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PR afflicted by “self-censoring” journalists

“Self-censoring journalists,” who “imprison themselves” and “live behind invisible bars” (as described by Turkish journalist Ahmet Sik), are a U.S. species that afflicts PR industry coverage.

Martin Luther King Jr. said: “Our lives begin to end the day we become silent about things that matter.” The first week in May, when World Press Freedom Day is celebrated, put us in touch with kindred journalistic souls who battle information-blocking regimes of one sort or another.

The U.S. has plenty of self-censoring journalists as well as professors and trade group officers/staff who “imprison themselves” by turning a blind eye and deaf ear to obvious abuses in the communications industry.

This editorial is an indictment of individuals and organizations that are sitting on the sidelines when they should be speaking up about such abuses. They know what’s going on but are behind “invisible bars.”

Media attempting to cover the PR Society of America, the “world’s largest” PR association, are confronted with a host of information-blocking policies and practices that frustrate coverage of a group that allegedly champions “the free flow of information.” This sets a bad example for its 22,000 members, said Mark Hamrick, 2011 President of the National Press Club.

There are already enough restrictions on information flow without the world’s biggest “communications” group adding to them. Secrecy and press-avoidance were at the root of the 2007-08 meltdown that affected all Americans.

Another issue at stake is jobs. Networking is the main route to employment, according to career advisors. “Networking is how most job leads are uncovered and most people are hired,” wrote Rick Spann of OI Partners-Gateway Int’l, career consultants, on the “Career Track” page of the *Daily News* April 24. That is a truism that cannot be repeated too often.

Current Society policy prohibits journalists and writers from joining. Society members include plenty of employers. Out-of-work reporters need to network at Society meetings. CNN recently fired more than 40 editorial staffers. The plight of writers and reporters is obvious at the New York Financial Writers Assn. where 90 of the 300 members are “freelance.” They need to touch all possible bases in search of work.

In denying reporters membership, the Society is up to its old competition-blocking ways, something it promised never to repeat when it signed an FTC order in 1977 that removed two illegal planks from its 1953 “Code of Ethics.”

Reporters need access for coverage

PR reporters, barred from membership, cannot access the member database or access the quarterly and annual financial reports. As of 2011, they have been barred from covering the Assembly of the Society where bylaws are proposed and passed and controversial issues such as removing the APR rule for national office are discussed.

The 2010 Assembly was the last one open to the press and stringent new rules were in force — no photographs of the room even before the meeting started and no audio or videotapes of anything.

O’Dwyer’s Associate Publisher/Editor John O’Dwyer was not allowed to cover the meeting because, although he writes stories, he also “sells ads.” The Society allowed us to hire a local freelance writer (at \$500) to help in coverage.

The Society Code, before it was re-written in 2000-01, warned members not to do anything that might “corrupt the channels of communication.” The new Code says, “Maintain the integrity of relations with the media.”

The intention of both is for PR people to “keep their hands off the media”— stay at arm’s length.

Another instance of an anti-competition by Society practices is its refusal to let *O’Dwyer’s* reporters into the exhibit hall where up to 50 PR services display their products. Twenty-two of the 47 exhibitors at the 2011 conference in Orlando were either past or present *O’Dwyer’s* advertisers and the rest were prospects for both ads and stories.

Interfering with coverage was an anti-competitive activity. Perhaps the Society feels that exhibitors might in the future chose to advertise in the January *O’Dwyer’s PR Buyer’s Guide*, which lists more than 800 PR products and services in 55 categories, rather than taking a booth. Services should have the full opportunity of deciding which is the better investment. ●

— Jack O’Dwyer

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Editorial shake-up ushers big changes at NYT

Jill Abramson is officially out as *New York Times* Executive Editor, and Digital chief Aron Pilhofer is leaving the company, causing many to speculate reasons for the changes, and what effect they will have on the paper of record.

By Greg Hazley and Kevin McCauley

Abramson, who has held the top newsroom job at *The New York Times* since 2011, was fired on May 14. She was Managing Editor before being elevated to the top slot in August 2011 to succeed Bill Keller. She is a veteran of the *Wall Street Journal*.

Managing Editor Dean Baquet has been named Executive Editor, effective immediately. He is the first African-American to hold that position.

The 60-year-old Abramson, the *Times*' first female Executive Editor, said her tenure was marked by stories "holding powerful institutions accountable," including pieces on China, government secrecy or powerful figures and corporations. "I've loved my run at the *Times*," she said in a statement.

Publisher Arthur Sulzberger told staff he made the change because he believes "that

new leadership will improve some aspects of the management of the newsroom," adding it is "not about any sort of disagreement between the newsroom and the business side."

Digital chief exists

Meanwhile, Aron Pilhofer is giving up overseeing the New York Times Digital operation of 40 people for a freshly created post at Britain's Guardian News & Media Group.

As Executive Editor of Digital, Pilhofer's responsibilities include *The Guardian* and guardian.com. The Guardian's site cracked the 100 million monthly unique visitor mark in April.

Janine Gibson, Editor of the Guardian US launch, called Pilhofer a "visionary editor" who understands the future of digital journalism. Gibson also is returning to London this summer to assume the editor-in-chief slot of guardian.com.

Pilhofer will work in New York until June before shipping out to the UK. He will develop digital initiatives help build worldwide readership.

Speculations for firing abound

Politico's Dylan Byers said Abramson's move to hire a new Digital Editor without consulting Baquet was a reason for the move, while *The New Yorker*'s Ken Auletta reported that Abramson's investigation into her level of pay compared to other execs was a factor.

NPR media reporter David Folkenflik cited several reasons for the move, as well, including her demeanor and Sulzberger's aversion to Abramson's public profile.

Sulzberger in a May 15 memo to staff denied reports that Abramson's salary was an issue. "Compensation played no part whatsoever in my decision that Jill could not remain as executive editor," he said. "Nor did any discussion about compensation. The reason — the only reason — for that decision was concerns I had about some aspects of Jill's management of our newsroom, which I had previously made clear to her, both face-to-face and in my annual assessment."


As speculation flared as to whether Abramson was treated unfairly as a woman at the *Times*, Sulzberger issued a lengthy statement on May 17, denying this narrative. "Rather than accepting that this was a situation involving a specific individual who, as we all do, has strengths and weaknesses, a shallow and factually incorrect storyline has emerged," he said. "I decided that Jill could no longer remain as executive editor for reasons having nothing to do with pay or gender. As publisher, my paramount duty is to ensure the continued quality and success of *The New York Times*. Jill is an outstanding journalist and editor, but with great regret, I concluded that her management of the newsroom was simply not working out."

In announcing Abramson's departure, Sulzberger praised Baquet as the ideal for the post. "He is an exceptional reporter and editor with impeccable news judgment who enjoys the confidence and support of his colleagues around the world and across the organization," said Sulzberger.

Baquet, 57, joined the *Times* in 2007 from the *Los Angeles Times*, where he was Managing Editor of that paper. He has served as Assistant Managing Editor and Washington Bureau Chief of *The New York Times*. ●

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FTC sues coffee extract marketers over fake news

The Federal Trade Commission on May 15 sued the marketers of Pure Green Coffee, charging a handful of companies and their owners of using bogus weight loss claims as well as fake news websites to tout the product.

By Greg Hazley

The FTC said the marketers started selling the \$50-a-month product after green coffee was touted on “The Dr. Oz Show” and used an online push to back its phony claims of weight loss.

“To induce consumers to purchase Pure Green Coffee, [d]efendants have used websites designed to look like legitimate consumer news sites or blogs that were in fact paid advertisements,” the FTC said in its complaint, filed in federal court in Florida.

Those sites featured mastheads for news organizations like Women’s Health Journal, Healthy Living Reviews and Consumer Lifestyles, while including the logos of actual news organizations like CNN and MSNBC, as well as footage from the Dr. Oz show. The sites also featured comments posted by purported customers.

“In truth and in fact, the purported news webpages ... are fake,” the FTC argues.

“Reporters or commentators pictured on the sites are fictional, and they never conducted the tests or experienced the results described in the reports. The ‘responses’ and ‘comments’ following the reports are simply additional advertising content, not independent statements from ordinary consumers.”

The FTC said the phony news sites did not disclose “in a clear and conspicuous manner” that they were not objectively evaluating the product.

The federal regulator is charging the parties — Nicholas Congleton, Paul Pascual, Bryan Walsh and their companies — with four counts, including making false or unsubstantiated efficacy claims, false proof claims, failure to disclose material connection regarding the testimonials, and misrepresentation for the fake news reports.

According to a May 19 consumerist.com report, Pure Green



Phony news sites, like the one above pretending to belong to Women’s Health Journal, were allegedly used by Pure Green Coffee to tout their line of products.

Coffee purchased numerous URLs in an attempt to sell the product. Some of those URL names — buypuregreencoffee.com, buygreenweightloss.com, greencoffee-weightcontrol.com — boast seemingly innocuous titles, while others — woman-healthplus.com, econsumerlifestyle.com — are copied from legitimate news site names. ●

Media Briefs

Tribune profits plunge in Q1

Tribune Company reported first quarter gains in its broadcasting operations offset declines in publishing as revenues climbed 21% on the \$2.5 billion acquisition of Local TV, but net income fell 29.6% to \$41.1 million.

Tribune is planning a midyear spinoff of its print operations — including the *Chicago Tribune* and *Los Angeles Times* — to separate the business from its broadcast and real estate holdings. Overall revenues hit \$852.2 million, including \$144.8 million from Local TV, which added 19 TV stations to the media giant when the deal closed in late December. Stronger ad revenues and retransmission fees were the root of gains in that segment, which chalked up a 67% increase to \$398.4 million in Q1.

Publishing revenues fell 2.6% to \$453.8 million mostly on declines in advertising, commercial print and delivery services, despite gains from its \$170 million acquisition of Sony’s entertainment data property Gracenote in February.

CEO Peter Liguori said the company is “encouraged” by the prospects for political advertising in the second half of 2014 as Congressional mid-term elections are expected to spark a spending frenzy. “Additionally, our newspapers continued to deliver very good results in a challenging environment, and we are confident in the prospects for that business as we move closer to spinning it off from Tribune Company,” he said.

The company couldn’t find a buyer last year for its newspaper group.

Successful PR engagement in India

Considering doing business in India, or planning an upcoming PR campaign in that country? Here are some communications insights that may help you navigate this multifaceted nation and its vibrant consumer landscape.

By Ruth Streder

Which of the following newspapers has the highest circulation? Is it *The New York Times*, *The Times of London*, or *The Times of India*? If you answered *The Times of India* — with a readership of 7.6 million — you either guessed correctly or you know more about the Indian media landscape than I did before I visited my colleagues in Bangalore for the first time.

India's media landscape is very different from other countries — not only because there are three big media hubs (financial news in Mumbai, political news in Delhi, and IT news in Bangalore) but also because print media is still growing while digital media remains in its infancy.

Print remains king

India is the world's largest consumer of newspapers, and is one of the few countries that still has a strong print sector. According to the World Association of Newspapers, more than 107 million daily newspapers were circulated in India in 2009, which means one in every five daily newspapers in the world today being published in India. The Indian print market grew 8.5% in 2013, and print publications are still the best way of reaching local audiences. While publications like *The Financial Times Germany*, *France Soir*, *Stockholm City* and *News of the World* have shut down, India has seen an explosion of new outlets in recent years. Within business publications for example, the newspaper *Mint* was launched in collaboration with *The Wall Street Journal* in 2007, *Fortune India* started in 2010, and *Forbes India* hit the newsstands in 2009.

Increased literacy is one reason for the rise in newspaper readership in India — not just in English language titles but also in regional languages. Across India there are hundreds of titles in regional dialects. Print publications are especially important in tier-two and three cities as well as rural areas, where different languages and dialects are spoken, and this is the main reason why print publications continue to be strong in India:

they cater to local needs. Several national newspapers such as *The Times of India* have started regional editions, which contain national content alongside pages of localized news relevant to the distribution area. This means that news in India needs to be localized. If a client wants to talk about the cloud computing market in India, you need to reference stats about data centers in Bangalore, or include customer examples from Delhi.

Low Internet penetration remains

Internet penetration in India is not very high: only 12.6% of the Indian population is using the Internet, but growth is occurring at a fast rate. By October 2013, the total Internet user base in India increased to about 214 million, a huge leap from 124 million the previous year. It's estimated that India will have 243 million Internet users by June 2014, overtaking the U.S. as the world's second largest Internet base after China. Internet penetration in India may not have yet crossed 15% of the total population, but in absolute numbers this percentage works out to nearly ten times the population of Australia.

Still, India's Internet penetration is focused on large urban centers and therefore not yet a threat to the print publications. This is also something that we discussed in a recent panel event hosted by LEWIS Bangalore, where the conclusion was that print plus online will be the marketing recipe for success in this country.

India's social, mobile explosion

More than 50% of Indians are under 25. In 2020 India's median age will be 29. This fact, together with India's economic growth in recent years, explains why Indians are becoming more connected. India has the second most Facebook users behind the United States, with 93 million Indian Facebook users as of December 2013.

In 2013, 19.8 million Facebook users in India were found to access social media via their mobile phones. In August, Facebook already had 75% of its users using mobile phones to access the

social site. In other words, mobility and social are huge in India.

India is already the world's fastest growing smartphone market, and its 90 million Facebook users are forecasted to hit 100 million soon, making India the second biggest market in terms of active users after the United States. Not only is India the world's fastest growing smartphone market, but

feature phones (lower-end mobile devices with less advanced computing ability and connectivity than smartphones) continue to make up a large portion of overall mobile handset sales, representing more than a quarter of



Ruth Streder

the global feature phone market in 2013. More than 200 million feature phones below \$100 were shipped to the country last year compared with around 70 million shipped to China, highlighting the vast potential to convert feature phone users to smartphone users. Hybrid devices such as "phablets," phones with large screens, and "mini tablets" have also been rising.

The rapid growth of smartphone users and changes in news consumption means that digital media cannot be overlooked. While it currently accounts for only a small share of the Indian market, it will certainly grow.

Media relations changing

Surprisingly, there's no external media database available to track journalists, freelancers, and bloggers in India. My colleagues in Bangalore keep their own press lists, which they update themselves — and this is a time-consuming task. It also goes to show that press relations are important, and ultimately you'll have to meet your media partner first before doing business with him or her.

In some ways, however, the Indian media landscape is becoming similar to the West: editorial calendars exist only for trade publications, issuing a press release is unlikely to result in much coverage (unless it's a big news story from a well-known brand), and pitches typically need to be localized and customized.

Ruth Streder is an International Associate Director at LEWIS PR in Hong Kong. ●

Omnicom, Publicis call off merger

After nearly a year of speculation, Omnicom and Publicis in May pulled the plug on a highly publicized \$35 billion mega-merger.

By Greg Hazley and Kevin McCauley

In a joint May 8 statement, the companies said they “have terminated their proposed merger of equals by mutual agreement, in view of difficulties in completing the transaction within a reasonable time frame.”

Neither company will pay a termination fee, which was set at \$500 million in the merger agreement.

Omnicom CEO John Wren said in a conference call May 9 that management issues and a tax environment in the European Union that has become “politically” charged were key to the decision.

The two conglomerates were “unable to reach decisions on management and other key issues despite our best efforts,” he said, adding the “complexities and risks” of the combine outweighed the benefits of a merger.

Publicis CEO Maurice Levy was more blunt, telling Reuters that Omnicom wanted too much leverage at the top of the combined entity. “Omnicom wanted their people to fill the CEO, CFO and general counsel jobs,” Levy said. “I thought that went too far. I was not ready to cede on this point.”

Originally expected to be sealed in six months, the merger push entered its ninth month in May with signs of trouble building since April. Levy, releasing his company’s first quarter earnings on April 17, admitted that “progress is slower than anticipated,” but insisted the deal was moving forward with a third quarter expected close. But reports of trouble focused on tax issues and plans for upper management under a combined Omnicom-Publicis, where Wren and Levy would have served as co-CEOs for two and a half years before Wren took the reins.

“The challenges that still remained to be overcome, in addition to the slow pace of progress, created a level of uncertainty detrimental to the interests of both groups and their employees, clients and shareholders,” Levy and Wren said in a joint statement on May 8. “We have thus jointly decided to proceed along our independent paths,” they said, adding: “We, of course, remain competitors, but maintain a great respect for one another.”

The deal, announced in July 2013, would have created the world’s top advertising, PR and marketing conglomerate, surpassing WPP Group.

Wren, who stressed Omnicom has not lost clients because of the merger attempt, added in the conference call that management differences were corporate, not cultural. “But I know now that we had underestimated the depth of these differences,” he said.

Sorrell: ego killed ‘Publicom’

WPP CEO Martin Sorrell said during a May 9 round of media interviews that “ego” killed the \$35 billion mega-merger between Publicis Groupe and Omnicom.

Speaking from Beijing, Sorrell said he believes Wren was seduced by the “Gallic charm” of Publicis Chief Levy. Wren, however, received a “rude awakening” when Levy began making

demands in the pitched “merger of equals.”

Sorrell said the transaction was based on the “emotional thrill of knocking WPP off its No. 1 perch.”

Any acquisition, according to Sorrell, must make strategic sense for clients and people.

In the aftermath of the “expensive failure,” Sorrell said Levy and Wren will have questions to answer from top Publicis shareholder Elizabeth Badinter and Omnicom Chairman Bruce Crawford, respectively.

Publicis, Facebook pen data deal

Coming down from the aborted merger, Publicis in May announced a multi-year partnership with Facebook that reportedly covers about \$500 million in North American advertising. The deal, which was under discussion for the last six months, will provide PG clients such as Procter and Gamble and Coca-Cola good rates on FB and content integration. In return, it provides PB access to the social media company’s data and integration measurement systems. ●

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How global PR can make a difference

One global PR partnership focusing solely on health and life sciences combined resources across borders to change the lives of children suffering from a rare condition, proving once again why global PR matters.

By John Seng

GLOBALHealthPR was founded in 2001 as an international extension of Spectrum, the health and science communications firm I founded in 1996. At the time of its founding, there was no group of independent PR firms focusing exclusively on health and life sciences.

Together with another partner firm, we went about creating the first-ever partnership of its kind, carefully researching and identifying like-minded owner-managers around the world with a similar dedication to health and communications. In the years since, our GLOBALHealthPR partnership has grown steadily to total 14 partner agencies spanning 25 countries, with an extended affiliate network that reaches into another 10 countries. Today, GLOBALHealthPR is the largest independent PR group dedicated to health and science communications worldwide.

What's the purpose of an international partnership dedicated exclusively to health? GLOBALHealthPR avails our clients a high degree of quality control worldwide, thanks to the natural tendency of owner-operated PR agencies to pay extremely close attention to what we do for clients. Also, health affects everyone worldwide. A deep passion for life science and health forms the common denominator amongst all our partners. Decades of experience related to disease states, therapeutic categories, patients and healthcare providers in-country gives us the unique and rich insights needed to counsel clients at a national and global level — with culturally appropriate, and thus effective, programs in-country.

GLOBALHealthPR's partnership with the Progeria Research Foundation (PRF), which supports children living with Hutchinson-Gilford Progeria Syndrome — most commonly known as Progeria — is one such case where our model provides a platform to the tell stories that change lives across the world.

A needle in the haystack

Progeria is a rare, fatal genetic aging condition characterized by an appearance of accelerated aging in children, affecting less than 0.01% of the world's population.

Children with Progeria begin to display

many characteristics of accelerated aging at around 18-24 months of age. Progeria's signs include growth failure, loss of body fat and hair, aged-looking skin, stiffness of joints, and osteoporosis. In their late first decade of life children often suffer from hip dislocation, generalized atherosclerosis, heart attacks and strokes. Despite coming from diverse ethnic backgrounds, children with Progeria have strikingly similar appearances.

Sadly, all children with Progeria die of the same heart disease that affects millions of normal aging adults (arteriosclerosis), but at an average age of 13 years. PRF is the only non-profit organization solely dedicated to finding treatments and the cure for Progeria. In the 16 years since its founding, PRF has achieved remarkable progress, from the discovery of the gene that causes Progeria to clinical trials and development of the first-ever drug treatment in just 13 years.

Five years ago, only 54 children living with Progeria had been identified — in 30 countries. At the time, experts estimated that another 150 children were living with Progeria but had not been identified and diagnosed. Since then, GLOBALHealthPR and its partners have worked alongside PRF on an entirely pro-bono basis to help raise awareness of Progeria, PRF and its mission to find treatments and cures for the condition.

Speaking to the rarity of the condition and our hope for finding treatments, we named this global campaign "Find the Other 150." Our campaign features a variety of outreach efforts tailored for target countries, from Brazil to India. We conduct media outreach leveraging our unique relationships, localized pitches and language abilities that GLOBALHealthPR partners have in-country, resulting in widespread placements in medical trade publications and consumer media alike. We also created findtheother150.org, a comprehensive website with facts, information, campaign background, videos and maps showing where children with Progeria live, as well as a Facebook page for children with Progeria and their families to connect.

Central to the success of the campaign, our partners have been able to connect

healthcare professionals and families with PRF if a child with a suspected case of Progeria is identified. Through PRF's international patient registry and diagnostics program, clinical evaluation and genetic testing are performed. If a child tests positive for Progeria, then PRF provides additional assistance, including cell and tissue banking and potential participation in clinical treatment trials. In the first year of the campaign alone, 24 children from 12 countries were identified, a 44% increase. In the three years since, the total number of children has grown to 114 — more than doubling the number of children who were known in 2009.



John Seng

What's more, many of these children, if physically able, are invited to travel from their home countries to Boston's Children's Hospital to participate in ongoing clinical trials. In the most recent round of clinical trials, children from 24 countries participated. Some of these children are featured in HBO's recent documentary feature, "Life According to Sam," the story of Foxboro, Massachusetts teenager Sam Berns, whose parents founded PRF. I highly recommend you watch the documentary if you haven't yet, accessible at HBO GO. You'll learn as much about yourself as the documentary reveals about Sam, his family, friends, dreams and the fantastic progress in understanding and toward eventually conquering Progeria.

Finding and helping children with Progeria and their families worldwide would not have been possible without the continued partnership among Progeria Research Foundation and a global public relations agency partnership tailor-made to address client challenges of any scale. My colleagues at GLOBALHealthPR and I believe that communications professionals can make a big difference on a global scale by combining hard work, expertise and a passion for helping people live healthier, happier lives.

John J. Seng is CEO of Spectrum, and Chair of GLOBALHealthPR. For more information about the Progeria Research Foundation visit www.progeriaresearch.org and www.globalhealthpr.com. ●



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Audit reveals dismal finances at PRSA

PR Society of America's 2013 income was less than it was in 2006, member total equaled 2000 levels, and CEO Bill Murray has quit, effective June 1, with no announced search committee in place for a replacement.

By Jack O'Dwyer

The recent PRSA audit should be available to the press because no worthwhile coverage of the Society is possible without it. We have sent or offered to send it to media including *PR News*, *PR Week*, *Bulldog Reporter*, *PR Newser*, *Ragan's*, and *The New York Times* ad columnist Stuart Elliott. So far, there are no takers.

When Jill Abramson was bounced as executive editor of *The New York Times* in May, there was a huge cry for an explanation. Arthur Sulzberger Jr., after many urgings, put out a statement saying gender had nothing to do with it but rather “arbitrary decision-making, a failure to consult and bring colleagues with her, inadequate communication, and the public mistreatment of colleagues.”

In the PR industry, Murray was allowed to walk out while nearly ten months remained on a contract that paid him \$423,000 in 2012. He offered only one thought: “After deep reflection, I’ve decided that the time has come for me to leave PRSA and pursue new opportunities and new challenges.”

McClennan buffs up audit

Treasurer Mark McClennan of MSLGroup/Publicis, in a posting on the Society website, tried to put a good face on the dismal 2013 financial report by saying the Society has attained its “financial goal” of increasing “net asset balance” by 1% of operating expenses.

That begs the question of how the Society figures its “net assets.” They include \$5,180,386 in dues booked as cash instead of over the course of the dues year as demanded by section 958-605-25-1 of the Financial Accounting Standards Board. Deferred dues are a miniscule \$307,305, which is earmarked for *Tactics & Strategist*.

There is a loophole. The Society’s auditor, not one of the “Big Four,” can book dues as cash if it claims that under no circumstances will the members get their money back. Other organizations, such as the AMA, ABA, AICPA and IABC, could make the same claim but they set aside about half of their dues as unearned and don’t claim it as part of their “net assets.”

The claimed “net assets” of \$4,966,333 should be cut in half to about \$2.5 million. McClennan’s talk about the Society making progress towards its goal of having “net assets” of 50% of operating costs (\$10.9 million) means it needs to add at least \$2.5 million to profits to get there. The 2013 surplus was only \$310,000 if an insurance payment and stock profits are excluded, he said.

Payroll hits \$6 million

Salaries & fringes of the 54 staffers totaled \$5,534,037 in 2013. To this must be added \$440,064 set aside for the 401(k) profit sharing plan for all employees. The Society contributes 3% “in addition to discretionary contribution.” It also makes matching contributions to those who give part of their pay to the plan. The total is \$5,974,101 or 54% of Society costs.

It averages out to about \$233,000 for the top six staffers (based on 2012 figures, the only ones available until October of this year) and \$82,000 for the other 50.

That’s quite high because associations of this size usually spend closer to 40% of revenues on staff pay/fringes.

Payroll/fringes were 31% of expenses in 1989. They were \$1,407,093 on expenses of \$4,534,990. They were 31.3% of expenses in 1990 when payroll was \$1,612,540 and expenses were \$5,154,899.

This climbed to 43% in 2003 (\$3,905,950/\$9,065,643), and topped more than 50% starting in 2009 when they were \$5,368,206 on expenses of \$10,442,670 (51.4%). They were 52.8% in 2010 (\$5,529,059/\$10,465,265); 51.3% in 2011 (\$5,419,738/\$10,563,130); 51.8% in 2012 (\$5,539,059/\$10,688,215), and 50.6% in 2013 (\$5,534,035/\$10,936,203).

‘Ethics’ gets pennies

The amount spent on “ethics” reached an all-time low of \$1,057 in 2013. It was \$5,290 in 2012; \$1,406 in 2011; \$2,649 in 2010 and \$2,891 in 2009.

The Society, meanwhile, spent \$582,608 on lawyers in the nine years ended Dec. 31, 2012. Legal expenses in 2013 won’t be revealed until October when IRS Form 990 is filed.

Travel, meals and hotels cost \$434,970 in 2013 and \$468,498 in 2012. The Society will not say how much of this is for staff

meals and travel. Current policy eliminates New York as a site of the national conference resulting trips by staffers to spec out other cities. The previous two conferences in New York were in 2004 and 1992. The next four cities after the D.C. conference have been picked but the Society will not say what they are. New York chapter leaders said New York is not one of them.

Last year’s “surplus” was unusually high — \$812,000. Factors, McClennan said, were “strict cost controls, increased use of technology, an insurance claim (from burst water pipe) and favorable returns on our investment portfolio.”

The booming stock market gave the Society \$343,281 in profits. Investments include \$1,764,576 in common stocks, up \$374,852 from 2012’s value.

Net in 2012 was \$629,105, including \$233,897 from investments; \$69,810 in 2011 including investment income of \$11,330; \$270,709 in 2010 including investment income of \$222,599, and minus \$149,753 in 2009 including investment income of \$303,816.

Costs high in New York (no kidding!)

Costs of everything are high in New York and particularly full-time employees. That’s why the American Society of CPAs moved most of its offices to Durham, N.C., in 2005 where more than 500 staffers now work. It keeps satellite offices in New York at 1211 Ave. of the Americas as well as Washington, D.C., and Ewing, N.J.

Seven Society chapters urged the Society to shift most or all of its offices elsewhere in 1985, but these pleas were rejected. The lease at 845 Third Ave. was up in April 1987 and the Assembly demanded to have a voice in where new offices would land. Leading the charge was the Houston chapter, ninth biggest with 450 members. It sent the national board a demand that any office move be made by the Assembly.

Dissidents said the board never estimated the cost savings in staff and rent by moving all or most of the operation to another city. Occupancy costs rose from \$310,215 in 1989 to \$780,544 in 2013. The 22,000 sq. ft. at 33 Maiden Lane cost about \$35 per sq. ft.

Twenty-seven years later, a ballpark figure of at least \$50 million can be placed on lower payroll and office costs that would have been possible in most of the other cities that vied for h.q. ●

Apple PR chief to retire

Katie Cotton, the longtime VP of Worldwide Corporate Comms. for Apple, is retiring from the tech giant.

Cotton, a fixture among lists tallying the most powerful PR executives and women in business, served CEOs Steve Jobs and Tim Cook at Apple, leading one of corporate America's most revered and tightly run PR operations and overseeing product launches like the iPod and iPhone.



Cotton

Steve Dowling, former Silicon Valley Bureau Chief of CNBC, is Apple's top spokesman. "Katie has given her all to this company for over 18 years," he said in a statement to re/code. "She has wanted to spend time with her children for some time now. We are really going to miss her."

Cotton spent 18 years at Apple and has led global communications since 2006. She started out in tech PR with KillerApp Communications and Alison Thomas Associates in Los Angeles. ●

Cervone jumps into GM's PR hot seat

Tony Cervone is returning to General Motors for the Senior VP-global Communications role, leaving his Executive VP-global Communications post at Volkswagen's US operation.

He succeeds Selim Bingol, who left GM in April to pursue other interests.

Cervone is in charge of overall responsibility for GM's global communications, including global products and brands, corporate, social media, executive support, and internal communications.



Cervone

Prior to Volkswagen, Cervone was Senior VP-Communications at United Airlines where he helped handle its merger with Continental Airlines.

In his first stint at GM, Cervone rose to VP-Global Communications Strategy and Operations. He joined the No. 1 car company from Chrysler.

The National Highway Traffic Safety

Administration slapped GM with a \$35 million fine on May 16 for failing to report a defect that resulted in 13 deaths.

"What G.M. did was break the law," Anthony Foxx, the Dept. of Transportation said at the press conference. The fine was the largest ever imposed on a car company. The automaker on May 15 announced a recall of 2.7 million Malibus, Cadillacs, Corvettes and trucks for various malfunctions. A second recall was announced May 20. ●

Visa charges Quintaglie with global comms.

Michele Quintaglie, who led communications for Fidelity Investments' Asset Management operation, has moved to Visa as Senior VP of Global Corporate Communications.

Doug Michelman left the top Visa PR post in April 2013 amid a revamp of its communications and marketing operations.

Quintaglie spent five years at Blanc & Otus and parent firm Hill+Knowlton in Boston and Washington, D.C., before nine years with Fidelity in Boston. She was previously based in Kenya, working PA and publication for the United Nations and serving as Copywriter for McCann Erickson in Nairobi.

Quintaglie, who oversees media relations, executive communications and PA, reports to Chief Brand Officer Antonio Lucio, Dubner's replacement. ●

DOJ vet Talamona to head SEC comms.

Gina Talamona, a career public affairs staffer at the US Department of Justice, has moved to the Securities and Exchange Commission as Communications Director.

Myron Marlin, who held the SEC post for five years, stepped down earlier this year and is now a Managing Director in FTI Consulting's strategic communications operation.

Talamona reports to SEC chair Mary Jo White, who said in a statement that the SEC is "very fortunate to have her join us in our efforts to keep investors and the American public informed."

Talamona has been Deputy Director of Justice's office of public affairs since 1999, serving as Spokeswoman and advising the 94 US Attorneys' offices. She also developed the department's first crisis PR plan. ●

H+K's Turner to Wells Fargo & Co.

Paul Turner, Executive VP and General Manager for Hill+Knowlton Strategies' San Francisco office, has moved to a Senior VP role with Wells Fargo, the S.F.-based banking and finance giant.

Jennifer Temple, Turner's predecessor as H+K/San Francisco GM, heads Consumer Lending Communications at Wells Fargo, which she joined in 2012.

Turner has taken the new, top post overseeing executive communications for the bank's consumer lending group, which encompasses home lending and consumer credit services like credit cards and education loans. He reports to Temple.

He spent 11 years at Hill+Knowlton, leading its 30-person Bay Area operation and heading its Qualcomm business, in addition to client work for HP and Yahoo's partnership with Microsoft.

Turner was previously at Neale-May Partners and worked PR for the San Jose Sharks. ●

Alibaba grabs Wilkinson for global comms.

Alibaba, the Chinese online retail giant slated for a massive initial public offering, has brought in veteran corporate and government communicator Jim Wilkinson as head of International Corporate Communications.

Wilkinson departs PepsiCo, which he joined in 2012 from an international managing partner slot at Brunswick Group.

Brunswick Group is one of three firms working with Alibaba on the PR front amid its May 6 IPO filing.

Wilkinson will be based in San Francisco with the title of SVP, International Corporate Affairs.

He was a key Aide in the George W. Bush administration, serving as top advisor to Treasury Secretary Henry Paulson, Secretary of State and National Security Advisor Condoleezza Rice, and deputy assistant to President Bush for strategic communications. He also worked the PR front for Gen. Tommy Franks during the invasions of Afghanistan and Iraq. ●



Wilkinson

Global PR networks make gains in size, revenues

The world's largest global networks of independent PR firms have all seen big recent gains in agency members and combined partner revenues. Meanwhile, a move towards personalized, targeted and increasingly social communications becomes the order of the day, as a culture of collaboration and a sharing of resources picks up at the member level.

By Jon Gingerich

PROI's smart growth

PROI, the world's largest global PR partnership, grew by a whopping 25% in 2013. Combined net fee income for the year was \$525 million, up from \$421 million in 2012, continuing a trend of massive mobility, as witnessed by the partnership's 2011 combined member revenues of \$300 million.

The network, Europe's oldest, was founded in 1970 and currently boasts 65 member firms throughout the world. Some noted international partners now include Adfactors (India's largest PR agency) and AGT (Russia's largest PR shop). In the U.S., Gibbs & Soell, Finn Partners-Widmeyer, rbb, 360 Public Relations, and Jackson Spalding are just a few of the larger players that have signed on with PROI.

According to PROI Worldwide Global Chairman Andreas Fischer Appelt, it's the combination of having some of the largest agencies in the world alongside a roster of smaller and mid-size agencies that makes PROI unique.

"We are a partnership, rather than a network," Appelt said. "Our offices compete together while adding local intelligence."

Given PROI's massive presence in Europe — the network has more than 30 partner firms on that continent alone — Appelt said there are several other regions where the network giant currently holds an interest in adding member agencies.

"Since we are a well-established market force in Europe and North America, we continue to expand especially in Africa, APAC and LATAM. Many of these markets are in early stages of growth or development and we are working closely within the industry to identify market leaders."

Appelt, who also heads fischerAppelt AG — which has seven offices in Germany — said that, in order for PROI to maintain its high standards, the partnership extends a great deal of resources finding member agencies, usually visiting new markets more than once to find a good fit.

"We want to ensure that when we entrust a client to another office they will be well served. And that requires constant quality control," Appelt said.

Appelt said PROI recently appointed partners specializing in healthcare, data and analytics, consumer, and crisis communications. He noted that the network sees particular future growth in analytics, a specialty currently spearheaded by agencies like W2O out of its London office.

PROI recently upped the cap on the number of agencies that can join the global partnership — to 95 from 75 — though Appelt said total partner numbers alone played a small role in that decision.

"We want to stay small in the number of agencies but substantial in net fee income," Appelt said. "This is why we are rated at the top among multi-nationals which tend to be our competitors."

Worldcom surges in America, Europe

It's been a big year for Worldcom. Combined partner revenues for the network totaled \$263 million in 2013. Worldcom now claims 143 member offices in 107 cities, with a combined staff of more than 2,300.

Worldcom last year added five new partners in the Americas region alone: Fishman PR (Chicago), Coyne PR (New Jersey and New York), Ward (Houston), Cookerly Public Relations (Atlanta), and Toronto-based multicultural firm Balmoral. Other notable additions include Media Pozitiv (Romania), Match Group (Austria), and Commarca (Canary Islands), among others currently in the works.

According to Worldcom President Todd Lynch, the network is currently interested in bolstering its partnership numbers in Africa, Latin America, and the Asia/Pacific region. Lynch said Worldcom's model for growth remains twofold: first they make sure they have a strong geographic footprint in the area, so partners can successfully meet the current needs of clients; second, they identify markets that can sustain more than one partner agency, so incoming

partners compliment and add to that area's mix of expertise, as opposed to merely placing pins on a map.

"Worldcom provides partners a unique blend of information sharing that helps partners achieve best practices in internal business management and external client management," Lynch said. "The network also allows partners to seamlessly solve challenges, growing client needs, geographic challenges and more by simply tapping into fellow partners for both knowledge and collaboration. It is part of our network's fabric."

Lynch said one of Worldcom's principle tenets is its ability to use its member agencies to leverage knowledge, share information and, ultimately, help each other learn and grow. Worldcom partners routinely collaborate in pursuit of new business, and partners conduct a peer review every three years where they're reviewed by fellow partners and called to demonstrate agency credentials to ensure they're up to Worldcom standards.

"There are more opportunities than ever for brands to deliver a voice, personality and ongoing conversation with their key stakeholders," said Lynch. "A well-defined strategy has tremendous impact on consumer relations, brand loyalty, empowering brand ambassadors and when done properly, effectively managing a crisis. One of the tenets of our organization is knowl-



Andreas Fischer Appelt, Global Chairman of PROI Worldwide



Worldcom President Todd Lynch

Continued on next page

edge sharing, and we use that to help each firm learn from each other and grow.”

IPREX increases presence

IPREX revenues grew 7.5% in 2013. Combined partner revenues were even greater — about 13% — hitting \$270 million in 2013, a healthy climb from the network’s \$250 million revenues in 2012 and its 2011’s revenues of \$200 million.

IPREX Global Present John Scheibel, who is also CEO of Trefoil Group in Milwaukee, said annual revenues per staff member at membership agencies went up about 14%.

“From a performance standpoint, it was a very positive year for us,” Scheibel said.

In the United States, IPREX added partners in Seattle, New York City, and Denver. They also recently added partners in London, Moscow, Singapore, Frankford and Paris.

Scheibel said one concept that’s continuing to evolve and improve at the partner level is IPREX members’ use of staff exchanges. A culture of collaboration and a sharing of resources has become a practice that’s grown in popularity for the network’s partners.

“An account executive from a Minneapolis partner office might spend a month working at a partner office in London,” he said.

In the future, Scheibel said South America is a region that remains on IPREX’s radar, and the network is also looking to build on their current Asia/Pacific partner mix.

“Our focus for adding partner is to go where our partners and clients need to go. Rather than being obsessed with pins on the board we’re interested in having a

presence where agencies and their clients want us to be,” Scheibel said. “As independent agencies that collaborate and coordinate, and given our mix of client bases at the partner level, we’re not trying to organize our partners to merely focus on a specific enterprise. Our partners have the ability to meet those needs.”

PRGN sees robust gains

PRGN’s combined partner revenues totaled more than \$110 million in 2013, about the same as 2012 figures. The global network, which turns 22 this year, now counts nearly 50 member firms, with more than 900 employees and a presence on all 6 continents.

PRGN President Uwe Schmidt said social media has become an area of increased importance for the network (as has healthcare, consumer goods, technology, investor relations and public affairs). PRGN has also formed an internal task forces to explore new venues for co-operation that better serve customers and member agencies.

Schmidt, who also manages Industrie-Contact AG in Hamburg, noted that it’s the unique owner-operated nature of PRGN member agencies that makes the network special, stating that PRGN is “a network of independent agencies led by PR professionals, who know their individual markets intimately, know and support one another as close colleagues and friends and who work together to improve their own businesses while delivering added value to their agencies, their teams and their respective clients.”

As an example, Schmidt said PRGN now employs a new model the network refers to as “networking networks.” The idea is to look for other networks or entities beyond PR with whom PRGN members can cooperate.

“They can be from areas like advertising, financial, legal, social media, digital and more. Last year my agency commenced a co-operation with one of the biggest trade show booth building firms in Germany, Preuss Messe. They are a member of the so-called OSPI network, 155 booth builders in 55 countries. There is a lot of synergy between PR firms and those who build stands at trade shows. PRGN really wants to push this new approach. It will create a lot of benefits for our customers,” he said.

Schmidt said PRGN is currently looking for strong member additions in areas like China, Indonesia, and Turkey, as well as South American countries like Colombia and Peru. The network is also interested in picking up its presence in Africa.

“The key reason is, we want to be in the biggest GDP countries and the fastest growing economies,” Schmidt said.

PRWA sails ahead

PRWA Chairman Perran Ersu Ozcaldiran said 2013 was a good year for the global network, and 2014 has started off even better. PRWA member firms won 52 new contracts during the first quarter of this year alone.

Ersu, who is also Founder of Persona Communications in Istanbul, Turkey, said PRWA is currently focusing on social media, and for good reason.

“Everyone understands that the value of your brand is not based on the number of ‘likes’ you got on Facebook. Better use of social media platforms has allowed everyone to experience the benefits of two-way communication and instant feedback, and has led even the unwilling to develop the habit of talking to the consumer, instead of talking at the consumer,” Ersu said.

Ersu said she’s also observed the emergence of a new two-way channel of communication occurring between journalists and their readers, made possible by journalists’ recent engagement with social media. This, according to Ersu, has had an undeniable influence on the notion of increasingly targeted communications that continues to forge a new direction for PR agencies worldwide today.

“Thanks to the tools of the internet and the widespread use of social media, data has become more affordable and faster to obtain,” she said. “As a result, even small and medium sized businesses who were not able to afford research in the past have access to better information, and are able to engage in more targeted and therefore more effective communications.” ●



**PRGN President
Uwe Schmidt**



**IPREX Global
President
John C. Scheibel**



**PRWA
International
Chair Perran Ersu**

PR News Briefs

H+K launches global do-good campaign

Hill+Knowlton Strategies on May 29 launched the “One Billion Acts of Peace” drive during the social innovation summit at the United Nations to participate in programs designed to tackle global development issues, such as climate change, sustainability, human rights, access to water and extreme poverty.

PeaceJam Foundation, the non-profit led by 13 Nobel Peace Prize laureates including Archbishop Desmond Tutu, Mairead Corrigan Maguire, and the Dalai Lama, initiated the OBAP.

Google volunteers launched the OBAP site on May 29. Prior to the UN session, PeaceJam representatives rang NASDAQ’s opening bell, and will unveil a digital billboard in Times Square this evening.

H+K is one of four founding partners of PeaceJam with Google, Wells Fargo and Chadbourne & Parke.

United States & Canada

Bitner Goodman — Fort Lauderdale, Florida
 Bliss Integrated Communication — New York
 Brickell & Partners — Virginia Beach, Virginia
 CASACOM — Montreal, Quebec
 CASACOM — Toronto, Ontario
 Cerrell Associates, Inc. — Los Angeles
 Cookerly Public Relations — Atlanta
 Corporate Ink — Boston
 Coyne Public Relations, LLC — Parsippany, New Jersey
 Deveney Communication — New Orleans
 Dix & Eaton — Cleveland
 Donoghue & Associates Inc. — Calgary, Alberta
 Enterprise Canada — Toronto, Ontario
 Fishman Public Relations — Northbrook, Illinois
 Hermanoff Public Relations — Detroit
 IW Group, Inc. — Los Angeles
 KellenAdams Public Affairs — Washington, D.C.
 Linhart Public Relations — Denver
 McGrath/Power PR & Comms. — San Jose, CA
 Michael A. Burns & Associates — Dallas
 MorganMyers — Milwaukee

Europe

Blumen Group Ltd. — Belgrade, Republic of Serbia
 Business Press S.p.A. — Milan, Italy
 CBO Srl (Communication by Objectives) — Milan, Italy
 Commarca & Inqorpora Comn. — Las Palmas de Gran Canaria, Spain
 Coxit Public Relations — Oslo, Norway
 Cunha Vaz & Associates — Lisbon, Portugal
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Asia / Pacific

A-World Consulting Ltd. — Hong Kong, China
 AZ. WORLD COM JAPAN — Tokyo, Japan
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 PRN — Seoul, Korea
 TOCS — Tokyo, Japan
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 TQPR Co. Ltd. — Bangkok, Thailand
 TQPR Co. Ltd. — Ho Chi Minh City, Vietnam
 Wrights — Melbourne, Victoria, Australia

Nuffer, Smith, Tucker, Inc. — San Diego
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 Pace Group Comms. Inc. — Vancouver, British Columbia
 PadillaCRT — Minneapolis
 PadillaCRT — New York
 PetersGroup Public Relations — Austin
 Public Communications Inc. — Chicago
 Richmond Public Relations, Inc. — Seattle
 RLF Communications — Greensboro, North Carolina
 Roberts Communications Inc. — Rochester, New York
 Sandy Hillman Communications — Baltimore
 St. John & Partners — Jacksonville, Florida
 Schneider Associates — Boston
 Simon Public Relations — Philadelphia
 Standing Partnership — St. Louis
 Stryker Weiner & Yokota PR Inc. — Honolulu
 Sturges Word Comms. — Kansas City, Missouri
 Tech Image — Chicago
 The Garrity Group Public Relations — Albuquerque
 The Pollack PR Marketing Group — Los Angeles
 Ward — Houston, Texas

HBI Helga Bailey GmbH — Munich, Germany
 InstiCOM Corporate Comms. & PR — Brussels, Belgium
 IvRM Communicatie — Bussum, The Netherlands
 Janev & Janev, Ltd. — Sofia, Bulgaria
 JBP Public Relations Limited — Bristol, England
 Kaizo — London, England
 Keima — Paris, France
 Komm.passion — Düsseldorf, Germany

Latin America & South America

Arvizu Comunicación Corp. — Mexico City, Mexico
 Diez-Infomedia Consulting — Buenos Aires, Argentina
 Grupo Albion — Bogota, Colombia
 PLANIN — São Paulo, Brazil
 PLANIN — Rio de Janeiro, Brazil
 Realidades — Lima, Peru

M. East & Africa

Cunha Vaz & Associates — Luanda, Angola
 Cunha Vaz & Associates — Maputo, Mozambique
 Lange 360 — Cape Town, South Africa

24/7Communication Sp. z o.o. — Warsaw, Poland
 AGT Communications Group — Moscow, Nizhny,
 Novgorod, Novosibirsk, Rostov-on-Don, Saint
 Petersburg, Vladivostok, and Yekaterinburg, Russia
 Cocomms — Helsinki, Finland
 comm:unications — Vienna, Austria
 Ewing Public Relations — Czech Republic, Prague
 fischerAppelt AG — Berlin, Cologne, Frankfurt,
 Hamburg, Munich and Stuttgart, Germany
 Gullers Grupp ABB — Stockholm, Sweden
 Inforpress — Lisbon and Oporto, Portugal
 Inforpress — Barcelona, Bilbao, Madrid, Málaga,
 Santiago de Compostela, Sevilla, Valencia, Spain
 Interel — Brussels, Belgium
 int/ext Communications AG — Basel, Switzerland
 KommunikationsKompagniet — Copenhagen, Denmark
 Lansons — London, England

360 Public Relations — Boston
 Brown & Cohen Comms. & Public Affairs Inc. — Toronto
 Crenshaw Communications — New York
 Enigma Communications Inc. — Montreal
 Falls Communications — Cleveland
 FRAUSE — Portland, OR and Seattle
 Gibbs & Soell — Chicago, New York and Raleigh
 Jackson Spalding — Atlanta
 Lambert, Edwards & Associates — Detroit, Grand
 Rapids, and Lansing, MI
 MGA Communications, Inc. — Denver

Adfactors PR Private Limited — Ahmedabad, Bangalore,
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 Mumbai, New Delhi, and Pune, India
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 Awareness id — Ho Chi Minh City, Vietnam
 Citadel Communications — Sydney, Australia
 Huntington Communications Pte. Ltd. — Singapore
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 Hyderabad, Kolkata, Mumbai, New Delhi, India
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Asia / Pacific

Mostra — Brussels, Belgium
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With offices in New York, Los Angeles, Houston and San Francisco, The Abernathy MacGregor Group (AMG) provides counsel to the senior management and Boards of Directors of business corporations and large organizations in six communications disciplines: corporate and financial public relations, investor relations & shareholder activism, transaction communications, initial public offerings, crisis management, and corporate restructuring & bankruptcy. Within these disciplines, we advise clients across a broad range of industries including, but not limited to: banking & financial services, media and entertainment, transportation, retail, Internet/technology, energy, healthcare and telecommunications.

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Development Counsellors International specializes in economic development and tourism marketing and public relations. Known as "The Leader in Marketing Places," DCI has worked with more than 400 countries, regions, and cities to create "place marketing" campaigns that have driven investment and tourism since 1960. The firm's Toronto office spearheads destination marketing throughout Canada, with place marketing teams who design and implement headline-generating media relations campaigns; social and digital marketing programs; special events for consumers, investors, media and travel industry representatives; marketing



Feintuch Communications' Founder and President Henry Feintuch delivering a U.S. market entry presentation in Singapore.

and sales campaigns designed to influence investors, visitors, travel trade (tour operators and agents) and meetings/conventions. Each of our staff has a "passion for places" which creates a culture of collaboration, idea sharing and a deep desire to achieve the investment and visitor attraction objectives of our client communities. DCI has offices in New York City, Los Angeles and Denver and global offices through the TAAN network.

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Henry Feintuch, *President*
Richard Anderson, *Senior Managing Director*

The global village has never seemed so big and small as in 2014. As the U.S. economy recovers, a flood of companies are targeting the U.S. market for their products, services and global brands. Many domestic firms looking to grow their marketshare are pushing into Europe, Asia, South America and Africa.

We can help. The Feintuch Communications team has successfully supported companies from more than 30 countries seeking to enter the U.S. market. We help all types of organizations to adapt their brand and messaging while provid-

ing the business and public relations counsel to help ensure local market success.

For start-ups and multi-nationals targeting the U.S. and Latin America, our JumpStart Global Advisors subsidiary provides a set of business services that allow them to enter the market quickly and efficiently — everything from market assessment and strategy, business establishment, legal/financial/accounting/HR and back-office support to recruitment, sales / distribution / channel and partnership development to localized marketing, branding and public relations.

For domestic companies seeking to enter world markets, our global network — the PR World Alliance — is ready to assist. The network of best-of-breed independent consultancies is particularly adept at coordinating market entry public relations programs.

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John J. Seng, *Chair*

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Founded in 2001, GLOBALHealthPR is today the largest independent network of communications agencies dedicated exclusively to health and life-science communications. Backed

by 14 partners spanning 25 countries across the Americas, Europe, Asia, Africa and Australia, GLOBALHealthPR's core strengths lie in our team's vast experience in healthcare communications, understanding the realities of local markets, and a collective passion for improving lives.

When it comes to global strategies and implementation, a "one size fits all" campaign never succeeds. That's why we tailor our programs per-country based on local expert insights from our strategists.

From data milestones to global product launches, digital strategy and media relations, we serve clients from the pharmaceutical, biotech, device, food & nutrition and consumer health sectors, with additional focus on serving professional societies, hospitals and patient groups. At GLOBALHealthPR, we work. Together.

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IPREX is a \$270 million network of communication agencies, with 1,750 staff members and 115 offices worldwide, working across the spectrum of industry sectors and practice disciplines.

We offer our partners' clients world-class strategic counsel and integrated communication solutions — and we provide partners with the collaboration and support they need to win and manage multi-market assignments.

Clients choose IPREX partners for their expertise in their own markets and because they have come to expect the diversity and dynamism of owner-managed agencies and how it works to their advantage.

Agencies join IPREX for the ability of IPREX and its partners to help them grow their businesses — independently and in conjunction with other partners — and the ability to make their agencies better, stronger, and more profitable through the generous sharing of best practices.

Partners communicate through

an intranet, review each other's work rigorously, meet often at one of five partner meetings each year, and participate in webinars or one-on-one conversations for the purposes of sharing the knowledge and insights necessary to become and remain a world-class communication organization.

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MSLGROUP is Publicis Groupe's flagship specialty communications, public relations and engagement network. The agency works as a trusted advisor, master storyteller and source for unbound creativity and value in the always-on conversation. MSLGROUP is the industry's #4 largest global agency and the largest agency in China, India and in EMEA. We've been recognized by the PR industry as the Global Corporate Consultancy of the Year.

The agency produces some of the world's most important events, such as the World Economic Forum in Davos and elsewhere around the world, and the Annual Women's Forum for the Economy and Society in Deauville, France that involves the participation of 1,300 business and political leaders from more than 80 countries.

In North America, its work with various household, oral care and digestive wellness brands has been award-winning as has its work in technology, global social/digital media and its integrated campaign for the non-profit, March of Dimes. MSLGROUP has continuously worked in the automotive industry for 34 years. The agency has a well-established content-centric communications capability, real-time news rooms in numerous offices, including a culinary content studio that supports its food and beverage clients.

The agency has ten global practice areas: Consumer, Employee Practice, Events & Experiential, Financial Communications, Health, Public Affairs, Reputation Management & Corporate Communications, Social/Digital Media, Technology and Corporate & Brand Citizenship.

The agency's work in purpose



GLOBALHealthPR's 2014 Annual General Meeting, held in Sydney, convened partners from 14 countries worldwide.

— PurPle — has been recognized as PR Service of the Year for North America. Its work in Conversational Storytelling — sales training and corporate positioning — for corporate and financial services clients was recognized as a top PR inventions.

MWW

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Michael W. Kempner, Founder, CEO, and President

MWW is a leading mid-sized public relations firm and one of the five largest independent agencies, with offices operating out of nine major cities across the globe. From worldwide summits to multi-market international campaigns, our network of wholly-owned offices and best-in-class partners offers our clients an unmatched ability to execute integrated campaigns around the world. And with the official introduction of MWW UK last year, MWW has significantly expanded its international PR services, including the launch of a new public affairs practice in the UK and Brussels.

Our mission is to create relevance for our clients and make them Matter More™ to their key stakeholders. Our clients choose us, stay with us and grow with us because we approach their business with the same passion as they do, and with the same entrepreneurial spirit upon which this agency was built. Our work has earned the agency top industry accolades and honors, including "PR Campaign of the Year" at the 2014 Americas Sabre Awards, 2013 "PR Agency of the Year" by the International Business Awards, and 2013

"Midsize Agency of the Year" by the Bulldog Stars of PR Awards, among others.

OGILVY PUBLIC RELATIONS

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Christopher Graves, Global CEO

Ogilvy Public Relations operates at the intersection of influencer management, behavior change and narrative to create, improve and amplify brand favorability and reputation. We do this through a deep understanding of how people form opinions and the social forces that "nudge" their behavior. Operating through our eight core practices, Ogilvy PR matches the client need with our staff expertise. Those clients include some of the world's most admired brands and institutions, including DuPont, BP, Ford, LG Electronics and American Express as well as local companies in 85 offices around the world.

Ogilvy PR is the most global of all large PR networks, having been established more than 30 years ago in high-growth markets such as Asia where it is nearly twice the size of any other network. Unlike most public relations agencies, Ogilvy PR integrates its work deeply with the other Ogilvy & Mather disciplines from the outset, ensuring alignment and understanding of the brand, its ambition and its challenges, and leveraging shared research and knowledge.

Ogilvy PR helps its clients

— Continued on page 24



PRWA held a three-day general assembly meeting in Istanbul, Turkey, in May 2014. Most of the organization's 20 members joined the first night's celebratory dinner adjacent to the Bosphorus Sea.

OGILVY

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move beyond old world corporate communications into new forms of engagement via content sharing and employee story mining. Through its award winning content experts, Ogilvy PR crafts the right content for the right audience segment at the right time in traditional and social/digital media.

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The Public Relations Global Network (PRGN) is becoming known as "The World's Local Agency." More than 1,000 clients across six continents depend on the combined resources of PRGN

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

The key difference between PR World Alliance and other international groups is its individual and collective commitment to professionalism, integrity and the highest ethical standards. It is also the assurance that all campaigns are overseen by the owners and senior practitioners of partner firms. That assurance applies to all client engagements — from the smallest

project to the most complex multinational efforts.

The 20 member, 19-country network encompasses public relations companies and offices in North America, South America, Europe, Asia and Africa with offices and joint venture partners in Pakistan, India and beyond. The network continues to seek new members in strategic locations.

PR World Alliance provides clients with an extensive depth of knowledge in individual countries as well as a solid understanding of the dynamic multi-national marketplace. The network offers strategic communication, public and investor relations and public affairs counsel, new product launch and promotion, social media programs and more.

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Rogers & Cowan is the leading entertainment marketing and PR agency with offices in Los Angeles, New York and London. Our International Film team works with filmmakers, producers, financiers, distributors, film commissions and filmmaking talent from around the world to spearhead their international publicity campaigns throughout the lifetime of their project. We provide clients with extensive knowledge of the U.S. and international film industries and have close relationships with leading distributors and media around the world.

Our team offers strategic counsel on the development and execution of corporate PR campaigns to position our clients' within the film industry, manage international PR of theatrical film releases and promote foreign production facilities.

Additionally, we manage media activities for our clients' projects at major film festivals and markets, including Cannes, Venice, AFM, Mifed and MipTV as well as execute media and entertainment influencer outreach campaigns to build awareness and participation at film festivals and markets such as Edinburgh, Zurich, Krakow, Aruba, Bahamas, Trinidad & Tobago and Marche du Film.

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As one of the largest independent global communications agencies, Ruder Finn is uniquely positioned to provide clients with global perspectives, insights and resources, yet offer localized knowledge of the markets that mean the most to our clients. One of the only communications agencies co-headquartered in New York and China, Ruder Finn brings a distinctive east-west perspective and a global understanding of the innovations and trends driving business.

With more than 540 employees and 12 offices globally, Ruder Finn provides local hands-on experience and expertise of a local boutique agency across the agency's four pillars: Health & Wellness, Corporate & Public Trust, Technology & Innovation, and Consumer Connections. We concentrate on high-impact, global assignments that are strategic for our clients with a strong focus on global strategy, creativity and quality execution, with many of our accounts requiring us to work in global teams across the U.S., Asia and Europe. Ruder Finn's expertise spans corporate reputation and media counsel, branding, executive thought leadership, employee engagement and internal communications, financial communications, marketing communications, social engagement, public affairs, and crisis and issues management.

Underpinning all of our offerings is a constant focus on digital content and strategy through our award-winning full-service digital practice, RFI Studios, which has approximately 85 employees globally in New York, San Francisco and China.

Clients include Novartis, AstraZeneca, Hermès, Infor, Citi, Amgen, Cartier, Samsung, and Mondelēz International.

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WCG is an independent global communications consultancy focused on providing insightful and integrated solutions to its clients. Since opening the London office in 2008, the global team has grown rapidly to over 30 employees with over five million in revenue (GBP). WCG is part of the W2O Group, which includes nearly 400 employees worldwide with offices in both North America and Europe.

WCG provides integrated and specialized services across various functions within the healthcare, financial, consumer and technology spaces including internal and external communications, advocacy relations, medical communications, social media, analytics, digital and creative.

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Weber Shandwick is a leading global public relations firm with offices in 81 countries. The firm's diverse team of thinkers, strategists, analysts, producers, designers, developers and campaign activators has won the most prestigious awards in the world for

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The firm deploys deep expertise across sectors and specialty areas, including consumer marketing, corporate reputation, healthcare, technology, public affairs, financial services, research, corporate social responsibility, financial communications and crisis management, using proprietary social, digital and analytics methodologies. Weber Shandwick is part of the Interpublic Group (NYSE: IPG). For more information, visit www.webershandwick.com.

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Is multicultural marketing evolving with the times?

The face of America has changed. Today's minorities are tomorrow's majority, and how we practice and approach marketing to specific ethnic consumer segments must evolve with them. However, while the demographics of our nation continues to change, it seems corporate America's approach to multicultural marketing has often been slow to catch up.

By Alexis Davis Smith

As marketers, we've all heard the numbers. By 2043, the U.S. Census Bureau predicts, white Americans will no longer be the population majority. By 2050, Latinos will make up 28% of the population; blacks will be 13%; Asians, 7%; multiracial individuals, 4% and Native Americans and Pacific Islanders will comprise 1% of the nation.

The growth of these populations will impact the economy, business, media, and our lifestyles — literally, the world around us. Consider this: African-American buying power is forecasted to increase from \$1 trillion to \$1.3 trillion by 2017. Hispanic buying power is growing even faster, and is expected to reach \$1.5 trillion by next year. Asian Americans' buying power currently exceeds more than \$500 billion. The more these niche consumers grow and earn, the more they will spend. The way we market and sell products will also evolve. It must.

Multicultural marketing is a strategic solution for consumer goods companies aiming to capture greater market shares and surpass the competition. While many companies have increased their advertising spend to target certain minority markets — primarily, Hispanic markets — the numbers still pale in comparison to general market campaigns. According to a 2013 Nielsen/NNPA African-American Consumer Report, of the \$75 billion spent on radio, television, Internet and magazine ads in 2012, only \$2.24 billion was directed to African-American audiences. *Ad Age's* 10th Annual Hispanic Fact Pack states nearly \$8 billion was spent among Hispanic media. Nearly half — 48% — of the population are African-American and U.S. Hispanic/Latino, yet, only 16% of ad dollars are spent among media outlets designed to reach these audiences.

For years, leading companies such as McDonald's, Coca-Cola and Procter & Gamble have demonstrated appreciation of their multicultural consumer bases. Each has paid for minority media ad time and has rolled out public relations campaigns targeted to specific ethnic groups.

For too many companies, however, multicultural marketing is still considered an afterthought or an obligation. There are many leading companies still not engaging in any kind of multicultural outreach at all. Minority-focused communications efforts often receive minimal portions of company's overall marketing budgets. Companies that do have multicultural marketing departments are challenged with doing more with less.

After 20 years in the business, my challenge remains the same. The challenge is convincing decision makers of the value of marketing to different consumer segments. Many believe general market campaigns will resonate with all audiences and nothing more is needed. That is an inaccurate and uneducated assumption.

Research has shown that African-Americans want advertising specifically targeted to them. They believe products advertised in black media are more relevant to them. They trust black media more. The National Hispanic Consumer Study found that advertising in Spanish can boost advertising effectiveness and product loyalty among Latinos. Both groups want to see greater involvement in their communities. Asian Americans appreciate advertising with Asian actors and messages reflective of their heritage. Consumers want to see that brands understand them: their culture, lifestyles, values and needs. They want a deeper brand connection.

One case study for good multicultural marketing comes from brand giant Procter & Gamble. In 2007, Procter & Gamble launched "My Black is Beautiful," a campaign designed to celebrate black women and their standard of beauty while also promoting several of its beauty brands. For seven years, "My Black is Beautiful" has connected with black women through: experiential events, including a multi-city tour; TV show; social media; paid and earned media; and philanthropy. Through marketing, it reaches them at a variety of touch points. It demonstrates how P&G products fit into women's lifestyles and addresses their beauty needs. The pro-

gram sells the products and creates a positive company image.

While recent commercials by Cheerios and Honeymaid featuring biracial and gay couples respectively, this isn't reflective of a mass trend. Now, with the proposal of total marketing, brands are proposing that multicultural efforts once again be a part of the company's overall marketing plans. That approach, alone, can create an opportunity for multicultural efforts to be minimized once again. Cultural nuances and sensitivities may get lost; hence, going backward. A hybrid approach, that makes consumers feel included in a brand's overall strategy while speaking directly to their individual needs, is progressive.

In order for brands to build more meaningful relationships with multicultural consumers, marketing must meet them where they are.

- Speak to the culture, not the color. For some organizations, that might mean moving outside of comfort zones and overcoming the fear of the unknown.

- Have diverse teams or agencies at the table, offering cultural insights, sensitivities and recommendations.

- Do your research, identify the business opportunity and create metrics to determine the ROI.

- Gain support and significant budgets from senior leadership.

- Look to pioneering companies for lessons learned and success stories.

To advance in our industry, we must advance with society. Just as we have with the advent of social media, the way we communicate must progress. It's our responsibility as communicators to help our companies and clients stay ahead of the trends. Maximizing the opportunity these emerging markets offer is a smart first step.

Alexis Davis Smith is President and CEO of PReCise Communications. ●



Alexis Davis Smith

When corporate responsibility goes beyond philanthropy

Recent initiatives by proactive brands are setting new standards in corporate social responsibility. However, these moves can also be seen as strategic marketing reactions to recent changes in consumer behaviors.

By Eduardo Perez

When American Express decided to restore the Statue of Liberty in 1983, they probably did so because historic preservation was the right thing to do, not because they solely intended to generate positive opinion.

When Dove/Unilever launched its ongoing Real Beauty campaign twenty-one years later, it didn't adopt a cause. It gave strategic thought to a milestone initiative that continues to trigger global opinion in putting an end to derogatory female beauty stereotypes. The Dove Self-Esteem Fund created by the brand now reaches more than five million young women with content on positive body image.

Strategic initiatives by brands set a new standard in social responsibility. Simultaneously, a new sense of collective awareness on the part of consumers, and their desire to participate in initiatives with social impact, are redefining traditional philanthropy for tax-exemption purposes.

Corporate Social Responsibility reflects this shift in public opinion taking place at a societal level. Today's more socially conscious consumers are strongly aware of the difference they can make to hand down a better world to future generations. And they are rising to the challenge.

As a result, we face a momentous opportunity as marketers. Today's consumers represent an ideal CSR audience. According to a 2013 Cone/Echo Global Corporate Responsibility Opportunity study, a solid majority expect companies to support socially responsible causes (91%), and believe that companies and brands are key social and environmental agents as they have resources that governments and NGOs don't (88%). And most (89%) expect brands to use both traditional and new media to reach them.

Millennials, considered the world's top alpha-influencers, are a critical constituent of the CSR audience. According to Edelman's 8095 Millennial Study, three-fourths of this demographic have shared information about cause initiatives on social networks and two-thirds (67%) expect a two-way dialogue with brands, sharing feedback good and bad.

Hispanics, who represent one in five Millennials, also constitute key cultural

influencers for CSR. A whopping 71% of Hispanics are under the age of 40 vs. Non-Hispanic White (47%). According to Latinum Network's 2012 Analysis of Decennial Census, Latinos have brought a new meaning to the melting pot making acculturation a two-way street, i.e. US culture influences Latinos but Latinos likewise exert relevant influence on US culture, according to a 2012 Experian-Simmons/Wing Latino Influence study. To top it all off, Hispanics are five times more likely to share online content than non-Hispanics, according to a 2014 Unilever/Mindshare Online Social Behavior study.

Likewise, as reaching Hispanics involves the use of both languages — first-generation requires the use of Spanish, second and third+ generations the use of English — strategically designed Hispanic campaigns have the potential to cross over and engage non-Hispanics.

Overall, younger consumers of the new American mainstream bring profound implications for CSR. For decades, broadcast media has traditionally talked at the consumer. Today's consumers definitely expect a two-way dialogue: According to Edelman's 8095 Millennial study, while 93% of consumers want to know what companies are doing, 91% also want brands and companies to listen actively to what they have to say.

Strategic CSR that is visible, tangible and interactive yields key benefits: one in two consumers are willing to pay more for goods and services from companies that have implemented programs to give back to the community, according to Nielsen Reports' The Global, Socially-Conscious Consumer study. CSR is a valuable addition to the marketing toolbox.

Eduardo Perez is President of PM Publicidad. ●



Eduardo Perez



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O'Dwyer's guide to: MULTICULTURAL PR FIRMS

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Axis is a Culture Movement Marketing Agency specializing in full-service marketing communications targeting the U.S. multicultural markets.

Axis specializes in developing marketing communications campaigns that tap into unique culture-based movements to achieve breakthrough success for leading brands. Our approach combines unique cultural insights, strategy, creativity, and diversity to create campaigns that align with ideas or movements on the rise among multicultural consumers.

Founded in 2005, Axis is a full-service agency headquartered in Los Angeles, California, and employs 50 professionals with five offices in key multicultural markets across the country. It specializes in the areas of strategic planning, marketing communications, public relations, advertising and digital and social media.

Axis has led campaigns for Covered California, Mattel, Bacardi, U.S. Army, Kaiser Permanente, Clorox, RadioShack, Absolut Vodka, U.S. Department of the Treasury, General Motors, Verizon Wireless, among others.

For more information please visit www.theaxisagency.com.

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The purchasing power and social influence of U.S. Hispanics continue to prove themselves as important awareness and sales drivers for

companies across the country. Hunter Public Relation's Hispanic Strategies and Solutions department provides a full-service approach to reach this ambicultural consumer — the largest and fastest growing minority population in the U.S. — including counseling our large national consumer products clients on successfully implementing a total market strategy that translates to culturally nuanced campaigns reaching this unique consumer. A division of one of the most recognized mid-sized firms in consumer marketing communications, Hunter PR's Hispanic Strategies & Solutions group offers a complete roster of services from trans-adaptation to the fully integrated PR and communication strategies; traditional, social and digital media-based programs; influencer seeding; celebrity relationships and large-scale consumer events. The department brings more than 25 years of combined experience developing and executing PR and communication strategies to engage the U.S. Hispanic market on behalf of some of America's most respected companies.

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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



In 2013, Hunter Public Relation's Hispanic Strategies and Solutions Department began working with Smithfield to extend brand awareness and trial to the U.S. Hispanic market. The iconic Chef Pepin was enlisted to create authentic Cuban dishes to fuel VIPs, media and race fans in Homestead, FL before the race.

Photo: Doug Murray, courtesy of Associated Sweets

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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Amy Scarlett, Senior Account Executive

San Francisco-based Mosaico Public Relations was branded in 2008 after four years as the Latino and Multicultural Division of Fineman PR. Led by Juan F. Lezama, Mosaico prides itself in being a multi-cultural and multilingual agency that creates culturally relevant communications while maintaining the consistency of a company's brand across cultures. Mosaico has worked with clients in several industries including pharmaceutical, food and beverage, financial, remittance, healthcare, real estate development, publishing and non-profit.

The division works with clients such as Nestle Health Science, The First American Corporation, Foster Farms, Xoom.com, The Pacific Companies, Sequoia Healthcare District, Mission Economic Development Agency, and City of Hope Medical Group, among others.

MULTICULTURAL MARKETING RESOURCES

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Lisa Skriloff, President

Multicultural Marketing Resources (multicultural.com), is a premier multicultural and PR consulting firm. Lisa Skriloff, formerly of *The New York Times* and Caballero Spanish Radio, founded the company in 1994.

Our B2B clients are the nation's leading PR and communication firms who specialize in marketing B2B 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, it 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 online Experts Directory (available at multicultural.com/sourcebook/sourcebook_companies) is continually updated with profiles of multicultural marketing and PR experts. You can feature your company in 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 mar-

keting/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.



**Lisa Skriloff, President of
Multicultural Marketing
Resources, Inc.**

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**Stephen Macias, Senior Vice
President**

MWW is one of the nation's top mid-sized public relations firms and one of the five largest independent agencies. The firm is industry-recognized for its work in LGBT marketing, consumer lifestyle marketing, digital marketing and social media, corporate

communications, public affairs and government relations, consumer technology, healthcare and visual branding.

One of the largest firms to have a specialized LGBT practice, MWW can offer brands unparalleled access to one of the best networks of LGBT influencers and organizations. MWW's expertise in the LGBT space lends itself to authentic, personalized campaigns for clients to help them resonate with their stakeholders.

MWW's approach to building and accelerating relevance for clients has been recognized with top industry awards, including "PR Campaign of the Year" at the 2014 SABRE Awards, the 2013 "PR Agency of the Year," by the International Business Awards, 2013 "Midsize Agency of the Year" by the Bulldog Stars of PR Awards as well as 2014 "Best Places to Work in New Jersey" by NJBiz and 2013 "Top Places to Work in PR" by *PR News*.

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**Alexis Davis Smith, President and
CEO**

PRECISE Communications is an award-winning boutique public relations firm specializing in consumer brand marketing, media relations, multicultural communications and event planning. Our expertise and proven approach are based on years of "big agency" and "big brand" experience, tremendous insight into the media, and a variety of industries and diverse consumer segments. Our programs are grounded in solid strategy, focused on the business objectives and designed to meet target audiences where they are — considering their lifestyle, cultural values, buying behaviors and media vehicles to best meet the needs and goals of the project and budget.

The four pillars of our practice are: creativity, dedication, passion, and strategy. With offices in Atlanta and Miami, we provide communications counsel to leading consumer brands including Coca-Cola and Toyota. To learn more about PRECISE Communications, please visit www.precisecomm.net.

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**Dalia Paratore, Director, Customer
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PR Newswire's Multicultural division is the leader in innovative communications and marketing services, enabling organizations to connect and engage with US Hispanic, African American, Native American and US Asian audiences. The division includes Hispanic PR Wire, the premier news distribution service for U.S. Hispanic media, which guarantees 165+ online placements, with over 13 million visitors, with every distribution. It also includes, Hispanic Digital Network, the nation's first and largest Internet advertising network of 80+ U.S. Hispanic newspapers, magazines and radio websites. Through MultiVu Latino, clients can enjoy a full-service of broadcast and multimedia services targeting U.S. Hispanic media and consumers.

Combining the world's largest multi-channel, multi-cultural content distribution and optimization network with comprehensive workflow tools and platforms, PR Newswire enables the world's enterprises to engage opportunity everywhere it exists. PR Newswire serves tens of thousands of clients from offices in the Americas, Europe, Middle East, Africa and the Asia-Pacific region, and is a UBM company. ●



**Dalia Paratore, Dir. of Customer
Engagement, Multicultural
Audiences, at PR Newswire.**

Navigating mergers and acquisitions in PR

By Richard Goldstein

There is no such thing as a simple merger and acquisition transaction. Because every deal involves people, an M&A transaction is by definition complex. In addition to the technical variables,



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

such as legal structure (e.g., asset versus stock), entity issues (corporations, partnerships, LLCs, etc.), and various other factors such as undisclosed liabilities or contingent purchase price agreements, your advisor through the process may be asked to act as an armchair psychiatrist.

Buying or selling is also one of the most expensive decisions a PR firm can make, and one of the most dangerous. The truth is that many M&A deals, if not planned properly and without an experienced advisory team, fall through. Either the buyer or the seller, or both, gets cold feet. Even worse, many of the deals that do close end up below expectations. Therefore, it makes sense to have a plan for avoiding pitfalls while taking advantage of all opportunities. The road to success is to have a great team helping you through the process.

One of the best M&A advisors I know to the public relations industry is Rick Gould, CPA, J.D., Managing Partner of Stevens Gould Pincus, LLC. I recently asked Rick for some insight about the M&A marketplace for 2014 and beyond. The balance of this column is his views on the marketplace.

The marketplace today

The M&A marketplace is active, it is robust, there are more buyers and sellers than ever before. There are many new buyers out there, buyers that know they can capitalize on pricing, on intellectual capital, on cross-referrals.

The marketplace is a very healthy environment, not just dominated by the holding companies, as it was in previous aggressive buying periods.

Why are new buyers evolving? Strategic acquisitions are the new normal. Buyers are acquiring to improve specialties, locations, quality of staff, clients and

name brands and an integrated marketing strategy.

Who are the new buyers? Many are one office firms acquiring in locations that will facilitate and improve services and firm depth. They recognize a need for niche specialties. They realize that integrated marketing services is the way of the future.

Is bigger better?

Firms are realizing "bigger" is better. With size there are economies of scale and these economies go straight to the bottom line.

Why are firms selling?

The pool of sellers has increased. There are many quality firms available to be sold. Several profitable firms are in play. Owners are looking to monetize their years of sweat equity. They want relief from back office distractions. They need regional and/or international reach. They desire expansion of brain trust and depth of staff needed to grow. The owners prefer to once again practice PR versus build and manage their firm. They see complementary specialties to gain additional clients, efficiencies of scale by sharing labor and operating expenses and cross-selling. They hope for more disciplined financial practices, expansion of the firm's capital base and borrowing capacity. Ultimately maximization of profits is the goal. The earn-out (buyout) is very incentivizing if the sellers achieve their profitability goals.

What are the issues for small firms?

Small firms just cannot compete with those firms that work on a national and global scale. They cannot invest in what it takes to stay current with technology and social media. They do not provide all the integrated services needed by clients. There is increased competition from other marketing communications firms for the same clients and services.

So what are small firms doing about this? First, there are many small firms that are well run and profitable. I have many clients that are small and successful and have no interest in selling. Nevertheless, smaller firms may lose pitches that they could have won if bigger. They realize that having financial resources and the intellectual capital of the buyer is a huge advantage in winning and retaining clients. Sellers do not have the depth in all cases to compete on a global scale that regional and/or international agencies can reach. It may be dif-

ficult for them to stay current with cutting edge technology. They want bigger and more profitable clients.

Does size matter?

Firms want to get to the next plateau. For example, from \$3 million to \$10 million. Firms with higher quality net fee levels will demand a higher price. The buyer will recoup the higher price when they in turn sell. They recoup their investment plus more if they retain the clients and key staff of the seller. Clients need more services, whether it be crisis, IR or digital. They expect their agency to provide these services. There has been an increase in boutique firms as the strategic target of buyers. Clients needs have expanded in both services and geography. For example, digital agencies still are the most in demand. Clients require their PR agencies to be at the cutting edge of their needs.

The age factor

The boomer generation of CEOs are now at the age where selling makes sense to monetize their 20-30 year invested asset. Buyers do not want to buy firms where the owners are in their late sixties or seventies, thinking they may not have enough gas in their tank to fulfill their earn-out obligations and stay beyond. Buyers are willing to acquire seller firms with older C-Suite executives if there is a solid, experienced second tier of management.

What's next?

The next generation of deals will focus on synergy, services and scales, creating an integrated service network. There will be a need to combine key services that clients will need with a focus on specialized, best-in-class strategic offerings. The synergistic matching of client needs with agency offerings will be the pinnacle of opportunities and agency success. There will be a very active M&A market with the merger of public relations and advertising agencies, and branding and interactive firms. Integration will be a challenge but performance will be optimized once that is achieved.

Gameplan for the future?

The Stevens Gould Pincus mantra has always been "If you run your agency "as if" you are ready to sell it to you will realize more rapid growth, maximize your bottom line and build value to your firm." That is the best value added advice I can offer. ●

Yahoo can learn courtesy, good PR from Microsoft

By Rene Henry

The proliferation of social media and the almost daily introduction of new electronic devices are quickly destroying good old-fashioned common courtesy, the backbone of customer service. I put the blame on the techies in Silicon Valley.



Rene A. Henry has authored nine books and his latest, "Customer Service: the cornerstone of success," available from Amazon in paperback and on Kindle as an audio book. His website is renehenry.com.

They have created a generation of people who are all thumbs into their pads, pods, berries, and phones and oblivious to the world around them. Too many cannot communicate verbally or even make eye contact. They can only click or tweet. Things have gotten so bad on the sidewalks of Seattle that I do defensive walking to prevent

from getting knocked down or walked over.

Once it was taken for granted that you always held an elevator or door for someone who was approaching or behind you. Not anymore. And if you are old school like I am and do hold a door for someone, few today will take the time to thank you for fear of missing a beat or tweet as they play with their smart phone.

With the abundance of available electronic devices today you would think communicating would not be a problem. Unfortunately, there are too many people today who do not know that it is rude, inconsiderate and sometimes insulting to not return telephone calls or answer letters, emails, faxes and tweets. This is one of the most basic rules of common courtesy and customer service. Throughout the years I have cited dozens of instances where a failure to respond has cost a university, institution or non-profit millions of lost dollars.

With all of the technology at their disposal you would hope CEOs and senior managers in Silicon Valley would be among leaders in customer service. Sadly, many simply fail to respond. My most recent experience is with Marissa Mayer, CEO and President of Yahoo. I was checking on a possible story about failure and crashes of one or more Yahoo-

hosted sites but it was impossible to contact anyone in public relations.

The company website has no information for its public relations staff. Any journalist who wants to contact this department has to call 408-349-4040, which is answered by a machine, and then leave a voice message, or email media@yahoo-inc.com and hope to get a response. Repeated messages I left at both sites were ignored. Yahoo violates every basic rule of PR 101. I have never encountered a PR department so poorly structured and lacking in professionalism.

A letter and follow-ups to Mayer, who is reported to be the country's second highest paid woman executive, also were ignored.

Compare how Yahoo mishandled my requests with the extraordinary customer service I received from Microsoft. I was being slammed with popups from companies stating they were "Microsoft partners" and that my drivers needed to be updated and I needed to download several files. I wrote Brad Smith, Microsoft's Executive Vice President and General Counsel, to let him know about my problem and in a few days I had an email followed with a phone call from Vivek Mittal, a support escalation engineer. When he and I connected he quickly and efficiently cleansed my computer of the problem. He even followed up the next

day to make sure I had no further problems.

This is what customer service is and should be. I wanted to let Microsoft's public relations office know of my praise and an Internet search gave me all of the contact information anyone would want. One phone call reached an account person with Waggener Edstrom, Microsoft's public relations agency. Every time I have worked with this firm in the past I have experienced professionalism at its best.

What I find troublesome is that many female CEOs and senior managers are at the top of my list of the worst offenders when it comes to courtesy and responding. They have become major contributors to the rude society in which we live. With the number of books, articles and commentaries I've authored it has been necessary to contact hundreds of people and scores of CEOs. In the past I have seldom had a problem getting a response from a man or his executive assistant compared to women in comparable positions.

I want to emphasize that many female executives with whom I have worked are the very best and at the top of their profession. Mayer and her colleagues in Silicon Valley need to be less insular and learn the basics of old fashioned common courtesy, customer service and professionalism from Microsoft. ●

Hotel group books crisis PR amid protests

The Sultan of Brunei's group of luxury hotels has been beset by protests over Brunei's Islamic laws. In response, the hotel group has now booked crisis manager Mark Fabiani.

Fabiani, the Clinton administration crisis pro who handled the PR defense of Lance Armstrong, is working with the Dorchester Collection, the hotel group owned by the Brunei Investment Agency.

Protests joined by entertainment figures like Jay Leno and Ellen DeGeneres have targeted Dorchester's Hotel Bel-Air and Beverly Hills Hotel in US and others abroad in a coordinated, high-profile campaign against Brunei's imposition of Sharia criminal law.

Christopher Cowdray, CEO of the Dorchester group in London, told The New York Times on May 9 that revenues fell by about \$2 million amid the boycott with half of that amount coming from cancellations at the Beverly Hills Hotel. He stressed that Dorchester is a British corporation and that the hotels follow the laws of countries where they are located.

While the entertainment industry has upped the PR ante for the boycott, politicians are also lining up to denounce the Dorchester properties. The Beverly Hills City Council on May 6 passed a resolution to compel the Brunei entity to sell the Beverly Hills Hotel or denounce the Sharia laws that include punishments like stoning. ●

VA official resigns amid probe

Robert Petzel, a senior official at the U.S. Dept. of Veterans Affairs who penned a May 15 *USA Today* op-ed piece on the crisis at the federal agency, resigned May 19.

Petzel, a doctor who is Under Secretary of Health at the VA overseeing healthcare for millions of veterans, was slated to retire this year.

Veterans Affairs Secretary Eric Shinseki accepted Petzel's resignation in a statement:

"Today, I accepted the resignation of Dr. Robert Petzel, Under Secretary for Health in the Department of Veterans Affairs. As we know from the Veteran community, most Veterans are satisfied with the quality of their VA health care, but we must do more to improve timely access to that care. I am committed to strengthening Veterans' trust and confidence in their VA health-care system. I thank Dr. Petzel for his four decades of service to Veterans."

Congress has turned up the heat on the agency after reports of long waiting times for care and an alleged cover-up at the Phoenix Veterans Affairs Health Care system. CNN reported last month that at least 40 veterans died waiting for care.

Petzel's op-ed, "We can, and must, do better," said the agency takes reports of patient care or employee misconduct seriously, noting he was "personally saddened by any adverse consequence that a veteran might experience while in, or as a result of, our care."

President Barack Obama appointed a top aide to work with Shinseki on a review of the reports.

The Veterans Health Administration is the largest integrated healthcare system in the country with a budget of \$54 billion and 277,000 staffers. ●



Petzel

Latin American PR specialist to State Department

David Duckenfield, a Latin American PR specialist and President of Miami-based Balsera Communications, has been named Deputy Assistant Secretary for Public Affairs at the U.S. State Department.

Duckenfield, who will head State's US Diplomacy Center and lead its public liaison and domestic outreach efforts, took the post May 5.

The fluent Spanish speaker was a member of President Obama's Florida Finance Committee during the 2008 campaign and helped produce Spanish-language ads. He was also on the 2012 re-election finance team.

He joined Balsera in 2007 to create a federal government practice and became a Partner a year later. He was Director of US Hispanic PR for Yahoo! and Senior Manager for Communications for NBA Latin America. He was also a Foreign Service officer with the US Information Agency stationed in Mexico City and Bogota. ●



Duckenfield



GOP operative goes to Ogilvy

Bud Albright, who served in three Republican Administrations, joined Ogilvy Government Relations on May 15.

Currently, he serves Senior VP/Policy & Government Relations at CenterPoint Energy.

He also led government relations and both Reliant Energy and Mortgage Bankers Assn.

Albright did federal stints as Under Secretary at the Dept. of Energy, Deputy General Counsel at Dept. of Housing and Urban Development, Deputy Attorney General and staff director at the House Energy and Commerce Committee. ●



Albright

Top Perry Aide returns to McGuire Woods

Mark Miner, a top PR Aide to Texas Gov. Rick Perry, has moved back to the Austin office of McGuire Woods Consulting as a Senior VP.

Miner was Press Secretary and Communications Advisor to Perry during his 2010 re-election and 2012 presidential campaign. He previously joined McGuire Woods in 2012.

McGuireWoods President and Former Congressman L.F. Payne said Miner played a key role in getting the Washington-based firm's Austin office launched, adding, "we are very excited to welcome him back."

Miner was Communications Director for Tex. Lt. Gov. David Dewhurst and Virginia Gov. Jim Gilmore, and worked Bill Simon's aborted 2003 run for California Governor. ●

Health insurance sector taps Boehner spokesman

American's Health Insurance Plans, the Washington trade group for the health insurance sector, has recruited Brendan Buck, Press Secretary to House Speaker John Boehner, as Spokesman and VP of Communications.

Buck served Boehner since the 2010 Republican takeover of the House of Representatives, leaving for a 2012 term on the Romney presidential campaign. He was previously Communications Director for the Republican Study Committee and Press Secretary for Rep. Tom Price (R-Ga.). ●

Tokyo taps Dentsu for 2020 Olympics

The Tokyo Organizing Committee for the 2020 Olympic and Paralympic Games has tapped Japanese ad/PR conglomerate Dentsu as its marketing agency of record.

Tokyo hosted the Games in 1964 and won the global competition for the 2020 event in September, edging out Istanbul and Madrid. Weber Shandwick worked the Japanese bid.

Dentsu, which made a splash last year with the \$4.9 billion acquisition of London's Aegis Group and is rumored to be eyeing an acquisition of Interpublic, worked the 1984 Olympics in Los Angeles.

Dentsu will assist with developing marketing plans, sponsorship efforts and other services for the Games. "Leveraging the sports business knowledge and know-how that it has cultivated over many years, Dentsu will channel all the Group's resources toward the success of the 32nd Olympic Games and the 16th Paralympic Games that will be held in 2020," said a statement from senior manager of corporate communications, Shusaku Kannan.

Dentsu, the No. 5 marketing conglomerate with revenues of \$4.2 billion last year, said today that April 2014 revenues dipped 2.1% after increases in March (+6.7%) and February (+11.8%). It acquired Arkansas-based PR firm Mitchell Communications last year. The 2016 Games are slated for Rio de Janeiro. ●



Patton Boggs reps Venezuela's Citgo

Patton Boggs is repping Citgo Petroleum, a unit of Venezuela's national oil company, on the potential impact of U.S. energy policy matters on its operation.

Relations between the US and Venezuela, a major exporter of oil to the U.S., have soured to the point at which the House Committee on Foreign Affairs voted this month to slap sanctions on officials responsible for alleged human rights abuses by members of President Nicolas Maduro's government responsible for the crackdown on political protesters.

The acolyte of the deceased Hugo Chavez also has been rapped by mostly Republicans for continuing his country's cozy relationship with Cuba.

Chavez often used Petroleos de Venezuela, Citgo's owner, to advance his political fortunes at home and abroad.

PB Chief Tommy Boggs spearheads Citgo's team. The DC lobbying powerhouse recently ended a recent misadventure in the oil patch, agreeing to pay Chevron \$15 million to settle a long-running legal squabble concerning environmental degradation in Ecuador.

Citgo, which in 2007 was the first US refinery criminally charged with violating the Clean Air Act, ended that saga this month with a fine of \$2 million.

Corpus Christi neighbors of the targeted facility dismissed that award as chump change for Citgo, which reportedly earned \$1 billion from the illegal operation. ●

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.

Daniel J. Edelman, Inc., Chicago, IL **registered May 15, 2014 for Permanent Mission of the Kingdom of Saudi Arabia**, New York, NY, for creative services to promote the Kingdom of Saudi Arabia with key groups within the United Nations and United Nations observers.

Development Counsellors International, New York, NY, **registered May 8, 2014 for Economic Promotion Agency of Tuscany, Florence, Italy**, to create a database of prospective investors and companies, facilitate meetings, organize investment missions in the United States, organize events aimed at promoting the investment opportunities in Tuscany and perform general media relations services.

Holland & Knight, Tampa, FL, **registered May 14, 2014 for Government of Gibraltar, Gibraltar**, to provide strategic advice and assistance on economic and security issues of mutual interest to the Government of Gibraltar and the U.S. before the U.S. Government, including relevant outreach to officials at the U.S. State Department, U.S. Department of Defense, the White House and Congress.

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.

Alignment Government Strategies, Washington, D.C., **registered May 15, 2014 for General Dynamics**, Falls Church, VA, for general representation related to defense policy and related production issues.

Venable, LLP, Washington D.C., **registered May 14, 2014 for Overstock.com, Inc.**, Salt Lake City, UT, regarding implementation of S.E.C. Regulation SHO regarding abusive short sale practices; S.E.C. implementation of the short sale study required by Section 417 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2009 (P.L. 111-203); pendency of the Marketplace Fairness Act in the House of Representatives; work on patent reform to curb abusive practices of patent trolls; monitor internet governance; ICANN and single letter domain use.

The Gibson Group, LLC, Washington, DC, **registered May 13, 2014 for Comcast Corporation**, Washington, D.C., regarding the proposed Comcast/Time Warner Cable transaction.

Patton Boggs LLP, Washington, D.C., **registered May 12, 2014 for CITGO Petroleum Corporation**, Houston, TX, regarding the potential impact of U.S. energy policy on CITGO's operations and its approach to delivering energy to U.S. consumers.

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.

We excel in non-traditional search marketing environments where the next steps are rarely obvious and there are not any existing models to copy or fall back on.

Since every client's situation is unique, we focus to understand their specific needs and create customized solutions that accomplish their goals online.

MEDIA & SPEAKER TRAINING



Your Presentation & Media Training Solution

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.

Make your next news interview your best by calling Jon Rosen, Impact Communications. Over 30 years of news media/training expertise.

WEBSITE DEVELOPMENT



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

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

Clients receive personalized and high quality customer service, solutions that fit their budgets, and the assurance of At Point's reliability.

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Illinois (2)

California (2)

Browse by Job Function

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Assistant Professor (3)

Marketing/Advertising (2)

Senior Director

Turner PR, a national boutique PR and digital communications firm, is looking for a rock star Senior Director to join our travel and tourism team in our Denver or New York offices. Our ideal candidate works with our PR and social media teams, drives results and develops creative, innovative collaborations across our portfolio. This individual also spearheads strategies for our domestic and international tourism accounts.

More information here: <http://bit.ly/1iu0RAat>.

PR & Social Media Mgr. - Recreational Boating and Fishing Foundation

The Public Relations & Social Media Manager (Bilingual Spanish) assists the Director of Communications in the day-to-day management and execution of all public relations and social media activities including: PR campaign and press materials development, media interview preparation and coordination, blog content curation and oversight, and social media content development, implementation and analysis.

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July 18, 2011 Vol. 44 No. 27

NEWS CORP CALLS IN EDELMAN

Embattled News Corp. has called in Edelman to handle fallout from its phone hacking scandal that has engulfed its British operation.

The No. 1 independent PR firm is providing communications and PR counsel to News International's management and standards committee handling the internal inquiry into the hacking of a murdered 13-year-old girl's voicemail, allegations of snooping into the calls of family members of soldiers killed in Afghanistan and victims of the London terror attacks.

Alex Bigg, Edelman's managing director for corporate affairs, and James Lonsdale, managing director for PR, handle the account.

They report to Will Lewis, general manager of News International, which is responsible for Rupert Murdoch's British papers.

(More on the News Corp. crisis on page 3)

THEME PARK OPERATORS SEEK PROPOSALS

The Virginia-based, global trade group for amusement park operators is on the hunt for a PR firm with an RFP open through Aug. 3.

The International Association of Amusement Parks and Attractions represents the interests of 4,000 individual members from entities like zoos, theme and amusement parks, museums and aquariums.

The Alexandria-based group, led by CEO Chip Chary, is looking for media relations support with experience in crisis communications and the travel/tourism PR sector as it proactively engages consumers through the media and reacts to situations ranging from financial, legislative and operational issues. The IAAP wants two on-site staffers to assist its press team and one team member versed in crisis support.

Colleen Mangione, manager of media relations, is taking pitches with in-person meetings slated for mid-August in Virginia for potential key account personnel. Work is expected to begin in early December.

Download the RFP at odwyerpr.com/rfp.

APCO Worldwide has recruited Colin Mackay, former communications and partnerships director at the European Federation of Pharmaceutical Industries and Associations, as director of its healthcare practice in Brussels.

Mackay is a 20-year veteran of the healthcare scene, holding posts at Weber Shandwick, Aventis and Organon Laboratories.

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F-H SHUFFLES MANAGEMENT DECK

Fleishman-Hillard named Jack Modzelewski to the newly created position of the American post to coordinate activity of the unit chief of region in the U.S., Canada and Latin America.

The founding general manager of F-H Chicago also served as COO for Europe and South Africa.

Modzelewski was president of client relations since 2004 with responsibility for F-H's practice groups and strategic planning.

F-H CEO Dave Senay also appointed J.J. Carter, G&S/N Francisco, to the U.S. western president slot. Nancy Seifinger, executive VP and former eastern president, assumes global client relations duties. Bob Winslow, managing director for global technology, is now in charge of F-H's more than 30 practice groups and new product development.

CHINESE RINGS UP HEALTHCARE DEAL

Chime Communications has acquired healthcare specialist Reynolds-MacKenzie for an initial payment of \$4M, a package of \$2.5M cash and stock.

R&M says it generated \$2.4M in revenues last year and earned an operating profit of \$1.2M.

It's the firm of Alison MacKenzie and Eva Reynolds. The duo counsels clients such as Pfizer, Amgen, Bristol-Myers Squibb, Roche and Medtronic. R&M will be part of Chime's OPEN Health group that was formed in January.

The acquisition could cost Chime up to \$11M based on R&M's performance. Lord Bell's operation retains the right to pay up to a quarter of that contingent comp in newly issued shares.

Chime is parent of Bell Pottinger.

DISCOVERY BAY DISCOVERS MWV

Discovery Bay Games, the Seattle-based company that produces games, apps and accessories for Apple's iPad, has selected MWV Group as agency of record.

DBG is developer of Doo, the first integrated device for iPad. Doo makes it possible for multi-person games such as "Smashdown: Artifact or Fiction." MWV is to position the client as the top brand of gaming "appreciation" for the Apple tablet.

Craig Olson, CEO of DBG, said it hired MWV for its "proven record of crafting communications programs that directly influence the bottom line."

DBG becomes part of MWV's consumer tech practice with Samsung, Nikon and Celestron, among others.

You'll get the news first in the eight-page weekly O'Dwyer letter, the "bible" of PR according to the *New York Times*--tips and stories that can lead to jobs, new accounts, media placements--sent as a PDF to your inbox every Monday afternoon.

Plus, you'll have access to all the news and commentary posted daily on PR's #1 website, odwyerpr.com, which has over 10 years of searchable content and O'Dwyer's exclusive database of RFPs for PR services.

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Mark Harkness, Harkness Corbin, N.Y.

Integrated Marketing

Pages 1, 2, 3, 4, 5, 6, 7, 8

ISRAELI DRAFTS TOURISM RFP

Israel's Ministry of Tourism has drafted an RFP for PR services in North America to develop and implement a strategic PR plan for the Jewish state.

A copy of the RFP, dated July 25, was forwarded to O'Dwyer's Mark Quinn.

The ministry of tourism has six branches in the Americas, including Los Angeles, New York, Atlanta, Chicago, Toronto and Brazil.

RFP U.S. armies and Air Canada fly directly to Tel Aviv.

To reach the airport, agencies must head to Israel.

FED FINANCE ENTITY SEEKS PR

The financial institution used by the U.S. government to push private funds toward global projects that benefit U.S. foreign policy is conducting a PR search with an RFP posted open through late August.

The Overseas Private Investment Corporation, an independent entity of the federal government based in Washington, D.C., recently completed a "messaging and branding exercise" and is now looking for agency help for work like website writing and development, social media training, media relations and media training.

An RFP issued in July carries an Aug. 28 deadline, extended from its initial July 28 due date.

An RFP issued in July carries an Aug. 28 deadline, extended from its initial July 28 due date.

Click to download RFP <http://odwyerpr.com/2011>.

KODAK SEEKS PR HELP IN TAKEOVER OFFENSE

Kodak, the imaging giant arrested in a long turnaround push, is working with Salsbury, a Syracuse, N.Y., agency, to help it shape up its image.

Easily research past issues of O'Dwyer's newsletter on odwyerpr.com

Get the latest RFP announcements and pick up new business



O'Dwyer's magazine, now in its 27th year, examines a different area of PR each month. Issues include practice-area specific feature stories as well as profiles of PR firms with strengths in the focus area. The agency profiles constitute the ideal starting point for companies beginning their search for PR counsel.

Editorial Calendar:

January, *PR Buyer's Guide/Crisis Comms.*
February, *Environmental PR & Public Affairs*
March, *Food & Beverage*
April, *Broadcast Media Services*
May, *PR Firm Rankings*
June, *Multicultural/Diversity*
July, *Travel & Tourism*
August, *Prof. Svcs. & Financial/Investor Rels.*
September, *Beauty & Fashion*
October, *Healthcare & Medical*
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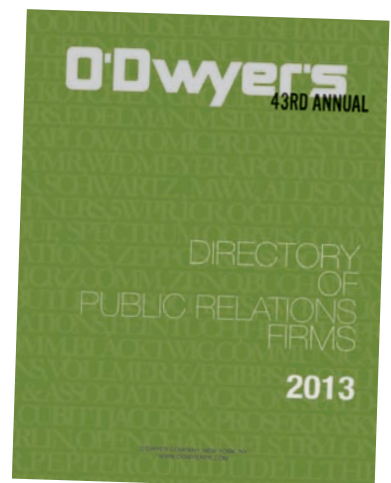
Contact magazine editor Jon Gingerich to profile your firm in an upcoming issue: jon.gingerich@odwyerpr.com

O'Dwyer's 2013 Directory of PR Firms gives you quick access to large, medium-sized, and small PR firms and even experienced freelancers who work out of their homes. 1,600 firms are listed. 7,000 clients are cross-indexed. O'Dwyer's directory is the only place you can look up a company and determine its outside counsel.

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