor issues, SEC matters, ethics violations and more. Our approach has helped our clients achieve superior outcomes by helping them successfully navigate a crisis and return to business as usual while mitigating potential damage and keeping their reputation intact.

Companies today face multifaceted and rapidly evolving challenges as business, political and social issues converge. Effective communications have never been more important to producing results.

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David A. Ball, President & Founder
Greg Turner, Vice President
Alex Villanueva, Account Manager

Crises seldom appear conveniently at 9 a.m. on a Monday. Even before a reporter calls out of the blue or a TV news van sets up out front, organizations need a trusted partner ready to step in to help minimize damage, maintain their reputation and position them



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Ball Consulting Group, LLC is an award-winning, full-service strategic communications firm that specializes in crisis communications, planning and management.

Founded in 2004 and based in the Boston area but with clients worldwide, we have helped lead organizations through many types of crises, including bankruptcies and closures, criminal misdeeds, cyberattacks, food and drug recalls, government settlements, lawsuits, labor strikes, layoffs, natural disasters, regulatory actions and sexual harassment.

We have built a reputation for not only providing highly strategic guidance during challenging and complex crises, but also for "helping organizations identify weak points and prevent a crisis from ever occurring. We help clients prepare for any situation by creating a comprehensive crisis communications plan that identifies the crisis management team, establishes communication protocols and provides step-by-step guidance.

We take immense pride in our ability to bring a guiding hand, abundant experience and confidential counsel to help organizations overcome crises and emerge stronger.

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PRWeek named Bospar its "Outstanding Boutique Agency of the Year" for two years in a row.

PRNews included Bospar on its Agency Elite Top 100 list.

Bospar is a team of hard-driving tech PR professionals with purpose and relentless joy for what we do. We are comprised of former journalists from social and traditional media and marketing, influencer, financial, SEO and public affairs experts. As a team, we get smart on contact, build relationships and launch PR campaigns, grounded in strategy and infused with creativity.

If you want to get known fast, accelerate adoption, or drive impact, Bospar exceeds all expectations.

With breakthrough coverage and visibility, simply put: our clients speed ahead—no "BLAH, BLAH, BLAH" about it!

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Hal Dash, Chmn. & CEO
Steve Bullock, CFO
Brandon Stephenson, CSO
Amy Rosenfeld, VP, PR/Comms.

For over 50 years, Cerrell has created and implemented crisis management strategies and programs for our clients both in the public and private sectors including healthcare, tech, transportation, land use, energy and environment. Our trademark approach—Strategy. Action. Results.—has helped our clients navigate the increasingly complex world of dealing with public policy crisis situations with expertise in training, messaging, social and traditional media outreach in this new era of regulatory activity and social justice activism.

With deep roots and extensive networks throughout California, we understand how to reach the audiences that matter most when public-facing issues elevate to a crisis level. We connect with opinion leaders, policy makers and the public to present our clients' responses and actions.

Clients include: Allied Universal, Biocom California, BYD Motors, HDR Engineering, Inc., Infor, Kiewit Corp., Local Initiatives Support Corporation—Los Angeles, Pharmaceutical Research and Manufacturers of America (PhRMA), Providence St. Joseph Health (partial lists).

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crisis communications to video production to full-stack marketing. Comsint brings the expertise of a global firm paired with the service and transparency of a boutique agency.

Our crisis and risk management practice centers on working with executives to identify and mitigate areas of potential reputational vulnerability and manage high-stakes situations that play out in the media and online. Our team has counseled senior leaders in government, business and nonprofits at organizations such as MIT, Partners HealthCare, Enel and Lloyd's of London.

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Thomas Graham, President & CEO

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Members of Crosswind's CPR+ response team have experience as frontline civilian and military responders and communication leaders:

- One Crosswind responder had oversight of the entire U.S. Navy public and community communications channels during multiple national and international crises and operations.
- Another, a much-decorated combat medic, returned to the Lone Star state to help handle our own regional catastrophes and critical calamities.
- A third Crosswind team member led response teams from the world's largest defense company and the energy industry's most maverick corporation through multiple calamities, financial setbacks and achievements.

Our broad experience and deployments include messaging for critical litigation and restructuring, navigation to safety of one of the largest university systems in the nation, frontline defense of the industry leader among national healthcare providers, course corrections for marketing the state's

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We are the leading regional public communications and marketing-communications firm based in Texas, with deep national and international *Fortune* 500 experience and seasoned talent, connecting, informing and creating inspiring work. We re-tune brands and reputations to broaden public awareness. We reframe national and international narratives to deeply engage with core customers and influencers.

Texas is our home but our clients have global audiences and worldwide impact. We have deep roots in the state and understand how to bring Texas and Texas enterprise to the world and how to bring the world to Texas.

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Patrick Blake Renda, Founder/
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Dragon Horse Agency was one of the first global ad agencies to identify the value and the necessity of an integrated business and marketing strategy delivering customized solutions to clients via its solution, DragonONE.

Dragon Horse Agency specializes in all forms of Public Relations and Marketing, providing customized end-to-end solutions.

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Edelman is a global communications 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. Our honors include the Cannes Lions Grand Prix for PR; *Advertising Age's* 2019 A-List; the *Holmes Report's* 2018 Global Digital Agency of the Year; and, five times, Glassdoor's Best Places to Work. 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).

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Services offered include:

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2. Crisis Communications delivery: In the midst of a crisis, external resources will often be required. Bringing in experienced personnel with the right background to develop and deliver key messages becomes a clear priority.

3. Crisis Scenario Planning: Organizations are often too prone to plan for "scenario one"—the obvious crisis based on the core business. Often the crisis that actually hits is of a wholly different nature, such as sexual harassment, bribery or ransomware. While it is not possible to anticipate all potential scenarios, testing the resilience of your systems with unexpected scenarios is critical to business continuity.

The best crisis plan? It's the one developed NOW—before your organization's reputation is under attack.

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— Continued from page 51

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 is a proud part of Phoenix-based, full-service marketing communications firm Off Madison Ave, one of the leading behavioral marketing and digital communications providers in the West. Off Madison Ave brings compelling solutions to influence how people interact and engage with brands. Founded in 1998 and with an office in Boulder, Colorado, Off Madison Ave offers integrated services across creative, paid media, public relations, social, interactive, application development and branding.

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 recognized as 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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Finn Partners has been ranked among the world's leading public relations agencies by *The Holmes Report*, and *PRNews* has acknowledged FINN senior staff as "Crisis Communicators of the Year." Our depth of knowledge offers clients access to the counsel and strategies that reach influencers, media and policymakers effectively, and help to build resilience and positive reputation.

From business transformation, cybersecurity issues, executive leadership transition, financial restatement, government investigations, litigation, product recalls to shareholder relations, our experts in Consumer Products, Health, Economic Development, Education, Manufacturing, Public Affairs, Energy and Sustainability, Technology and Travel, blend crisis experience with sector expertise. At a time of global uncertainty, when issues rise to the level of business disruption, our team of skilled crisis experts helps clients navigate the complex communications landscape, maintain the confidence of key stakeholders, and protect reputation and brand.

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Jessica Berk Ross, Managing Partner, Public Affairs Global Practice Leader, Finn Partners.

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Steve Halsey, Chief Growth Officer

G&S Business Communications helps innovative companies change the world. Our mission is to inspire people to take action, resulting in business growth for our clients. Our vision is to fuel transformation in the five key industries we serve, Advanced Manufacturing & Energy, Agribusiness, Financial & Professional Services Healthcare, and Home & Building.

Our researchers, media strategists, storytellers, and engagement experts meet each client at the intersection of business and communications. Our strategies help B2B clients meet their business goals, and our work produces meaningful results that move markets. Our

commitment to measurement ensures that we are constantly learning and improving to make your program better.

We have a global staff of 140+ people, who operate primarily from four offices, New York, Raleigh, Chicago and Basel, but we offer our clients a global network of support through PROI Worldwide partners.

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Steven Lipin, Chairman and Chief Executive Officer

Lauren Odell, Partner and Chief Operating Officer

Christina Stenson, Partner

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. Clients seek out Gladstone Place Partners for counsel on a range of matters, including mergers & acquisitions, crisis situations, corporate reputation and strategic positioning issues, IPOs & spinoffs, global trade and supply-chain matters, cybersecurity, shareholder activism and corporate governance communications.

Our boutique approach, with a focus on independent advice and confidentiality, enhances our ability to help our clients navigate layered and sensitive matters. 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.

Gladstone Place strives to build long-term, trusted relationships by delivering the highest quality work product, paired with uncompromising ethics, integrity and judgment. Our work is underpinned by a culture of professional excellence, meritocracy and diversity.

Our Founder and Chief Executive Officer, Steve Lipin, has spent more than 30 years at the intersection of the corporate world, Wall Street and the media as a leading financial journalist and top communications strategist to C-suites, boards of directors and chief communications officers. We are an entrepreneurial firm with global capabilities and mindset, with headquarters in New York and an office in San Francisco.

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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*.**

SITRICK AND COMPANY

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Havas Formula is a top-ranked national public relations agency headquartered in New York, with offices in Los Angeles, San Diego, Chicago, Miami and Denver. A subsidiary of Havas, one of the world's largest global communications groups, the firm specializes in general market and Hispanic PR, crisis communications, social/digital and experiential marketing. Havas Trust, the agency's crisis practice led by Donovan Roche, takes a holistic approach, guiding clients through crisis preparation, management and recovery. The group helps organizations effectively identify and anticipate potential issues or crises before they occur, and provides the guidance, tools and support to mitigate negative consequences and protect the brand's reputation when they do. Havas Trust's service offering includes vulnerability assessments, crisis team training, crisis management plan development, ongoing crisis communications support, practice drills and monitoring/reporting. Industries served include healthcare, technology, food & beverage, restaurants/retail, financial services, and real estate, while the team's situational experience ranges from public health issues, DE&I, employee and executive misconduct, and sexual harassment to data breaches, class action lawsuits, product recalls and injuries/fatalities.

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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 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., Intel/Mobileye, DraftKings, Agilent Technologies, Legg Mason & Co. LLC, lululemon athletica, Intel/Mobileye, Michaels Stores, Kohl's, Fisker Automotive, Marqeta, New Relic, Edelman 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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Jamie Diaferia, Founder & CEO
Zach Olsen, President

Infinite Global is an award-winning strategic communications agency advising a wide range of domestic and international clients facing difficult scenarios in which reputational, legal and commercial risk is high.

We advise organizations and individuals, providing counsel and tactical support to mitigate risk and protect reputations when it matters most. We have broad sector experience managing our clients' reputational risk, often involving active litigation, regulatory and political pressure, media attention

and heightened public scrutiny. Infinite has an established data breach response practice that helps clients across a range of industries—including financial and legal services, education and healthcare—mitigate, prepare for and respond to the risks endemic to housing sensitive data.

Our work spans each phase of the crisis lifecycle: from pre-crisis preparation and planning, to rapid crisis response and post-crisis reputational repair.

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Joelle Frank, Managing Partner
Matthew Sherman, President

The events of the past several years underscore the importance of effective corporate communications regardless of the crisis. Communications to internal and external audiences must instill confidence, articulate the issues and describe how challenges are being addressed.

Whatever the crisis, Joelle Frank helps companies navigate new realities and unexpected circumstances. We help shape and implement effective communications strategies that are transparent and nimble enough to adapt to rapidly evolving situations. Indeed, in a crisis, a company is judged not only on the crisis itself, but also how it prepared, managed and communicated through the event.

KARV COMMUNICATIONS

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Andrew Frank, Founder and President
Eric Andrus, Executive Vice President

KARV Communications is a globally recognized strategic communications firm based in

New York City, specializing in sophisticated corporate and financial communications, crisis and personal reputation management, litigation support and public affairs. The KARV philosophy is simple—we accomplish the goals set by our corporate, government and non-profit clients all over the world, through an extensive network and an unbiased approach to solving problems.

KARV is led by a team of talented professionals with wide-ranging global experience in a variety of industries: finance, media, energy, consumer goods and services, technology, healthcare, gaming, entertainment, government and non-profit sectors and more.

We offer clients the broad spectrum of relationships that we have cultivated over many years: legal, lobbying, financial advising, management consultancy, technology, risk management/business intelligence, and other in-house or outside advisors. Through these relationships, KARV brings a balanced and comprehensive approach to issues management and strategic counsel to our clients in high-stakes situations.

Many firms offer talent and experience; however, few offer talent, experience, and worldwide relationships. This is what sets KARV Communications apart as we deliver custom-tailored communications strategies to reach all critical stakeholders.

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

Many companies and institutions around the world will confront unforeseen events that may well alter their future, pose unprecedented challenges, and potentially define their reputation for years to come.

What is required in these circumstances is an expert, experienced strategic communications partner to work with senior management and a Board of Directors to develop and execute the necessary integrated communications strategies to gain the trust and confidence of key stakeholders in this era of accelerated change.

Kekst CNC is ideally equipped to help global business and insti-

tutional leaders address these challenges ... as well as their opportunities. For 50 years, our team of more than 250 experienced professionals, located in 13 offices around the world, has partnered with leading organizations of all sizes to: articulate new business strategies and a vision for success; explain an enterprise transforming event and its significance; help navigate complex business challenges or crises; build support among key stakeholders; and, work to strengthen and protect our clients' credibility, reputation, and brand.

As trusted advisors, Kekst CNC's professionals bring to client engagements high energy, sound judgment and expertise on such high stakes matters as: M&A, shareholder activism and governance, crisis communications, restructurings, regulatory investigations / resolutions, litigation support, complex investor relations, IPO communications, issues and reputation management, leadership transitions, employee engagement, as well as digital and social communications—providing exceptional counsel and execution supported by objective insights, based on access to proprietary research, data and analytics capabilities.

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Zach Silber, Chief Strategy Officer
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Kivvit is one of *O'Dwyer's* top 15-ranked and fastest-growing independent strategic communications and public affairs firms in the United States.

What sets Kivvit apart is our unique ability to integrate cutting-edge and proprietary data,

tools and technology to inform a full suite of strategic communications, content and creative development, and data-driven advertising capabilities. Our wide-ranging expertise and relentless focus on measurement means our work efficiently utilizes resources to create impactful strategies that maximize results for our clients.

Kivvit not only achieved record business performance in 2021, we also made significant investments to accelerate our evolution as the Agency of the Future while creating a world class culture that fosters collaboration, creativity, and innovation across our teams.

Our success delivering on these priorities has earned Kivvit significant recognition, including as Public Affairs Firm of the Year (Reed Awards 2021 and 2020), Most Innovative Agency (Bulldog PR Awards 2020), Digital Agency of the Year in North America and Best Agency to Work For (PRovoke 2020), and a Top 5 Public Affairs Firm (PRovoke 2021).

Kivvit also leads *O'Dwyer's* national rankings across multiple categories, including #1 for Non Profits, #2 for Energy, #3 for Corporate Social Responsibility, #3 for Real Estate, and #4 for Education.

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The Levinson Group (TLG) is a full-service boutique communications firm, with a global reach and impact, that specializes in advising C-Suites, Boards of Directors, influential individuals, law firms, and other leaders in corporations, non-profits, and other organizations in their most mission-critical moments.

Since its founding in 2013, TLG has become well known for serving as a strategic partner and advisor in high stakes matters relating to corporate reputation and governance; government response and sensitive investigations; public affairs and issues management; crisis and risk management; litigation communications; and global financial communications including corporate restructuring, executive transitions, mergers, acquisitions, and other transitions. The firm also

specializes in advising multiple Am Law 50 law firms.

Many of TLG's team of expert communications advisors come from backgrounds in journalism, politics, government and the private sector. The team specializes in creating and implementing targeted, always-on communications campaigns crafted to cultivate meaningful engagement with valued stakeholders. TLG has also been recognized for its commitment to leading social impact programs and offering a robust pro bono practice.

Chambers & Partners and *National Law Journal* ranked TLG among the top public relations and communications firms in the U.S. in Crisis Management and Litigation Communications, noting the firm's proven track record. Named by *PR News* as a "known problem solver," CEO Molly Levinson is named in the LawDragon 100 leaders in legal strategy and has been awarded *PR News's* 2017 Crisis Manager of the Year and one of *PR News's* Top Women in PR for 2021.

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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/legislative 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 public and private company C-suite executives, boards of directors, 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, FINRA, NASDAQ, Capitol Hill, the Investment Company Institute (ICI), a host of *Fortune* 500 companies—T-Mobile, Lenovo, Honeywell, GE, Freddie Mac, and ExxonMo-

bil among them—as well as a wide cross-section of global communications and marketing consultancies.

The breadth of our award-winning team includes expertise across all types of criminal and civil litigation, regulatory enforcement and policy actions, congressional and state AG investigations, and securing the legislative/regulatory approvals necessary to complete key corporate transactions. We provide proven depth in a number of industries and issues, with a particular focus on financial services, banking, and tax; healthcare and medical devices; consumer-facing industries and product recalls; data privacy, cyber breach, and technology policy; global trade and supply chain; and corporate governance.

We have teams and partners in: New York, Chicago, Boston, and London.

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Bob McNaney, Senior Vice President
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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 Communications + Critical Issues Management Team at Padilla can guide you from pre-crisis event preparation to crisis and critical issues event support. We help our clients perform at their very best on their very worst day by showing them how to maintain control in the midst of chaos.

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 a full-service public relations agency that transforms brands and organizations through strategically creative communications. Our work across deep areas of sector expertise in agriculture and environmental sciences, food, beverage and nutrition, health,

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PADILLA

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technology and financial services, is consistently recognized by industry partners such as *PRWeek*, *PRovoke* and *PRSA*, among others. Padilla operates in seven cities in the U.S. through its family of brands, which includes *SHIFT*, *FoodMinds*, *Joe Smith* and *SMS Research Advisors*. As an *AVENIR GLOBAL* company and a founding member of the *Worldcom Public Relations Group*, the agency provides services to clients through 155 offices worldwide. Transform with purpose at PadillaCo.com.

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Kate Hartley, Co-Founder

Polpeo's realistic and immersive crisis simulations prepare you to communicate successfully in a crisis.

Its interactive crisis simulation technology recreates the experience of managing a crisis as it unfolds and spreads over social, digital and traditional media.

A Polpeo crisis simulation will stress-test your crisis communications response, plans, teams, resilience and strategies, all within a safe, secure environment, away from the glare of the public or media. Behind the scenes, a live team role plays the public response to the crisis, making this the closest thing possible to managing a real crisis.

Polpeo works with some of the biggest brands, organisations and communications agencies all over the world including organisations across aviation and transport, FMCG/CPG, food and drink, public sector, financial services, retail banking, pharmaceutical, manufacturing, health and beauty, charities, retail and consumer brands. It was founded in 2013 by social media specialist Tamara Littleton (also CEO and founder of social media agency, *The Social Element*), and PR specialist Kate Hartley.

Nothing prepares you for a crisis as effectively as experiencing one. Polpeo gives you that experience without any of the risk.

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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Michael Petruzzello, Managing Director
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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 positions. 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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Amanda Watenberg, Managing Director
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Rachel Harrison Communications (RHC) is an award-winning PR firm and social media agency with offices in New York, Los Angeles, London, and Mexico City. As an integrated team of communications and digital marketing professionals, RHC is defined by the team's success in building brands. RHC exceeds expectations through creativity, strong relationships, and an ability to seek out trends across numerous industries.

Guided by the belief that hospital-ity PR strategies will only succeed if they meet the moment, RHC is always ready to adapt.

RHC works with nationally and internationally recognized clients across numerous fields. Some have reached the top of the World's 50 Best lists, and others have made the hot lists, gold lists, platinum lists, and everything in between. Most importantly, RHC helps clients achieve whatever success looks like to them.

Tourism and travel clients include Tourism Authority of Thailand, Turtle Bay Resort, Fairmont Pacific Rim, Dream Hotels (Hollywood, Midtown, and Downtown), Barriere Group, Urban Cowboy Hotels, The Wayfinder, House of Yes, Greydon House, Triumph Hotels, and Superfrico at The Cosmopolitan. Spirits, culinary, and lifestyle clients include Amaro Montenegro, Select Aperitivo, Absolut Elyx Vodka, Teremana Tequila, Benno, The Bastion Collection, St. Theo's, Apotheke candles and more.

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Mike Paul, President & CEO

Reputation Doctor® LLC's Crisis Public Relations Division has an excellent track record of helping corporate, government, nonprofit, as well as sports and entertainment clients handle crises globally. We offer strategic counsel to clients when the media, customers, consumers, employees, investors, regulators, government leaders and even fans are all demanding answers to difficult situations.

Our team of senior consultants provide results by developing strategic crisis communications programs that work. We offer crisis management services to local, national and international clients.

Reputation Doctor® LLC is also a leader in litigation support PR worldwide.

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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.

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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, analytics and measurement; public affairs; and investor relations—to public and private companies as well as investors, associations and individuals.

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

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

able 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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Solomon McCown & Cence (Boston & New York) supports clients that face complex issues at the intersection of public policy and business. The firm works within education, healthcare and real estate sectors, and with corporations and non-profit organizations to deliver integrated communications strategies. We specialize in messaging, media relations & training, government affairs, digital and social content, and integrated campaigns.

Crisis planning and management is a defining strength of SM&C. Our nationally-recognized team of crisis managers comes from journalism and politics. We develop crisis plans for corporations, institutions, and mission-focused organizations. We help organizations navigate sensitive issues including those involving public health, misconduct accusations, leadership transitions, bankruptcies and business failures, 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, AM Best, Bain Capital, Brevet Capital, Carl Marks Advisors, CityMD, Conning Asset Management, CSAA, CVC Capital Partners, DealCloud, Dosis, EIS, First Eagle Alternative Credit, FFL Partners, Great Hill Partners, HGGC, Hudl, Intapp, Kline Hill Partners, Lincolnshire Management, Makena Capital, Marin Health, Merchants Fleet, Mercy College, Mobilitas, Mosser, One Equity Partners, Pine Brook, SaverLife, Summit Medical Group, Sun Capital Partners, Tanenbaum Center for Interreligious Understanding, T1D Fund, Toorak Capital Partners, Vertical Bridge, VSS and Winston & Strawn. ○

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Why sponsors shouldn't boycott the Olympics

By Fraser Seitel

Years ago, *The New York Times* used to include something called a "Sports Section," which reported on such newsworthy topics as basketball, baseball and football. Its sports commentary—authored by such legendary journalists as Red Smith, Dave Anderson, George Vecsey and Harvey Araton—was often inspiring reading.



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*.

Today, of course, the new, improved, woke *Times* still claims to carry a "Sports Section," but it really doesn't. Gone are the daily reports on collegiate or professional sports, with the notable exception of the best American coverage of

the ever-popular Italian and British soccer leagues. Mostly, what passes as "sports" in the *Times* these days are columns by writers like Kurt Streeter, whose columns have discussed sports topics like:

- Why Major League Baseball's commissioner should be called out for allowing Atlanta Braves fans to do the racist "tomahawk chop" during games.
- Why the National Football League commissioner should be called out for allowing racist tweets by fired Las Vegas Raiders' coach Jon Gruden.
- Why the International Olympic Committee should be called out for its racist suspension of U.S. sprinter Sha'Carri Richardson, who violated IOC rules prohibiting marijuana use.
- Why the affluent Seattle neighborhood in which Mr. Streeter's family has lived for six decades should be called out for the "pain and disappointment" of the latent racism he still feels on his daily jog.

In the wake of the Biden administration's announcement that it wouldn't send officials to the China Olympics, Mr. Streeter turned his critical eye to companies—such as Coca-Cola and Visa—that will be sponsoring the Olympics. Coke and its corporate cohorts should be called out, he argued, for supporting a country where human rights atrocities include mistreating Muslim minorities.

"Instead of using their significant clout to speak boldly for human rights in China,"

Mr. Streeter implored, "the corporate sponsors that underwrite the games and use the Olympics as a marketing tool are putting profits over morality."

Presumably, many PR professionals agree with Mr. Streeter. Why shouldn't Coca-Cola and the other corporate sponsors boycott the China Olympics? Here's why.

Corporate "profits" benefit lots of people in lots of places. Coca-Cola is in business to sell what was once called "soda pop" and now includes juices, teas and flavored waters. That's what it does and what it should focus on.

Coke and its independent bottling partners employ 700,000 people, operating in more than 200 countries. All those people in all those countries depend on Coca-Cola to make a profit. When Coke sponsors global events like the Olympics, it makes more money, and some portion of that money finds its way into the pockets of those 700,000 people who use it to feed and clothe and house their families.

So, the greater the profits of Coca-Cola, the better the outcome for hundreds of thousands of families around the world. That's the bottom line and a detail to which, alas, anti-corporate zealots, like Bernie Sanders and Elizabeth Warren and Alexandria Occasio-Cortez and apparently Mr. Streeter, either are oblivious or unwilling to recognize.

Without sponsors, Olympic participants would enjoy little recognition. Celebrity Olympians, like gymnast Simone Biles or swimmer Michael Phelps, are clearly outliers.

Most Olympians, who spend their entire lives training for such events, toil in obscurity. They scrimp and save to fulfill their passion, longing for the moment when they can compete on the world stage once every four years.

Their ability to take that world stage and be seen and recognized and perhaps even attain fame and fortune is a direct result of the willingness of corporations to spend millions of dollars to sponsor the Olympics around the world.

Even Mr. Streeter, in his screed on callous corporate sponsors, allowed as to how the dismal human rights record of this year's host country has created "an unfair position for the Olympics' labor force, most of whom toil away for years in obscure sports that barely pay the bills."

Of course, he then fails to make the connection between the sponsors' support and the potential realization of the Olympians' dreams of achievement.

Corporate "morality" is essential, but

every corporation must determine for itself how that morality should be manifested. In a society where belief in "capitalism" has diminished, particularly in the eyes of younger people, it's more urgent than ever that companies live by the mantra of "doing the right thing."

But that doesn't mean every corporation must become a Patagonia or Ben & Jerry's that embraces every environmental or social justice cause no matter how controversial or obscure. The publics of many public companies are hugely diverse in political and social preferences; and so before taking a public stand on a particular issue, a business must first consider the risks in terms of alienating a key constituency on whom it depends for support or income.

Coca-Cola is a good example. Last spring, when the Georgia legislature adopted a stricter voting law, Atlanta-based Coke went public to condemn it. Predictably, the company's declaration was lauded by some, criticized by others. But Coke made a tough choice to support its many local employees who felt strongly about the law.

Supporting the Olympics is a separate judgment. Said Paul Lalli, Coke's Global VP for Human Affairs, "We do not make decisions on these host locations. We support and follow the athletes wherever they compete."

There are many ways for companies to exhibit their moral indignation. Finally, just because a company supports the Olympics doesn't mean it can't also support organizations opposed to human rights abuses.

The list of U.S. corporations supporting human rights for women, people of color, people of all faiths, etc. is limitless. For example, the Business Coalition for the Equality Act, which would expressly protect LGBTQ people, numbers 400 companies, the largest coalition of business firms ever to support the LGBTQ community.

The fact is, a large company today would be stupid not to take advantage of any opportunity to reinforce its respect of and support for human rights.

Coca-Cola has donated more than \$1 billion "creating a culture of diversity, equity and inclusion" in the communities in which it operates. But in repressive nations like China, where Coke and other large firms—including Patagonia—have plants suspected of ties to forced labor of Muslim minorities, balancing profit and morality is complicated.

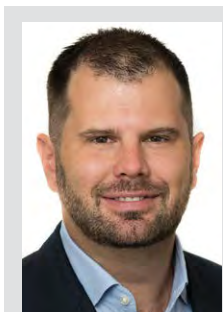
Responding to such allegations in its China operation, Coke says it "strictly pro-

— Continued on next page

Navigating labor shortages and rising costs

By Dominic Rovano

The COVID-19 pandemic has upended labor market dynamics, creating an economy-wide shortage of workers. For public relations and marketing firms, wages are the single biggest cost, and rising labor costs are hitting them hard.



Dominic Rovano, CPA, is a Co-Partner in Charge of Janover LLC's New York City office. He leads the Professional Services group, and helps its clients satisfy their financial-reporting requirements successfully by providing assurance, tax and other advisory services.

Coupled with “The Great Resignation,” recruiting and retention has become a challenge and a key focus area for businesses. The labor shortage is forcing businesses across all industries—including public relations and marketing—to raise wages significantly to attract new candidates and fill open positions.

Public relations and marketing firms also are turning to retention strategies that include significant pay increases and bonuses to maintain their current workforce, especially high-performing employees. This is placing a strain on employers throughout the country in all industries, and it doesn't look like things will change anytime soon.

Let's look at some statistics. Currently, there's not enough talent supply to meet demand. According to the U.S. Bureau of Labor Statistics, four million Americans quit their jobs in July 2021, and there were 10.4 million job openings at the end of August.

The Labor Department reported the Employment Cost Index, the broadest measure of labor costs, surged 1.3 percent last quarter after rising 0.7 percent in the April-June period. The largest gain since 2001 reflected an increase across industries. Policymakers and economists widely view the ECI as one of the better measures of labor market slack and a predictor of core inflation, adjusting for composition and job quality changes.

Labor costs powered ahead 3.7 percent on a year-on-year basis, the largest rise since the fourth quarter of 2004, after increasing 2.9 percent in the second quarter. The inflation rate has hit a 30-year high. The Consumer Price Index, the most widely followed measure of inflation, rose 6.2 percent between October 2020 and October 2021. The CPI represents the average change

in what urban consumers pay for a market basket of consumer goods and services. Categories tracked include food, energy, housing, apparel and services.

What does this all mean?

The rising prices of just about everything from milk to gas impact more than just individual consumers. They're having negative effects on businesses, too. Companies are being forced to make some tough decisions regarding product pricing, advertising and marketing budgets, expansion plans and more.

Variants of the virus and vaccine mandates continue to create uncertainty globally. Businesses are grappling with worker shortages and higher wages, energy prices, shipping fees and other costs. Many have no choice but to pass at least a portion of these increases on to their customers to break even or, in some cases, prevent potentially catastrophic losses.

How PR, marketing firms can respond

These significant changes require businesses to conduct a deeper analysis and assessment of their operations. They must do this to ensure prices are adjusted accordingly, specific cost-cutting and growth opportunities are identified and productivity is improved. Increasing efficiency and automating processes can promote financial stability.

An analysis of your team must be conducted, with extra attention to high-performing, key players. The market is such that if you aren't paying your people what they're worth, someone else will. Competition is rough for talent right now. Your key players may have been courted by your competitors already. The cost to replace your key people will far outweigh the adjustment you need to make to get them to a more competitive salary. Currently, we're seeing annual salaries increase between 10 and 20 percent, sometimes more.

How will you pay for these increases? By increasing fees. Your clients are feeling the squeeze as well and are adjusting their pricing strategy. Don't be left in the dark. Public relations and marketing firms provide tremendous value to their clients, so make sure you're paid what you're worth. Start having conversations with your clients now to prepare them for significant fee increases in 2022.

There are other ways to fill this gap. With a shift to remote and hybrid work environments, public relations and marketing firms have an opportunity to downsize their office footprint and decrease their spending on electricity and cleaning. This change also opens the door to expanding your talent

pool and filling positions with employees in lower cost-of-living areas. We saw many firms start to make this shift in 2021 and expect to see even more movement in 2022.

Overall, many businesses are seeing average savings of between \$10,000 and \$20,000 per employee with remote work. While remote work may require infrastructure upgrades and investment in cloud collaboration solutions, it brings benefits such as decreased turnover, a wider talent pool, increased productivity and the ability to maintain business continuity.

In addition, as in-person business meetings, conferences and events have become less frequent, businesses can realize significant travel and expense savings. Virtual meeting platforms such as Zoom and Microsoft Teams offer the ability to conduct meetings efficiently and effectively while saving on travel costs.

With an increasing number of employers offering remote work, this type of flexibility alone isn't enough to recruit and retain talent. Companies must focus on creating a culture where people want to be, and that takes work. Employees are looking not only for flexibility but for more dynamic organizations that offer the benefits and culture that are important to them. Oftentimes, this means employee-centric firms with active leadership and benefits that are centralized around listening and investing in the careers of their team members.

Why make these shifts?

Making these adjustments and doing this analysis requires the right data, but realigning your strategy to ensure the allocation of assets for long-term success can go a long way. Having a better understanding of your operations and finances in real-time by implementing tools such as digital analytic dashboards can help you navigate this new and more challenging environment.

Take action now and assume some of your people already have one foot out of the door. Focus on your culture, increase your fees, pay competitive rates for your people and 2022 could be one of your best years yet! **○**

DON'T BOYCOTT THE OLYMPICS

— Continued from page 58

hibits any type of forced labor in our supply chain” and uses third-party auditors to closely monitor its suppliers. In the case of its suspect Chinese operation, Coke says, it “successfully completed an audit in 2019.”

That's clearly not nearly enough to appease its critics. It's a lot easier to bellow “boycott!” when you bear no responsibility for people's lives or livelihoods. **○**

Hugo Boss gets Fierce on sourcing

Fierce Government Relations has picked up German luxury fashion brand Hugo Boss for D.C. work on international sourcing and supply chain matters.

Hugo Boss is among companies targeted by activists for the use of cotton imported from China's Xinjiang region.

The U.S. has charged China with carrying out a policy of genocide against Xinjiang's Uyghur Muslims.

Hugo Boss says it does not purchase "any goods originating in the Xinjiang region from direct suppliers."

It has posted California's supply chain disclosure agreement on its website that "requires every direct supplier to sign and acknowledge the Hugo Boss social standards which include provisions on the prohibition of trafficking and slavery."

Fierce has an eight-member team repping Hugo Boss that includes special assistants to president George W. Bush (Kirk Blalock and Kirsten Chadwick), Legislative Director to Sen. Lindsey Graham (Aleix Jarvis), and Chief of Staff to Sen. Mitch McConnell (Billy Piper). ○

Project Veritas taps ex-Pence aide for FBI raid

Project Veritas is using Mark Paoletta, ex-counsel to Vice President Mike Pence, to inform members of Congress of the FBI Nov. 6 raid of the Mamaroneck home of its founder and conservative activist James O'Keefe.

The FBI launched the effort to seek information about the alleged theft of a diary belonging to President Biden's daughter, Ashley.

Project Veritas has said it received a copy of the diary last year but has not published any of its contents.

Journalist groups have condemned the FBI's action as a gross violation of the First Amendment.

A Manhattan federal judge on Dec. 7 rejected a bid by The Reporters Committee for Freedom of the Press to force the FBI to divulge the legal reasoning behind the raid.

Paoletta, who also was Chief Counsel for Oversight and Investigations for the House Energy & Commerce Committee, is with the firm of Schaerr Jaffe. ○



Mark Paoletta

Ex-White House spokesperson goes to NBCU

Former White House Deputy Press Secretary Jen Friedman is moving to NBCUniversal, where she will assume the Executive Vice President Communications role on Jan. 10.

Friedman was most recently Managing Director, Global Public Affairs at The Blackstone Group. Before coming to Blackstone, she was Senior Director, Corporate Reputation at GE.

In addition to serving as a Senior Advisor at both the U.S. Department of Health and Human Services and the Department of the Treasury, she has held communications positions at the Commerce and Homeland Security departments.



Jen Friedman



Friedman succeeds Hilary Smith, who moved from the corporate communications position in October to take on oversight of NBCU's corporate social responsibility unit. ○

Ex-Utah Gov. Leavitt lobbies for long-COVID patients

Leavitt Partners is lobbying Congress on behalf of the estimated three to nine million Americans who may have ongoing symptoms after an acute infection of COVID-19, which may impact their return to work or their normal lives.

Former Utah Governor and U.S. Health and Human Services secretary Mike Leavitt and Nancy-Ann DeParle, who was deputy chief of policy for president Barack Obama, unveiled the COVID Patient Recovery Alliance in April to help members of the healthcare community and decision-makers meet the challenges presented by long-COVID.

The most commonly reported symptoms of long-COVID are fatigue, muscle aches, shortness of breath, difficulty in breathing, coughing, brain fog and chest pain.

Leavitt Partners is pressing Congress for policies related to developing national solutions that coordinate diverse data sources, inform the development of models of care, and ensure adequate payment for long-COVID patients, with a focus on the most vulnerable. ○



Mike Leavitt

Biden taps PTA's Toney for Dept. of Ed slot

President Biden nominates National Parent Teacher Association Director of Strategic Communications LaWanda Toney to serve as Assistant Secretary for the Department of Education's office of communications and outreach.

Toney has been with the National PTA for over 12 years, managing the organization's communications team in the areas of web, social media, editorial, creative development and media relations. She previously managed marketing programs, planned special events and created communications campaigns for retailers, nonprofits, publishing and advertising companies. ○



LaWanda Toney

BGR bolsters Qatar's outreach

BGR Government Affairs has inked a \$30,000 monthly contract to provide strategic counsel and outreach to officials, decision-makers, non-government organizations and media in the U.S., specifically in Texas, for Qatar.

Walker Roberts, co-head of both BGR's international and trade practice and defense group, handles the effort with PR principal Jo Maney.

Roberts served as Deputy Staff Director of the International Relations Committee under Republican Henry Hyde of Illinois. Maney was communications director of the House Rules Committee when it was chaired by David Dreier (R-CA).

BGR's contract with Qatar, which has emerged from an economic blockade launched by its Arab neighbors, went into effect Dec. 1 and runs through May 31.

The DC-based firm reports to Hamad Al-Muftah, Deputy Chief of Mission at Qatar's embassy. ○

Edelman to develop Neom's Tech & digital Brand

Edelman has signed a six-month contract worth \$1.3 million to launch, build and maintain the Neom Tech and Digital brand of Saudi Arabia's \$500 billion city of the future project.

The No. 1 independent firm is to promote Neom Tech and Digital, which was introduced at the Future Investment Initiative in Riyadh on Oct. 26-28, in the U.S., U.K., China, Singapore and India under its agreement that runs through March 31.

It is charged with developing "media focused messaging, its executives and its suite of solutions being launched" and "creating

and implementing a full media engagement activation that includes strategy across media and across audience targets (including investors, business partners, government, customers by verticals, public)."

Edelman also will consult with the client on positioning Neom Tech and Digital vis-a-vis competitors and handle events.

The contract carries an option to extend for another six-month period.

Neom is the linchpin of Saudi Crown Prince Mohammed bin Salman's effort to diversify the economy of the country. ○

China taps Vippi Media for Olympics social media push

The People's Republic of China has hired Vippi Media Inc. to handle a social media campaign to promote the 2022 Olympics and Paralympics slated for Beijing.

The Englewood, NJ-based firm is to oversee strategy, creative, distribution and influencer management, according to its agreement with the PRC's New York Consulate General that went into effect on Nov. 22 and runs through March 13.

Focused on the Instagram, Twitch and TikTok platforms, 70 percent of VMI's deliverable content is to be about "interesting and meaningful things before/during/after" the Games such as athletes' preparation, new technologies, touching moments and Beijing's history, cultural relics and modern life.

Twenty percent of the effort is to be about "cooperation and any good things in China-U.S. relations" in areas such as high-level exchanges, climate change, biodiversity, new energy, etc.

The balance will focus on Consulate General news and trends.

VMI's fee is \$300,000. It has received a \$210,000 advance for the work. ○

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.

Invest SP USA, LLC, New York, NY, **registered Dec. 6, 2021 for Invest SP**, Sao Paulo, Brazil, regarding providing information and services to persons in Sao Paulo, Brazil, seeking investment from persons in the United States.

Mercury Public Affairs LLC, Trenton, NJ, **registered Nov. 8, 2021 for Consulate General of Japan**, New York, NY, regarding assisting with gathering information about local, state and federal politics and analyzing and interpreting political data.

Resolute-DC, Washington, DC, **registered Dec. 16, 2021 for SK E&S Co., Ltd.**, Seoul, South Korea, regarding providing outreach, government relations strategy and execution for this renewable energy operator.

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.

Ballard Partners, Washington, DC, **registered Nov. 30, 2021 for Safe Port Terminals, LLC**, St. Augustine, FL, regarding amending the SAFE Port Act of 2006 and public-private partnerships concerning port security.

Invariant LLC, Washington, DC, **registered Dec. 16, 2021 for Hugo Boss USA, Inc.**, New York, NY, regarding educating policymakers on trade matters.

Leavitt Partners, LLC, Washington, DC, **registered Dec. 13, 2021 for COVID Patient Recovery Alliance**, Washington, DC, regarding federal policies related to developing national solutions that coordinate diverse data sources, ensure adequate payment for long-COVID patients, and more.

Lobbyit.com, Washington, DC, **registered Dec. 6, 2021 for American Association of School Personnel Administrators**, Overland Park, KS, concerning promoting policies that address educator shortages.

2022 PR Buyer's Guide

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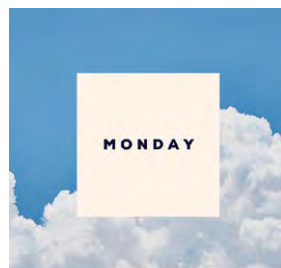
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- 68 - CPA/Consulting Services
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- 72 - Education
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Annual Reports/ Design/Branding

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

Broadridge, 5 Dakota Dr., #300, Lake Success, NY 11042. 800/353-0103. www.broadridge.com.

Eisenberg & Associates, 1722 Routh St., #900, Dallas, TX 75201. 214/528-5990. www.eisenberginc.com. Arthur Eisenberg, Founder.

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

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

Lippincott, 499 Park Ave., New York, NY 10022. 212/521-0000. www.lippincott.com. Richard Wilke, Sr. Partner.

Point Five Design, 118 E. 25th St., 10th Flr., New York, NY 10010. 212/414-4309. 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. Gina Grillo, Pres. & CEO.

Advertising Specialty Institute, 4800 Street Rd., Trevese, PA 19053. 800/546-1350. www.asicentral.com. Timothy M. Andrews, Pres. & CEO.

Alliance for Women in Media, 2365 Harrodsburg Rd., #A325, Lexington, KY 40504. 202/750-3664. www.allwomeninmedia.org. Becky Brooks, Pres.

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

American Association of Political Consultants, 1750 Tysons Blvd., #1500, McLean, VA 22102. 703/245-8020. www.theaapc.org. Alana Joyce, Exec. Dir.

American Marketing Association, The, 130 E. Randolph St., 22nd flr., Chicago, IL 60601. 800/AMA-1150. www.ama.org. Jeremy Van Ek, COO & Acting CEO.

Arthur W. Page Society, 230 Park Ave., #455, New York, NY 10169. 212/400-7959. <https://page.org>. Roger Bolton, Pres.

ASAE: The Center For Assn. Leadership, 1575 I St., N.W., Washington, DC 20005. 202/371-0940. www.asaecenter.org. Chris Vest, VP, Corp. Comms & PR.

Association for Conflict Resolution, P.O. Box 5, Eagle, NE 68347. 202/780-5999. www.acrnet.org. Marya Kolman, 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. Amanda Caldwell, Interim Exec. Dir.

Association for Women in Communications, The, 4730 S. National Ave., Bldg. A1, Springfield, MO 65810. 417/886-8606. www.womcom.org. Megan Maulorico, Account Mgr.

Association of Marketing and Communications Professionals, 127 Pittsburg St., Dallas, TX 75207. 214/377-3524. www.amcp.org.

Association of National Advertisers (ANA), 155 E. 44th St., New York, NY 10017. 212/697-5950. www.ana.net. John Wolfe, Dir., PR.

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

Chief Marketing Officer Council, 1494 Hamilton Way, San Jose, CA 95125. 408/677-5333. 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. Allen Waxman, Pres. & CEO.

Florida PR Association, 40 Sarasota Ctr. Blvd., #107, Sarasota, FL 34240. 941/365-2135. www.fpra.org.

Hispanic Public Relations Association www.hpra-usa.org.

Hospitality Sales & Marketing Association Int'l, 7918 Jones Branch Dr., #300, McLean, VA 22102. 703/506-3280. global.hsmi.org.

Institute for PR, University of Florida, P.O. Box 118400, Gainesville, FL 32611-8400. 352/392-0280. www.instituteforpr.org. Tina McCorkindale, Pres. & CEO.

International Association of Business Communicators (IABC), Managed by SmithBucklin, 330 N. Wabash Ave., #2000, Chicago, IL 60611. 312/321-6868. www.iabc.com.

International Association of Business Communicators (IABC), Wash., D.C. Chapter, www.iabccdmetro.org.

International Association of Speakers Bureaus, 1922 E. Fairmont Dr., Tempe, AZ 85282. 480/839-1423. www.iasbweb.org. Marie Fredette, Exec. VP.

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

Internet Association, Washington, DC. 202/869-8680. info@internetassociation.org; internetassociation.org.

Issue Management Council, 207 Loudoun St. S.E., Leesburg, VA 20175. 703/777-8450. www.issuemanagement.org. Teresa Yancey Crane, Pres.

Museum of Public Relations, The, 85 Broad St., 17th flr., New York, NY 10004. 212/943-9439. info@prmuseum.org; www.prmuseum.org. Shelley Spector, Barry Spector, Co-Founders.

National Association of Broadcasters, 1 M St., S.E., Washington, DC 20003. 202/429-5300. www.nab.org. Ann Marie Cumming, Sr. VP, Comms.

National Association of Government Communicators, 400 S. 4th St., #754E, Minneapolis, MN 55415. 888/285-8556. nagc.com. Isaiah Allen, Exec. Dir.

National Black Public Relations Society, 14636 Runnymede St., Van Nuys, CA 91405. 888/976-0005. www.nbpr.org.

National Council for Marketing & Public Relations (NCMPR), 5901 Wyoming Blvd., N.E., #J-254, Albuquerque, NM 87109. 505/349-0500. www.ncmpr.org.

National Foundation for Women Legislators, 1727 King St., #300, Alexandria, VA 22314. 703/518-7931. www.womenlegislators.org. Jody Thomas, Exec. Dir.

National Hispanic Media Coalition, 12825 Philadelphia St., Whittier, CA 90601. 626/792-6462. communications@nhmc.org; www.nhmc.org. Brenda Victoria Castillo, Pres. & CEO.

National Institute for Lobbying & Ethics, The, 10340 Democracy Lane, #300, Fairfax, VA 22030. 703/383-1330. www.lobbyinginstitute.com.

National Investor Relations Institute, 908 King St., #310, Alexandria, VA 22314. 703/562-7700; fax: 703/562-7701. www.niri.org. Al Rickard, Dir., Comms.

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

New York Financial Writers' Association, P.O. Box 338, Ridgewood, NJ 07451. 646/470-7433. contact@nyfwa.org; www.nyfwa.org.

New York Women in Communications (NYWICI), 355 Lexington Ave., 15th fl., New York, NY 10017-6603. 212/297-2133. info@nywici.org; www.nywici.org. Alexandra Owens, Exec. Dir.

Novitas Communications, 1732 Wazee St., #201, Denver, CO 80202. 720/379-5740. mblyng@novitascommunications.com; novitascommunications.com. Michelle Lyng.

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

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

Philadelphia PR Association, 7300 City Ave., #360, Philadelphia, PA 19151. 215/557-9865. www.ppra.net.

PR Club, (Formerly Publicity Club of New England), c/o March Comms., 560 Harrison Ave., #408, Boston, MA 02118. www.prclub.org.



PR Council, 1460 Broadway, 8th fl., New York, NY 10036. 917/439-9201. www.prcouncil.net. Kim Sample, President.

The PR Council is the only association dedicated to agencies with public relations offerings. PR Council Member agencies – 130 of the country's premier global, mid-size, regional and specialty firms – operate in the most sophisticated public relations market in the world, set the standard for excellence, and share a common desire to build the world's most successful agencies.

Promotional Products Association Int'l., 3125 Skyway Circle North, Irving, TX 75038-3526. 888/426-7724. www.ppai.org. Dale Denham, Pres. & CEO.

PRSA/Georgia, 108 Riverstone Pkwy., Canton, GA 30114. 770/449-6369. www.prsa-georgia.org.

PRSA/Los Angeles Chapter, 2700 E. Foothill Blvd., #209, Pasadena, CA 91107. 626/313-4343. www.prsala.org.

PRSA/National Capital Chapter, 200 Little Falls St., #205, Falls Church, VA 22046. 703/691-9212. www.prsa-ncc.org.

PRSA/New York Chapter, One World Trade Center, flr. 69, New York, NY 10007. 212/228-7228. info@prsany.org; www.prsany.org.

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

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

Public Relations Student Society of

America (PRSSA), 120 Wall St., 21st fl., New York, NY 10005. 212/460-1474. prssa.prsa.org. Jeneen Garcia, Sr. VP, Programs.

Publicity Club of Chicago, P.O. Box 101236, Chicago, IL 60610. 773/463-5560. www.publicity.org.

Publicity Club of New York, 8554 260th St, Floral Park, NY 11001. info@publicityclub.nyc; www.publicityclub.org. Peter Himler, Pres.

Radio Television Digital News Association, 529 14th St., N.W., #1240, Washington, DC 20045. 202/221-4282. 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. Lynn Branigan, Pres. & CEO.

SIIA, Software & Information Industry Assn., 1090 Vermont Ave., N.W., 6th fl., Washington, DC 20005. 202/289-7442. www.siaa.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., #406E, Phoenix, AZ 85004. 602/496-7862. www.sabew.org. Kathleen Graham, Exec. Dir.

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

Society for Technical Communication, 3251 Old Lee Highway, #406, Fairfax, VA 22030. 571/366-1914. 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. 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. www.spj.org. John Shertzer, Exec. Dir.

U.S. Travel Association, 1100 New York Ave., N.W., #450, Washington, DC 20005. 202/408-8422. www.ustravel.org.

Washington Women in PR, P.O. Box

65297, Washington, DC 20035.
www.wvpr.org.

Women in Government Relations, 908 King St., #320, Alexandria, VA 22314. 202/868-6797. www.wgr.org. Jen Brydges, Exec. Dir.

Women in PR North America
womeninpr.com.

Awards

Adrian Awards, Hospitality Sales & Marketing Association Int'l., 7918 Jones Branch Drive, #300, McLean, VA 22102. 703/506-3280. global.hsmi.org.

Alexander Hamilton Medal, Institute for PR, University of Florida, P.O. Box 118400, Gainesville, Florida 32611-8400. 352/392-0280. www.instituteforpr.org. Tina McCorkindale, Pres. & CEO.

AME - Advertising & Marketing Effectiveness Awards, New York Festivals, 641 Lexington Ave., 13th fl., New York, NY 10022. 212/271-5278. www.AMEawards.com.

APEX Awards, Communications Concepts, Inc., 6604 Richmond Rd., #19, Williamsburg, VA 23188. 703/643-2200. info@ApexAwards.com; 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. 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. 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. Rebecca Mann.

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

AVA Digital Awards, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX 75207. 214/730-0533. awards@avaawards.com; www.avaawards.com.

Bell Ringer Awards, PR Club, (Formerly Publicity Club of New England), March Comms., 226 Causeway St., 4th fl., Boston, MA 02118. www.prclub.org.

Big Apple Awards, PRSA/New York Chapter, New York, NY. 212/228-7228. info@prsany.org; www.prsany.org. Andrew Graham, Pres.

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

Bulldog PR Awards, PR Awards, Stars of PR Awards. www.bulldogawards.com.

Cannes Lions Awards, Festival of Creativity. +44 (0) 20 3033 4000. www.canneslions.com.

Clarion Awards, Association for Women in Communications, 4730 S. National Ave., Bldg. A1, Springfield, MO 65801. 417/886-8606. www.womcom.org. Kandice Mollitiam, Membership.

CLIO Awards, 104 W. 27th St., 10th fl., New York, NY 10001. 212/683-4300. www.cliaoawards.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. Jennifer Baranowski, Awards Dir.

Communicator Awards, Academy of Interactive & Visual Arts, 22 West 21st St., 7th fl., New York, NY 10010. 212/675-3555. www.communicatorawards.com.

Communitas Awards, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX 75207. 214/377-3526. info@communitasawards.com; www.communitasawards.com.

dotCOMM Awards, Association of Marketing and Communication Professionals, 127 Pittsburg St., Dallas, TX 75207. 214/377-3526. awards@dotcommawards.com; www.dotcommawards.com.

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

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

Gold Quill Awards, Int'l. Association of Business Communicators (IABC), Managed by SmithBucklin, 330 N. Wabash Ave., #2000, Chicago, IL 60611. 312/321-6868. www.iabc.com.

Golden Trumpet Awards, Publicity Club of Chicago, P.O. Box 101236, Chicago, IL 60610. 773/463-5560. www.publicity.org.

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

iBravo! Awards, Hispanic Public Relations Association. 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. Reni L. Witt, Pres.

Internet Advertising Competition (IAC) Awards, Web Marketing Association, P.O. Box 475, South Wellfleet, MA 02663. www.iacaward.org. William Rice, Pres.

Jack Felton Medal for Lifetime Achievement, Institute for PR, University of Florida, P.O. Box 118400, Gainesville, FL 32611-8400. 352/392-0280. www.instituteforpr.org. Tina McCorkindale, Pres. & CEO.

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

Matrix Awards, NY WICI, 355 Lexington Ave., 15th fl., New York, NY 10017. 212/297-2133. www.nywici.org. Alexandra Owens, Exec. Dir.

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

NAGC Communicator of the Year Award, National Association of Government Communicators, 400 South 4th St., #754e, Minneapolis, MN 55415. 888/285-8556. nagc.com. Isaiah Allen, Exec. Dir.

New York Festivals, TV & Film Awards, 641 Lexington Ave., 13th fl., New York, NY 10022. 212/271-5278. www.newyorkfestivals.com.

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

Paragon Awards, Plus Additional Awards, National Council for Marketing & Public Relations (NCMPR), 5901 Wyoming Blvd., N.E., #J-254, Albuquerque, NM 87109. 505/349-0500. www.ncmpr.org.

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. 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.
Chris Vest, VP, Corp. Comms. & PR.

PR News Awards, Access Intelligence, LLC. www.prnewsonline.com/pr-news-awards.

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.
Karen Mateo, Chief Comms. Officer.

PRSA/NCC National Capital Excellence in Comms. Awards, Formerly Thoth Awards, 200 Little Falls St., #205, Falls Church, VA 22046. 703/691-9212. prsance.org.

Public Relations and Marketing Excellence Awards, Business Intelligence Group. 909/529-2737. www.bintelligence.com.

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

Ragan's PR Daily Awards, 10 S. LaSalle St., Chicago, IL 60603. 800/878-5331. www.prdaily.com.

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

SABRE Awards, PProvoke Media, 271 West 47th St., New York, NY 10036. 212/333-2300. www.provokemedia.com.

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. 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.
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.

Society for Technical Communication, STC Awards, 3251 Old Lee Highway, #406, Fairfax, VA 22030. 571/366-1914. 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. Marla Schrager, Exec. Dir.



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Stevie Awards, 10560 Main St., #519, Fairfax, VA 22030. 703/547-8389. www.StevieAwards.com.
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Telly Awards, The, 22 W. 21st St., 7th fl. North, New York, NY 10010. 212/675-3555. www.tellyawards.com.

Viddy Awards, 127 Pittsburg St., Dallas, TX 75207. 214/730-0539. awards@viddyawards.com; www.viddyawards.com.

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

Washington Women in Public Relations (WWPR) Woman of the Year Award, P.O. Box 65297, Washington, DC 20035. wwpr.org.

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

Woman of the Year Award, She Runs It (Formerly Advertising Women of NY), 1460 Broadway, New York, NY 10036. 212/221-7969. www.sherunsit.org.
Lynn Branigan, Pres. & CEO.

Broadcast Monitoring Services

DigiClips, Inc., 819 Beauprez Ave., Lafayette, CO 80026. 303/926-0334. www.digiclipinc.com. Paula Shapiro.

Keep in Touch, 30 Lafayette Sq., #118, Vernon, CT 06066. 860/871-6500. www.keeptouch.com. Drew Crandall, Pres.

MediaMax Online, 1845 Flower St., Glendale, CA 91201. 818/260-8160. info@mediamaxonline.com; www.mediamaxonline.com.

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

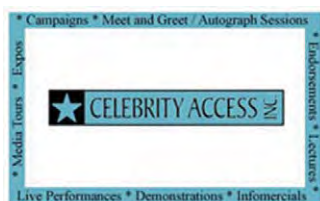
Universal Information Services, 1700 Farnam St., Ste. 1260, Omaha, NE 68102. 800/408-3178. news@universal-info.com; www.universal-info.com.

Celebrities



Cavanaugh & Associates Inc., 14350 Addison St., #222, Sherman Oaks, CA 91423. 818/907-5210. tim@cavanaughassociates.com; 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; 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: 323/553-4001; LA: 323/651-3300. info@thecelebritysource.com; www.thecelebritysource.com. Laurie Kessler, CEO, Rita Tateel, Pres.

Rogers & Cowan PMK, 1840 Century Park E., 18th flr., Los Angeles, CA 90067. 310/854-8100. www.rogersandcowanpmk.com.

Speakers On Healthcare, 10870 NW Laurinda Court, Portland, OR 97229. 503/345-9164. info@speakersonhealthcare.com; www.speakersonhealthcare.com. Jo Cavender, Pres.

United Talent Agency (UTA) Speakers 212/645-4200. www.unitedtalent.com/speakers.

World Class Speakers & Entertainers, 5158 Clareton Drive, Ste. 1034, Agoura Hills (County of Los Angeles), CA 91376. 818/991-5400. jkessler@wcSpeakers.com; wcse@wcSpeakers.com; www.wcspeakers.com. Joseph I. Kessler, Pres.

See full listing under Speakers Service (Talent).

Clipping Services



CoverageBook. coveragebook.com.

Self-service software tool used by in-house and agency teams to showcase and measure their hard-earned media.

MediaMax Online, 1845 Flower St., Glendale, CA 91201. 818/260-8160. info@mediamaxonline.com; www.mediamaxonline.com.

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

Newz Group, P.O. Box 873, Columbia, MO 65205. 800/474-1111; fax: 573/474-1001. www.newzgroup.com.

Universal Information Services, 1700 Farnam St., Ste. 1260, Omaha, NE 68102. 800/408-3178. news@universal-info.com; www.universal-info.com.

Content Marketing

Associated Press, The, 200 Liberty St., New York, NY 10281. 212/621-1500. www.ap.org/content/.

Concepts, Inc., 4800 Hampden Lane, Ste. 200, Bethesda, MD 20814. 240/482-3709. kherson@conceptscmm.com; www.conceptscmm.com. Karen Herson, Pres.

Content Marketing Institute contentmarketinginstitute.com.

Conventions/Conference Planners

Conference Board, The, 845 Third Ave., New York, NY 10022. 212/759-0900. www.conference-board.org. Steve Odland, Pres. & CEO.

Meeting Professionals International (MPI), 2711 Lyndon B. Johnson Freeway, #600, Dallas, TX 75234. 866/318-2743. www.mpi.org.

Copywriters

ContentWriters.com, 148 Mercer St., 2nd flr., New York, NY 10012. 800/891-0553. contentwriters.com.

Ghostwriters Central, Inc., Los Angeles Area, CA. 888/743-9939. michael@ghostwords.com; www.ghostwords.com. Michael McKown.

T. J. Sacks & Associates, 445 Park Ave., 9th flr., New York, NY 10022. 212/787-0787. info@tjsacks.com; www.tjsacks.com. Temi Sacks.

Corporate Image Consultants

MIEN Consultancy, Downtown Newark, NJ 07102. 201/283-8353. info@mien.co; www.mien.co. Mikara Reid.

CPA/Consulting Services

Buchbinder Tunick & Company LLP, One Pennsylvania Plaza., New York, NY 10119. 212/695-5003. www.buchbinder.com. Marc Niederhoffer, Partner.



Gould+Partners LLC, One Penn Plaza, Suite 3200, New York, NY 10119. 212/896-1909; cell: 917/783-4500.

rick@gould-partners.com;
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, 299 Park Ave., 10th fl., New York, NY 10171. 212/999-5585.
www.5wpr.com.

Ronn Torossian, Founder & CEO.

Abernathy MacGregor, 277 Park Ave., 39th fl., New York, NY 10172. 212/371-5999. abmac.com. Tom Johnson, CEO, Carina Davidson, Pres.

See listing in Crisis Communications profile section, p. 50

AJB Communications, 480 Main St., #16G, Roosevelt Island, NY 10044. 917/783-1680. ajbcomms@gmail.com;
www.ajbcomms.com. Andrew Blum.

Axia Public Relations +1-888-PR-FIRM-8 (+1-888-773-4768); Mobile Number: 904/583-1977. inbound@axiapr.com; axiapr.com/crisis. Jason Mudd.

Bishoff Communications LLC, 233 Needham St., Newton, MA 02464. 617/573-0076. bishoffcommunications.com. Janey Bishoff, CEO.

Blaine Group, Inc., The, 8665 Wilshire Blvd., #301, Beverly Hills, CA 90211. 310/360-1499. www.blainegroupinc.com. Devon Blaine, Pres./CEO.

Bliss Group, The, 500 5th Ave., #1640, New York, NY 10110. 212/840-1661. www.theblissgrp.com.

Boardroom Communications Inc., 1776 N. Pine Island Rd., #320, Ft. Lauderdale, FL 33322. 954/370-8999. www.boardroompr.com. Don Silver, COO, Todd Templin, Exec. VP.

Butler Associates, LLC, 353 Lexington Ave., 17th fl., 212/685-4600. www.butlerassociates.com. Thomas P. Butler, Pres.

CommCore, Inc., 1660 L St., N.W., Ste. 204, Washington, DC 20036. 202/659-4177. info@commcoreconsulting.com; www.commcoreconsulting.com. Andrew Gilman, Pres. & CEO.

Dezenhall Resources, 2121 K St., N.W., #920, Washington, DC 20037. 202/296-0263. dezenhall.com.

Dragon Horse Agency, 848 1st Ave. North, #200, Naples, FL 34102. 305/306-3992; 239/325-5088.

info@dragonhorseagency.com;
www.dragonhorseagency.com.
Patrick Blake Renda, Founder/Mng. Partner/Chief Strategy Officer.

See listing in Crisis Communications profile section, p. 51

Edelman, 250 Hudson St., 16th fl., New York, NY 10013. 212/768-0550. www.edelman.com.

See listing in Crisis Communications profile section, p. 51

Fineman PR, A division of Off Madison Ave, San Francisco, CA. 415/392-1000. finemanpr.com.

See listing in Crisis Communications profile section, p. 51

Finn Partners, 301 East 57th St., New York, NY 10022. 212/715-1600. www.finnpartners.com.

See listing in Crisis Communications profile section, p. 52

Finsbury Glover Hering, 3 Columbus Circle, 9th fl., New York, NY 10019. 646/805-2000. fgh.com. Alexander Geiser, CEO.

FleishmanHillard, 200 N. Broadway, St. Louis, MO 63102. 314/982-1700. fleishmanhillard.com. Ken Field, Americas Crisis Lead.

FTI Consulting, Inc., 88 Pine St., 32nd fl., New York, NY 10005. 212/850-5600. www.fticonsulting.com. Mark McCall, Global Segment Leader.

See listing in Crisis Communications profile section, p. 52

Ghostwriters Central, Inc., Los Angeles Area, CA. 888/743-9939. michael@ghostwords.com; www.ghostwords.com. Michael McKown.

Gladstone Place Partners, 485 Madison Ave., 4th fl., New York, NY 10022. 212/230-5930. www.gladstoneplace.com. Steven Lipin, Chmn. and CEO, Lauren Odell, Partner and COO.

Havas Formula, 200 Hudson St., New York, NY 10013. 212/219-0321. nyinfo@havasformula.com; www.havasformula.com. Michael Olguin, CEO; Donovan Roche, VP, Havas Trust.

See listing in Crisis Communications profile section, p. 54

ICR, 685 Third Ave., 2nd Fl., New York, NY 10017. 646/277-1200. www.icrinc.com. Thomas Ryan, CEO, Don Duffy, Pres.

See listing in Crisis Communications profile section, p. 54

Infinite Global, New York Office:, 340 Madison Ave., 19th fl., New York, NY 10173. 917/602-0545. www.infiniteglobal.com. Jamie Diaferia, Founder & CEO, Zach Olsen, Pres.

See listing in Crisis Communications profile section, p. 54

Joele Frank, Wilkinson Brimmer Katcher, 622 Third Ave., 36th Fl., New York, NY 10017. 212/355-4449. www.joelefrank.com. Joele Frank, Mng. Partner, Matthew Sherman, Pres.

See listing in Crisis Communications profile section, p. 54

Kekst CNC, 437 Madison Ave., 37th fl., New York, NY 10022. 212/521-4800. www.kekstcnc.com. Jeremy Fielding, Co-CEO, Bernhard Meising, Co-CEO.

See listing in Crisis Communications profile section, p. 54

L.C. Williams & Associates, 150 N. Michigan Ave., #3800, Chicago, IL 60601. 312/565-3900. www.lcwa.com. Kim Blazek Dahlborn, Pres. and CEO.

LLYC, 600 Brickell Ave., Ste. 2020, Miami, FL 33131. 786/590-1000. www.llorenteycuenca.com. Alejandro Romero, Partner & CEO Americas.

Marathon Strategies LLC, 38 E. 29th St., 4th fl., New York, NY 10016. 212/960-8120. marathonstrategies.com. Phil Singer, Founder & CEO.

Montgomery Strategies Group, The, 2445 M Street NW, Suite 900, Washington, DC 20037. 202/255-0737. mrobinson@tmsgr.com; www.tmsgr.com. Michael W. Robinson, Chairman & CEO.

See listing in Crisis Communications profile section, p. 55

MWWPR, 1250 Broadway, 3rd flr., New York, NY 10001. www.mww.com. Michael Kempner, Founder & CEO, Bret Werner, Pres., Carreen Winters, Chief Strategy Officer.

Novitas Communications, 1732 Wazee St., #201, Denver, CO 80202. 720/379-5740. mblyng@novitascommunications.com; novitascommunications.com. Michelle Lyng.

Padilla, 1101 West River Pkwy., #400, Minneapolis, MN 55415. 612/455-1700. Padillaco.com. Bob McNaney, Sr. VP.

See listing in Crisis Communications profile section, p. 55

Peppercomm, Inc., 470 Park Ave. South, New York, NY 10016. 212/931-6100. www.peppercomm.com. Steve Cody, CEO & Founder.

PRCG | Haggerty LLC, 45 Broadway, Ste. 3140, New York, NY 10006. 212/683-8100. prcg.com. James F. Haggerty, Pres. & CEO.

Profile Advisors, 405 Lexington Ave, 9th flr., New York, NY 10174. 347/343-2999. profileadvisors.com. Rich Myers, Co-Founder and Mng. Partner, Greg Marose, Co-Founder and Partner.

Public Communications Inc., One East Wacker Dr., 24th flr., Chicago, IL 60601. 312/558-1770. www.pcipr.com. Jill Allread, CEO; Craig Pugh, Pres; Pamela Oettel, COO/CFO.

See listing in Crisis Communications profile section, p. 56

Reevemark, 1 Chatsworth Ave., #524, Larchmont, NY 10538. 212/433-4600. www.reevemark.com. Brandy Bergman, CEO and Founding Partner.



Reputation Doctor® LLC, 244 Fifth Ave., Suite 2620, New York, NY 10001. 212/595-8500. www.reputationdoctor.com. Mike Paul, President & CEO.

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crisis communications programs that work. We offer crisis management services to local, national and international clients.

Reputation Doctor® LLC is also a leader in litigation support PR worldwide.

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Reputation Quality, Wichita, KS 67208. 316/226-4071. Michael.Toebe@Reputation-Quality.com; www.reputation-quality.com. Michael Toebe.

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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.
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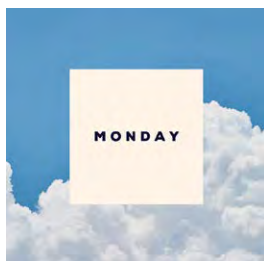
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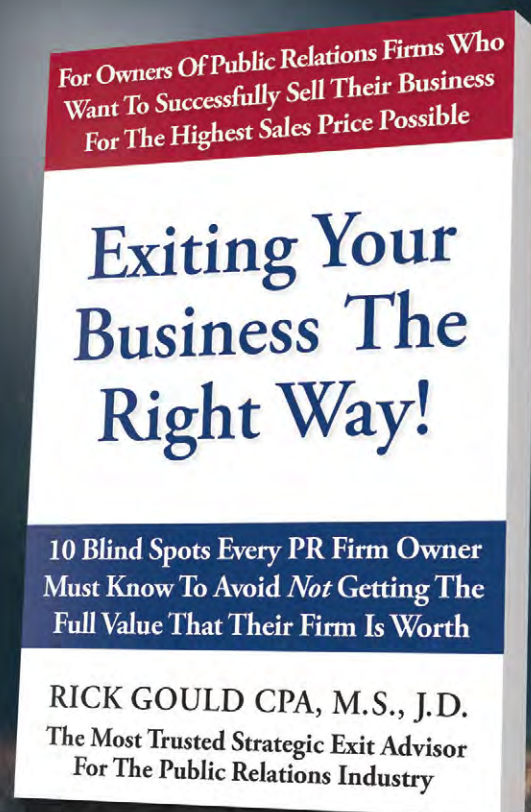
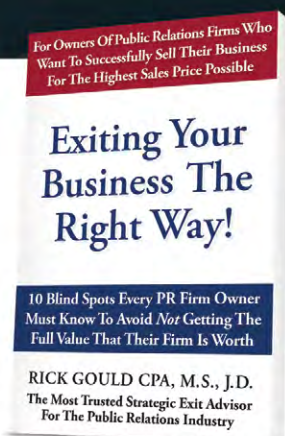
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zations, government agencies, and PR firms make their campaigns radio-friendly—ensuring that their messages are heard.



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Strauss Media Strategies, Inc., 529

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Washington, DC 20045. 202/638-0200.

info@straussmedia.com;

www.straussmedia.com.

Richard Strauss, President.

262 West 38th St., Suite 803

New York, NY 10018

212/302-1234; newyork@straussmedia.com;

www.straussmedia.com

Richard Strauss, President

Los Angeles, CA

losangeles@straussmedia.com;

www.straussmedia.com

Richard Strauss, President

See full listing under SMTs and Radio.

TV Access, 800/944-9134. tvaccess.com.

Keith Hempel, Pres.

Radio**4media Group**, 888-890-8066.

hello@4media-group.com;

www.4media-group.com.

4media group is an integrated PR/Marketing firm delivering best-in-class strategy and services to the world's most recognized brands and agencies. Working in four core areas – **Intelligence, Content, Communications and Digital** – our team of industry experts can help fill tactical gaps or create complex, data-driven comms plans from planning and ideation through fulfillment and reporting. Our radio pitching team is well-respected and trusted among journalists and show hosts. 4media group services include:

- Satellite Media Tours (SMTs)
- Virtual Satellite Media Tours (VSMTs)
- Radio Media Tours (RMTs) in English and/or Spanish
- Surveys, market research and focus

Continues on next page

4MEDIA GROUP *continued*

- groups
- Media relations
- Media buying: TV, radio, web, OOH
- Video production
- Soundbite & B-roll packages
- Audio News Releases (ANRs)
- Public Service Announcements (PSAs)
- Influencer Marketing
- Webcasting and Virtual Events

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jeffrey@hedquist.com; www.hedquist.com.
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rdeangelis@mediaengagement.com;
www.mediaengagement.com.
Robin DeAngelis.

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info@mediatracks.com;
www.mediatracks.com. Shel Lustig, Pres.

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www.megaphone-media.com.
Kyle Carmone.

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



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www.nanradio.com

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www.nanradio.com.
Tom Sweeney, President; Tammy Lemley, Vice President.

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Pitching Monkeys Media, Waldwick, NJ 07643. 201/214-9611.
mark@pitchingmonkeys.com;
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;
www.premieretv.com.

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 (Virtual & In-Studio)
- Press Junkets (Virtual & In-Person)
- Virtual Panels & Round Tables
- Radio Media Tours
- Audio News Releases

- Online Audio & Video Distribution
- B-Roll Packages
- ENG Crews
- Creative Video Production / "High-light 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; www.pressrecord.co. Justin Goldstein.

Press Record Communications has over a decade of experience booking and managing logistics for earned broadcast media outreach to television, radio and podcast outlets, including via satellite and radio media tours. We have helped clients like book authors, public affairs and awareness organizations, politicians, celebrities, and nonprofits to secure television and radio coverage that makes an impact and generates engagement across their owned channels. We do so by understanding broadcast media that they want to target and why. Then, we develop a strategic plan for delivering results, rather than taking a spray and pray approach.

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- We will not be afraid to pick up the phone and talk to our contacts to generate media interest.

Additional Services Include:

- Podcast production
- B-Roll development

- Audio News Release distribution
- Broadcast media training

Radio Media LLC, 600 Park Offices Dr., Suite 300-123, Durham, NC 27709. 919/763-1230. lisa@radiomedia.com; radiomedia.com. Lisa Fisher, Pres.



Strauss Media Strategies, Inc., 529 14th St., N.W., #1163, Nat'l Press Bldg., Washington, DC 20045. 202/638-0200. info@straussmedia.com; www.straussmedia.com. Richard Strauss, President.

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Richard Strauss, President

Proudly celebrating our 25th anniversary in 2021, 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 quality results. We make the booking process easy for you with a focus on quality and results.

Collectively, our staff brings more than 270 years of broadcast experience and judgment to our clients, and has booked tens of thousands of interviews throughout our company history with a strong commitment to quality.

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

During COVID, our teams have adjusted, and we are booking SMT's remotely with the spokespersons conducting the interviews from the safety and security of their homes.

We 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.**

We also specialize in booking digital media and podcast 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
- Print, Digital, and Radio Paid Advertising Production and Placement
- Live Remote Broadcasts
- Customized Broadcast E-mailing to Radio & TV Stations and Shows.
- Satellite Uplinks and Downlinks
- Broadcast Media Training

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 Weber Shandwick; non-profit clients; government agencies like HRSA and the US Census Bureau; associations; large-scale events such as the major auto shows; major companies like Uber, Facebook, and General Motors; and we have worked on hundreds 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; www.tobincommunications.com. Maury Tobin, Pres.

Research



Atomik Research, a part of 4media group
888-890-8066. hello@4media-group.com; www.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**. 4media group is an integrated PR/Marketing firm delivering best-in-class strategy and services to the world's most recognized brands and agencies. Working in four core areas – **Intelligence, Content, Communications and Digital** – our team of industry experts can help fill tactical gaps or create complex, data-driven comms plans from planning and ideation through fulfillment and reporting. Through Atomik Research and Intrinsic Insight we can help businesses, brands, and agencies provide insights and generate news headlines in the U.S. and abroad.

Atomik Research specializes in:

- PR Surveys
- Tracking Surveys
- Public Affairs Polls
- International Surveys
- Infographics
- Media Relations and Promotion of Your Research



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- New Product Development
- Product Testing
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- Ethnography
- Employee Value Propositions
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Escalent, 17430 College Parkway, Livonia, MI 48152. 734/542-7600. www.escalent.com.

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

Google, 1600 Amphitheatre Pkwy., Mountain View, CA 94043. www.google.com.

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

InMoment, 10355 South Jordan Gateway, #600, South Jordan, UT 84095. 800/530-4251. inmoment.com. Andrew Joiner, CEO.

M|A|R|C Research, 1425 Greenway Drive, #300, Irving, TX 75038. 800/884-6272. www.marcresearch.com. Merrill Dubrow, CEO.

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

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

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



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Satellite Media Tours



4media Group, 888-890-8066. hello@4media-group.com; www.4media-group.com.

4media group is an integrated PR/Marketing firm delivering best-in-class strategy and services to the world's most recognized brands and agencies. Working in four core areas – **Intelligence, Content, Communications and Digital** – our team of industry experts can help fill tactical gaps or create complex, data-driven comms plans from planning and ideation through fulfillment and reporting. 4media group pioneered the fully Virtual Satellite Media Tour and our expertise in the field runs deep. 4media group services include:

- Satellite Media Tours (SMTs)
- Virtual Satellite Media Tours (VSMTs)
- 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
- Soundbite & B-roll packages
- Audio News Releases (ANRs)
- Public Service Announcements (PSAs)
- Influencer Marketing
- Webcasting and Virtual Events



A-1 Broadcast, 2030 Powers Ferry Rd., Suite 400, Atlanta, GA 30339. 770/790-3690. beverly@a-1broadcast.com; www.A-1Broadcast.com. Beverly Brunston, President.

A-1 Broadcast was formed by a former Television News Director. A-1 Broadcast's staff has over 100 years of

major market TV and Public Relations broadcast experience, which translates into successful projects and results for our clients. A-1 Broadcast works with PR Agencies and *Fortune* 500 companies for their Broadcast PR needs such as Satellite Media Tours, Radio Media Tours, Virtual Media Tours and Brand Integration.



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

Artisan Production House is a full-service production house specializing in food & lifestyle publicity. We create brand content that resonates with your audience, keeps them engaged and brings value to their lives. Our innate understanding of story relevance and personal relationships with TV producers and media influencers throughout the country gets your story heard. We'll help you deliver your messages seamlessly and with style utilizing our high-end production capabilities (including film-style shooters and graphic designers). Artisan's in-studio & on location satellite junkets include quality bookings that are actually seen, spot-on custom craft services and a fresh, modern design aesthetic ... because taste matters. Additional services include stunning branded content food videos, original book promotional videos and select matchmaking between celebrity talent and brands.

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Big Shoulders Digital Video Productions, 142 E. Ontario St., Ste. 1600, Chicago, IL 60611. 312/907-3057. bfox@bigshoulders.com; www.bigshoulders.com. Brad Fox.



D S Simon Media, 229 West 36th St., 9th flr., New York, NY 10018.
news@dssimonmedia.com
212-736-2727; dssimon.com

D S Simon Media helps clients get their stories on television, through satellite media tours and by producing and distributing video content to the media. Our clients include top brands in healthcare, travel, consumer goods, entertainment, technology, retail as well as leading non-profits and organizations delivering public affairs, CSR and DE&I messages. Established in 1986, we have won more than 100 industry awards.

Our media tours include 25-30+ bookings and a 40 million audience guarantee.

KEF Media, 1161 Concord Rd., SE, Smyrna, GA 30080. 404/605-0009. info@kefmedia.com; www.kefmedia.com. Kevin Foley, Yvonne Hanak, Linda Buckley.

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

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

MediaEngagement LLC, Hackensack, NJ 07601. 917/658-9932.
rdeangelis@mediaengagement.com;
www.mediaengagement.com.
Robin DeAngelis.

Megaphone Media, 26 Perry Street, New York, NY 10014. 646/452-8404.
www.megaphone-media.com.
Kyle Carmone.

Moldow Communications LLC
201/519-3075. jmolow@
MoldowCommunications.com;
www.moldowcommunications.com.
Jim Moldow, President.

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

See full listing under Television (TV) Production.

Next Millennium Productions, 31 Howard St., Suite 5A, New York, NY 10013.
917/237-1661. info@nmpfilms.com;
www.nmpfilms.com. Aubrey Carp.



Pitching Monkeys Media, Waldwick, NJ 07643. 201/214-9611.
mark@pitchingmonkeys.com;
www.pitchingmonkeysmedia.com.
Mark Ganguzza, President.

- Media Consultants - Planning / Strategizing
- Satellite Media Tours (SMT) - Studio / Virtual / On-Location
- Radio Media Tours (RMT)
- Combined Media Tours
- Media Training
- Podcasts - Stand-alone
- Audio News Releases (ANR)
- Public Service Announcements (PSA) - TV / Radio
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www.premieretv.com.

**25+ YEARS OF EXPERIENCE,
UNMATCHED EXPERTISE, EXCEPTIONAL CLIENT SERVICE.**

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

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

As a result, you **get the best line-ups for your SMT.**

Additional **PREMIERETV** specialties include:

- Satellite Media Tours (Virtual & In-Studio)
- Press Junkets (Virtual & In-Person)
- Virtual Panels & Round Tables
- Radio Media Tours
- Audio News Releases
- Creative Video Production / "High-light Reels"
- Broadcast & Digital Distribution
- B-Roll Packages
- ENG Crews
- International Services

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;
www.pressrecord.co. Justin Goldstein.

Press Record Communications has over a decade of experience booking and managing logistics for earned broadcast media outreach to television, radio and podcast outlets, including via satellite and radio media tours. We have helped clients like book authors, public affairs and awareness organizations, politicians, celebrities, and nonprofits to secure television and radio coverage that makes an impact and generates engagement across their owned channels. We do so by understanding broadcast media that they want to target and why. Then, we develop a strategic plan for delivering results, rather than taking a spray and pray approach.

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PRESS RECORD *continued*

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Additional Services Include:

- Podcast production
- B-Roll development
- Audio News Release distribution
- Broadcast media training

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; 310/709-1109. info@primetimedmedia.us; www.prime-timedmedia.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 that garners 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.**

- Virtual Internet Tours
- Satellite Media Tours
- Digital Media Tours
- Radio Tours
- 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

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

Los Angeles, CA losangeles@straussmedia.com; www.straussmedia.com Richard Strauss, President

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

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- Audio and Video Podcasts
- Print, Digital, and Radio Paid Advertising Production and Placement
- Live Remote Broadcasts
- Customized Broadcast E-mailing to Radio & TV Stations and Shows.
- Satellite Uplinks and Downlinks
- Broadcast Media Training

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VideoLink Inc., 1230 Washington St., West Newton, MA 02465. 617/340-4100. www.videolinktv.com.

Search Engine Optimization

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Novitas Communications, 1732 Wazee St., #201, Denver, CO 80202. 720/379-5740. mblyng@novitascommunications.com; novitascommunications.com. Michelle Lyng.

Reliable Acorn LLC, 821 Granby Dr., Fort Mill, SC 29708. 704/931-8801. dave@reliableacorn.com; www.reliableacorn.com. David Zimmerman.

Straight North, 211 W Upper Wacker Dr., #1800, Chicago, IL 60606. 855/883-0011. www.straightnorth.com. David Duerr, Chmn. & CEO.

Social Media

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

Facebook, Menlo Park, CA 94025. www.facebook.com.



Feintuch Communications, 11 East 44th St., Suite 1201, New York, NY 10017. 212/808-4900. info@feintuchpr.com; www.feintuchcommunications.com. Henry Feintuch, President.

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

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

Let us help you have purposeful conversations with clients, prospects, partners, employees, investors, journalists and others that touch your organization.

Google, 1600 Amphitheatre Parkway, Mountain View, CA 94043. www.google.com.

Hunter Public Relations, One World Trade Center, flr. 68, New York, NY 10007. 212/679-6600. www.hunterpr.com. Grace Leong, CEO.

Instagram, Menlo Park, CA 94025. www.instagram.com.

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



Marketing Maven, 2390 C Las Posas Rd., #479, Camarillo, CA 93010. 310/994-7380. lindsey@marketingmaven.com; www.marketingmaven.com. Lindsey Carnett, Pres.

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

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

Radio Media LLC, 600 Park Offices Dr., Suite 300-123, Durham, NC 27709. 919/763-1230. radiomedia.com. Lisa Fisher, Pres.

Strategic Objectives, 184 Front St. East, Ste. 400, Toronto, Ontario M5A 4N3, Canada. 866/366-7733. info@strategicobjectives.com; www.strategicobjectives.com.

The Cyphers Agency, 1682 Village Green, Crofton, MD 21114. 410/280-5451. info@thecyphersagency.com; www.thecyphersagency.com. David Cyphers.

TikTok, Culver City, CA. www.tiktok.com.

Twitter, San Francisco, CA. www.twitter.com.

Software

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

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

OnePitch, 702 Ash St., Unit 100, San Diego, CA 92101-3273. 833/748-2446. jered@onepitch.co; onepitch.co. Jered Martin.

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

TEKGROUPEnt'l Inc., 1451 W. Cypress Creek Rd., #300, Ft. Lauderdale, FL 33309. 844/414-1201. www.tekgroupp.com.

Speakers Service (Talent)

American Program Bureau, Inc., One Gateway Center, #751, Newton, MA 02458. 617/614-1600. www.apbspeakers.com. Robert P. Walker, Chmn. & CEO.

Capitol City Speakers Bureau, 1620 South 5th St., Springfield, IL 62703. 800/397-3183. info@capcityspeakers.com; www.capcityspeakers.com; www.speakersfornurses.com. Mike Klemm, Pres.

Eagles Talent Connection, P.O. Box 101, Short Hills, NJ 07078. 973/313-9800. info@eaglestalent.com; www.eaglestalent.com. Esther Eagles, CEO.

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

Keppler Speakers, 3030 Clarendon Blvd., 7th flr., Arlington, VA 22201. 703/516-4000. info@keplerspeakers.com; www.keplerspeakers.com. Jim Keppler, Pres.

Leading Authorities Inc., 1725 I St., NW, #200, Washington, DC 20006. 800-SPEAKER. www.leadingauthorities.com.

Markman Speaker Management, LLC, 20 Chestnut Street, Ste. 3, Second Fl., Needham, MA 02492. 781/444-7500. smarkman@markmanspeaker.com; www.markmanspeaker.com. Steve Markman, Founder & Pres.

Speakers On Healthcare, 10870 N.W. Laurinda Ct., Portland, OR 97229. 503/345-9164. info@speakersonhealthcare.com; www.speakersonhealthcare.com. Jo Cavender, Pres.

United Talent Agency (UTA) Speakers 212/645-4200. www.unitedtalent.com/speakers.

Washington Speakers Bureau, P.O. Box 25888, Alexandria, VA 22313. 833/972-8255. www.washingtonspeakers.com.



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Conference Board, The, 845 Third Ave., New York, NY 10022. 212/759-0900. www.conference-board.org. Steve Odland, Pres. & CEO.

Event Planners Plus!, 99 Wall St., Ste. 720, New York, NY 10005. 212/571-6559. www.eventplannersplus.com. Debert Cook, Pres./CEO.

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

Fast Forward Events, 771 Jamacha Rd., #301, El Cajon, CA 92019. 619/312-1212. info@fastforwardevents.com; fastforwardevents.com. Michelle Metter.

IEG LLC, 123 North Wacker Dr., #800, Chicago, IL 60606. 312/500-8960. info@sponsorship.com; www.sponsorship.com.

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

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Strategic Objectives, 184 Front St. East, Ste. 400, Toronto, Ontario M5A 4N3, Canada. 866/366-7733. info@strategicobjectives.com; www.strategicobjectives.com.

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

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

World Class Speakers & Entertainers, 5158 Clareton Drive, Ste. 1034, Agoura Hills (County of Los Angeles), CA 91376. 818/991-5400. jkessler@wcSpeakers.com; wcse@wcSpeakers.com; www.wcspeakers.com. Joseph I. Kessler, Pres.

See full listing under Speakers Service (Talent).

Speechwriting

Ghostwriters Central, Inc., Los Angeles Area, CA. 888/743-9939. michael@ghostwords.com; www.ghostwords.com. Michael McKown.

Television (TV) Production

Associated Press, The, 200 Liberty St., New York, NY 10281. 212/621-1500. www.ap.org.

Big Shoulders Digital Video Productions, 142 E. Ontario St., Ste. 1600, Chicago, IL 60611. 312/907-3057. bfox@bigshoulders.com; www.bigshoulders.com. Brad Fox.

Megaphone Media, 26 Perry Street, New York, NY 10014. 646/452-8404. www.megaphone-media.com. Kyle Carmone.



MURRAY HILL STUDIOS
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New York, NY 10018
212/302-1234; newyork@straussmedia.com; www.straussmedia.com
Richard Strauss, President

Los Angeles, CA
losangeles@straussmedia.com;
www.straussmedia.com
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See full listing under SMTs and Radio.

THUNK! MEDIA, Inc., Brooklyn, NY. 718/499-9068. dani@thunkmedia.com; www.thunkmedia.com. Dani S Newman.

Translation Services

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

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

Translations.com, TransPerfect, 1250 Broadway, New York, NY 10016. 212/689-1616. www.translations.com.

Transportation

Valera Global Inc., 36-36 33rd St., Long Island City, NY 11106. Reservations: 718/786-2222. info@valeraglobal.com; www.valeraglobal.com.

Video

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

See full listing under Satellite Media Tours.

Associated Press, The, 200 Liberty St., New York, NY 10281. 212/621-1500. www.ap.org.

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

Bader Media Group, 25 W. 52nd St., 16th fl., New York, NY 10019. 212/744-5380. mike@badertv.com; www.badertv.com. Mike Leventhal, Sr. Exec. VP & Mng. Editor.

Center City Film & Video, 1635 Market St., Philadelphia, PA 19103. 267/597-3500. info@ccfv.com; www.ccfv.com.

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.

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.

Megaphone Media, 26 Perry Street, New York, NY 10014. 646/452-8404. www.megaphone-media.com. Kyle Carmone.

MultiVision Digital, 34 Gramercy Ave., Rye, NY 10580. 646/319-8609. rweiss@nyccorporatevideomarketing.com; nycCorporateVideoProduction.com. Robert Weiss, President.

Murray Hill Studios, 248 East 35th St., New York, NY 10016. 212/889-4200. 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. 202/662-7500. sales@press.org; www.press.org/services.

NewsWatch, 2611 Jefferson Davis Highway, Suite 902, Arlington, VA 22202. 703/662-8180. info@newswatchtv.com; www.newswatchtv.com.

Next Millennium Productions, 31 Howard St., Suite 5A, New York, NY 10013. 917/237-1661. info@nmpfilms.com; www.nmpfilms.com. Aubrey Carp.

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.



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

THUNK! MEDIA, Inc., Brooklyn, NY. 718/499-9068. dani@thinkmedia.com; www.thinkmedia.com. Dani S Newman.

Ventana Productions, 1819 L St., N.W., #100 W, 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.

Washington Independent Productions, 5028 Wisconsin Ave., N.W., #100, Washington, DC 20016. 02/638-3400. sue@washingtonindependentproductions.com; www.washingtonindependentproductions.com. Susan Stolov, CEO.

Webcasting

Big Shoulders Digital Video Productions, 142 E. Ontario St., Ste. 1600, Chicago, IL 60611. 312/907-3057. bfox@bigshoulders.com; www.bigshoulders.com. Brad Fox.

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

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Next Millennium Productions, 31 Howard St., Suite 5A, New York, NY 10013. 917/237-1661. info@nmpfilms.com; www.nmpfilms.com. Aubrey Carp.

Website Development



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1-9

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5W Public Relations: Crisis Management

A

A-1 Broadcast: Satellite Media Tours
Abernathy MacGregor: Crisis Management
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
AJB Communications: Crisis Management
Alan Morgan Group: Search Engine Optimization
Alexander Hamilton Medal: Awards
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 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 Directory Publishers: Directory Publishers
Association of Marketing and Communications Professionals: Associations
Association of National Advertisers (ANA): Associations
Association TRENDS Annual Trendy Awards: Awards
Association TRENDS Association Executive of the Year Award: Awards
Associations Unlimited Database: Directories
Astrid Awards: Awards
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Atomik Research, a part of 4media group: Research
Audio Productions Inc.: Video
August Jackson: Special Events
Automotive PR Council, Original Equipment Suppliers Assn.: Associations
AVA Digital Awards: Awards
Axia Public Relations: Crisis Management, Editorial Distribution & Services

B

Bader Media Group: Video
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
Big Shoulders Digital Video Productions: Satellite Media Tours, Television (TV) Production, Webcasting
Bishoff Communications LLC: Crisis Management
Black PR Wire Inc.: Newswires/Press Services
Blaine Group, Inc., The: Crisis Management, Integrated Marketing & PR, Media Training
Bliss Group, The: Crisis Management
Boardroom Communications Inc.: Crisis Management
Bowling Green State University, School of Media and Communication: Education
Brian Simon Associates: Executive Search
Broadbridge: Annual Reports/Design/Branding
Bronze Anvil Awards of PR Society of America: Awards
Buchbinder Tunick & Company LLP: CPA/Consulting Services
Bulldog PR Awards: Awards
Bulldog Reporter: Newsletters
Burke, Inc.: Research
Business Wire: Press Release Distribution
Butler Associates, LLC: Crisis Management

C

Camera One: Photographers/Stock Photo
Cameron Communications Inc.: Media Training
Can Stock Photo: Photographers/Stock Photo
Cannes Lions Awards: Awards
Capitol City Speakers Bureau: Speakers Service (Talent)
Capitol Communicator: Newsletters, Special Events
Caplan Communications LLC: Radio
CareerBuilder: Employment/Online Job Sites
Cavanaugh & Associates Inc.: Celebrities
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
Cision PR Newswire: Press Release Distribution
Clarion Awards: Awards
ClickTime: Software
CLIO Awards: Awards
CMG Productions: Media Training
CODIE Awards: Awards
Columbia Books & Information Services: Directory Publishers
Columbia University, M.S., Strategic Communication: Education
CommCore, Inc.: Crisis Management, Media Training
Communicator Awards: Awards
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
Connect360 MultiMedia: Public Service Announcements
Connex International Inc.: Webcasting
Content Marketing Institute: Content Marketing
ContentWriters.com: Copywriters
Corporate Public Issues: Newsletters
CoverageBook: Clipping Services, Measurement & Evaluation
CPR, The International Institute For Conflict Prevention and Resolution: Associations
Creative Media Design: Interactive/Multimedia Services, Media Tours/Roadshows
Creators News Service/Creators Syndicate: Newswires/Press Services

D

D S Simon Media: Satellite Media Tours
Deltak: Software
Detavernier Strategic Communication: Measurement & Evaluation, Media Training
Dezenhall Resources: Crisis Management
DHR Global: Executive Search
DigiClips, Inc.: Broadcast Monitoring Services
Directory of Business Information Resources: Directories
dotCOMM Awards: Awards
Dragon Horse Agency: Crisis Management
Drexel University Online, M.S. in Communication: Education
DRG (Talent Advisory Group): Executive Search
Dynamik Influence, a part of 4media group: Influencer Marketing

E

Eagles Talent Connection: Speakers Service (Talent)
Edelman: Crisis Management
Editor & Publisher News Media DataBook and Online Newspaper Database: Directories
Effective Promos: Promotions
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Eisenberg & Associates: Annual Reports/Design/Branding
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EurekAlert!: Press Release Distribution
Event Planners Plus!: Special Events
Eventage: Special Events
ExpertClick: Newswires/Press Services, Press Release Distribution

F

Facebook: Social Media
Fast Forward Events: Special Events
Feature Photo Service Inc.: Photographers/Stock Photo
Feintuch Communications: Media Training, Social Media
Fineman PR: Crisis Management
Finn Partners: Crisis Management
Finsbury Glover Hering: Crisis Management
FleishmanHillard: Crisis Management
Florida PR Association: Associations
Forum Group, The: Executive Search
FTI Consulting, Inc.: Crisis Management

G

Galaxy Awards: Awards
Gale, A Cengage Company: Directory Publishers
Gallup Inc.: Research
Galperin Design Inc.: Annual Reports/Design/Branding
George Washington University, Online 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
Ghostwriters Central, Inc.: Copywriters, Crisis Management, Speechwriting
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Gladstone Place Partners: Crisis Management
Glassdoor: Employment/Online Job Sites
GoGraph: Photographers/Stock Photo
Gold Anvil Award of PR Society of America: Awards
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H

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Havas Formula: Crisis Management
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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

I

iBravo! Awards: Awards
ICR: Crisis Management
IEG LLC: Special Events
Incricia: Integrated Marketing & PR
Indeed: Employment/Online Job Sites
Infinite Global: Crisis Management
Infobase: Directory Publishers
InMoment: Research
iNova Awards: Awards
Instagram: Social Media
Institute for PR: Associations
Interface Media Group: Video
International Association of Business Communicators (IABC): Associations
International Association of Business Communicators (IABC), Wash., D.C. Chapter: Associations
International Association of Speakers Bureaus: Associations
International PR Assn. (IPRA): Public Relations Networks
International Public Relations Network: Public Relations Networks
International Women's Media Foundation: Associations
Internet Advertising Competition (IAC) Awards: Awards
Internet Association: Associations
IPREX: Public Relations Networks
Issue Management Council: Associations
Ivanhoe Broadcast News Inc.: Video

J

Jack Felton Medal for Lifetime Achievement: Awards
Jenkins Group: Editorial Distribution & Services
JL Insight Communications: Media Training
Joele Frank, Wilkinson Brimmer Katcher: Crisis Management
John Knepler Design: Graphic Services
John O'Boyle Photography LLC: Photographers/Stock Photo
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
KEF Media: Digital Media Tours, Satellite Media Tours
Kekst CNC: Crisis Management
Keppler Speakers: Speakers Service (Talent)

L

L.C. Williams & Associates: Crisis Management
Language Bank: Translation Services
Leadership Connect: Directories
Leadership Connect (Formerly Leadership Directories): Directory Publishers
Leading Authorities Inc.: Speakers Service (Talent)
LexisNexis: Media Monitoring
LinkedIn: Employment/Online Job Sites, Social Media
Linsey Careers: Executive Search
Lippincott: Annual Reports/Design/Branding
Live Star Entertainment: Satellite Media Tours
Lloyd Staffing: Executive Search
LLYC: Crisis Management
Lovett Stories + Strategies: Video
Lynn Hazan & Associates, Inc.: Executive Search
Lyons PR: Satellite Media Tours

M

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MarCom Awards: Awards
Marketing Maven: Integrated Marketing & PR, Social Media
Marketing Services Search Database: Directories
Marketing Werks - Mobile & Event Marketing: Promotions
Markman Speaker Management, LLC: Speakers Service (Talent)
Marianne Russell Photography Inc.: Photographers/Stock Photo
Matrix Awards: Awards
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MediaEngagement LLC: Electronic Newsfeeds/Satellite Services, Media Tours/Roadshows, Public Service Announcements, Radio, Satellite Media Tours, Social Media, Video
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MVP Collaborative: Special Events
MWWPR: Crisis Management
MIAIRIC Research: Research

N

NAGC Communicator of the Year Award: Awards
National Association of Broadcasters: Associations
National Association of Government Communicators: Associations
National Black Public Relations Society: Associations
National Council for Marketing & Public Relations (NCMPR): 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
Neil Frank & Co.: Executive Search
New York Festivals, TV & Film Awards: Awards
New York Financial Writers' Association: Associations
New York Women in Communications (NYWIC): Associations
Newman Group Inc., The: Media Training
News Direct Corp.: Press Release Distribution
News Exposure: Broadcast Monitoring Services, Clipping Services, Media Monitoring, Radio, Research
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 Precip Syndicate: Editorial Distribution & Services, Press Release Distribution
Northeastern University College of Professional Studies, M.S., Corporate and Organizational Communication: Education
Novitas Communications: Associations, Crisis Management, Editorial Distribution & Services, Measurement & Evaluation, Media Lists, Media Monitoring, Media Tours/Roadshows, Media Training, Search Engine Optimization, Social Media, Website Development
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'Dwyer's PR Jobs Site: Employment/Online Job Sites
O'Sullivan Comms.: Translation Services
Omniographics: Directory Publishers
Onclusive: Measurement & Evaluation, Media Monitoring, Social Media
OneConnective: Executive Search
OnePitch: Software
Online News Association, c/o NPR: Associations
Original U.S. Congress Handbook, The: Directories
Outstanding Educator Award of PR Society of America: Awards

P

Padilla: Crisis Management
Paladin Staffing Services: Employment/Online Job Sites
Paragon Awards: Awards
Paul M. Lund Public Service Award of PR Society of America: Awards
Pennsylvania Association for Government Relations: Associations
Peppercomm, Inc.: Crisis Management
Phifer & Company, LLC: Executive Search
Philadelphia PR Association: Associations
Pinterest: Social Media
PitchBox Media: Media Lists
Pitching Monkeys Media: Media Tours/Roadshows, Radio, Satellite Media Tours
PMI (Production Masters, Inc.): Video
Point Five Design: Annual Reports/Design/Branding
Pop Culture Newswire: Press Release Distribution
Power of A Awards: Awards
PR Club: Associations
PR Council: Associations
PR News: Newsletters

PR News Awards: Awards
PR Professional of the Year Award of PR Society of America: Awards
PR World Alliance: Public Relations Networks
PRCG I Haggerty LLC: Crisis Management
PREMIERETV: Electronic Newsfeeds/Satellite Services, Radio, Satellite Media Tours, Television (TV) Production, Video
Press Record Communications: Digital Media Tours, Media Tours/Roadshows, Media Training, Radio, Satellite Media Tours
Prime Time Media: Digital Media Tours, Satellite Media Tours
Profile Advisors: Crisis Management
PROI Worldwide: Public Relations Networks
Promotional Products Association Int'l.: Associations
PRSA/Georgia: Associations
PRSA/Los Angeles Chapter: Associations
PRSA/National Capital Chapter: Associations
PRSA/NCC National Capital Excellence in Comms. Awards: Awards
PRSA/New York Chapter: Associations
Public Affairs Council: Associations
Public Communications Inc.: Crisis Management
Public Relations and Marketing Excellence Awards: Awards
Public Relations Boutiques Int'l.: Public Relations Networks
Public Relations Global Network (PRGN): Public Relations Networks
Public Relations Society of America (PRSA): Associations
Public Relations Student Society of America (PRSSA): Associations
Publicity Club of Chicago: Associations
Publicity Club of New York: Associations
Purdue University, Online M.S. in Communication: Education
Questar Awards: Awards

Q

Queue Associates: Software
Quinn & Co. Public Relations: Social Media
Quinnipiac University, M.S. in Public Relations: Education

R

Radio Media LLC: Radio, Social Media
Radio Television Digital News Association: Associations
Ragan's PR Daily: Newsletters
Ragan's PR Daily Awards: Awards
REBRAND 100 Global Awards: Awards
Red Fan Communications: Editorial Distribution & Services, Integrated Marketing & PR, Management Consultants, Mergers & Acquisitions, Public Relations Networks
Reevermark: Crisis Management
Reliable Acorn LLC: Search Engine Optimization
Reputation Doctor® LLC: Crisis Management
Reputation Quality: Crisis Management, Management Consultants, Newsletters
REQ: Interactive/Multimedia Services
Research America Inc: Measurement & Evaluation
Research America Inc.: Research
Researchscape International: Research
Revive: Crisis Management, Integrated Marketing & PR
RFP Associates, Agency Search Consultants: Management Consultants
Robert Half International, Inc.: Employment/Online Job Sites
Rogers & Cowan PMK: Celebrities
Rosica Communications: Crisis Management, Integrated Marketing & PR
Russell Reynolds Associates: Executive Search
Rutgers School of Communication and Information, Master of Communication and Media Program: Education

S

SABRE Awards: Awards
Sachs Media Group: Crisis Management
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
Seven Letter: Crisis Management
She Runs It (Formerly Advertising Women of NY): Associations
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 Health Care 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 & Cence: Crisis Management
Speakers On Healthcare: Celebrities, Speakers Service (Talent)
Spencer Stuart & Associates: Executive Search
Spring Associates: PR Salary/Compensation Analysis
SSRS: Research
Standard & Poor's Global Ratings: Research
Stanton: Crisis Management
Stevens Group, The: Mergers & Acquisitions
Stevie Awards: Awards
Straight North: Search Engine Optimization
Strategic Objectives: Crisis Management, Media Tours/Roadshows, Media Training, Social Media, Special Events
Strauss Media Strategies, Inc.: Electronic Newsfeeds/Satellite Services, Media Tours/Roadshows, Public Service Announcements, Radio, Satellite Media Tours, Television (TV) Production
Studio 120: Video
Syracuse University, S.I. Newhouse School of Public Communications: Education

T

T. J. Sacks & Associates: Copywriters, Integrated Marketing & PR, Newsletters
TEKGROUPE Int'l Inc.: Software
Tellem Grody PR: Crisis Management
Telly Awards, The: Awards
The Analyst Agency: Measurement & Evaluation
The Brand Advocates: Crisis Management, Graphic Services, Interactive/Multimedia Services
The Cyphers Agency: Social Media
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
TikTok: Social Media
TJM Communications, Inc.: Crisis Management
Tobin Communications Inc.: Radio
Torrenzano Group, The: Crisis Management
Translations.com: Translation Services
Tufts University, Gerald J. & Dorothy R. Friedman

School of Nutrition Science and Policy, Food Nutrition Policy and Programs: Education
TV Access: Public Service Announcements
TVEyes: Media Monitoring
Twitter: Social Media

U

U.S. Travel Association: Associations
United Talent Agency (UTA) Speakers: Celebrities, Speakers Service (Talent)
Universal Information Services: Broadcast Monitoring Services, Clipping Services, Measurement & Evaluation, Media Monitoring
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
USAJobs: Employment/Online Job Sites
USC Annenberg School for Communication and Journalism, M.A., Public Relations and Advertising: Education

V

Valera Global Inc.: Transportation
Ventana Productions: Video
Very Special Events: Special Events
Viddy Awards: Awards
VideoLink Inc.: Satellite Media Tours, Video
VISTA Worldlink: Electronic Newsfeeds/Satellite Services, Special Events
vWire: Press Release Distribution

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
Washington Women in Public Relations (WWPR) Woman of the Year Award: Awards
WebAward Competition for Website Development, Web Marketing Assn.: Awards
Weber Shandwick: Crisis Management
West Virginia University, Online M.S., Integrated Marketing Communications: Education
Wieck Media: Interactive/Multimedia Services
Woman of the Year Award: Awards
Women in Government Relations: Associations
Women in PR North America: Associations
World Class Speakers & Entertainers: Celebrities, Speakers Service (Talent), Special Events
World Radio TV Handbook: Directories
Worldcom Public Relations Group: Public Relations Networks

Y

Yearbook of Experts: Directories

Z

Zing How Design: Fulfillment, Graphic Services, Printing, Promotions
ZipRecruiter: Employment/Online Job Sites

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