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February: *Environmental & P.A.*

March: *Food & Beverage*

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May: *PR Firm Rankings*

June: *Global & Multicultural*

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November: *High-Tech*

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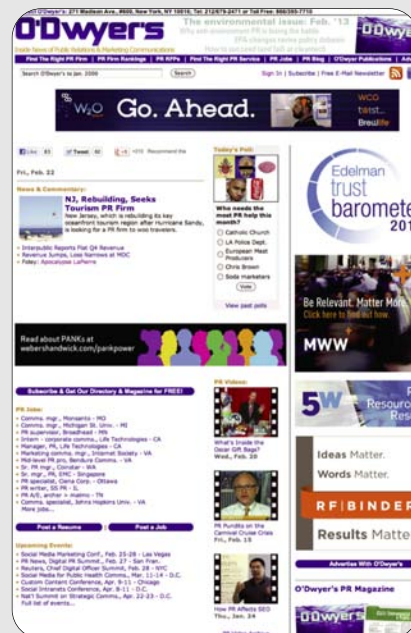
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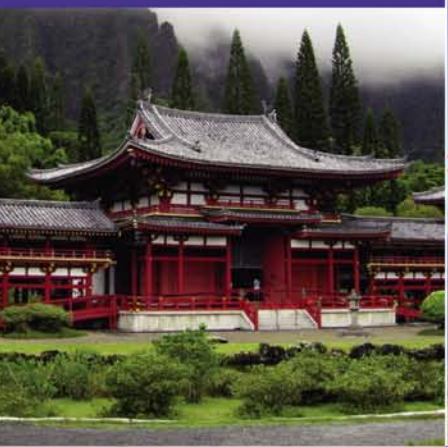
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Your guide to the scandals of 2013

In the last month, the Obama administration has found itself besieged with crisis. For the President's legions of detractors — and boy, there are legions — it's a dream come true. Better yet, his administration has fumbled their ongoing explanation of these issues so ineptly that we may find ourselves wondering how things could get any worse. Did any of us see this coming four years ago — or even last year?

In case you need a refresher:

In May it was reported that the Internal Revenue Service had allegedly targeted conservative nonprofits like the Tea Party for their tax exemption status, based solely on their political affiliation. Spokespersons within the IRS were quick to apologize, claiming the incident was isolated, the result of several rogue "front line" agents working out of the agency's Cincinnati office. Several days later, acting Commissioner Steven Miller resigned. The IRS is now being hit with a major lawsuit filed in district court by conservative legal advocacy group the American Center for Law and Justice, who's representing 25 groups that claim they were also unfairly targeted by the tax agency.

Also in May, news broke that the Justice Department had allegedly subpoenaed months of phone and email records from Associated Press reporters during 2010 and 2011, as part of a DOJ investigation into leaked classified documents regarding a now-foiled terrorist plot. According to AP CEO Gary Pruitt, "thousands and thousands" of phone conversations were allegedly seized from the news organization (it has since been revealed that the DOJ had allegedly snooped on at least one Fox News reporter as well). The House Judiciary Committee is now debating whether Attorney General Eric Holder committed perjury when he implied during a congressional hearing that going after the press for leaking government secrets was never part of the DOJ's investigation.

Finally, there's the scandal that never seems to die: the Obama administration's handling of and prior policies leading up to the September attacks on the U.S. diplomatic outpost in Benghazi, Libya, that left four people dead, including U.S. Ambassador J. Christopher Stevens. Nevermind the dozen consulate attacks that occurred during Bush's presidency, there are some foil-hat pundits who are convinced that if they keep flogging this dead horse it will somehow be revealed that Obama singlehandedly caused this disaster to occur, and the GOP can henceforth begin impeachment proceedings.

What's a beleaguered President to do?

It's been interesting, for lack of a better term, to watch the Obama administration juggle this many scandals at once. There have been a few solid judgment calls along the way: Obama denounced the alleged IRS targeting as "outrageous," and ordered the DOJ to review future guidelines for subpoenaing the Fourth Estate (Holder has also agreed to an off-the-record meeting with the major media's Washington bureaus). More than anything, however, the prevailing pathology here seems to have taken a cue from the corporate crisis playbook by simply distancing Obama from the myriad troublemakers that apparently populate his cabinet. Granted, there's prudence in the idea of separating oneself from the bad apples, but those rules change somewhat when the person on the hot-seat shoulders, essentially, the greatest responsibility in the free world, and the guilty party involves members of his own team. Much to Fox News' undoubted chagrin, there is no evidence, as of yet, that any of these scandals lead directly to the Oval Office. But you don't have to be a crisis management expert to know that fostering the image of a leader who has no idea what's going on in his own ranks is probably not a good idea.

Then there's the hubris regarding how these crises have been addressed publicly. Specifically, Obama has revealed this Swiftian proclivity to bait-and-switch a current scandal with any number of his more enduring scandals, sweetening the public with promises that have nothing to do with the pending barrage of allegations. During an impromptu May press conference, Obama vowed again — yes, again — to close Guantanamo, which he initially promised in 2009. He also said he was planning to scale back on his much-maligned drone program, which has grown increasingly controversial. He'd do much better to address the actual issues affecting his administration in the present, then work on the vestigial complaints only after the smoke has cleared.

My favorite irony in all this, however, is the postmodern paradox in which the media finds itself ensnared, the alignments and frictions their prevailing narratives pose with actual events. After months of peddling Benghazi conspiracy hokum, Fox News finally has a legitimate blunder on their hands, and they seem irritated that a potentially real cover-up within the White House is taking stage-time away from the false cover-up they've worked so hard to manufacture. It's hard to know who to believe anymore, or if it's even worth listening. ●

— Jon Gingerich

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NY Times CEO: failure is way to success

The *New York Times*' decision to introduce an online pay model ranks as the "most important and successful decision" made by the company in many years, CEO Mark Thompson told Columbia Business School's May 19 commencement ceremony.

By Kevin McCauley

That decision, which pre-dated his ascension to the helm, was faced with "initial widespread skepticism," but now has the rest of the newspaper world scrambling to introduce their own online pay editions.

His theme dealt with the importance of risk-taking and acceptance of failure as the price of innovation and "transformational success."

He told the students that following conventional wisdom is an outdated notion in today's "disruptive age."

Thompson's said of the current era: "The disruptive age is one in which the discontinuities outnumber and overwhelm the continuities and in which predictions based on the past or the smooth

projection of current trends into the future frequently prove unsound.

"Conventional wisdom tries valiantly to keep up, to recalibrate in the light of recent developments, but because it cannot foresee transformational breakthroughs or the kind of behavioral and business-model pivots which digital technology makes possible, it never can."

Said Thompson, "In modern media, you could make the case that the best way forward is to listen carefully to what the industry has to say and then do the exact opposite."

To Thompson, the *The New York Times*' 700,000 paid electronic subscriber base and "nine-figure revenue stream" proves as bunk the belief that "people won't pay for news."

The New York Times, which embraced digital during the 1990s, has gone through several generations of new online products and services. "It will need innovators and entrepreneurs every bit as much as digital start-ups down the road and fortunately we have the brand appeal and the creative challenges to attract them," said Thompson.

He likened the digitalization of *The Old Grey Lady* — which he labeled the transformation of an iconic and precious cultural institution — "as being like skateboarding down a flight of stairs holding a Ming vase."

The paper's success "depends on both on holding firm to unchanging values and on opening ourselves to new and inevitably uncertain business opportunities" concluded the CEO.

Thompson, a BBC veteran, was appointed to lead the NYTC last November. He described his accent as "Bond villain." ●

White House backs shield law as media blasts Justice Dept.

A coalition of media companies, through the Reporters Committee for Freedom of the Press, has blasted the Justice Dept. in a letter to Attorney General Eric Holder for an "over-reaching dragnet for newsgathering materials."

By Greg Hazley

The Justice Dept. is under criticism for obtaining phone records of Associated Press reporters in a leak probe about an Al Qaeda plot in Yemen.

The media organizations, including Atlantic Media, the *New York Times* Co., Dow Jones, *Forbes* and Gannett, to name a few, said the Justice Dept. violated guidelines for media subpoenas, showing a strong federal shield law is needed to protect reporters and their newsgathering efforts.

The White House said May 15 that it has asked Sen. Chuck Schumer (D-N.Y.), who heads the Senate Judiciary Committee, to reintroduce a press shield law. A 2009 bill was derailed in part because of the Obama administration's weakening of its provisions.

The media companies want the Justice Dept. to return the phone records and destroy all copies, or at least prohibit

further use of them. They want an explanation for the legal tactics and public disclosure on who has access to the records and how they were protected.



Holder

Holder, in a May press conference, said the investigation involved "a very, very serious leak" that "put the American people at risk," adding "that is not hyperbole." He said the investigation required "very aggressive action."

Holder recused himself in the leak probe in 2012 because he was questioned in it.

The media companies also want to know whether the Justice Dept. has served any other media subpoenas that have not been disclosed. ●

PR News Briefs

SEQUESTRATION FORCES PR JOBS CUTS

Weber Shandwick has cut six percent of its Minneapolis-area staff as the effects of sequestration ripple through the firm's government work.

The firm's Bloomington office is the hub for its U.S. Army PR work. The Pentagon budget is a major target of the sequester cuts.

Twin Cities Business magazine, which first reported the WS layoffs, said nine jobs were cut across the office of 149 in the move.

Ogilvy PR in April trimmed its Washington workforce, citing budget freezes and government apprehension to award new contracts.

The sequester cuts started on March 1 and will squeeze \$85 billion from federal spending by September.

Government contractors will likely feel the cuts as options on existing or expiring contracts are declined, budgets are submitted at the lower end of guidelines, and new contracts are not awarded, according to *Federal Times*.

Poll: entertainers among “most trusted” Americans

A recent *Reader's Digest* poll shows Americans now trust entertainers more than just about anyone else.

By Greg Hazley

Tom Hanks topped *Reader's Digest's* recent list of the “100 Most Trusted People in America,” and entertainers rounded out seven of the top 10 slots, based on a poll of 1,000 Americans.

The first non-actor to appear on the list is author and professor Maya Angelou, who landed at fifth place. Microsoft co-founder Bill Gates is at number seven, while his wife, Melinda, took ninth place.

Michelle Obama was the top rated political person as 53% said she is extremely/very trustworthy, ahead of Colin Powell (50%), Hillary Clinton (47%) and President Barack Obama (45%).

Notably, TV's Judge Judy outscored all nine Supreme Court justices in the ranking.

Reader's Digest Editor-in-Chief Liz Vaccariello called the results “fascinating, fun and shocking.”

She noted: “While the list showed what Americans think about those they see regularly in the news, on television and in movies, our poll also revealed that we put our trust in do-gooders, that tweets do not always equal trust, and that we trust people we know more than anyone famous.”

Reader's Digest pointed out that social-media savvy celebrities like Ashton Kutcher and Lady Gaga were toward the bottom of the trust ranking at 20% each.

Rounding out the bottom of the top 11 were media figures including *Wall Street Journal* tech scribe Walter Mossberg, Dr. Phil McGraw, Steve Forbes, Maureen Dowd and Paul Krugman of *The New York Times*, and Fox News' Shepard Smith.

The Wagner Group conducted polling for *Reader's Digest*, which compiled a list of 200 prominent people for the vote.

Reader's Digest said “trustworthiness” was calculated by integrity and character,

talent, drive to personal excellence, internal moral compass, message, honesty and leadership.

While the list focused on public figures, RD noted that 77% cited their personal doctors as most trustworthy, followed by spiritual advisors (71%), and their children's teachers (66%).

The top ten most trusted Americans in the *Reader's Digest* poll (from first-place to 10th) were: Tom Hanks, Sandra Bullock, Denzel Washington, Meryl Streep, Maya Angelou, Steven Spielberg, Bill Gates, Alex Trebek, Melinda Gates, and Julia Roberts.

The bottom five most trusted (from 95th place to 100th) in the *Reader's Digest* poll were: Walter Mossberg, Dr. Phil McGraw, Steve Forbes, Maureen Dowd, Paul Krugman, and Shepard Smith.

Robin Roberts of “Good Morning America” was the top rated TV news personality, followed by Diane Sawyer (51%), Brian Williams (50%), Katie Couric (49%) and Barbara Walters (50%). ●

Media Briefs

PELLEY: “JOURNALISM'S HOUSE ON FIRE”

When it comes to heavyweights in Big Media, one would be hard-pressed to find a person heavier than CBS News anchor Scott Pelley. When Pelley trashes the journalism profession, people should take notice.

Speaking at a May 10 Fred Friendly First Amendment Award dinner in New York, an event sponsored by Connecticut's Quinnipiac University, Pelley told the assembled crowd of media luminaires that they are blowing it, big time.

“Never before in history has more information been available to more people, but at the same time, never before has more bad information been available to more people,” he said.

Pelley gave his own mea culpa for botching the Newton massacre story when he reported that the son of a teacher at the school was the shooter responsible for the slaughter. “It was a hell of a story, but it was dead wrong,” he said.

The newsman went on to trash the media's reliance on Twitter and Facebook as sources. He dismissed those sites as purveyors of gossip, which journalism is supposed to serve as an antidote to.

To Pelley, the social media's 24/7 world creates pressure on journalist to put speed above accuracy, which leads to inaccuracies.

He concluded his talk by warning that journalism's “house is on fire,” begging the question: Who is going to put out the flames and work to restore trust in media?



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Retailers' PR response to Bangladesh disaster: silence

Whether it's confusion or denial, apparel retailers have offered a shameful PR performance in the aftermath of the deadly April factory collapse in Bangladesh that took more than 900 lives.

By Greg Hazley and Jon Gingerich

The April 24 collapse of the eight-story Rana Plaza clothing complex in Savar, Bangladesh, is now considered the deadliest garment factory accident in history. Home to several factories that manufactured clothing for Western retailers, the Rana Plaza disaster has reignited a debate regarding retailers' culpability for safety standards in the factories where their products are made.

Retailers' response to the incident, however, has been noticeably quiet. In the wake of the disaster, 14 North American retailers have since refused to commit to an updated, European-led agreement that would improve safety standards in factories like the one that collapsed in Savar.

The agreement, titled the Accord on Fire and Building Safety, proposed companies commit to a five-year program wherein a set of routine, independent safety inspections of factories are conducted, as well as numerous safety improvements. It's estimated the plan would cost participants about \$500,000 per year.

Wal-Mart, one of the companies that has refused to sign the agreement, said it has drafted its own updated safety plans to "reassess" practices abroad that supersede the European accord. In a May statement the retail giant said its new plans would "conduct in-depth safety inspections at 100%" of the 279 factories it uses in Bangladesh, which would "get results more quickly" than the European accord. Wal-Mart said it would publicize its findings on the company's website.

Wal-Mart, which was the subject of a *New York Times* expose in December that said it blocked a push for new safety rules in Bangladesh, also said it didn't have any "authorized production" at the collapsed factory. It made a similar comment after a November factory fire in Bangladesh when its products were later found in the rubble.

Other companies that have refused to sign onto the agreement include: Gap, Macy's, Sears/Kmart, JCPenney, VF Corp., Target, Kohl's, Cato Fashions, Carter's, Nordstrom, American Eagle Outfitters, The Children's Place and Foot Locker.

Memory hazy on supply chain

Even for retailers that have pledged to sign onto the reformed inspection and safety agreement, few have offered a response above anything that can be characterized as muted.

Italian fashion giant Benetton, which has since signed on to the agreement, doesn't seem to know the details of its own supply chain. After denying any presence in Savar, in May its CEO acknowledged the company bought shirts from a manufacturer, New Wave Company, based in the collapsed plant. Wire photos of garments found in the rubble of the collapse displayed Benetton tags.



The April Rana Plaza factory collapse in Bangladesh is now being called the worst garment factory accident in history.

"The New Wave company, at the time of the tragic disaster, was not one of our suppliers, but one of our direct Indian suppliers had subcontracted two orders," Benetton Chief Biagio Chiarolanze told the Huffington Post.

The CEO's admission came after the *Wall Street Journal* contradicted Benetton's earlier assertion and revealed the New Wave tie, citing documents for thousands of units ordered.

Chiarolanze said his company will make funds available to the families of victims in the collapse, citing a "moral obligation."

The company, which did more than \$2 billion in sales last year, offered no mention of the plant collapse on its website for weeks after the disaster.

Retailer The Children's Place admitted it used a supplier in the Rana building but added that "none of our apparel was being produced there at the time of the tragedy." *The New York Times* reported that 120,000

pounds of clothing had been sent in 21 shipments from the Rana factory to TCP, with a two-ton shipment delivered to Georgia on April 5.

The company in a May 1 Facebook posting chastised "certain media reports that have suggested" the company hasn't been clear about using a supplier in the collapsed building.

The top Bangladesh contractor, fashion brand H&M, acknowledged the disaster in its corporate press room online, even though, it said, none of its clothes were made at the Rana plant. The company then blamed the accident on the impoverished country where it makes its clothes.

"It is important to remember that this disaster is an infrastructure problem in Bangladesh and not a problem specific to the textile industry," the company stated before expressing a willingness to take part in a "joint force" to "influence this issue."

H&M, like Benetton, has since signed onto the Accord on Fire and Building Safety agreement.

Canadian apparel company Loblaw acknowledged early on that its products were made in the collapsed factory and chastised industry peers for their shoddy response.

Loblaw CEO Galen Weston noted at an annual April 30 meeting that only two of 30 global apparel brands commented on the disaster in its aftermath and pledged to reform inspections to include structural reviews.

Loblaw, which makes the Joe Fresh clothing brand, and Irish clothier Primark were the only two to take ownership of the crisis in the immediate aftermath, admitting their clothes were made in the Rana Plaza facility.

The Rana Plaza disaster is one of only several deadly accidents to occur in Bangladesh's \$20 billion garment industry this year. A November fire at the Tazreen factory in the Ashulia district killed 112 workers. A January fire at a factory in Dhaka killed seven. In the latest development, a May 8 fire in a clothing factory in Dhaka killed eight.

In May, the Bangladesh government said it had now shut down 20 factories for safety reasons.

"I'm very troubled," said Weston. "I'm troubled by the deafening silence from other apparel retailers on this." ●

Uncertainty, Wall Street limit bold CEO plans

Regulatory uncertainty, quarterly earnings pressure and other external factors make CEOs less risk-averse, said author and former *Fortune* editor Hank Gilman at the New York installment of a May Gibbs & Soell conference focused on corporate disruptors.

By Greg Hazley

Gilman said CEOs today face a dual mindset of being certain of where they want to take a company, against the uncertainty of factors like Washington budget woes, disruptive technology and even issues like global warming. Such constraints likely contributed to the decline of average CEO tenure from 10 years in 2000 to less than four today, panelist said.

One of the biggest factors hampering risk-taking among CEOs is Wall Street and the pressure to meet quarterly figures at the expense of long-term goals.

The April ouster of JCPenney CEO Ron Johnson after less than two years surfaced at several points during the G&S event, which included simultaneous events in Chicago and Raleigh and was dubbed “Global Street Fight: Are Your Ideas Disruptive Enough to Win in This Economy?”

Gilman said Johnson is a prime example of a CEO trying to make bold moves while carrying Wall Street on his back. “You may make the right decisions, but other forces are weighing on you,” said Gilman.

Johnson, an Apple retail vet hired in 2011, tried to revamp the old department store chain with a multi-year strategy but a slumping share price and the loss of support from hedge fund titan Bill Ackman ultimately led to his downfall after just 18 months.

Robert Fronk, Executive VP for Reputation Management at Harris Interactive, said Johnson’s “boldness” overran his ability to manage the company’s finances as it burned through 90% of its cash while he was “innovating.”

‘Social role’

On the flip side of J.C. Penney is Amazon. Fronk said Amazon CEO Jeff Bezos is not constricted to make decisions catering mostly to one stakeholder — in JCPenney’s and many cases, shareholders — which allows him to run a retail giant like Amazon like a small business. “Successful small businesses are purpose-driven, and successful large businesses are purpose-driven as well,” said Fronk.

Part of that purpose, in the eyes of the public, is meeting a perceived “social role,” said Fronk, who noted it’s not a philanthropic or corporate social responsibility role.

He pointed to Amazon’s simple mission statement — “To be Earth’s most customer-centric company where people can find and discover anything they want to buy online” — as a good example of a company thriving with a social role. “They meet that,” he said. “From a customer standpoint, it’s ‘Does this business do something to make my life better or easier?’”



Alcoa VP Paula Davis and Gibbs & Soell Managing Director Ron Loch.

Photo: Greg Hazley

Part of crossing the threshold into being perceived as a great company is moving beyond the sector that got it there. “It’s companies that transcend the business they came up in that turn into the great companies,” said Fronk, asking whether Google is a tech company or a software company, or whether Amazon is a bookseller or a retailer.

Who should burnish a company’s social role? Fronk said it’s a job tailor-made for PR. “Nobody is more qualified than a strategic communicator to convey the idea of social role,” he said, adding that shorter CEO tenures have also upped the ante on corporate communicators who have less time to shape a chief executive’s image.

But Wall Street and shareholder pressure can also affect titans of the corporate world. Steve Halsey, Principal and Managing Director of Business

Consulting for Gibbs & Soell, noted that Apple has now become more defined by financial performance than innovation, a turnaround from its years as the darling of tech media. “Apple is judged on its hits,” he said. Halsey said competitor Samsung is given more license to fail because it’s chasing the leader, not leading the pack.

Fronk said it appears Apple is trying to temper the Wall Street pressure as it held a media availability in late April for the first time that didn’t involve a new product. He said: “My hope is that they’re not out of ideas but wanted to send a message that ‘We don’t need to give you a new product to drive our share price.’” He said the company’s massive debt deal was in part to pay off people looking for short-term gains so it could focus on innovations.

Companies ‘wed’ communities

In a separate panel, Paula Davis, a veteran Corporate Communications exec for Siemens and The Pepsi Bottling Group, who is now VP for Alcoa and President of the Alcoa Foundation, talked about the mining and aluminum giant’s efforts to woo communities in which it operates around the world.

She said the company faced “huge distrust” and disruptions at a mine operation in Jamaica before a community relations effort, including efforts to educate school children, smoothed its relationship there.

Davis said Alcoa’s industrial focus as a B2B company can be a difficult pitch to media, especially when President Barack Obama is not zeroing in on U.S. competitiveness and manufacturing.

She noted research that found only 20% of parents want their kids to go into manufacturing, a troubling statistic Alcoa has tried to mitigate by educating about advanced manufacturing and technology. Rick Newman, Chief Business Correspondent for *U.S. News & World Report*, said he gets about two dozen pitches per day, deleting nearly all of them because they aren’t relevant for his audience.

“The stories I do are ones with something important to convey to my audience,” he said. “Inside the corporate bubble you have executives convinced it’s a great story when it’s a yawner. A lot of times a company is just doing what it’s supposed to. That’s not a story.” ♦

Global network offers market leading approach

A growing global PR network already making splashes in the investment banking and legal communities offers clients a best-in-class approach that reaches across borders.

By James Abernathy

Question: In this time of increasing cross-border deals, what public relations organization handled the most M&A transactions worldwide last year? Hint: It's not one of the giant household-name agencies.

AMO, a global network of financial public relations consultancies, worked on more deals than any other franchise last year, according to data from Mergermarket. The network just celebrated its 12th anniversary by adding a 22nd country (Poland) to its geographical reach.

AMO's founding premise was born from an attempt to address the fact that best-in-class corporate/financial agencies need to work with their direct peers in major international markets, regardless of who owns what. The result: AMO agencies are carefully selected and leaders in their markets, handling the most sensitive strategic communications needs in both their local markets as well as across-borders.

Twelve years later, AMO is the world's largest strategic and financial communications network, employing more than 750 consultants across 22 countries, and operating out of 34 cities. We continue to add top-tier agencies in new markets to broaden our reach.

Best-in-class approach

As market leaders in their respective countries, the three founders set out to create a network of consultancies that were at or among "best-in-class" in their domestic markets, allowing AMO to offer superior local expertise and flawless execution across borders. Often the top financial PR agencies in international markets were not for sale — they wished to remain independent. The three founders also understood that going through the process of acquiring different agencies all over world would lead to integration issues and the challenges of retaining and hiring top talent.

The AMO concept was designed to avoid these problems and allow AMO consultancies to guarantee clients that no matter where they were doing business they would have access to one of

the leading local financial PR and investor relations firms. The AMO network achieves this by uniting like-minded, leading, local consultancies — whether independent or owned by a larger parent, in the key financial and commercial markets around the world under one brand, AMO.

The AMO network now includes the following market-leading consultancies: The Abernathy MacGregor Group in the US; Maitland in the UK; Havas Worldwide in France, Belgium and Dubai; Hering Schuppener in Germany and Brussels; Lorente & Cuenca in Spain, Portugal and Latin America; Hirzel.Neef.Schmid.Counselors in Switzerland; SPJ in the Netherlands; Porda Havas in China; Springtime in Sweden; Ad Hoc Communications Advisers in Italy; and NBS Communications in Poland. Four of the eleven network consultancies are owned by Havas and the remaining consultancies are independent.

Network companies have now received four Sabre Awards for Best U.S. or European financial consultancy and a clutch of additional awards in M&A, crisis management and corporate PR. Three of its board members have received Sabre Lifetime Achievement awards and in 2011, one was named M&A communications adviser of the decade 2000-2010 by Mergermarket.

Common interest in serving clients

Since its formation, no consultancy has left the AMO network and the demand for membership remains strong...with admission into the network highly selective. As membership is determined by quality-of-service and a clear focus on strategic and financial communications, the network's integrity has never been compromised by the need to deliver short-term financial results, or the priorities of one market over another.

AMO is bound together by professionalism and a relentless pursuit to deliver the highest quality counsel and support to our clients. Each of our local consultancies and practitioners upholds the highest standard of service for their

clients, and therefore automatically expects the same from international partners. This is the key to AMO's success as a network, we all have the same expectations of each other as we do of ourselves.

AMO draws inter-partner connections through global teams specializing in areas like M&A, Equity Capital Markets and Investor Relations, who meet and conference regularly ensuring that the AMO international machine continues to be a step ahead in terms of industry trends and continues to operate seamlessly on behalf of its many international clients.

Future development

The AMO brand is now well known to the investment banking and legal community and AMO has a well-established marketing program designed to raise its profile further in the corporate sector. This includes AMO's popular annual event for global communications heads at Davos during the World Economic Forum.

The AMO network ranked first in Mergermarket's M&A league table by deal count in 2012 and has advised on some of the most complex and challenging international M&A projects. Cross-border M&A projects such as Mittal's groundbreaking bid for Arcelor, UPS's bid for TNT and currently Royalty Pharma's \$6 billion bid for Elan are just a few examples of AMO transaction work.

Country by country AMO will continue to selectively expand its network of local partners. As the media globalizes, and as client companies and organizations reach beyond their national boundaries to grow across borders, they will be looking for assurance that their communications will be handled by best-in-class agencies. AMO is the only network that can provide this assurance, because that is the premise of our union and the foundation of our success.

James Abernathy is Chairman and CEO of Abernathy MacGregor, and Chairman of AMO. ●



James Abernathy

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Muslim world woefully underserved by PR sector

The Muslim market is the single biggest consumer market in the world — bigger than India and China — yet it's treated differently because it isn't limited to a geography, race or culture. For companies looking to find the next billion consumers, the Muslim market presents a unique opportunity.

By Yusuf Hatia

Islamic doctrine, by and large, is not ascetic and does not discourage trade or consumerism. Likewise, it does not divide the state from religion, which means that Muslims practice their faith hand-in-hand with the political, social and cultural roles they play in society. So, the concept of a Muslim market or a Muslim consumer, we believe, is a valid one.

Consider some of the demographic data that makes this consumer very interesting. The global Muslim population is expected to grow by about 35% over the next 20 years, rising from 1.6 billion in 2010 to 2.2 billion by 2030, or over a quarter of the world's total projected population of 8.3 billion. By 2050, the Muslim population could grow to 2.6 billion and represent nearly 30% of the global projected population.

By 2030, 79 countries are expected to hold a million or more Muslim residents, from the current 72 countries. A majority of the world's Muslims (more than 60%) will continue to live in the Asia Pacific region, while about 20 percent will live in the Middle East and North Africa. Muslims will remain relatively small minorities in Europe and the Americas, but will constitute a growing share of the total population in these regions. To be successful in Asia, as well as the Middle East and North Africa, companies must learn to understand and address the Muslim market on a large scale.

One demographic factor makes the Muslim market even more attractive to companies — it's largely young and part of an emerging middle class on the road to greater consumption. Some of these consumers will bank, use branded products

and go online for the first time and are likely to follow brands that are relevant to them and speak their language.

In Islamic majority and minority countries throughout Asia, the Middle East, Africa, and Europe, business activity is escalating, with Islamic trade currently estimated in trillions of dollars.

Excluding Islamic finance and banking, the global Halal market is valued at about \$2.3 trillion. The worldwide Halal food market alone is worth an estimated \$650 billion or more and is close to 17% of the global food industry. At the end of 2011, assets compliant with Islamic banking topped the \$1 trillion mark and recorded another year of double-digit growth. The Halal pharmaceutical industry is estimated by some analysts to be worth as much as \$500 billion while the Halal cosmetics market is worth around \$13 billion and growing at a compound annual rate of about 12%.

Companies are starting to understand the opportunity that Muslim consumers represent. But addressing this market is not as straightforward as dealing with other billion population consumer markets. For a start, the Muslim community is not a single homogeneous group. Muslims live in every country, represent every race and come from every social and economic class. And although they share the common thread of their beliefs, they have their own cultural, regional or local nuances, preferences and practices.

The diversity of the Muslim consumer can prove to be a challenge to those who view markets as geographies and for whom the concept of an Islamic consciousness operating across market frontiers is alien. Neither can the Muslim economy be as easily defined as other cross-border markets such as the "green economy" or the "pink dollar."

For brands that find ways to embrace and engage the Muslim consumer, the rewards are rich. And smart, compelling communications will play a critical role in targeting a consumer market that already represents nearly a quarter of humanity.


Yusuf Hatia is Senior VP and Managing Director of FleishmanHillard's Mumbai office. ●



Yusuf Hatia

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New library reveals history, future of PR industry

Books about PR, as well as press coverage of the industry dating back to the 1960s and earlier, are among the materials in the new O'Dwyer's PR Library, which reveal an industry that was much more open, friendlier, and less stressful than it is today.

By Jack O'Dwyer

In the 1960s, '70s and much of the '80s, virtually every major company, ad agency and PR firm had someone dedicated to building personal relationships with reporters and visiting them at their desks. Ad agency and PR firm presidents routinely hosted reporters in their corporate dining rooms.

In New York, more than 20 PR groups flourished, topped by the New York chapter of PRSA, which each month held a lunch for nearly 300 practitioners at the Waldorf-Astoria.

The Publicity Club of New York, with 400-plus members, hosted a gathering every Thursday night ("Thirsty Thursdays") that including a talk by a leading editor.

The press-friendly culture of PRSA in the '70s is indicated by its policy of inviting reporters (including this writer) to be Silver Anvil judges. Reporters, as well as PR people, were welcomed at Society offices at 51st Street and Third Avenue, where Mary Wilson served as librarian.

Directories made reaching PR pros easy

Printed association directories were once standard and made finding and reaching PR practitioners a breeze.

The PR Society had a nearly 1,000-page directory of 20,000 members sorted by name, company, geographical location and membership in one of 18 special sections. The last edition was published in 2005. The Society made the directory available free of charge to reporters, and it was a goldmine of contacts for them. Now, only Society members may access the current online directory. Reporters are not allowed to join the Society.

A similar directory of 14,000-plus members was published by the International Assn. of Business Communicators until 2002. Copies were also available to the press.

IABC's current online directory does not allow members to contact each other directly. Messages can be sent to a "blind" database that forwards them to the intended member. The system is similar to that used by LinkedIn.

The National Investor Relations Institute had a printed directory of its 4,000-plus members that was converted to digital in 2002 and is for use by members only.

Other printed directories no longer available included those of the Arthur W. Page

took its annual meeting out of town rather than face reporters.

APR blight wrecked culture

The open culture of the PR Society, typified by having a library open to all in midtown and inviting reporters as Silver Anvil judges, ended in 1980 when counselor Patrick Jackson became President. He instituted a policy of only having association career people at h.q. rather than PR people. About 10 such staffers were ditched. Only one PR person, Donna Peltier, worked at h.q. from 1984-94.

The association careerists bonded with supporters of accreditation, a process that started out with good intentions but ended up attracting just under 20% of the membership. Costs of the program ballooned (\$2.9 million loss from 1986-2002). Corners were cut. In place of a grueling exam that required 5.5 hours of

writing came a multiple-choice test lasting 3.5 hours. No live writing at all is involved in the current process, instituted in 2003. The number of new Society APRs created in the past nine years is less than half of what it was in the previous ten. The APR-controlled Assembly since 1999 has rebuffed attempts to remove their monopoly on national offices and membership on the Ethics Board.

The Society cut off information flow in numerous places in addition to making its membership list available only to members. Only Assembly delegates have been allowed to see the national list of delegates since 2005. Transcripts of the Assembly were not published after that year. Reporters were barred from the Assemblies of 2011 and 2012 for the first time in the Society's history. The complete list of some 50 headquarters staffers, published until 2005 in the members' directory, disappeared. In its place is a listing of seven top staffers. A list of presidents of the 110 chapters disappeared after 2009. Members desiring such a list must compile it themselves by visiting 110 chapter websites. Also vanishing was the list of chapters by size. It can only be compiled by visiting all



A view of some of the books on display at the new O'Dwyer's PR library.

Society's 400 members and the Publicity Club of New York's 400-plus members.

PR departments of companies have shrunk to a fraction of their former sizes. Many companies stopped listing contacts by name. Reporters are now often faced with a blank box on corporate websites into which questions can be inserted. Corporate PR heads are almost never identified on such sites.

Twin blights: congloms & APR

What happened to turn friendliness into remoteness and even alienation on the part of many organizations and some PR firms? Those who visit the O'Dwyer's Library will find out.

The conglomerates of WPP Group, Omnicom, Interpublic and Publicis, after swallowing just about every ad agency, small or large, starting around 1980, went to work on PR, capturing 19 of the 25 biggest firms in the O'Dwyer rankings.

The financiers who run the congloms much prefer to deal with Wall Street analysts, who rarely issue a "sell" order, rather than the press. That attitude spread quickly throughout PR empires resulting in firms going almost completely dark as of 2001. Gone were their account lists, revenue totals and employee counts. Dedicated press contacts were eliminated. Omnicom

— Continued on next page

110 chapters.

Trove of books on marketing/publicity

O'Dwyer's PR Library includes more than 60 books with PR in the title, 24 with marketing in the title and 10 with publicity in the title. Books exist in subject categories such as ethics, crisis PR, financial and investor relations, and biographies.

There are extensive files, including tax and financial reports and membership lists for more than 15 PR and journalist organizations such as PRSA and its Foundation, Institute for PR, IABC, National Investor Relations Institute, Council of PR Firms, Arthur W. Page Society, (PR) Seminar, New York Financial Writers Assn., Society of Professional Journalists, ProPublica, Assn. for Education in Journalism and Mass Communication, Poynter Institute, Committee to Protect Journalists, Pew Research Project for Excellence in Journalism, National Press Club and Overseas Press Club.

Also available to users are copies of O'Dwyer's Newsletter dating back to 1968, and O'Dwyer's magazines dating to 1987, *PR Week* from 1998, directories of PRW/U.S. from 2000, directories of PRSA, IABC, NIRA and Page Society, back issues of *Tactics* and *Strategist of PRSA* and *Communication World of IABC*.

Get a grip on PR with these must-reads

Newcomers to PR, including students thinking of studying PR or communications in college, as well as experienced PR pros can learn a lot from browsing in O'Dwyer's PR Library, a collection of 700-plus books, periodicals, studies and databanks assembled over the past 45 years.

Especially recommended are these books by knowledgeable authors:

You're Too Kind: A Brief History of Flattery, by Richard Stengel. *You're Too Kind* says there is an "epidemic" of flattery in business and private circles and that those who don't practice some of its techniques can be left in the dust. He urges "smiling a lot" at superiors and others you want to impress because smiling means "I like you." Stengel notes that flattery "thrives in hierarchical settings" such as companies and institutions.

Celebrity Leverage, by Jordan McAuley. *Celebrity Leverage* is an excel-

lent book on the celebrity mania gripping the country, with plenty of good advice and tips for newcomers as well as veter-

tainhead, often showering clients with up to 100 ideas for improving their businesses. But he was also close to them personally, not hesitating to get up in the middle of the night and visit a client who called him.

The Tylenol Mafia by Scott Bartz, ex-Johnson & Johnson. *The Tylenol Mafia* is about J&J and the 1982 Tylenol poisonings. No press conference was ever held and J&J only offered a \$100,000 reward even though seven people died taking its product. It went right back on the market with easily-spiked capsules in "tamper-resistant" bottles. Diane Elseroth, 23, became another Tylenol victim in 1986. Only then did J&J pull the capsules.

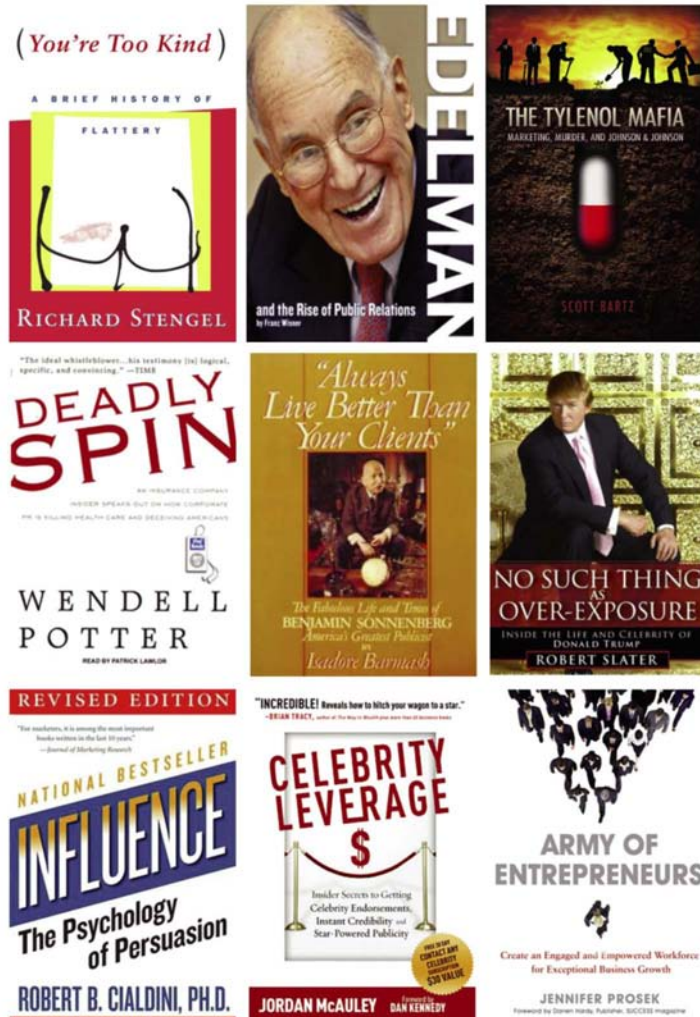
The Power House, bio of Robert K. Gray, by Susan Trento. *The Power House* provides a detailed look at how Robert Gray became a power broker in D.C., working closely with the Reagan Administration. Gray took his firm public and later sold it to Hill and Knowlton, his former employer. Gray sued author Susan Trento but lost. Time did a major piece on Gray.

Deadly Spin, by Wendell Potter. *Deadly Spin* covers how PR is used by Cigna, where Potter worked for 20 years, as well as other health-care giants. It notes that many

of the activities of the industry are cloaked in secrecy. Donors to non-profit trade groups, for instance, don't have to identify themselves in tax forms or elsewhere.

Influence: The Psychology of Persuasion, by Robert Cialdini. *Influence* describes numerous psychological tricks used on consumers. For example, residents of a California town were asked to sign a petition to "Keep California Beautiful." The next week, they were asked to put a big sign on their lawns saying, "Drive Carefully." Half the signers agreed while others did not. The signers had unwittingly defined themselves as public-spirited and couldn't bear to be inconsistent.

Army of Entrepreneurs, by Jennifer Prosek. Prosek, who heads a \$15 million New York PR firm, tells how she has trained her employees to be on the lookout for potential new clients wherever they



ans. Denizens of this book are on good terms with reporters and wouldn't dream of ducking a call. They send written thank you notes to reporters whenever a client is mentioned. Their advice to those looking for a PR firm is to check what recent placements have been made by that firm for a similar product or service.

Edelman and the Rise of Public Relations, by Franz Wisner. *Edelman* is a must-read book because it's a biography of the founder of what is now the world's largest independent PR firm. Daniel Edelman built his firm on commitments to ethics and transparency. Following the details of his life and those of other successful PR people builds knowledge of PR that cannot be captured in textbooks.

Always Live Better than Your Clients, by Isadore Barmash. This is a bio on Ben Sonnenberg, who became the single richest person in PR in the 1940s, '50s and '60s by serving clients' personal as well as business needs. He was a creative foun-

— Continued on page 18

O'DWYER'S PR LIBRARY

— Continued from page 17

are. The book captures the “go-go” atmosphere of PR firms which is almost completely different from the defensive posture that is common at companies and institutions.

No Such Thing as Over-Exposure, by Robert Slater. This book on Donald Trump is a primer on how notoriety can bring riches. Trump described his slam-bang approach to business to the PR Society of America national conference in 2004. Never trust another businessperson and if one of them does you any harm be sure to respond with a double dose of harm to them, he advised. Students thinking of a PR career must know the tooth and claw nature of business competition.

Major PR textbooks available

Current and past editions of the five major college PR textbooks are also available: “Practice of PR,” “PR: Strategies & Tactics,” “Effective PR,” “This is PR: The Realities of PR,” and “PR: The Profession and the Practice.”

The library, which is equipped with Wi-Fi, is open at no charge to anyone for the first visit. Some books will be available for loaning if security is provided.

Exclusive coverage of Seminar

Extensive coverage of what is no doubt the industry’s most influential group, PR Seminar, is provided by both the physical O’Dwyer’s PR Library and the O’Dwyer website.

Seminar members currently hold the majority of seats on the next most influential group, the Arthur W. Page Society. Page was founded in 1982 by members of PR Seminar.

Besides providing registration lists and programs from 1970 to the present, the Library has an 80-page booklet that summarizes many of the presentations made to the group over the years. PR Seminar members are mostly from *Fortune* 500 companies and about 20 of the largest PR operations. One tradition of the group is that the term “PR” is never discussed.

Membership lists and programs are cloaked in secrecy but attendees who don’t believe a group of PR people should be so reclusive have provided the O’Dwyer Co. with reports over the

years.

No major media have mentioned the existence of PR Seminar, the name that has been used since 2007. While “PR” has been dropped informally by the group, tax returns continue to be filed under the name of PR Seminar. A booklet of one-page resumes is circulated each year.

Publishing executives and editors of leading media outlets have addressed it over the years including those from *The New York Times*, *Wall Street Journal*, *Barron’s*, *Washington Post*, *New Yorker*, *Business Week*, *Forbes*, *Time*, *The Economist* and *Financial Times*.

Membership turnover escalates

PR Seminar in the 1970s was a highly stable group, adding seven to ten new members yearly. PR people were allowed to stay even after losing their jobs or retiring as long as they did not miss two meetings in a row.

However, the rules were tightened in

group this year that could be accessed by the public: www.theseminar.biz. They offer two reasons. One is that Seminar is desperate for new members since so many keep losing their jobs. Another is that members have to justify spending four or more days at one of the swankiest resorts in the U.S. at a total cost of nearly \$1 million (including the \$3,500 registration fee, hotel, travel, meals, golf and other costs).

Seminar members burst with pride

The new Seminar website starts off with this sentence: “For more than 60 years, The Seminar has been the premiere organization of the highest-ranking executives of the world’s most influential corporations, nonprofit organizations and public relations agencies.”

It says Seminar “is not about the practice of communications, focusing instead on topics such as technology, economics, healthcare, the environment and more.”

This is odd because “communications” was in the title of 65 of the 138 attendees in 2012 at the Park Hyatt Aviara Resort north of San Diego in 2012. There were 35 new members, meaning approximately that same number of PR executives either quit, retired or lost their jobs, because there is a finite number of openings at The Seminar.

In 2011, when the meeting was June 5-8 at the Ritz-Carlton, South Beach, Fla., there were a record 49 inductees, testimony to the insecurity of PR posts at corporations.

This year’s meeting is June 2-5 at the Ritz-Carlton at Half Moon Bay off the coast of California, a resort notorious as a symbol of corporate excess.

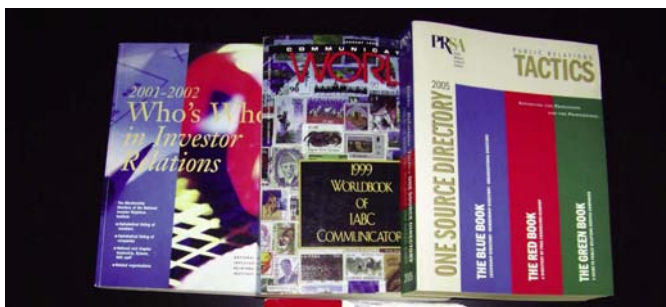
AIG, which received \$85 billion in bailout money from the U.S. Government in 2008, had scheduled several days of play there for top salespeople after just spending \$440,000 at another

resort for the same reason. Half Moon was ultimately cancelled.

Chair of the 2013 Seminar is Gerard Meuchner, who was with Eastman Kodak from 2000-2012, rising to director of corporate communications and public affairs. ●



The nine boxes shown contain copies of all current PR/IR trade publications and directories including O’Dwyer’s, PR Week/U.S. and PR News as well as the Tactics and Strategist publications of PR Society of America and its last printed members’ directory.



Membership lists of PR Society of America, National Investor Relations Institute and International Assn. of Business Communicators were available to reporters as well as members until 2002 when NIRI and IABC went online to members-only.

recent years to exclude members that lost their jobs and were not able to move to a new major corporation within two years. They were able to attend one more meeting while unemployed.

Veteran Seminar members were shocked with the unveiling of a website by the

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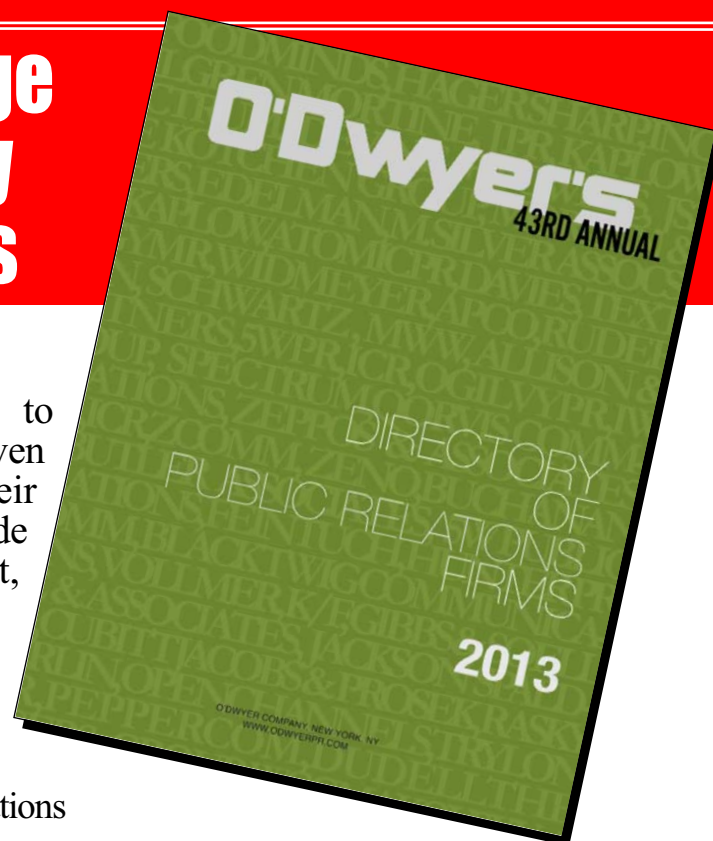
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- ✓ Leaders ranked in 12 specialized categories: agriculture, beauty & fashion, entertainment, environmental/PA, financial, food & beverage, healthcare, home furnishings, professional svcs., sports/leisure, technology and travel.
- ✓ Easy-to-use, PR firms sorted geographically and by 22 types of PR specialties. Firms listed alphabetically.
- ✓ Articles on how to hire and use a PR firm by industry experts Jack O'Dwyer and Fraser Seitel.
- ✓ 7,000+ clients are cross-indexed. O'Dwyer's Directory of PR firms is the only place you can look up a company and determine its outside counsel.

Global PR networks gain revenues, change strategy

While membership has waned somewhat among the largest global PR networks, revenues have soared to historic highs. This paradox may highlight a potential philosophical shift in how global PR networks are conducting business; the days of simply adding pins on the map appear to have been replaced with a noticeably more calculated, albeit leaner, attempt to find the right partners with the right skills for the job.

By Jon Gingerich

The numbers speak for themselves. If there's one takeaway from this year's roundup of global PR network activity, it's the indisputable fact that networks have found a way to do more — much more — with less. Call it quality over quantity. The most likely reason is that networks have grown increasingly savvy and dexterous within the protocols of their own self-sustaining, fiercely self-reliant model, using a preexisting nexus of inner-network contacts to share information, expert access and future business opportunities with better results.

One of the benefits of being part of a global PR network has always been the ability to offer clients global expertise while retaining fluency in the nuances of local markets. This is still the case. However, executives told *O'Dwyer's* that networks today have become more adept at utilizing the skills and expertise of fellow firms, by both diversifying their roster of partners and relying on legions of thought leaders within their ranks. The result is a culture of integration that has grown increasingly pervasive within global networks, one that strengthens existing ties and offers better services to their clients.

Worldcom maintains lead

The largest of the global networks, Worldcom saw combined revenues for its agency partners exceed \$340 million in 2012, a bold surge from 2011's comparatively humdrum \$227.5 million (which revealed a dip from the network's combined 2010 revenues of \$264 million). The network now claims a total workforce of 1,900 professionals in 125 offices, in 102 markets across six continents.

In the midst of these exciting figures, new partner gains lagged in 2012. Worldcom lost several members in the U.S., Asia and Middle Eastern markets last year, while remaining flat in South and Central America. However, the network in October found itself gaining two new partner agencies in Europe: Blumen Group in Belgrade, Serbia, and Manifesto Communications Group in Istanbul, Turkey.

"I think the growth we're seeing now is

just more steady and measured," said Worldcom Americas Region Chair Todd Lynch. "In the past, there were times when membership would either go way up or way down, and there was generally a lot more uncertainty in the market coinciding with these swings."

Lynch, who is Vice President and Director of Public Relations at St. John and Partners in Jacksonville, Florida, said that going forward, Worldcom is "proactively looking" to add partners in the Asia/Pacific region, as well as markets in Latin America, India and China.

"These conversations are coming about in two ways. On one hand we're proactively searching for member firms, but a lot of people are picking up the phone and calling us. I'd say that for us, specifically, Latin America is a good base, and has been for a few years, and we're committed to finding and attracting talent within the Asia/Pacific region and EMEA (Europe, the Middle East and Africa) regions as well."

When searching for additional partners, Lynch noted that industry practice has become just as important — sometimes more important — of a variable as geography. Part of the reason for this comes down to simple practicality: if a network currently maintains, for example, a tech agency in New York or a travel agency in Florida, it doesn't make sense to double up identical practice efforts in the same region. One major benefit of operating a partnership in an increasingly shrinking world, Lynch said, is the fact that agencies willing to combine talents, resources and ultimately tackle issues together can excel in ongoing professional development to serve existing clients and attract new business.

"That idea of getting the best practices from the different partners, that model is our DNA, it's the very foundation of our partnership. I think that's why more companies are buying into the network model. There's simply less question on whether it works anymore. The idea of having expertise, key geographical location, senior leadership, entrepreneurial capabilities combined with the agility of independent firms works well for us, as well as our clients. The recognition and value of the flexibility it

offers is unparalleled, if only for the fact that the client isn't paying for all the other offices but they're getting all their best services and expert counsel."

IPREX continues climb

Combined partner revenues for IPREX reached nearly \$250 million during 2012, a big uptick from 2011's revenues of \$200 million, which similarly saw gains from 2010's \$173 million.

The network maintains 75 partners in 119 offices across the globe. In a vein similar to Worldcom, IPREX also experienced a slight dip in membership this year, shedding three partner firms in the U.S., while remaining flat in Europe, Asia, Pacific and Latin and South America. The network recently added new partners in The Netherlands (Creative Venue PR), India (Percept Profile), and the U.S. (Susan Magrino Agency).

IPREX Global President Kathy Tunheim said the network's leaner roster has not affected the noted strength of its ever-growing bottom line.

"It was a good year,"

Tunheim said.

"We've grown by only a couple of members, but what's really important from our perspective is we don't measure growth by how many members we have, but we ask ourselves if we have the right set of partners to support each other."

Tunheim, who is CEO of Tunheim Partners in Minneapolis, distanced IPREX from the bigger-equals-better notion that often pervades conversations on global interconnectivity.



Worldcom
Americas Region
Chair Todd Lynch



IPREX Global
President Kathy
Tunheim

— Continued on next page

"We've pivoted past the idea of building seats," Tunheim said. "The truth of it is, when you're looking at America or Asia you don't need an office in every area. What you really need is a strong set of agencies that have competencies in that region."

Tunheim said PR firms with practices in energy/sustainability, social media, and healthcare (especially in the Americas) are of current interest to the network.

"We're beginning to ask our partners which areas make more sense for everybody. I would never say geography is inconsequential, because it's good to have local intelligence in local markets, but increasingly it's not the driving factor. It's a relatively large and sophisticated conversation and I think we're in the early stages of it, but I think the key questions is: what make sense for us to do together, as a network?"

PRGN gains most new members

PRGN has come a long way. The network, which recently celebrated its 20th anniversary, now boasts 46 total independent member firms, accounting for more than 1,100 PR professionals in 47 cities worldwide.

PRGN gained more members than Worldcom or IPEX this year, winning two new partners in Europe (The We Agency, based in France, and Goodwill Communications, based in Hungary) as well as new members in Portugal (Global Press), Chile (RumboCiento Communications), Japan (Integrate Communications), and a yet-unannounced new partner in South Korea. Member growth remained flat in the Middle East and Africa regions, and the network lost two partners in the U.S.

Combined revenues of PRGN partner firms exceeded \$110 million in 2012, not counting revenues of new member firms.

"We're really growing," said PRGN President David Landis. "I think the fact that we're expanding is a really good indication about our incredible leadership team and the talent we have with some of the best independent agencies in the business."

Landis, who heads Landis Communications, Inc. in San Francisco, said Asia remains an area of interest for the network, as does Africa and South and Central America. More than anything, Landis said PRGN remains primarily focused on strategic, long-term planning. This means looking for new partners where the network isn't currently represented, in disciplines that are exclusive to particular markets.

"Nowadays clients don't care where you live, they care if you have the expertise to get things done," Landis said. "PR is a con-

fluence of many different disciplines, so ultimately we should be offering many different services to as many different clients as possible. The more we can be at the forefront of that discussion, the better. We're always looking for new people in markets where we're not currently represented."

Landis also said corporate responsibility continues to be a growing interest for the network. Recently, after an annual member meeting in Cape Town, South Africa, members of the network went to a nearby village and helped build a home for a family living in the area.

"Corporate responsibility is going to be a priority for the network. We're toying with several ideas in this area at the moment. It might be volunteer efforts, or it might be education, or it might be helping journalists in countries where they've been censored."

PRWA offers new network, philosophy

The newest of the global networks, PR World Alliance, has been around for only about a year. PRWA is the result of a merger between two previous networks, ECP Global Communications and IPAN (International Public Relations Agency Network). Already, the new network boasts 20 members in 13 countries.

The network holds a strong European presence — with 15 member firms in that region — as well as recent partners added in Brazil and the U.S. Combined 2012 revenues for the partner firms were just under \$50 million.

PRWA Chairman Perran Ersu, Founder of Persona Communications in Istanbul, Turkey, said the network has an interest in virtually every market, but maintain a special focus on markets that have experienced economic growth in recent years. China, Russia, India and South America are specific regions winning the network's attention.

Going forward, Ersu reiterated claims by other network executives, saying PRWA doesn't maintain a geographical focus nearly as much as finding the right firms with whom they can share expertise and resources for the sake of meeting clients' needs.

"Right now we have great variety, and one of the reasons we have such a great variety is we have firms that are strong in many different interest areas. We have a good spread that has allowed us to tackle a variety of issues. A few might take the lead doing one thing, and a few might take the lead doing something else," Ersu said.

Henry Feintuch, Founder and President of PRWA member firm Feintuch Communications, said close business and personal relationships in the network have provided a culture conducive to

PRWA's integrated philosophy of sharing resources across agencies. In a way, members consider themselves members of each other's firm.

"We're looking to distinguish ourselves not by simply being a referral network, but by developing branded products that will be commonly marketed by members of PRWA around the world," Feintuch said. "I don't run a consumer PR firm, but with PRWA I've got the support of 100 people who excel in that discipline, so if a client comes along and I need expertise in that area I can put a team together, and this model really works well."

"It's never been our intention to compete on size, but to have the best breed of independent PR firms focusing on client experience," Feintuch continued. "The commitment members make when joining PRWA is a commitment in offering senior counsel and senior level experience in everything we do."

Pinnacle shuts doors

The oldest PR network, Pinnacle made headlines several months ago when it was reported the network appeared to have shuttered its doors.

Founded in 1976, the Minnesota-based network had apparently been wracked with financial difficulties and the subject of mass defections. *O'Dwyer's* in December reported that the network's website was no longer operational.

Interestingly, shortly before closing its doors Pinnacle appeared to be showing signs of a rebound, bringing its roster of partner firms back up to nearly 50 in 2012, a bold surge from its 31 member-count in 2011. This was primarily the result of a strategic partnership with European PR consortium 27 and More, which brought Pinnacle's partner list in Europe from three in 2011 to 19 in 2012.

It had been hypothesized that one reason for the network's closure had to do with high membership cost, which allegedly included a \$5,000 initiation fee and quarterly dues of \$1,000. In December, Pinnacle founding Partner Joe McCarthy told *O'Dwyer's* that plans are being drawn to revive the network. ●



**PRGN President
David Landis**



**PRWA Chairman
Perran Ersu**

United States & Canada

Bitner Goodman — Fort Lauderdale
 Bitner Hennessy — Orlando
 Bliss Integrated Comms. — Chicago & New York
 Brickell & Partners — Virginia Beach
 CASACOM — Montréal & Toronto
 Cerrell Associates, Inc. — Los Angeles
 Corporate Ink — Boston
 Deveney Communication — New Orleans
 Dix & Eaton — Cleveland
 Donoghue & Associates, Inc. — Calgary
 Enterprise Canada — Toronto, Niagara Region
 Hermanoff Public Relations — Detroit
 Holt Public Affairs L.L.C. — Oldwick, New Jersey
 IW Group, Inc. — Los Angeles
 Katcher Vaughn & Bailey PR — Nashville
 KellenAdams Public Affairs — Washington, D.C.
 Linhart Public Relations — Denver
 McGrath/Power Public Relations & Comms. — San Jose
 Michael A. Burns & Associates — Dallas
 Morgan&Myers — Milwaukee
 Nuffer, Smith, Tucker, Inc. — San Diego

Off Madison Ave — Phoenix
 Pace Group Communications Inc. — Vancouver
 Padilla Speer Beardsley — Minneapolis & New York
 PetersGroup Public Relations — Austin
 Public Communications Inc. — Chicago
 Richmond Public Relations — Seattle
 RLF Communications — Greensboro
 Roberts Communications — Rochester
 Sandy Hillman Communications — Baltimore
 Schneider Associates — Boston
 Simon Public Relations Group — Philadelphia
 St. John & Partners — Jacksonville
 Standing Partnership — St. Louis
 Stryker Weiner & Yokota PR — Honolulu
 Sturges Word Communications — Kansas City
 Tech Image — Chicago
 The Bohle Company — Los Angeles
 The Garrity Group Public Relations — Albuquerque
 The Pollack PR Marketing Group — Los Angeles
 Travers Collins — Buffalo
 Wordsworth Communications — Cincinnati

Europe

Babel — Paris, France
 Blumen Group Ltd. — Belgrade, Serbia
 Business Press S.p.A. — Milan, Italy
 CBO Communication by Objectives — Milan, Italy
 Coxit Public Relations — Oslo, Norway
 Cunha Vaz & Associates — Lisbon, Portugal
 Glaubicz Garwolinska Consultants — Warsaw, Poland
 Grupo Albi6n — Madrid, Spain
 HBI Helga Bailey GmbH — Munich, Germany
 InstiCOM bvba — Brussels, Belgium
 IvRM Communications — Bussum, The Netherlands
 Janev&Janev Ltd. — Sofia, Bulgaria
 JBP PR & Parliamentary Affairs — London, England

Kaizo — London, England
 Keima — Paris, France
 komm.passion GmbH — Düsseldorf, Germany
 L&W Communication AG — Zurich, Switzerland
 LF Channel — Barcelona, Spain
 Manifesto Communications Group — Istanbul
 Medita Communication — Helsinki, Finland
 Oxenstierna & Partners AB — Stockholm, Sweden
 PRAM Consulting — Prague, Czech Republic
 PrimeTime Kommunikation — Copenhagen, Denmark
 Pr6bak6 Communications — Budapest, Hungary
 Wisse Kommunikatie — Arnhem, The Netherlands
 YA Corporation Comm. Group — Moscow, Russia
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Asia / Pacific

Asia-Pacific Connections Pte Ltd — Singapore
 A-World Consulting Ltd. — Hong Kong, China
 Admiralty — Hong Kong, China
 AZ. Worldcom Japan — Tokyo, Japan
 Finese PR — Mumbai & New Delhi, India
 Fortune PR — Jakarta, Indonesia
 Phillips Group — Brisbane, Australia
 PRN — Seoul, South Korea
 TOCS — Tokyo, Japan
 TQPR Sdn Bhd — Kuala Lumpur, Malaysia
 TQPR Co., Ltd. — Bangkok, Thailand
 TQPR Vietnam — Ho Chi Minh City, Vietnam
 Wrights PR — Melbourne & Sydney, Australia

Latin America & South America

Arvizu, Comunicacion Corporativa — Mexico City, Mexico
 C Square Group — San Juan, Puerto Rico
 Diez Infomedia Consulting — Buenos Aires, Argentina
 Grupo Albi6n Colombia — Bogotá, Colombia
 LatinMedia Comunicaciones Limitada — Santiago, Chile
 PLANIN — Rio de Janeiro, Brazil
 PLANIN — São Paulo, Brazil
 Realidades SA — Lima, Peru

M. East & Africa

Com&Sense — Tel Aviv, Israel
 Majlis PR & Communications — Dubai, U.A.E.
 Lange 360 — Cape Town, South Africa

Global PR Partners 2013



United States & Canada

Beuerman Miller Fitzgerald — New Orleans
Borshoff — Indianapolis
Casey & Sayre — Los Angeles
Communications Pacific — Honolulu
Crossroads — Kansas City
Crown Communications — Charlotte
Desautel Hege Communications — Spokane
Eisbrenner Public Relations — Royal Oak
Eric Mower and Associates — Syracuse
Fahlgren Mortine — Columbus
Fineman PR — San Francisco
Flowers Communications Group — Chicago
French/West/Vaughan — Raleigh
Gable PR — San Diego
Grisko — Chicago

Europe

Abchurch Communications — London, England
Arenalia Comunicación — Barcelona, Spain
Brevia Consulting — London, England
Consilio Kommunikasjon — Tonsberg, Norway
Creative Venue — Amsterdam, The Netherlands
dcp Strategic Communication — Belfast, N. Ireland
Donath Business & Media — Prague, Czech Republic
Futura PR Ljubljana — Belfast, Slovenia
Imageware — Milan, Italy
Jugaste, Liiva & Partners — Tallinn, Estonia
Lang & Tomaschik — Vienna, Austria
Lead Communication — Milan, Italy
m/e brand communication — Dusseldorf, Germany
Madison Consulting — Zagreb, Croatia
Manifesto Consulting — Helsinki, Finland
Martis Consulting — Warsaw, Poland
NewCap — Paris, France
Operate — Copenhagen, Denmark
ORCA Affairs — Berlin, Germany
poweraxle — Madrid, Spain
Quintela & Reis — Lisbon, Portugal
Reliant Communications — Athens, Greece

Hanser & Associates West — Des Moines
HB Agency — Boston
JSH&A Communications — Oakbrook Terrace
Laurey Peat + Associates, Inc. — Dallas
LaVoie Group — Cambridge
Makovsky + Company — New York
Peak Communicators — Vancouver
Pierson Grant Public Relations — Fort Lauderdale
Rountree Group Integrated Communications — Atlanta
Saxum — Oklahoma City
Susan Davis International — Washington, D.C.
Susan Magrino Agency — New York
The Communications Group Inc. — Toronto
Trefoil Group — Milwaukee
Tunheim — Minneapolis
Vehr Communications — Cincinnati

Spotlight PR — Stockholm, Sweden
Surrey House Corporate Commn. Ltd — Esher, England
The Comms. Business Ltd — Edinburgh, Scotland
Walsh Public Relations — Dublin, Ireland
Whyte Corporate Affairs — Brussels, Belgium

Asia / Pacific

Alexander Communications — Auckland, New Zealand
Concept Communication — Mumbai, India
Fulford Public Relations — Singapore
Liquid Ideas — Alexandria, Australia
Newell PR — Hong Kong, China
Pead PR — Auckland, New Zealand
Percept Profile — Mumbai, India
Rantau PR — Petaling Jaya, Malaysia
Wilkinson Group — Sydney, Australia

Latin America & South America

Dextera Comunicación — Mexico City, Mexico
Item Comunicação — São Paulo, Brazil
Lever Latino America — Lima, Peru



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The Castle Group — Boston
The Conroy Martinez Group — Miami
CooperKatz & Co. — New York
Dye, Van Mol & Lawrence — Nashville
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The Fearey Group — Seattle
GroundFloor Media — Denver

Europe

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Cabinet Privé de Conseils — Geneva, Switzerland
Coast Communications — Stockholm, Sweden
Cometis AG — Wiesbaden, Germany
CROS Public Relations — Moscow, Russia
Cullen Communications — Dublin, Ireland
Evident PR — Amersfoort, The Netherlands
Global Press — Lisbon, Portugal
Goodwill Communications — Budapest, Hungary
Industrie-Contact — Hamburg, Germany
Multi Communications — Warsaw, Poland
Public Relations Partners — Brussels, Belgium
SCR — Barcelona & Madrid, Spain
Sound Public Relations s.r.l. — Milan, Italy

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JMC Marketing Communications — Kingston, NY
Landis Communications Inc. (LCI) — San Francisco
L.C. Williams & Associates — Chicago
The Ledlie Group — Atlanta
Pacífico Integrated Marketing Comms. — San Jose
Stevens Strategic Comms. Inc. — Cleveland
VPE Public Relations — Los Angeles
Xenophon Strategies, Inc. — Washington, D.C.

Spider — London, England
We Agency — Paris, France
YESwecan PR — Paris, France

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Currie Comms. Pty Ltd. — Melbourne, Australia
Integrate Communications — Tokyo, Japan
Mileage Communications Pte Ltd. — Singapore
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M. East & Africa

HWB Communications Pty Ltd — Cape Town, S. Africa
The Content Factory — Dubai, U.A.E.



Europe

Bauer PR GmbH — Vienna, Austria
Briefing Communications Ltd. — Zagreb, Croatia
CAP & CIME PR — Paris, France
Comvision AB — Stockholm, Sweden
Kable Communication Finance — Paris, France
NBS Communications — Warsaw, Poland
NewMark FinanzKomm GmbH — Frankfurt, Germany
Nostus Communications & Events — Athens, Greece

Panama PR GmbH — Stuttgart, Germany
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South America

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Feintuch Communications' Founder & President Henry Feintuch conducting a lecture on industry analyst relations for colleagues of the PR World Alliance meeting in Warsaw, Poland.

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COSMO is one of Japan's foremost independent strategic communications consultancies. For over 50 years, COSMO has used its global experience and domestic expertise to deliver communications solutions for multinational and Japanese companies. COSMO develops integrated campaigns involving media outreach, crisis and issues management, advocacy and public affairs, key opinion leader research, corporate positioning, consumer communications, corporate social responsibility, and the development of editorial materials.

Over the years, COSMO has specifically reinforced its expertise and industry experience in healthcare, and develops healthcare communication programs under "COSMO Healthcare."

COSMO was named Japan Independent Agency of 2012 by Campaign Asia-Pacific, and Japanese Consultancy of 2011 by *The Holmes Report*. In 2011, COSMO won the Asia-Pacific SABRE Award for "Japan Campaign of the Year" for its American Medical Devices and Diagnostics Manufacturers' Association (AMDD) public awareness program. In 2011, CEO Kumi Sato was awarded "The Gold Standard Award for Professional Excellence" and the Asia-Pacific SABRE Award for "Outstanding Individual Achievement."

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Henry Feintuch, President

International PR is rapidly becoming an oxymoron in the 21st century as businesses cope to make sense of the impact of the Internet, global wireless communications and increasingly common international travel.

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IPREX is a \$200 million network of communication agencies, with 1,500 staff members and 100 offices worldwide working across the spectrum of industry sectors and practice disciplines.

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Aida Mayo, *President*
George McQuade, *Gen. Mgr/VP*

MAYO Communications International is a full service, global public relations firm based in LA with offices in New York, San Diego, and international offices in Buenos Aires, AR and Israel. Founded in 1995, MAYO has been offering international publicity for 10+ years. MAYO's Entertainment Div. offers movie, TV show and music PR. The advancement of technology and the rise in internationalization of business have reduced the global borders and opened doors for launching companies from China to Australia and the United Kingdom.

Late last year, MAYO launched an Australian-UK online music platform — GlobalOnslaught.com in Hollywood with USA concert tours in California and Nevada, CA. The global music service launch and tour included new artists — Annie Lovell, U.K. March Into Paris, October Rage (opening act for Bon Jovi). The red carpet launch event included The Sledge Grits Band, Toto's lead singer Bobbi Kimball performing



(L-R): Mayo VP George McQuade, Toto lead singer Bobby Kimball, Brad Smulson of OBOL, Mayo President Aida Mayo, and Ernie Singleton of Singleton Entertainment on the red carpet for the international launch of Global Onslaught Australia-U.K.

Photo by MAYO Communications

live at a benefit for Operation Blankets of Love animal charity.

MAYO also launched China's largest telecommunications company US Data Center in the heart of the business district in downtown Los Angeles. China Telecom Americas (ChinaTelecom.com), which provides Internet, high speed access and storage for Fortune 500 companies and links Chinese business with USA.

The World Networks (theworld-networks.com) has retained MAYO Communications for international awareness and publicity. The World Networks, includes: The French American Network, The Chinese American Network, The Japanese American Network, The Latin American Network, The Russian American Network, The Indian American Network, The African American Network, The Jewish American Network, The Persian American Network, The Italian American Network, The Armenian American Network, The

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— Continued on page 28



A session at the IPREX Annual Partner Meeting, Shanghai, May 2013.



Members of the Public Relations Global Network at a recent meeting in Cape Town, South Africa.

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— Continued from page 27

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Christopher Graves, *Global CEO*



In April 2013, PRWA held its semi-annual general assembly in Warsaw and Crackow, Poland. Pictured here (L to R) is the organization's board: Catherine Kable (France); Lars-Ola Nordqvist (Sweden); Perran Ersu, Chairman (Turkey); Anna Krajewska (Poland); Henry Feintuch, Vice Chairman, (U.S.); and Peter Walker (U.K.). Not pictured: Helena Stamou (Greece).

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Sports star “comes out” to potential branding boon

Washington Wizards center Jason Collins made history in April when he became the first openly gay working athlete in the history of the major sports leagues. The headlines surrounding Collins' personal admission have taken the sports world by storm. According to some marketing experts however, the story could also boost Collins' profile in the court of corporate endorsement.

By Jon Gingerich

Thirty-four-year-old Collins, who formerly played for the Boston Celtics, dropped the bombshell news in a bylined, April cover story editorial in *Sports Illustrated*.

The article begins: “I’m a 34-year-old NBA center. I’m black. And I’m gay. I didn’t set out to be the first openly gay athlete playing in a major American team sport. But since I am, I’m happy to start the conversation.”

The 12-year NBA pro had shown support for gay rights in the past. During his stint with the Boston Celtics during the 2012-2013 season he played under the jersey number 98, in honor of Matthew Shepard, whose hate crime murder occurred in 1998. Collins remains a free agent for the 2013 season.

Shot heard around the world

Most who are unfamiliar with professional basketball never heard of Jason Collins before April. That changed immediately upon publication of the *Sports Illustrated* article; the day the story went live, the Collins story drew nearly four million visitors to the SI.com site, a record for the sports publishing company.

According to a May 3 analysis on technology site The Salesforce Marketing Cloud, mentions of Jason Collins throughout social media channels reached nearly a million hits in just over four days. Twitter accounted for a majority of the activity — almost 90% — though there were more than 8,000 blogs mentioning the incident and more than 30,000 Facebook posts on the subject.

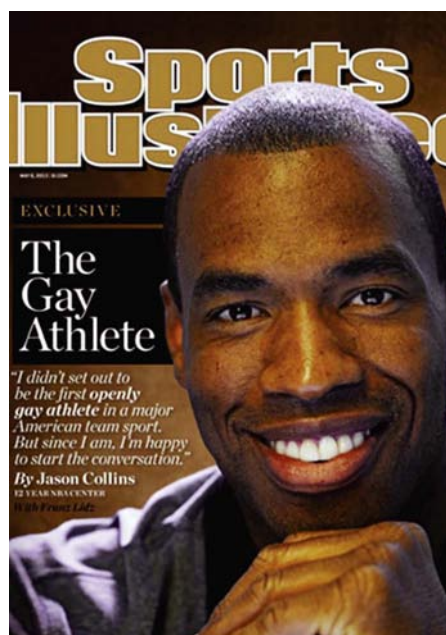
Moreover, public sentiment surrounding the news seemed to be overwhelmingly positive. Sentiment analysis by The Salesforce Marketing Cloud showed Internet postings associated with Collins contained statements that were deemed about 70% positive.

Positive responses reverberated within the sports world as well. In reaction to the news, Kobe Bryant tweeted, “Proud of @jasoncollins34. Don’t suffocate who u r because of the ignorance of others,” and Shaquille O’Neal wrote, “Character is found in those who lead. I am so proud of

my friend, Jason Collins, for showing all of us what leadership looks like.”

In a prepared statement, NBA Commissioner David Stern wrote: “Jason has been a widely respected player and teammate throughout his career and we are proud he has assumed the leadership mantle on this very important issue.”

Outside the sports world, words of support poured in from President Barack Obama, First Lady Michelle Obama, and former president Bill Clinton, among others.



Jason Collins, center for the Washington Wizards, shocked the world in this April *Sports Illustrated* cover story, when he officially becoming the first openly gay active athlete in the NBA.

Alley-oops for branding possibilities

As cathartic as the admission may have been for Collins, his highly publicized coming out story may offer more than a mere sense of personal relief. Already, marketing professionals are hypothesizing how the move may bode for his endorsement profile, as corporate brands may line up in an attempt to attach themselves to this narrative.

An April 30 *PR News* editorial posited that Collins' recent coming out could result

in an endorsement frenzy: “... it may not be just NBA teams that look to add him to their mix. If Collins plays again in 2013, other brands could also flock to him for sponsorships,” the editorial read. “...there is likely no shortage of companies that would seek to use him in a positive, uplifting message.”

Collins already holds a coveted endorsement deal with Nike. In a brief press release regarding the issue, the sneaker giant simply said, “Jason is a Nike athlete. We are a company committed to diversity and inclusion.”

In an April 29 *Adweek* editorial, the trade opined on this partnership by stating: “On a pure advertising level ... Nike seems like the perfect company to push the Washington Wizard center’s courageous public stance as an opportunity to further solidify the brand’s recent history of supporting gay rights.”

Indeed, Nike already seems well poised to graft itself to this message. The sports apparel company had recently signed Women’s National Basketball Association player Brittney Griner, who is openly gay. In 2012, Nike hosted a LGBT sports summit to raise awareness regarding homophobia in sports.

“Coming out as the first gay man in the NBA was a huge boost to Jason Collins’ brand,” said Matt Tumminello, President of Target 10, one of the leading gay and lesbian marketing and communication agencies in the country. “It can only increase his endorsement value, but the question is how will he be used and what for? Companies that want to attach themselves to Jason Collins will do so because they like what he represents — breaking new ground, bravery, equality, strength of character. This is true for any category, not just sports.”

Tumminello continued: “Our nation’s slow crawl toward equality for LGBT people has turned into a sprint over the last two years, so his timing was perfect. Most Americans now reject the idea of anyone of us being less equal or having less rights. Combine this with the fact that he’s a respected player and well-liked and you have a recipe for success.” ♦

Major changes sweeping through Hispanic market

A wave of new trends affecting a growing and quickly diversifying Hispanic demographic portends major changes that marketing pros with a multicultural practice should be aware of.

By Jose Villa

When you're in the business of anything — whether it's selling cars or building houses — you often get caught up in the day-to-day and lose sight on the changes going on around you. It happens to all of us. It's the old adage of not being able to see the forest for the trees.

This also happens to those of us who work in Hispanic marketing. We're so busy trying to launch the next client campaign, or land the next new business pitch, we're too busy putting together that media plan, or writing that brief, that we don't have the time — or more importantly, the spare attention — to stop and look at the changes happening all around us. We miss some of the things happening right in front of us that can tell us a lot about where things are going in our industry, with our consumers, and with the culture we so often try to influence on behalf of our clients.

Here are six changes I've been noticing around me and what I think they portend for the future of Hispanic marketing.

The multicultural market now often implies the Hispanic market.

Am I the only person who's noticed that term "multicultural" is increasingly becoming synonymous with Hispanic? It wasn't that long ago that the term multicultural marketing referred to an organization's marketing programs aimed at a variety of minority or non-white groups, such as African-Americans, Asians, and others. It's hard to deny the slow but steady decline in African-American focused marketing efforts over the last 15 years. While the Asian population has grown rapidly over the last 20 years, it has been unable to climb into that number-two spot past the behemoth that seems to be eating up all the "multicultural" budgets — the Hispanic market.

The lines between mainstream and Hispanic marketing have blurred.

Remember the Spanglish Bud Light spot, developed by a Hispanic agency that ran during the Super Bowl a few years back? That was a big deal. I have

noticed a steady increase in the amount of Hispanic creative running in general-market media over the last two years. Not to mention the crossover, cross-cultural work that seems to be growing in prominence, most of which is targeting younger millennial groups. I know from my own new business experiences during the last year that more brands are expressing an interest in consolidating and integrating this general market and Hispanic advertising. I think we are on the precipice of a huge shift in the ad business.

Growing trend towards retroacculturation and increased bilingualism.

Maybe I am looking at a skewed sample — as the Hispanic parent of two young children — but I continue to be amazed at how many parents, most of them either second or third generation Hispanics, are raising their children to be bilingual or speak Spanish first. We all know retroacculturation is a real phenomenon that has been around for many years. However, I venture to say retroacculturation is taking hold faster and spreading more rapidly than ever before. You need only look at the explosion in availability of bilingual children's books for a supporting data point. With this adoption of Spanish comes an increased attachment to Hispanic cultural traditions — whether they are food, music, or family dynamics. I think the cohort of second and third generation Hispanics coming of age during the next 10-15 years in the U.S. will look very different than their counterparts 20 years ago.

Increased diversification of the Hispanic market: demographic, geographic, psychographic.

All Hispanic marketers bemoan the tendency to portray the Hispanic market as monolithic. Hispanics come from more than 20 different countries, with distinct cultural, ethnic and national backgrounds. However, I've noticed the differences in the Hispanic market growing at what I consider to be a faster pace than ever before.

The first is demographic, as the Hispanic population is getting younger,

more U.S.-born, and more educated than ever before. The second is geographic, as the Hispanic population rapidly shifts to new parts of the U.S. The Southeastern U.S. in many ways is the new hotbed of Hispanic population growth. Finally, anytime you have a population of 50 million people spread all over a country as vast as the U.S. from 20-plus different countries, simple psychographic segmentation models simply to start to break.

Hispanics are shifting towards new media.

We've all seen the reports on Hispanic over-indexing on digital device adoption. I've mentioned this many times before based on my anecdotal observations of Hispanics adopting advanced digital technologies. The last few months I've seen it more. As an example, I was at a construction site a few weeks back where a group of Spanish-dominant, recent immigrant Hispanic men were all listening to Spanish music on the job site — via Pandora running on a smartphone connected to a mobile speaker unit. I anticipate a huge shift in media consumption behavior by Hispanics toward personalized, digital and mobile media channels.

The market is now evolving faster than its marketers.

These observations may not constitute a sound scientific experiment from which to make pronouncements about an entire industry. However, they provide directional trend lines that the Hispanic market is evolving faster and changing more fundamentally than it ever has before. The same can be said of the general market and the typical American consumer. However, when you look at the mainstream marketing industry, and compare it to the Hispanic marketing industry, you see a major gap in innovation. I worry that our industry of so-called "Hispanic marketing" experts is not keeping up with the Hispanic market, and doing a huge disservice to the growing number of organizations now looking to tap into it.

Jose Villa is President of Sensis, headquartered in Los Angeles. ●



Jose Villa

When multicultural marketing turns into a PR crisis

It happens all the time. A well-intentioned advertisement featuring a risqué or off-color message unintentionally results in public outrage due to being insensitive or, in some cases, downright offensive. Here's how enlisting a multicultural PR agency to work in tandem with clients' ad departments can prevent this disaster from happening again.

By Lisa Skriloff

What public relations professional wouldn't like to report that their company's news was picked up by CNN, ABC News Nightline, AP, *USA Today*, *The New York Times*, *The Wall Street Journal*, Fox News and even the *Daily Mail U.K.*, MTV News, *The Hollywood Reporter* and *Adweek*?

Sounds great, but just this year, there have been plenty of instances where public relations professionals were caught off guard when their clients' advertising departments created commercials that backfired, causing controversy, outrage and retractions.

Is any press good press?

Multicultural Marketing News asked public relations and advertising experts to comment on a spat of controversial commercials released in 2013, and to discuss how the dual departments of advertising and PR can work more closely together to react quickly to such a situation — or better yet, avoid problems in the first place.

Controversial commercials of 2013

Rather than attract brand awareness and increase return on investment, this year's crop of controversial commercials resulted in mass consumer outrage. Instead of being labeled "creative" or "award winning" by the industry, they were lambasted as racist or misogynistic. In some cases, critics said they made light of depression, suicide, even violence against women.

As Ron Campbell, President of Campbell-Communications, said: "Bad press always seems to gain more traction than good news. Particularly when it comes to cultural faux pas."

Here are just a few highlights (low-lights?) from this year's universally denounced commercials:

PepsiCo aired a commercial featuring a waitress who was beaten up for running out of Mountain Dew and later threatened while viewing a lineup of African American men (among them in the lineup was a talking goat).

A Hyundai U.K. ad featured a man trying to commit suicide by running his car

in a garage. He doesn't succeed, because the car he used for the suicide attempt is a zero-emission Hyundai.

General Motors' recent Chevrolet Trax ad, set in the 1930s, according to *The New York Times*, "featured a modern remix of a song from that era that included references to Chinese people using phrases like "chingching, chop suey."

A McDonald's transit poster ad showed a woman with her head buried in her hands, accompanied by the line, "You're Not Alone: Millions of people love the Big Mac." Below was an 800 number — to McDonald's corporate offices.

Kmart attempted to be cheeky with its "Ship My Pants" ad campaign, which amused more than 10 million YouTube viewers. Apparently the humor didn't go over so well with the conservative Christian American Family Association.

Coca Cola's most recent SuperBowl ad drew wide complaints and criticisms from the American-Arab Anti-Discrimination Committee, as well as an LGBT marketing firm, for its portrayal of characters pitted against each other in a desert race. The joke was lost on many, as Coca Cola was later forced to explain that the ads were intended to contain plays on characters featured in popular films such as "Lawrence of Arabia," "Mad Max" and "Priscilla Queen of the Desert."

USA Today recently reported that Volkswagen's commercial "about a happy-go-lucky white guy who tells office mates to be happy in a Jamaican accent" has been criticized by some. However, the Jamaica Tourist Board quickly praised the "Get Happy" ad, citing the welcome attention bestowed upon Jamaica. The Jamaica Tourist Board then created a "Get Happy in Jamaica" promotion of its own, with free nights and discounts at hotels.

So, what to make of these commercials and the subsequent backlash they received in the court of public opinion?

"In some of these instances, in particular the Mountain Dew ad, I see a huge disconnect between the ad creators/writers and any sort of PR or multicultural guidance," said Karen Sinisi, Director of Sales and Marketing at Ethnic Technologies in

South Hackensack, New Jersey. "When an ad comes into question, such as the VW, Coca-Cola and Mountain Dew ads, it becomes clear that a specialized multicultural agency was not utilized."

Elaine Meryl Brown, co-author of "The Little Black Book of Success: Laws of Leadership for Black Women" said, "I have to question whether or not there was a multicultural senior executive in the room when the decision making process took place to greenlight the Mountain Dew commercial which is blatantly racist and in poor taste. The images and message not only overshadow the product, it diminishes it."

"A crisis happens when advertisers behave badly," explained Matt Tumminello, President of Target-10 in New York. "But what happens when consumers do? Last year, JCPenney retained Ellen DeGeneres as a spokesperson for the company, angering anti-LGBT organization One Million Moms, which took to social media and launched a boycott. Not long ago, this kind of backlash would strike fear in advertisers and very few would consider associating their brand with an LGBT person but times have quickly changed. Instead of reversing course, JCPenney doubled down. The retailer's next move was to feature same-sex parents a few months later in the company's spring catalog for Mother's Day and Father's Day. The public rallied behind JCPenney and Ellen, millions of favorable news impressions were generated from the controversy, and One Million Moms became a late night TV punchline. The crisis, it turned out, was for those who oppose diversity and LGBT equality."

Preventing further crisis

How can public relations pros and advertising departments work closely



Lisa Skriloff

— Continued on next page

together to prevent these types of disasters from occurring again?

According to Tru Pettigrew, CEO and Founder of Tru Access in Cary, North Carolina, "Potential damage control is often only reactive unless the message or content is obviously offensive," he said. "The problem with that is, if the members of your PR team, or any other agency partner for that matter, are not in tune enough or aware enough of the real attitudes, opinions, issues and influences of diverse cultures, then they will not see the offense until it's too late. The answer to remedy these potential PR fiascos is to embrace diversity and establish cultural chemistry across all business units throughout the brand, and look for it in your agency partners."

"It's important that there be a fully integrated, horizontally organized team developing advertising strategy and creative and that it includes multicultural oriented PR at every level of development," said Esther Novak, Founder and CEO of VanguardComm in East Brunswick, New Jersey. "Positioning a brand as hip and edgy is fine as long as it does not cross the line into stereotyping, poor taste and negative values. It's critically important that the advertising and public relations departments view themselves as equal collaborators in promoting and safeguarding the brand. Advertising professionals often don't have a complete or clear understanding of the public relations function. If a fully integrated team that includes public relations is not doable, at a minimum a PR review at strategic points is important to ensure the brand is being portrayed as positive and credible."

According to Pawan Mehra, Founder and Principal at Améredia Inc., "advertising and PR departments cannot operate in silos anymore like they did in the past. There's a need for organizations to become more integrated and interconnected than ever before. And the closer the integration the better performing and more successful the larger entity is in this new market scenario. At a time when the speed to market has reduced significantly, any advertising initiative will be smart to have PR on their side, for good or worse."

"PR versus marketing is an ongoing battle between departments in organizations and agencies," said Yuriy Boykiv, Vice President of Gravity Media. "The issues arise when you are planning a campaign and you have a marketing manager trying to combine the two disciplines into one cohesive strategic document. Most of the issues are related to misunderstand-

ings of what each of the functions do."

Tumminello claimed that PR teams should "always be included in discussions when a creative execution is being developed." It's their job to keep companies safe from a communications crisis, he said, and they can help alert the advertising teams to any unintended risks.

"At a minimum, PR teams should know about any advertising before it hits so they are not caught off guard if any problems were to arise," he said.

Ron Campbell, President and Chief Strategist of Campbell-Communications in New York, said it's "not a requirement" that PR and advertising departments work together to assess the risk of a commercial being controversial. However, the PR department "doesn't have the ability to evaluate the brand building impact of a commercial. If the commercial is judged to be risky, it is prudent to engage the PR departments earlier in the launch of an ad campaign," he said.

Campbell continued:

"For the last few years, we have seen ad agencies relying more on PR agencies and bringing them in earlier in the processes of planning and creative development. There are many advantages to this, including the development of PR strategies that support the ad campaign — and for the consumers it means that the campaigns

will be more synergistic with unified messaging — and greater exposure. In addition to synergy and consistency in messaging, the smarter ad agencies rely on PR to ensure that creative campaigns can gather earned media, that there won't be any controversial, negative associations for the campaign and to create more consumer conversations online."

"Many creative directors don't like PR pros having an opinion on the creative — and many of them have suffered a boycott to the campaign or negative press as a result many times," said Roxana Lissa, Founder of RL Public Relations and Marketing, which has offices in New York and Los Angeles. "In my experience working with some of the top agencies in the country, PR can influence the creative execution of a campaign by providing the creative teams with solid insights about the possible repercussions that a particular creative can have in the press. In today's social media era, the times are gone where creative can come up with whatever they want and put it on air. There are more audiences and criticism and working as a team is not a maybe but a must to ensure successful ad campaign execution — and a happy client."

Lisa Skriloff is President of Multicultural Marketing Resources. ●



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Rashada Whitehead, President & CEO of Flowers Communications Group (FCG).

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Rashada Whitehead, President & CEO

Flowers Communications Group (FCG) is one of the nation's leading multicultural communications agencies. Known as a great place to work and great people to work with, we develop and manage consumer-focused integrated campaigns that leverage cultural nuances to tell total market stories on behalf of our clients. FCG continues to lead in the areas of media rela-

tions, social media, consumer engagement and creative services. With an expertise that covers multicultural, multigenerational, millennial and multimedia disciplines through new and traditional engagement, our agency has its pulse on the future of communications with a fresh perspective on trends, ideas, culture and news. To find out more, visit www.flowerscomm.com and join the conversation.

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Michael Halberstam, President

Founded in 1982, Interviewing Service of America (ISA) has become one of the largest market research data collection and processing firms in the U.S. To date, we have conducted Quantitative and Qualitative multicultural and multilingual research projects in 67 languages, worldwide. Industries served include Automotive, CPG, Healthcare, fast food, entertainment, radio and TV advertising, public relations and universities. We are acknowledged as experts in the Asian and Hispanic American communities having won three awards for our research. ISA has offices around the U.S., Canada and India with three telephone centers and two focus group facilities in Los Angeles. We are the co-owners of the Asian American Marketing Report, a one-of-a-kind, ongoing syndicated survey that compares the Chinese, Korean, Vietnamese, Filipino, Indian, Hispanic and African American communities with the general population.

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Latin2Latin Marketing + Communications (L2L) is an award-winning, MBE certified, full-service marketing and communications agency with over 80+ years of hands-on experience in developing successful, ROI driven marketing and communications plans in the U.S. Multicultural, Caribbean and Latin American markets.

L2L is a proud 2-time winner (2011-2012) of the Greater Fort Lauderdale Chamber of Commerce "Established Small Business of the Year." Additionally, the agency won

Bronze at the 2013 DTC National Advertising Awards for Best Multicultural Campaign and was awarded 2012 Best-in-Class Healthcare Campaign by the Hispanic Public Relations Association for ¡A tu salud!, a health & wellness marketing campaign created for The Mount Sinai Hospital NY. Agency Founder Arminda "Mindy" Figueroa was named one of 2012's top 100 Under 50 Diverse Executive Leaders by *Diversity MBA Magazine*.

L2L's team has proudly partnered with world-class brands such as: PBS, Access Health CT, Scholastic, KinderCare Learning Centers, The Mount Sinai Hospital NY, Jose Luis Orozco and has begun to expand its reach to the Caribbean and around the world including work with Gov. Juan F. Luis Hospital in St. Croix, Team National, and EDSA, a global architectural landscaping firm.

Visit www.Latin2Latin.com to learn more.

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San Francisco-based Mosaico Public Relations, a division of Fineman PR, prides itself in being a multi-cultural and multi-lingual agency that creates culturally relevant communications while maintaining the consistency of a company's brand across cultures. Led by Juan F. Lezama, Mosaico has worked with clients in several industries, covering pharmaceutical, food and beverage, financial, remittance, healthcare, real estate development, publishing and community-based nonprofits.

Mosaico has received multicultural and crisis communica-

tions awards for its client work. The agency's client roster has included Nestle Health Science, *Fortune* 500 company The First American Corporation, Foster Farms, Xoom.com, Pacific Companies, Sequoia Healthcare District and City of Hope Medical Center, among others.

Mosaico is also proud to have the strategic counsel of Latino Market Expert Celina Rodriguez, a former CNN En Español and KSTS-Telemundo (San Francisco/Oakland/San Jose) anchor with more than 25 years of experience working in the U.S. and Mexico.

MULTICULTURAL MARKETING RESOURCES

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Lisa Skriloff, President

Multicultural Marketing Resources, (multicultural.com) is a premier multicultural and PR consulting firm. We work with corporations, PR firms and mainstream & ethnic media journalists and specialize in promoting multicultural marketing & diversity news. Lisa Skriloff, formerly of *The New York Times* and Caballero Spanish Radio, founded the company in 1994.

Our clients are the nation's leading PR and communication firms who specialize in marketing to cultural and niche markets, including Hispanic, Asian American, African American, women, people with disabilities and LGBT consumers. We also work with PR departments at corporations to help them get the word out about their multicultural marketing and diversity news.

Our free email newsletter, MMRNews (sign up at multicultural.com/mail_list_sign_up) is distributed to two audiences: multicultural marketing industry professionals and journalists and offers news and information of interest to marketers targeting ethnic consumers.

MMRNews is a great business development and marketing tool for those companies looking to get in front of corporate and agency marketing and advertising professionals handling multicultural

budgets as well as reporters. You can submit your news for distribution at multicultural.com/services/mmr_news.

We also publish an annual directory *The Source Book of Multicultural Experts*, with profiles of multicultural PR and communication companies. The book's online equivalent, Experts Directory (available at multicultural.com/sourcebook/sourcebook.companies) is continually updated with profiles of other multicultural marketing and PR experts. You can join the online directory at multicultural.com/sourcebook/get_listed.

For marketing executives, we provide information on reaching multicultural and lifestyle consumer markets, as well as contacts for potential partnerships. We write presentations on multicultural marketing/diversity, create reports on best practices in your industry and others, deliver seminars/training sessions with guest speakers to your marketing staff and plan events. We help companies with expertise in marketing to ethnic consumers gain visibility among executives at corporations who oversee multicultural marketing budgets and journalists who seek diverse sources.

We connect our clients with ethnic, mainstream and trade press looking for sources for Black History Month, Women's History Month, Asian Pacific American Heritage Month, and Hispanic Heritage Month, as well as for year-round coverage of a diverse America. We also provide the press with demographic information and insights into best practices and trends.

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OCG PR (formerly Open Channels Group) is a full-service public relations agency based in Dallas/Fort Worth, specializing in multicultural, digital, integrated communications, and public involvement.

We offer expertise in diverse multicultural segments, including African American, Hispanic and Asian communities as well as women, youth and LGBT



Lisa Skriloff, President of Multicultural Marketing Resources, Inc.

populations. Our obsession with cultural influences on communities — both local and global — is what sets us apart and is the backbone of our ability to initiate conversations and proactively build relationships that create positive results for our clients. OCG PR is one of the largest minority-owned public relations agencies in Texas.

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Sensis was created to address two fundamental shifts taking place in society — the growing

cultural diversity of the country and the rapid adoption of digital technology.

Sensis began as a digital agency 15 years ago. However, we don't fit nicely into any of the categories that agencies get put into:

We are a digital agency ... that expanded into traditional advertising.

We are a Hispanic agency ... that handles general market work for many of our clients.

We are a PR firm ... that builds websites and buys media. A cross-cultural advertising agency with digital at its core.

Our vision is to retire the concept of the "general market" and replace it with a new, explicitly cross-cultural model of advertising, PR and marketing. Our unique agency model combines multicultural and general market reach with digital, traditional advertising, and PR. We have been at the forefront of the burgeoning multicultural social media space, and are widely considered industry thought leaders in how to use social media to engage Hispanics, African-Americans, and Asians. ●

What makes a good press secretary

By Fraser Seitel

In 2006, *Time* Washington Bureau Chief Jay Carney sat down with C-Span and uttered the following prophetic commentary:

"The best press secretaries were very deft at serving both their boss, the President, the Administration, and the press. It's a tricky job. I'm sure I wouldn't be any good at it."



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

Here we are seven years later, and Jay Carney, Obama's Press Secretary, has turned out to be a sayer of the sooth.

While he isn't as miserable in the job as the worst press secretary in recent years — the confused Scott McClellan, whom the White House Press Corps dubbed "the piñata" when he labored for President George W. Bush — Carney, as Presidential Press Secretary, is as mediocre as the President he serves.

He is singularly humorless, unsteady and ill-equipped to handle the rough-and-tumble, hand-to-hand combat that has come to comprise the daily skirmish with the White House Press Corps. As the Obama Administration fumbles its way through multiple scandals, Mr. Carney seems to be getting even less sure of himself and less competent in the job.

The best press secretaries — Carney's predecessor Robert Gibbs, Mike McCurry, Ari Fleischer and the best of all in recent years, the late Tony Snow — possess characteristics that make them invaluable to both their boss and the media through which they convey their administration's positions, philosophies and programs. Here are several of those characteristics:

Closeness to the Chief

"Access is power" goes the public relations truism, and that is certainly the case if one is the mouthpiece of an organization. The closer you are to and more comfortable you are with the individual running the show, the more confidence you will display and speak with when representing that individual in public.

Gibbs was the prototypical example. He served with Obama for four years before being called upon to become White House Press Secretary. Over those years, Gibbs and

David Axelrod became Sen. Obama's chief counselors. When Gibbs slid into the press secretary role, the transition was seamless.

Carney, who left journalism to work as a press secretary for Joe Biden, possesses no such closeness with Obama. He is an "outsider" and conducts himself accordingly. When Gibbs spoke, the White House Press Corps knew the words and thoughts were coming directly from the President. There is no such similar confidence in what Carney utters from the podium. He simply isn't a confidante.

Policy knowledge

A good press secretary must know everything about everything that concerns the organization — even more than his boss.

This entails doing his own due diligence on matters that not only are front-and-center on the national stage, but those lurking behind-the-scenes ready to explode. A good press secretary therefore keeps his own objective counsel and his own internal and external intelligence network.

Snow was a master of this. A former columnist and Fox News anchor, Snow was a well-informed intellectual who knew his way around Washington, cultivated opinion leaders, and was well-versed on the issues of the day. He gave full answers to questions, well beyond the "talking points" given to him. And when the press argued with him, he argued back as the Administration advocate he was hired to be.

Carney, by contrast, is a prisoner of his talking points, rarely venturing beyond the precise words approved by the White House brain trust. As a consequence, he seems wooden and inflexible, unwilling to engage in philosophical conversation, lest he annoy the higher-ups.

Typical was his response on Benghazi, citing the murder of four American diplomats as "old news." Blaming everyone from Fox News to Mitt Romney, Carney told a skeptical press corps: "Efforts to refight the political battles of the past are not looked on kindly by the American people." While it wasn't clear which "American people" Carney was speaking for, it was clear that the press secretary seemed to be wilting under the multi-scandal scrutiny.

Seat at the table

Hand-in-hand with being a trusted advisor-to-the-chief and having policy knowledge, a good press secretary — like any public relations executive — must occupy a seat at the management table.

A seat at the table ensures the press secretary is aware of the nuances of policy and the discussions that led to policy formula-

tion. Without that seat, the press secretary is prisoner to the person from whom he has received the information. It's that particular aide's interpretation — not necessarily the President's or important others at the table — that turns out being communicated by the press secretary.

In Obama's case, Gibbs was always at the table; Carney, rarely if ever. And it shows. In a sympathetic profile of Carney on Saturday, Jennifer Steinhauer, of *The New York Times* asked the press secretary about his fumbling performance on Benghazi. Carney's answer was revealing. "I think we all can look back and find things we could have done better," he said. "But I just know that everybody here who briefed me did their best and did right by me."

Translation: He's got no seat at the table.

Arm's length relationship with press

The relationship between the press secretary and the media is a tricky one. On the one hand, the press secretary must be a loyal advocate for his employer; on the other hand, he must be an honest broker to the media in conveying Administration philosophy and policy.

Like a corporate PR executive, a good press secretary is neither friend nor foe to journalists, but a "friendly adversary." A good press secretary seeks the "respect," not the friendship, of journalists. Reporters may have bridled when Snow challenged them back on facts and policy, but Snow was universally respected for his knowledge, wit and straightforwardness. When journalists start "defending" a press secretary, it's a sign the PR person is in over his head.

Sense of humor

If you're a press secretary, the best way to "keep your head" is to not take yourself too seriously. The job and the issues are serious and challenging, but for God's sakes, lighten up, have some fun, and relax.

McCurry, Snow, and Gibbs understood this, and each was smart and confident enough to maintain their equanimity while walking the tightrope with the media. There's a reason you never see Jay Carney on Fox or "Meet the Press." The Administration is more comfortable trotting out articulate and unruffled "inside players" like Dan Pfeiffer, who impressively carried Obama's water on the scandals this week-end on the morning talk shows.

After facing a particularly nasty grilling the day before, the normally lugubrious Carney began the next day's briefing by poking fun at himself with a display of anguished photos of him from the day before. ●

Pricing: should you raise or lower your fees?

By Richard Goldstein

After years in recession, the U.S. economy continues to just plod along, leaving thousands of business owners in a quandary as to how to continue running their business profitably. They



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face a delicate balancing act: Should they implement higher prices (or fees in the case of a PR firm), in order to become more (or stay) profitable? Or should they stand behind their clientele and keep prices/fees as low as possible?

It's a difficult choice to make. If you are in this situation you understand how just one wrong move could eventually make you regret your decision. Here are some tips for making the right decision.

Develop a strategy

When developing a pricing strategy, consider a number of distinct situational factors, such as:

1. Cost. Factor in your fixed costs such as rent, utilities and salaries (include variable costs such as freelance and engagement costs not reimbursable by your client).

2. Economics. Research what the market will bear relative to supply and demand, price elasticity and other conditions, such as economic expansion or recession.

3. Customers. Your clients are your customers! I use this term rather than "client." Know what your customers expect when it comes to capabilities and features. For example, they will likely value quality service and price. These features will vary depending on the type of business. You can ask two questions to find out this information: Why are you considering a change in with your PR firm at this time and what will you need to see six months from now to know you made the right decision to engage us?

4. Uniqueness. Do you fully understand how your product or service addresses your customer expectations and values? If you don't you are likely

not meeting their needs, which in turn means it might be easy for them to align with another agency. The above two questions should help you understand your customers expectations. You can also ask, if price was not an issue, what services would you like us to help you with?

5. Competitors: Research your competition by understanding their product lines and services. Also look at their strengths and weaknesses, and pricing strategies. This can help you better understand how your firm stacks up with the competition. Chances are you already know this information about the competition. Look at their website! You will learn a good deal about your competitor.

An intangible factor in the decision-making process is customer perception. As an example, a customer may perceive an underpriced priced service as lower quality or desperation, even if this is not the case.

Pricing

While pricing strategies depend on your situation, you essentially have two choices: raise or drop prices. Although dropping prices in a lackluster economy may make sense in order to keep customers, more often it is best to maintain current pricing or even price you fees a bit higher than those of your competition, as this conveys higher quality and allows negotiating room without jeopardizing profitability. Relying on lower fees to differentiate your service is risky, however. This strategy may escalate to a price war where, eventually, the bigger guns will be the only ones left firing. Larger PR firms with greater resources and operating efficiencies can quickly take out a smaller agency.

Gaining market share

There are many price-raising strategies you can employ for market share and increase profitability. One is to charge a premium. This approach works when supported by a service's unique competitive advantage. Sprucing up your presentation and website can also create a perception of higher worth. My good friend, Al Croft, publisher of Management Strategies, advocates a higher rate for "strategic services" that provide high value. As an example, assume you have a customer that needs strategic PR consulting services. The time it takes to advise the cus-

tomor is two hours but the value to the customer is \$100,000. What should the fee be?

Consider matching your competition. If you raise prices to match a competitor, customers may perceive your service as equal — even if the competitor's offering is superior.

Understand the cycle

A business owner or executive that has been around for a long time understands the ups and downs of commerce. The key is not to panic during the downtimes. Use this time instead to make existing customers your best friends by providing impeccable service.

A final thought

Alan Weiss, a consultant to consultants feels that fees should never be based on time units of any sort. If your value to a customer is simply a matter of hours, days or weeks you provide, then you are no better than a commodity. Customers will understandably and rationally evaluate you as a commodity. The legitimate question will be "Can't you do it for less time?" Your fees should be based upon fulfilling value, not performing tasks. Time unit billing will always be less than your true value. ●

PR News Briefs

GRAYLING UNVEILS CYBERSECURITY UNIT

Grayling has established a cybersecurity consulting and advisory unit to help clients respond to data breaches and deal with the raft of regulatory matters.

New Chief Pete Pedersen, who chaired Edelman's tech practice before joining the Huntsworth unit in February, believes any company that collects, transmits, stores or use consumer data is at risk from sophisticated cyberattacks.

Michael Locatis, who stepped down in January after a nine-month stint as assistant secretary for cybersecurity and communications at the Dept. of Homeland Security, is part of the Grayling team.

Prior to DHS, Locatis was chief information officer at the Dept. of Energy. He runs Nexustis, a Grayling affiliate.

Huntsworth-owned Grayling believes its offering differs from security consulting firms that focus on network protection.

It's focuses on risk mitigation, management and 24/7 awareness of enterprise risk posture. Grayling has offices in more than 40 countries.

PR professors push 'dialogic loop' (for others)

By Jack O'Dwyer

PR professors including Tina McCorkindale, Chair of the PRSA Educators Academy, and Marcia DiStaso, Chair-elect, maintain that a "dialogic loop" is the ideal form of communication for PR people. A dialogic loop is defined as "any negotiated exchange of ideas and opinions."



Jack O'Dwyer

"Both parties must be willing to be open and listen to the other parties even if there is disagreement," says their 23-

page article on the subject, titled "A Benchmark Analysis of the Strategic Use of Social Media for *Fortune's* Most Admired U.S. Companies on Facebook, Twitter and YouTube."

However, attempts by this reporter to set up such a loop with McCorkindale and DiStaso or any of the 14 other board members of the Academy have been unsuccessful. Two directors, in fact, have demanded we not contact them again.

The directors are: Dean Kazoleas, Ph.D., APR, California State University; Elizabeth Kerns, Asst. Prof. of Communication/PR, Washington University; Alisa Agozzino, Ph.D., Asst. Prof., Ohio Northern University; Sandra Duhe, APR, Assoc. Prof., Southern Methodist University Dallas; Julie Henderson, APR, Fellow PRSA, Prof., University of Wisconsin Oshkosh; James Lingwall, Assoc. Prof., Clarion University; Juan-Carlos Molleda, Ph.D., University of Florida Gainesville; Bonita Neff, Ph.D., Assoc. Prof., Valparaiso University; Robert Pritchard, APR, Fellow PRSA, Instructor and Faculty Adviser, University of Oklahoma; Gemma Puglisi, Asst. Prof., American University; Hilary Sisco, Ph.D., Asst. Prof., Quinnipiac University; Maria Elena Villar, Ph.D., Asst. Prof, Florida International University Miami; Rhoda Weiss, Ph.D., APR, Fellow PRSA, UCLA; and Donald Wright, Ph.D., APR, Fellow PRSA, Harold Burson Prof. and Chair in PR, Boston University.

Loopers answer questions, says paper

Dialogic looping is positioned as the *sine qua non* of social media. McCorkindale and DiStaso, quoting

numerous sources, say that creating mutually beneficial relationships between organizations and stakeholders is based on "openness, trust, dialogue, understanding, and willingness to negotiate."

"These principles also form the foundation of relationships with stakeholders on social media," they say.

"One of the most important principles" of dialogic looping, the paper further says, is that it "allows stakeholders to query the organization and the organization to respond to queries ... the dialogue must be ethical, honest and forthright in terms of transparency as well as authenticity."

"Respond to queries" is one principle we would like to see followed but so far the educators are not following it with us. McCorkindale, during a few initial replies to us, said she could not accept an invitation to visit the new O'Dwyer's PR Library because she will not be in New York until next year. She said she was busy with end-of-school-year activities.

She was asked if she or any other Academy director will attend the "Leadership Rally" of the Society that will take place in New York from Thursday, June 13, when the Silver Anvil Awards are presented, to Saturday, June 15. The 14 section chairs, 10 district chairs and 110 chapter presidents will each receive \$550 towards their expenses from national to attend the event.

They also get five free meals including two breakfasts, two lunches and a dinner at a restaurant Friday night. The Society has put the cost of this weekend at \$140,000 and considers it sacrosanct. When suggestions were being taken on how to cut expenses during talks about the \$30 dues hike in 2011, leaders said that there was no chance of cutting the Leadership Rally. One money-saver suggested was dispensing with the in-person Assembly. The Leadership Rally is not mentioned on the Society website.

Where are Society's financials?

Since responding to queries is so important in social media, we wonder how the educators can be associated with an organization that responds to almost no press queries.

Reporters are not allowed to join the Society although they are welcome at the International Association of Business Communicators, a similar organization with 14,000 members.

IABC is holding its annual conference this year from June 23-26 (Sunday-Wednesday) in New York, a location that has been eliminated as a site by the PR Society. Its last New York national conference was in 2004. It has picked the next five cities but refuses to identify them. New York chapter members say New York is not one of them.

The audits of the Society and its Foundation are late coming this year. They are usually published in April.

Members can only get IRS Form 990, which shows pay packages of the top seven staffers, by going to h.q. or making a written request for it. The Society normally waits until near the end of the calendar year (after the Assembly) to supply the document.

Society's leaders don't "loop"

Candidates for the national board last year, including Joe Cohen of MWW Group, refused to answer any questions put to them by reporters or members.

No national President or Chair has presented himself or herself to the New York chapter membership for questioning in more than 25 years.

Cohen is a member of the New Jersey chapter of the Society, and attempts to loop with any of the officers and directors about the subject of accreditation have been unsuccessful so far.

APR is under attack on the grounds that the current test involves no writing or creativity and participation by Society members is less than half of what it once was. At one time 5.5 hours of writing were part of the APR process. Only APRs have been able to hold national office since the 1970s.

APR chair of the N.J. chapter is Carlos Arcila, external communications manager of Verizon Enterprise Solutions.

His phone number is on the chapter website but if called it answers, "Please enter remote access code." A message cannot be left. He did not return an e-mail.

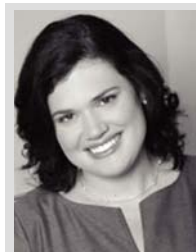
We have brought this to the attention of Verizon PR head Peter Veronis and media relations head Robert Varettoni. A letter is being sent to Verizon CEO Lowell McAdams.

Verizon should not be connected in any way with an organization that has poor financial reporting practices, that has an undemocratic governing system (resulting in the "Committee for a Democratic PRS" in 2010), and which bars reporters from its annual legislative Assembly. ●

When the media descends

By Kellyanne Dignan

I try not to overthink anything I see on Twitter. I find that only 140 characters leave plenty of room for misinterpretation. That said, I was struck by a tweet last week from the Huffington Post. Citing a CNN reporter, @HuffPostMedia tweeted:



Kellyanne Dignan is Associate VP and Director of Training at Rasky Baerlein Strategic Comms. in Boston.

“media crush around Berry home sounds ‘frightening,’ local officials don’t ‘get’ why so much press is in Cleveland.”

Since I was not there, I can’t vouch for the accuracy of the statement, which referred to the hundreds of reporters outside the home of Amanda Berry, one of the young women rescued last week.

But it got me to thinking about major media events.

I was shocked that anyone would be surprised by the media attention. When I produced cable news we had a saying, that good stories needed only four elements: mystery, outrage, drama and video. The Cleveland kidnappings have plenty of all four.

In the world of news there are two types of events, the planned (the Olympics, a major trial, presidential elections) and breaking news (extreme weather, unthinkable crime, and yes, unexpected miracles). Both draw a media crowd that can feel a bit like the cicadas that are about to start swarming the south.

For the record, this year’s cicada invasion is a planned media event as we know they will appear every 17 years. But even with close to two decades to prepare, when the global media descends on any type of community, be it a town, city or organization it can be very overwhelming. I’ve experienced the international press corps from both sides. And even in the best of circumstances when an event has been planned for months or even years, “controlled chaos” is about all you can hope for.

I was recently involved in several large media events here in Boston and have arrived at six key takeaways.

Track inquiries and coverage

Keep a spreadsheet of every request you get with the reporter’s inquiry and contact information and take the extra time to

monitor the coverage. By keeping track of what reporters are asking and reporting you will be able to determine what information they need to tell the story accurately.

Anticipate media needs

The media is very predictable during breaking news. Reporters will want to get close to the action, they will speculate often with “experts” or anyone close to the action who is willing to talk, and in a 24 hour news cycle they will focus on any new information they can get. The best thing you can do when big news hits: start thinking like a reporter. Gather the background materials they will need, make sure there is enough space to park media vehicles before calling a press conference, and know their deadlines so you can try to work around them. By being a source rather than a roadblock you will build relationships and credibility.

Don’t play favorites

You may have friends in the media or you might be tempted to “stick it” to a reporter who has written negative articles in the past, but a major media event is not the time to play favorites. Make sure everyone has access to the same information at the same time. When you’re responding to hundreds of inquiries it’s a time saver to send out one media advisory.

Be available 24/7

Sorry 9 to 5ers, you can’t stay on top of a story just during business hours. Make sure the media has access to a credible spokesperson and media facilitator at all times.

Release your own media

By releasing your own pictures and video as well as participating in the social media conversations you ensure that your part of the story gets told. This is also a great way to build trust with reporters. If the media knows that you will provide them with compelling content they are going to anticipate it and run it.

Identify spokespeople ahead of time and use them

Every organization needs to have people ready to speak with the media. Take time to train them and make sure they are looped in as situations unfold. Remember that during breaking news, anyone willing to talk can end up being an unofficial spokesperson, so don’t hold back and start participating in the conversation.

Getting back to the Huffington Post tweet, I did a little investigating and found the source in a CNN transcript from May 8. Reporter Martin Savidge is quoted: “And part of the story here is that when you talk to local officials, they don’t get it as far as how much media is here or why. The reason we know why is it is so rare ... in these circumstances of missing people, not one, three of them, walk out of this horrible circumstance alive. And that is remarkable, and I think news that the world wants. It’s no wonder (the community) is being overwhelmed.”

Remarkable indeed but not unpredictable, I’m sure that newsrooms already have their recipes for cicada pesto ready to go. ♦

News Briefs

SEC CLOSES HISTORIC INSIDER TRADING CASE

The SEC said May 15 that final settlements have been approved in the “golden goose” insider trading case in which a former Lehman Brothers trader passed along inside info from his PR executive wife, who was not charged in the scheme.

Final judgments were entered May 14 against Jamil Bouchareb and Daniel Corbin, who received insider info passed along by Matt Devlin.

Devlin’s wife, Nina, was an executive at Brunswick Group at the time, in 2008, handling mergers and other corporate announcements. The SEC alleged Devlin, who wore a wire and helped bring charges against the other two, gleaned insider info about 13 deals based on his wife’s conversations and travel schedule.

Authorities said the participants in the scheme referred to an unknown Nina Devlin as the “golden goose.”

Under the terms of the deal, Bouchareb will pay about \$1 million and also receive 30 months in jail following a guilty plea in the criminal case brought by the U.S. Attorney for the So. District of New York.

Corbin owes about \$190,000 under the SEC deal and got a sentence of six months in prison and two years of supervised release. He also has to forfeit \$1 million.

Matt Devlin received three years probation in exchange for his cooperation and the SEC said this week that he has been barred from associating with industry pros like securities dealers or investment advisers, or from offering any penny stock. He will pay a \$10,000 fine and forfeit gains of \$23,000.

Charges against four other people in the scheme were finalized in 2011.

Nina Devlin, who moved to Edelman after Brunswick, is now VP of communications at Mylan Pharmaceuticals. In a letter filed in federal court last year, she urged the judge overseeing the criminal complaint against her husband to keep him out of prison to care for their young son.

The SEC said Bouchareb and Corbin were the last remaining defendants in the case.

Heritage Foundation, under fire, mulls PR help

Conservative think tank The Heritage Foundation is mulling the hire of a “high-profile” PR firm, according to a May report by Politico, as it has been bombarded with criticism over a report it produced that said immigration reform could cost \$6.3 trillion.

Politico reports that the foundation is taking on water from Republicans and conservative outside groups which often align with the institution, as well as Democrats, as its immigration report is ripped by critics.

The Washington Post noted the foundation helped kill immigration reform six years with two reports predicting a flood of 100M immigrants and swelling of the welfare ranks.

The latest report was immediately attacked as “flawed” by influential Tea Party Sen. Marco Rubio (R-Fla) and ex-Mississippi Gov. Haley Barbour, among others. A key point of contention on both sides of the political aisle is the argument in a Harvard dissertation by one of the study’s co-authors that there are genetic IQ differences between races and low-IQ immigrants should be barred from entry to the U.S.

Heritage VP of Communications Michael Gonzalez has been handling the fallout. “We believe that every person is created equal and that everyone should have equal opportunity to reach the ladder of success and climb as high as they can dream,” he wrote in a blog post May 8, borrowing from the Declaration of Independence and Constitution. He distanced the report from the controversial author, Jason Richwine, stressing that Richwine “did not shape the methodology or the policy recommendations” of the report.

Gonzalez, a Cuban immigrant, is a former *Wall Street Journal* reporter with a global pedigree who joined Heritage in 2009 after stints at the SEC and State Dept. during the George W. Bush administration.

On May 10, Heritage Foundation announced Richwine’s resignation. ●

Big oil pushes for “sound and balanced” ocean policy

The National Ocean Policy Coalition has hired Houston-based HBW Resources advocacy firm to push for a “sound and balanced plan toward development of the nation’s oceans.

NOPC opposes President Obama’s National Ocean Policy that he unveiled in 2010, calling for consolidation of more than 140 federal laws, tighter ecosystem management and a streamlined process for various permits.

Key Republicans in Congress including Doc Hastings, chairman of the natural resources committee, have blocked funding for implementation of Obama’s plan.

The Washington Congressman believes the president is pushing for “ocean zoning,” carve-outs that could ban drilling and other economic activities.

The Coalition believes greater input is needed for development of the ocean and fears any federal move will override the regulatory oversight of states and local authorities.

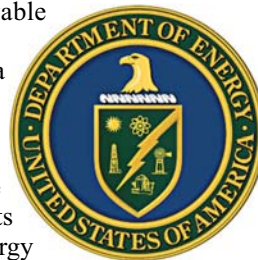
Its members include ExxonMobil, American Petroleum Institute, Chevron, U.S. Oil and Gas Assn., Alaska Chamber of Congress and seafood/sports fishing groups. ●



Dept. of Energy slates PR search

The Dept. of Energy is preparing to release an RFP to handle PR for its \$2 billion division fostering energy efficiency and renewable energy technology.

Expected to cover public and media relations, digital communications and public affairs, among other tasks, the DOE slates a one-year contract with three option years for a firm in the Washington, D.C., area to work with its Energy Efficiency & Renewable Energy office.



The U.S. Senate in April confirmed Ernest Moniz, a strong supporter of renewable energy, as Secretary of Energy. The EERE office administers loan and grant programs, produces media campaigns, and fosters administration plans for clean energy in sectors like manufacturing and transportation.

The RFP is slated to be released on June 6 with work expected to begin in late October. ●

Wyden aide opens P.A. shop

Jennifer Hoelzer, former Communications Director and Deputy Chief of Staff for Oregon Senator Ron Wyden has opened IOC Strategies in Los Angeles.

She is targeting interest groups, celebrities, local governments and companies in need of PA and issues management services.

The six-year vet of liberal Democrat’s office is remembered for pushing his bipartisan “Healthy Americans Act,” which was pitched as an alternative to Obamacare and his OPEN Act aimed at copyright reform.

Hoelzer says her Los Angeles base will be a “real game changer as few in Hollywood seem to understand the power their national profiles could command in Washington.”

Prior to working with Wyden, Hoelzer was Press Aide to Congressmen Tim Ryan (D-Ohio) and Sanford Bishop (D-Ga.). She also was a writer and producer at the McLaughlin Group, PA program. ●



Jennifer Hoelzer

Patton Boggs revives Libya pact

Patton Boggs, which began work for Libya in 2011 with fees capped at \$50,000-per-month, has renewed its contract to an “as-needed basis,” while maintaining a 20% discount for its legal representation.

Those fees range from \$100-per-hour for a legal assistant to \$995 for a partner.

In a May 7 letter, PB Partner David Tafuri notes that representation will follow receipt of written notice from the Libyan Government.

The Libyans “are not obligated to pay any fees or costs to Patton Boggs, unless our firm receives a request for such services,” wrote the one-time “rule of law coordinator” for the State Dept. in Baghdad, who leads the account. Tommy Boggs had headed the Libya business.

During 2012, PB received \$262,000 from Libya for its work geared to presenting the former rebel grouping as the “legitimate government of Libya” and the “protection of Libyan assets in the U.S. and abroad for the benefit of the Libyan people,” according to the new engagement letter. ●

C&W pitches Middle East stake

Cohn & Wolfe has purchased a stake in Dubai-based BPG|pr, which was established in 1995 and serves blue chips like Rolls Royce, Visa, Dubai Events and Promotions Establishment and Omega.

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.

Davidoff Hatcher & Citron LLP, Washington, D.C., **registered May 13, 2013 for The Embassy of The Republic of Mali to the United States**, for advocacy before the House of Representatives, Senate, and executive and administrative agencies of the government of the United States.

T. Dean Reed, Purcellville, VA **registered May 5, 2013 for Embassy of Japan**, Washington, D.C., to provide communications advice and services.

CHP Representation to the United States LLC, Washington, D.C., **registered May 3, 2013 for The Republican People's Party of Turkey (CHP)**, Ankara, Turkey, for organization of grassroots activities amongst Turkish citizens in America, contribution to the improvement of their standing in society and promotion of efforts to enhance the bonds between the two countries.

Fernando Valladares, Washington, D.C., **registered May 3, 2013 for Nationalist Republican Alliance (ARENA)**, to achieve the goals of the party which is to promote a better democracy in El Salvador and to assist Salvadoran people that live in the United States to become aware of their rights to vote via absentee ballot in the February 2013 presidential election.

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.

Golden Oak Consulting, Santa Clara, CA, **registered May 21, 2013 for GoPro**, San Mateo, CA, regarding using their waterproof and shock-proof cameras as combat training tools.

Peck Madigan Jones, Washington, D.C., **registered May 21, 2013 for Intel**, Washington, D.C., for H.R. 624, Cyber Intelligence Sharing and Protection Act and S. 744, Border Security, Economic Opportunity, and Immigration Modernization Act as well as issues related to the telecom spectrum and intellectual property issues in trade agreements.

Holland & Knight LLP, Washington, D.C., **registered May 20, 2013 for American NeuroMonitoring Association**, Bismark, ND, regarding Medicare payment for neuromonitoring services.

Hannegan Landau Poersch Advocacy, LLC, Washington, D.C., **registered May 16, 2013 for Wal-Mart Stores, Inc.**, Washington, D.C., regarding legislative and regulatory matters, including federal tax legislation.

Donna Imperato CEO of C&W, called the firm an established, credible partner that understands the complexity of the fast-growing Middle Eastern market.

The recast BPG | Cohn & Wolfe has offices in Abu Dhabi, Baghdad, Doha, Jeddah, Kuwait and affiliates in Cairo and Muscat. It has 34 staffers.

WPP owns C&W. ●

Blair hits Albanian jackpot

Former British Prime Minister Tony Blair is advising Albania's Socialist Party, which is on the verge of grabbing power in the impoverished southern European nation.

The deal “could be worth millions of pounds,” according to a report in the U.K.'s Mail Online.

Albania is negotiating entry into the European Union, a move that would be an economic shot in the arm.

The Socialists have tapped the British politico for counsel on how to effect structural reforms similar to those adapted by his New Labour Party.

Socialist Party Chief Edi Rama, via Twitter, said Blair and his team will work for the new government in the likely even election.

Due to NATO's 1999 action against arch-rival Serbia in 1999, Blair is viewed as a hero in Albania.

Blair has advised countries including Brazil, Kuwait, Kazakhstan and Colombia. His government advisory practice is called Windrush Ventures. ●

SEARCH ENGINE OPTIMIZATION



Monument Optimization, Washington, DC. 202/904-5763. john@monumentoptimization.com; www.monumentoptimization.com. John Stewart, President.

While we specialize in search engine marketing, we are more than just an SEO firm. We blend a variety of marketing tactics to maximize the effectiveness and return on investment of search engine campaigns.

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MEDIA & SPEAKER TRAINING



Impact Communications, 11 Bristol Place, Wilton, CT 06897-1524. (203) 529-3047; cell: (917) 208-0720; fax: (203) 529-3048; JRImpact@aol.com. Jon Rosen, President.

BE PREPARED! Impact Communications trains your spokespeople to successfully communicate critical messages to your targeted audiences during print, television, and radio news interviews. Your customized workshops are issue-driven and role-play based. Videotaping/critiquing. Groups/private. Face-to-face/telephone interviews/news conferences. Private label seminars for public relations agencies.

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WEBSITE DEVELOPMENT



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

At Point provides the services of developing websites and managing the Internet operations of businesses, both small and large, that do not have the experience or the resources in-house to perform these functions.

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PR JOBS - <http://jobs.odwyerpr.com>

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Please email resumesto:ecampbell@dgi-nyc.com

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Cappex.com, which serves more than 700 colleges and foundations in all 50 states and 7 countries, is focused on helping students discover, research and connect with colleges and scholarship opportunities.

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February, *Environmental PR & Public Affairs*
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April, *Broadcast Media Services*
May, *PR Firm Rankings*
June, *Multicultural/Diversity*
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