

# O'Dwyer's

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**MULTICULTURAL & GLOBAL  
SPECIAL ISSUE**

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EDITORIAL  
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PR MANAGER RANKED  
TOP JOB FOR WOMEN

In a new CareerCast report, PR manager was named among the best jobs for women.

FINANCIAL JOURNALISTS  
BULLISH ON ECONOMY

According to new poll, most financial reporters are now bullish on the economy.

PR FIRMS SHOULD BACK  
UP DIVERSITY CLAIMS

PR firms should demonstrate their commitment to diversity by hiring more executives of color.

CRAFTING CULTURALLY  
COMPETENT HEALTH PR

A lack of multicultural know-how in healthcare PR poses obstacles when providing care for Hispanics.

CULTIVATING FEMALE  
ENTREPRENEURSHIP

Supporting women in business not only makes sense socially, but economically as well.

PEOPLE IN PR

NUANCE, AUTHENTICITY  
DRIVE MULTICULTURAL

Respect and an understanding of target audiences goes a long way in multicultural brand outreach.

ACCUULTURATION IN  
HISPANIC MARKETING

Understanding cultural nuances within the Hispanic market is essential for success.

WHY PR MANAGERS  
HAVE IT HARDER TODAY

There's no question PR managers have harder jobs than years prior.

20 PROFILES OF  
MULTICULTURAL FIRMS

22 IN INTERNATIONAL PR,  
ONE SIZE WON'T FIT ALL  
More brands have entered global markets, but their domestic strategies may not work overseas.

23 AMNESTY INT.: QATAR  
REFORMS "PR STUNT"  
Qatar's 2014 promise to improve migrant worker conditions is a PR stunt, according to Amnesty Int.

24 WHY QUALITY WRITING  
IS EVERYTHING IN PR  
Strong written communications skills are a must for public relations professionals.

25 CREATING NEWS  
WHERE THERE IS NONE  
Making the news can be done in various ways. Here are a few examples.

26 2015 LIST OF GLOBAL  
PR PARTNERS

30 PROFILES OF  
INTERNATIONAL PR

36 WASHINGTON REPORT

COLUMNS

34 PROFESSIONAL DEVELOPMENT  
Fraser Seitel

35 OPINION  
Jack O'Dwyer

38 PR BUYER'S GUIDE



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- January: Crisis Comms. / Buyer's Guide
- February: Environmental & P.A.
- March: Food & Beverage
- April: Broadcast & Social Media
- May: PR Firm Rankings
- June: Global & Multicultural
- July: Travel & Tourism
- August: Financial/I.R.
- September: Beauty & Fashion
- October: Healthcare & Medical
- November: High-Tech
- December: Entertainment & Sports

ADVERTISERS

Bob Thomas Productions.....	8	MediaMaxOnline.....	3
Cision.....	5	Omega World Travel.....	17
SALUTEAM.....	7	Peppercomm.....	BACK COVER
Log-On.....	15	Strauss Media Strategies.....	9
Makovsky.....	INSIDE COVER	TV Access.....	34
Marketing Maven.....	11		



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# New York Times losses put focus on mission

The \$14.3 million first-quarter losses of *The New York Times*, coupled with recent editorial decisions such as launching a native advertising program to bolster digital revenues, and dropping the bridge and chess columns, have put a focus on how the paper views its emission.

The reason given for the dropping of the columns was that a half million had to be cut from the cultural budget to save valuable editorial space.

*Times* writers should take the paper back from the graphics department, slash use of pictures and art, write much tighter, and cut the price of the paper from \$2.50 to \$1.

Michael Kinsley, in a 2010 article in *The Atlantic*, highlighted a 1,456-word piece in the *Times* as an example of wordiness that is driving readers from newspapers. Fewer than half the words in the opening sentence say what actually happened, he noted. "On the internet, news articles get to the point," he wrote.

A new high (or low) in wasted space was achieved April 2 when an article on page one of the *Times*' sports section had the top and bottom thirds blank. Seven inches of copy was sandwiched in between 11 inches of white space.

Besides missing the bridge and chess columns — which we hope they will restore — we also miss the daily advertising column that had been a staple of the paper since the 1950s. Stuart Elliott, after doing the column for 23 years, took two years' severance pay and other benefits and retired at the end of last year. His successor is Sydney Ember, a 2012 graduate of Brown University who joined the *Times* last year to work on the DealBook financial section. She has been writing on ad topics but the articles are not slugged "advertising," and often shares a byline with other *Times* reporters.

Since this writer covered advertising daily from 1964 to 1972 for the *New York Journal-American* and *Chicago Tribune*, we have a special interest in coverage of the industry. Advertising is a far cry from what it was in the 1960s and '70s, and daily coverage by experienced writers is even more important now. PR has exploded in dollar volume and importance and should be one of the topics of the column. The public conglomerates WPP, Omnicom, Interpublic and Publicis have many billions of income from the numerous communications techniques that fall under the banner of PR.

A main story that we used to cover was, "who is doing the best work, who is the most creative?" Quite often those were the firms that were growing the fastest. Almost all advertising migrated from companies to agencies in the 1960s and the same thing has happened to PR. The rankings of PR firms by *O'Dwyer's* and *PR Week* should be staples of the *Times*' advertising coverage. *Advertising Age's* advertising and PR rankings should also be covered.

Major ad agencies and PR firms in the 1960s and '70s had staffers dedicated to contacting reporters. The PR Roundtable, made up of nearly 50 such staffers, had monthly meetings. Those days ended in the 1980s. Reporters today have to initiate contacts in many instances.

Covering ad/PR is more challenging than ever, but it remains of paramount importance. Elections are won and lost because of it, products live or die, companies thrive or go out of business.

Spurned bridge players, meanwhile, miffed that the *Times* dropped its bridge column after 80 years, are buoyed by news that the *Times* is "talking to the American Contract Bridge League about a solution."

"We are working hard to find a solution," said ACBL CEO Robert Hartman. A spokesperson for ACBL said there have been talks with the *Times* but that no details can be revealed.

*New York Times* Publisher Arthur Sulzberger Jr. on June 15 will discuss the paper's future "sustainability" at a program to be held at Hunter College. It will be a rare public appearance for Sulzberger, and will give *Times* fans and critics a chance to question him about the company's recent decisions.

In announcing the event, the *Times* had this to say: "The *Times* remains a premier source of news and information and has won 117 Pulitzer Prizes, including three just this year. Nevertheless, in an era when online communications giants measure their revenue in many billions, questions inevitably arise about the sustainability of the *Times*, news and business questions to be discussed at this evening." ○

— Jack O'Dwyer

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## A MULTICULTURAL PERSPECTIVE ON HEALTHCARE COMMUNICATIONS

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# PR manager ranked among top jobs for women

Public relations manager was listed as one of the best career choices for women in 2015, according to a new CareerCast report.

By Jon Gingerich

In the report, CareerCast claimed PR managers have an annual median wage of \$95,450 and currently boast a projected growth outlook of 13%.

“Opportunities both with established firms and start-ups offer public relations managers options in their careers,” the report said of the field.

The findings are part of CareerCast’s “Best Jobs for Women” report, which compiled wage and career forecast data from the U.S. Bureau of Labor Statistics.

Dental hygienist, biomedical engineer, market research analyst, human resources manager, and advertising and promotions manager were other top career options for women that made the list this year. The CareerCast report noted that “the variety of professions that welcome women has greatly expanded as women are becoming more fearless and demanding in their career planning and options.”

Possibly highlighting a labor trend, this is

the second consecutive CareerCast report showcasing careers involving mathematics as among the nation’s most successful. Careers requiring a strong math background dominated the “Best Jobs for Women” report, and CareerCast noted that 40% of all enrolled students in statistician programs last year were women.

“While STEM (science, technology, engineering and mathematics) fields are notorious for lacking gender diversity, some of the best jobs for women are bucking the trends,” CareerCast Publisher Tony Lee said in a statement.

The best career for women in 2015, according to the report, is an actuary, which offers an annual median wage of \$93,680. CareerCast said the job “offers competitive wages and a favorable hiring outlook in the years to come.”

## Financial journalists bullish on economy

Nearly three quarters of financial journalists are bullish on the economy, according to a recent poll of American reporters.

By Kevin McCauley

Almost three out of four (74%) of financial journalists are bullish on the economy, according to a poll of more than 400 U.S.-based reporters conducted by Gorkana Group and DuPaul University professors Matt Ragas and Hai

Tran.

A similar poll conducted in 2014 found only 45% of financial journalists surveyed had a positive outlook for the economy for the next year. Only 18% were positive in the 2012 survey.

“After so much bad news, it is significant that financial journalists, who do so much to shape perceptions of the economy and have the benefit of talking to a broad range of informed commentators and business leaders, have a broadly positive outlook for the economy and sector,” said a statement from Jeni Chapman, U.S. Managing Director of U.K.-headquartered Gorkana.

The survey shows that credibility of key sources has improved. CEO credibility, for instance, rose 10 points to 61% from 2012.

The public relations business though falls short in the credibility department as only 13.1% of the respondents found PR people to be “highly credible sources.” That’s a credibility dip from 13.9% and 14.8%, respectively, during the past two surveys.

PR is once again last in the credibility rating in the nine sources ranked. It trails non-governmental organization sources at 17.7%. Gorkana also gauged feedback from journalists about how PR people can bolster relationships with the press.

“Always tell the truth” topped the list at 90.1%. “Develop better understanding of beats” ranked next at 88.1%.

“Develop greater knowledge of subjects, companies and industries” (84.2%), “provide better access” (83.1%), “pitch ideas that are newsworthy and leverage news trends” (76.2%) and “be more responsive” (71.2%) followed.

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# PR firms need to back diversity claims with action

Why the top 20 global PR firms should demonstrate a commitment to diversity by hiring at least a dozen executives of color.

By Mike Paul

In April I sent out a press release challenging the top 20 global PR firms, and the top 20 global corporate communications divisions within the top global corporations, to a new goal for all: to hire at least 12 executives of color into their firms.

This challenge is a very reachable goal and would be a tipping point in diversity in our profession. It is also not charity, but a business goal shared by every major organization in the world. Let's see if our profession can rise to the challenge instead of continuing to make excuses for why it is not possible.

Leaders in our profession for more than 50 years have created internship and fellowship opportunities and have recruited professionals of color into the entry levels of our profession, but then they complain when these intelligent and passionate recruits of color leave only a few years later.

They leave because they never see people in top leadership positions who look like them, and after being told there is a zero tolerance "policy" for prejudice and discrimination of any kind in their organizations, they experience just the opposite.

Continuing this faulty strategy is simply naive. In the 23 years I have worked in the profession I have heard excuse after excuse as to why we have only a few executives of color in our profession. I hear this from my peers, the greatest minds in our profession: CEOs of leading global PR firms and CCOs of top global corporations.

Ironically, this issue is nothing new. In 2006, the advertising world (which owns most of the global PR firms and provides advertising and PR for most global corporations) was facing its biggest diversity crisis with NYC Council hearings on the lack of diversity in the profession and threats of lawsuits from several organizations and individuals.

And it was not the first time, as the industry had similar threats years before. But in 2006, the 4As, the powerful advertising trade organization, hired a top crisis PR firm to help it through the crisis. It happened to be my old crisis PR and reputation management firm, MGP & Associates PR, which sold its assets at the end of 2013.

I was recruited to represent the 4As by the great, now sadly deceased, Ed Ney, who was the former CEO of Young & Rubicam advertising. He was also one of my mentors for many years early in my career. Ed was

also a long time board member of the 4As.

Before I was hired, Ed and I would often talk about his great friendship with Vernon Jordan. In the early 1970s Ed Ney of Y&R and Vernon Jordan, then at United Negro College Fund, and other great minds came up with a classic tagline: "A Mind is A Terrible Thing to Waste." When I was about to work with the 4As in 2006, Ed told me something before we got started: "Lead with your courage and strong intellect mixed with emotional intelligence. They need to hear the truth." I did just that and I do so today with the PR community.

I have counseled many in regard to racial crises, prejudice and discrimination in the past. Here is my strong piece of counsel. This is more heart work than head work. You must truly embrace emotional intelligence to find a solution. Being defensive as someone in a leadership position, especially if you are white, will only make your excuses or incomplete solutions seem empty and take you backwards and not forwards.

When a past client dealing with a racial crisis asked me how he could change his prejudiced and discriminatory ways I told him this: close your eyes, imagine your daughter's wedding in the future, imagine her loving husband, from a great family, intelligent and a graduate from a great college and with a great job — now, imagine he's black. He opened his eyes and gasped in shock. I told him until you can open your eyes with a smile and an emotional response equal to your daughter marrying a white man, we have a lot of work to do on your heart.

Yes, a mind is a terrible thing to waste. Let's work on our hearts to achieve a goal of many more executives of color in PR and corporation communications.

Mike Paul runs Reputation Doctor LLC in New York. ○



Mike Paul

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# Crafting culturally competent health communications

More Hispanics are now insured than ever. However, a lack of dexterity in multicultural healthcare communications still poses obstacles in providing effective care. Offering tailored communications programs that educate Hispanic patients is essential, and will benefit healthcare companies building loyalty among diverse populations, as well as inspire Hispanic consumers to lead healthier lives.

By Eva Mejicanos and Katie Mahony

Hispanics are one of the fastest-growing population segments of the United States, and with more than a trillion dollars in purchasing power, many industries have benefited from this expanding market. The health industry has lagged behind in addressing the Hispanic market, but recent studies indicate change is afoot.

This change is welcome, as the U.S. population is rapidly expanding and the urgency to address the health of the U.S. Hispanic population has intensified. The Hispanic share of the U.S. population will reach 1 in 4 by 2060 — and many chronic diseases that disproportionately impact the Hispanic community are on the rise. While the Department of Health and Human Services announced in March that Hispanics have had the largest gains in healthcare insurance under the Affordable Care Act (ACA), many cultural and linguistic obstacles to providing effective medical care for this community remain. Only 5% of physicians in the United States are Hispanic, according to a 2013 Association of American Medical Colleges report. This creates urgency for healthcare and communication companies to rethink their approaches in reaching the unique needs of this demographic.

According to the AHAA in 2015, the 25 pharmaceutical companies among the top 500 advertisers are now investing \$165 million in Hispanic, Spanish and bilingual dedicated efforts. This is an increase of 67 percent since 2010 when the same companies spent \$97 million. Individually, these top pharmaceutical companies are spending on average \$6.7 million on Hispanic media, an increase from \$4.6 million in 2010. Furthermore, a recent survey of PR practitioners revealed that while Hispanic PR is still underfunded, 80% say they have seen a shift in budgets to increase and support PR activations, according to a Hispanic Public relations Association “State of Hispanic PR” May 2015 survey.

Despite an increase in media and communications spending, these efforts will prove futile for healthcare companies if not manifested through a culturally competent approach. Rather than targeting the population as a whole, it is important to understand the intricacies and differences within the Hispanic subgroups. The language we

choose to communicate in, country of origin of the target audiences and differing levels of acculturation require different communication strategies to effectively reach Hispanics. For recent Hispanic immigrants, Spanish is preferred, yet as the level of acculturation increases, bi-cultural Hispanics do not indicate a preference for English or Spanish, according to Geoscape’s Hispanicity segmentation. However, when looking to create emotional ties with this segmentation, the use of Spanish reigns in making an impact and fostering engagement, according to Nielsen 2014: The Bilingual Brain.

For second- and third-generation Hispanics, English is favored, as many no longer speak Spanish, and they have their own unique subgroups that are fast-growing in influence and unique in behavior.

One Hispanic subgroup stands alone in terms of rising importance in regards to acculturation. The coveted millennial population — a topic of hot discussion in marketing circles — is noted for its largest subgroup, the Hispanic millennial. These Hispanic millennials behave uniquely as their own subgroup, acting neither like their parent’s generation nor their fellow millennials. Their affinity for technology is renowned, and communication to this population is best served by integrating its use. Hispanic millennials are more in favor of the ACA, more likely to incorporate technology into their health maintenance and value their health more than their parents’ generation, according to ThinkNow Research published in June 2014. As they are the future of the Hispanic population in the United States, and are more likely to spend than their non-Hispanic counterparts — according to Nielsen in 2013 — it is imperative that healthcare companies begin investing in Hispanic millennials and leverage their specific interests to fully tap into their influence and market potential.

Despite cultural and sub-population nuances, there is one factor that unites Hispanics: the increased need for effective healthcare. The state of Hispanic health in the United States shows significant disparities. One in two Hispanic men, and one in three Hispanic women will be diagnosed with cancer in their lifetime and will be more likely than non-Hispanics to die due

to inadequate treatment, according to the 2010 U.S. Census Bureau. Hispanics are about 50% more likely to die from diabetes than their non-Hispanic counterparts, and they are more likely to suffer from related issues, such as obesity, high blood pressure and heart disease, according to the Centers for Disease Control and Prevention’s report “Vital Signs: Leading Causes of Death, Prevalence of Diseases and Risk Factors, and Use of Health Services Among Hispanics in the United States — 2009–2013.”

A recent report by the National Council of La Raza found that primary obstacles to healthcare for Hispanics, regardless of insurance status, included language barriers, cultural issues, and feelings of discrimination. In fact, patients with “limited English proficiency” are more likely to report being in poor health, delaying needed medical care, leaving hospitals against medical advice, skipping follow-up appointments, suffering drug complications and being less likely to have a regular healthcare provider. These findings further illustrate the need for tailored communications to effectively reach the Hispanic patient population as well as the community of healthcare professionals that care for them.

The importance of Hispanics in their current and future roles in the U.S. is undeniable. Equally as great is the need and responsibility for healthcare and communications companies to adopt culturally competent practices and develop programs that can inspire change among a population unique in its behaviors and reception to information. By recognizing and addressing these needs, we can help improve the health of the growing Hispanic community.

Eva Mejicanos is with Newlink America, and Katie Mahony is with Chandler Chicco Agency, both part of the inVentiv Health PR Group. ○



Eva Mejicanos



Katie Mahony





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# Cultivating female entrepreneurship is good business

There's increasing awareness that the underrepresentation of women in business today is a missed opportunity — not only from a social standpoint, but from an economic one as well. Recent research commissioned by the Dell Women Entrepreneur Network shows that enabling a worldwide culture of female entrepreneurship can reshape the global economy.

By Jillian Fisher

**W**omen represent the largest market opportunity — controlling \$20 trillion in annual consumer spending globally, and expected to rise to \$28 trillion in the next five years — equal to the economies of China and India combined. Economists concur that women entrepreneurs are an untapped force that can rekindle economic expansion and provide a stream of companies that are innovative, market-expanding, export-oriented and job-creating.

Dell and its agency of record, PPR Worldwide, saw an opportunity to help accelerate the impact of women on the global economy by developing and launching the Dell Women's Entrepreneur Network in 2010.

The vision for DWEN was to provide a vibrant community for like-minded women to share best practices, build business opportunities, and explore international expansion and access resources — like capital and technology — that would help them grow their businesses.

To further propel the conversation between women entrepreneurs and policy makers, Dell and PPR commissioned a first of its kind research for High-Potential Women Entrepreneurs to track the challenges women business owners face.

## Creation of the research index

"Our research is the first and only global diagnostic tool that measures and ranks the conditions high-potential female entrepreneurs face across 30 developed and developing economies," notes Jennifer Davis, executive director of brand communications at Dell. "The goal of the research is to act as a tool to guide leaders and policymakers in identifying national strengths and weaknesses to create more favorable conditions that enable women entrepreneurs to thrive and ultimately bolster the global economy."

## Research index findings

The 2014 report profiles 30 countries, up from 17 countries profiled in 2013, and conducts cross-country comparisons, benchmarking such factors as business climate, access to education, capital financing and cultural attitudes toward women in leadership. The report reveals that there is room for improvement for all countries, regardless of their level of economic development.

The United States, Australia and Sweden were named the best places for female entrepreneurship, followed by France, Germany, Chile, the United Kingdom and Poland. The worst places are Pakistan and Bangladesh, owing to a lack of basic legal rights and education for women and acceptance of women's social and economic empowerment. Malaysia saw the most marked deterioration in the 2014 rankings, falling from 9th to 13th place.

## Research index highlights

Highlights of the 2014 Research Index indicate that governments and corporations can support the improvement of conditions for high-potential female entrepreneurs by increasing access to education, technology, capital and networks. Highlights include:

Access to capital is crucial. Women entrepreneurs experience a greater financing gap than men do. Access to formal bank accounts is critical for entrepreneurs, as it is a necessary precursor to the financing that fuels business growth. In 14 of the 30 countries, 50% or more of the female population is unbanked.

Many industries remain male-dominated. The existence of "male" and "female" jobs in a country's economy contributes not only to the gender wage gap, but also results in the concentration of women's entrepreneurial activity within specific sectors, which can be detrimental to innovation.

Female start-up activity is on the rise in emerging markets. Despite being ranked as top performers with overall favorable business environments, opportunity perception is fairly low in the U.S. and Europe, with less than one third of the female population identifying business opportunities. Even with such challenges as access to education and capital, female startup activity in Africa is high at 86 female to every 100 male startups. Ghana has more female startups than male at 121 to 100. Latin America and Caribbean countries also exhibit high rates, at a regional average of 84 female to every 100 male startups.

More women are needed in top positions. Social norms are affecting support for women entrepreneurs and their decisions to take on higher roles and responsibilities. Only five countries have 40% or

more female managers (Jamaica, Ghana, Panama, United States and Nigeria), and in four countries the percentage of women is 10% or less: South Korea, Turkey, Japan and Pakistan.

Women's rights must be addressed first. In 22 of the 30 countries included in the Index, married women have fewer rights than married men. In 21 countries women lack the same access to employment as men, and in eight countries women do not have the same legal access to property as men.

"Women business leaders inspire other women to pursue their dreams," says Davis. "We believe investing in women entrepreneurs is an investment in our collective growth and prosperity. At Dell, we are committed to empowering women in a way that will continue to allow them to fulfill their potential for the betterment of everyone."

## Research use

The research has proven to impact global economic stability by supporting women entrepreneurs, innovation and job creation, and is being used by senior leaders and policy makers to inform policy and institute reform:

- The International Finance Corporation is using insights to increase access to capital for women entrepreneurs with its Banking On Women program.

- Vital Voices, an NGO that identifies, trains and empowers emerging women leaders is using the research to help partner organizations develop country-specific programs to address the main constraints to female entrepreneurship.

- Development Alternatives Inc. is using the Index on its Jordan Competitiveness Program, designed to achieve competitiveness and job creation goals in Jordan.

- The U.S. State Department previewed the Index with government officials in Spain to promote entrepreneurship within the country.

Jillian Fisher is Vice President of PPR Worldwide. ○



Jillian Fisher



## Bashe to lead Finn Partners healthcare push

**H**ealthcare PR maven Gil Bashe is moving on after 12 years at Makovsky for Finn Partners, to grow its health and pharmaceutical business.

Makovsky has installed Senior VPs Tom Jones (Novartis) and Alexandra Peterson (Ruder Finn) atop its health practice to replace Bashe. Senior VP Lee Davies and group VP Arielle Bernstein round out an extended leadership team, the firm said.



Bashe

Bashe led Makovsky's health practice after stints as CEO of Health!Quest Communications and CommonHealth, now merged with Ogilvy. He was also EVP and Global Director of Health and Pharma at Hill+Knowlton Strategies and led Medicus PR, among other posts.

The Ruder Finn/Finn Partners split in 2011 left most of the agency's healthcare business with RF. FP's healthcare roster includes Blue Cross Blue Shield of Michigan and the Robert Wood Johnson Foundation.

Makovsky CEO Ken Makovsky said the firm is grateful for Bashe's years leading its health practice, adding that its new leadership structure is aimed to grow the successful operation. ○

## Visa's Cohen charges to PayPal, Cisco's Earnhardt steps in

**P**aul Cohen, who spent more than a decade at Visa in PR and communications roles, has moved to PayPal to as VP of Corporate Communications for the digital payments company slated to split from eBay.

Cohen's appointment comes as PayPal aligns its top staff under President CEO-designee Dan Schulman, a former top executive of American Express, Sprint



Cohen

Nextel, Virgin Mobile USA and Priceline.com.

Prior to Visa, where he exited this month as Senior VP of Corporate Comms. and Marketing, Cohen was a Senior VP and Partner for FleishmanHillard in San Francisco and started out in journalism as a producer for CNN. He heads corporate comms. and PR for San Jose-based PayPal. Edelman alum Christina Smedley is Chief Brand and Comms. Officer for PayPal.

eBay plans to split from PayPal in the second half of this year. It bought the company for \$1.5 billion in 2002.

John Earnhardt, a 16-year veteran of Cisco's Corporate Communications unit, departed amid a CEO change there for the VP of Corporate Communications slot at Visa.

He takes a title held by Jennifer Doidge, who left Foster City, Calif.-based Visa this month for BlackBerry.

Earnhardt leaves Cisco as head of its Corporate Comms. after spending his entire tenure under CEO John Chambers, who is retiring to an executive chairman role in July after two decades.

Cisco announced May 4 that SVP Chuck Robbins will take over as CEO.

Earnhardt started out in Washington on the Hill and did a PR stint with the National Association of Broadcasters.

Blair Christie is Cisco's Chief Marketing Officer, a title she took in 2011 after serving as Senior VP of Global Corporate Comms. and IR. ○

## Uber hails top Google PR exec

**R**achel Whetstone, Senior VP of Communications and Policy for Google, is moving to Uber in a similar role.

Recode.net first reported that Whetstone will take over for former Obama Advisor David Plouffe, who started to stabilize the young company's rocky PR performance last year and will move into a consulting and advising role with the car service compa-



Earnhardt



Whetstone

ny as a board member.

The UK native Whetstone worked in Conservative Party politics and Portland PR before moving to Google in 2005.

She starts at Uber in June and faces a host of policy and other communications challenges, including from Whetstone's employer. ○

## Visa's Doidge picks BlackBerry

**J**ennifer Doidge, a Senior Communications exec for Visa, has moved to BlackBerry as VP of Corporate Communications for the mobile device provider.

BlackBerry Communications Chief Heidi Davidson said last week she is leaving the company.

Doidge spent more than nine years at San Francisco-based Visa, handling product and corporate communications. She is a former VP for FleishmanHillard in the Bay Area.

After a rocky few years, BlackBerry is trying to recoup its once-influential share of the mobile phone market and grow its security business under CEO John Chen.

Adam Emery is VP of Corporate Comms. for BlackBerry in New York. Doidge is based in Pleasanton, Calif. ○



Doidge

## Orr exits Burson for Double Forte

**B**ill Orr, Executive VP and West Coast Market Leader for Burson-Marsteller, has moved to Double Forte PR and Marketing in San Francisco as EVP and Chief Strategy officer.

Orr takes up a newly created role with the 13-year-old tech, consumer and enterprise agency.

Orr did a stint as EVP at Racepoint Group and earlier at MSLGroup and Porter Novelli.

He is also a former President of PRSA. Double Forte clients include Drync, Saison Beauty and the Entertainment Software Association. ○



Orr

# Nuance, authenticity drive multicultural messages

Respect and an understanding of your target audience goes a long way when it comes to multicultural brand outreach. Here's why smart brands get it right the first time.

By Harvey Henao

**T**oday more than ever, using a culturally nuanced approach is imperative when speaking to multicultural audiences — and even then, one size certainly does not fit all.

In a world dominated heavily by social media, it's even more imperative for big brands, companies and even small businesses to get it right the first time. One wrong move can insult customers and create an irreparable crisis situation. We've all seen our fair share of brands getting called out by angry consumers as a result of an ill-planned or advised campaign that violated some of the most obvious cultural sensitivities that would appear to be common sense. This is where multicultural expertise is needed to provide counsel and weigh concepts against cultural insights, nuances and sensitivities before moving forward.

The early years of Latino marketing communications were filled with cultural gaffes from well-meaning companies that failed to grasp the cultural nuance of their messaging. For example — as the story goes — in the early years of the American Dairy Association's "Got Milk?" campaign, the association translated the tagline for the Mexican market, going with "Tiene Leche?" Unfortunately this means "are you lactating?" The association eventually changed the line to a more culturally accurate "Toma Leche." And while it's been confirmed as an urban myth, there's the popular story of Chevrolet marketing its Chevy Nova in Latin American countries in the 1960s. Unfortunately, the spoken word "Nova" sounds like "doesn't go" in Spanish. While the story is ultimately not true, it does serve as a cautionary tale of translations gone wrong.

Unfortunately, marketers have also failed spectacularly when attempting to reach African American audiences. For example, a major auto manufacturer placed an ad in a popular African American magazine that read, "Unlike your last boyfriend, it goes to work in the morning." The avalanche of backlash prompted the manufacturer to issue an apology and take a serious look at how it conducts its multicultural outreach. More recently, in December 2014, a major retailer released a series of ads based on a movie that starred African American actress Quvenzhané Wallis in the lead role, but the retailer had a white model portray her character in the ads. While the retailer had intended the ads to reflect that anyone

can embody the spirit of the movie, the campaign offended African American audiences.

Multicultural marketing experts have an in-depth understanding of a given cultural segment that provides them with the knowledge to effectively engage with those consumers. These are members of the multicultural community who live and breathe multiculturalism every day. They're in-tune to the community and they are more culturally aware.

One of the main reasons why multicultural agencies are in business is because brands need authenticity when speaking to specific cultural segments. Below are a few best practices that will come in handy for your multicultural consumer-centric efforts:

**Understand your target audiences.** Bring in an expert. You won't be able to effectively reach the culture on your own unless you have an expert to help you navigate the cultural landmines that you might not even know exist. Are you speaking to a specific cultural or ethnic group? Be sure to do your due diligence in researching the needs and interests — and linguistics — of each segment. Then, you must determine how what you're offering can help meet those needs. Lastly, you'll need to know how this segment prefers to be communicated with.

Stay abreast of relevant cultural insights and trends: Do you know what Latinos and African Americans are interested in right now? How about how and where they're spending time and money? These are some of the factors that need to be considered before deciding on a direction for any campaign or project.

**Know the difference between in-language and in-culture.** Many brands fail when they attempt to target Latino consumers by simply translating an English campaign into Spanish. Even if you're attempting to reach this market, the myriad of Latino cultures can make it tricky. After all, you can say the same thing to people from Mexico, Colombia, and Puerto Rico, and it could mean something different to each and maybe even offend one of them! That's why in-culture is just as important as in-language, if not more important. Everything from the copy to the look, feel and sentiment has to be culturally relevant in order for it to make sense. For example, Flowers Communications Group once had a client who thought they could reach Af-

rican American men by simply advertising in mainstream sports magazines. The smart, in-culture play here is to develop a comprehensive media plan that includes relevant African American media outlets.

**Steer clear of cultural hot buttons.** This is where being aware and mindful of cultural sensitivities really comes into play. Last year, *Marie Claire* was called out for referring to a traditional African American hair trend as epic when spotted on Kylie Jenner; and, *Cosmopolitan* was outed for a tactless comparison between women of color and non- women of color sporting good and bad make-up trends. Unfortunately for Cosmo, it appeared that women of color wore most of the "bad trends" displayed. Both publications issued public apologies, but not before being reprimanded by #BlackTwitter and several multicultural media platforms.



Harvey Henao

And if you're speaking to a specific segment, be culturally sensitive and stay away from subjects or issues that have been known to be offensive or oppressing. There's never a good time to make fun of or reference slavery, immigration or anything of the sort.

**Respect cultural pride:** Several brands attempt to insert themselves in conversations in hopes of making authentic connections with multicultural consumers. There are some times where there may be a direct connection to do so, and other times when it's best to leave things be. For instance, Martin Luther King Day and Black History Month blunders have led to many awkward moments when brands attempted to "fit in." If your brand doesn't have a relevant connection, or initiative going on during celebratory moments, your campaign may not be viewed as credible. Again, it all goes back to being authentic. Don't be a one-hit wonder — any truly authentic effort needs to be year-round.

Following the above guidelines is a great start at effectively understanding and reaching multicultural consumers. There's no need to be the next brand to make the list of brand "fails" or raise the ire of #BlackTwitter. Multicultural consumers are more likely to engage with and patronize brands that understand them, brands that create a trusted relationship, and brands that communicate with respect.

Harvey Henao is Account Director at FCG Latino. ○





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# For Hispanic marketing, acculturation trumps all

Increased buying power and consumer loyalty are a few reasons to target U.S. Hispanics, but understanding the cultural nuances within this widely diverse market is essential for success.

By Mari Escamilla

According to the U.S. Census Bureau, the Hispanic market is the single largest ethnic group in the United States and contributes one trillion dollars in buying power. Although they actively embrace new technology platforms, U.S. Hispanics are very loyal and regularly remain faithful to their roots, especially their native language. This type of behavior is known as acculturating, or incorporating traits from other cultures while also keeping traditional customs and native language close.

The U.S. Hispanic market can be divided into three subdivisions: non-acculturated, semi-acculturated and fully-acculturated.

Non-acculturated Hispanics are those who have recently immigrated to the U.S., navigate only within Latino culture, and prefer to speak Spanish. Semi-acculturated Hispanics also include those who have immigrated to the U.S. However, this group is able to navigate both cultures and is typically bilingual. Fully-acculturated Hispanics are those who were born in the U.S. and are of Hispanic descent. They prefer to speak English and can navigate the Latino culture.

Today, non-acculturated Hispanics make up the largest subdivision of the Hispanic market. In this group, the Spanish language remains a fundamental component of the Hispanic home. According to the U.S. Census Bureau, the majority of Hispanics over the age of eighteen prefer to speak Spanish at home. This fact emphasizes the growing need for advertisers to better connect with

Hispanics in their native language in order to develop relationships with the greatest number of Hispanic consumers most effectively.

## Acculturation tied to source of influence

Knowing the subcultures of the Hispanic market, as well as the country of origin also plays a big role for advertisers to detect key influencers. Non-acculturated Hispanics mostly from Mexico and Central America are primarily influenced by churches, discos, Wal-Mart, video stores, bus stops, and street corners. Semi-acculturated Hispanics mainly comprised of those from South America, Cuba and Puerto Rico, are more inclined to be influenced by Hispanic organizations, professional associations, the workplace and airports, while the fully-acculturated Hispanics are typically native to the U.S. and persuaded by professional associations and alumni organizations.

## The acculturated millennial

Over the next 45 years, there will be a shift in culture from a generation of predominately non-acculturated, traditional Hispanics to a new generation of fully-acculturated, Hispanic millennials. As the Hispanic millennial generation continues to grow, it is easy to see that time plays a larger role than age, as this generation is influenced by what they have access to, and age poses no obstacles when it comes to obtaining media. This shift in generation, not age, will affect media consumption, forcing new media to target the growing second and third generation U.S. Hispanics (Hispanic millennials) who are largely influenced by social media. The Hispanic millennials are a large growing target audience and will grow exponentially over time. This group has incorporated American values while also embracing parts of their culture, including family, music and food.

## New generation, new media mix

Hispanic millennials are the most willing to consume media. They are heavy users of mobile devices and social media reigns predominant to other forms of advertising, allowing for direct lines of communication with this growing market. Now through Twitter, Facebook and Instagram, advertisers and savvy communications professionals are able to create ads

and branded content that speaks to both predominately Spanish, predominantly English and bilingual Hispanic users. Advertisers have access to the language, culture, likes and dislikes of this generation that they are able to use to create a tight bond with their audience.

The new generation of Hispanic millennials, like all other millennials, want to stand out, be seen, and more importantly, be represented in general markets. In order to best relate to this market, it is important to reflect the world they live in, know their influencers, and connect with them on a multi-language level. Brands like Corona, Dish, ESPN and Hyundai have made efforts in the visible shift toward mainstream Hispanic marketing. In an effort to appeal to the multicultural disposition of the Hispanic millennials, these brands produced ads in both Spanish and English, which aired during the World Cup in 2014. This versatility allows advertisers to reach a larger Hispanic market as well as express the tradition of the Hispanic culture in an attempt to better relate to this generation.

As the generation of Hispanic millennials continues to grow while also cherishing their native language and immersing themselves into American culture, advertisers must recognize what this generation values in order to best target them. This includes: relating to their culture by recognizing the struggles of previous generations, the strong connection they share with family, and the value they hold in being able to identify with both American and Hispanic culture.

So, what does all this mean for the PR community? The art of crafting a message to target a U.S. Hispanic will be more difficult than ever. It is not a one-size-fits-all model based on the segmentation above. Some of the messages will be through English, others through Spanish and some using Spanglish. The media mix must be old and new and there must be social and mobile integration. Most of all, the newsworthy content being pitched must be culturally relevant and tap into their core values.

*Mari Escamilla leads Marketing Maven's Hispanic Marketing Department. ○*



Mari Escamilla

## PR news brief

### FedEx delivers PR to Burson

Burson-Marsteller has received global PR and corporate communications duties from FedEx after a review. The move is a departure for the Memphis-based shipping giant, which worked predominately with Ketchum since the mid-1990s.

Burson's scope includes the \$1.5B FedEx Services unit.

Maury Lane, former Director of Issues, Crisis and PA Communications for FedEx, is President of Burson's corporate issues operation after joining the firm in 2012.

Patrick Fitzgerald, a former Ketchum exec, is Senior VP of Integrated Marketing and Communications for FedEx, which continues to give some work to Weber Shandwick and Ketchum, as well as firms like Moore Communications Group and Raffetto Herman.



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# Five ways PR managers have it harder today

Many account managers today have never worked in a pre-Internet media environment. There's no question their jobs are harder now than they used to be.

By Ian Lipner

**M**ay marked the eleventh anniversary of my last day as a public relations agency account manager. I worked for a high quality, boutique PR agency in Washington. I was near fanatical about the Internet as a community and marketing boon, on a team that specialized in technology during the first Internet-fueled tech bubble of the late 90s.

Ultimately, my main work deliverable was media placements. And I was a hit machine — I still have a giant binder filled with clips from a single year that I keep around, just to remind and embarrass myself. The technology boom certainly applied to the technology media, because I got to feel the rush of pitching success multiple times a day.

At first, I hadn't the experience to know I was in a boat being lifted by a rising tide. Then the boom ended, and those whose approach amounted only to feverish rowing were slowly selected out, as the distance between media ports lengthened. Only those who had learned to sail with the winds of media's preference survived. I did, and was lucky enough to help start a new fleet — but I've watched the voyages grow more difficult every year since.

Today's agency account pros likely set

sail well after the bubble burst — many really never experienced media without the Internet. There has not been an easy time for them — they've always used the wind to guide them toward the story. Yet, there's no question their jobs are harder today than mine was. Here are five ways:

**They need more creativity.** New product? It's probably not enough to drive coverage unless it's aimed at consumers, compatible with a technology megabrand — and long battery life seems to help. Commercial success? Ho hum, unless you're dashing others on the rocks by disrupting someone else's business model. Dynamic executive? Tell her to prove it with a Go-Pro and make some Vines or something, because the media doesn't have as much time to share club sandwiches these days.

Today's PR pros need to think differently — every single day for every single client. That's more than 1,000 kinds of "different" a year for each pro to divine. That means there's a ton of 'same' out there.

**They need more versatility.** Thinking differently is one thing, but making ideas happen is another. Today's account managers have to be even more capable than I was — and I could both pitch media and upload files and images to the Internet.

(seriously, that's why I was valued and/or tolerated) — because I would make online tools like client extranets with raw HTML, when there weren't cheap commercial products for new workflows. And right now, the best account managers have mastered all the old channels, a range of new marketing applications, and are pioneering new ones with their own workarounds and jerry-rigs. Check out the recipes over at IFTTT if you don't believe me.

**They need more urgency.** Unless it's about cats, every pitch needs to be accompanied with an urgent hook, so the PR pro needs to be willing to wade in with riskier pitches and tactics, into more dangerous, more public, more crisis-filled rapids — if they want to show ROI to the brand. The flow of attention is rushing by so quickly, every story needs a sparkle to sell.

**They need more stamina.** The day starts earlier and ends later and doesn't stop on weekends. Social media requires a new level of customer interaction, even for non-consumer products. Whether buoyed by coffee, yoga or sheer will, most are contending with alert fatigue. They say thank you and no problem so many more times a day than I did, and get so many more no's than I did, I wonder whether they swear more than I did when they go home. Those who work with me surely must.

**They need more direction.** My Gen-X contemporaries and I wanted more autonomy, less scrutiny, more freedom. I'm told Millennials want different things. I'm not sure whether to believe it when one generation explains how another thinks, but I do know that regardless of what I wanted as a twenty-something, I also needed more direction from my elders than I thought I needed at the time. Unlike then, in today's PR agency culture, we've realized that the young should be more than a workforce but viewed instead as a well for ideas. For this to work, autonomy and guidance mustn't be mutually exclusive — a steady hand at the wheel and a compass are both requirements for the success of our brands.

*Ian Lipner is Senior Vice President at LEWIS PR. ○*



Ian Lipner

## PR firms work global data merger drama

By Greg Hazley

**A** \$4.5 billion merger of data center operators has clouded as one of the firms, UK-based Telecity, said today it has been approached by US-based Equinix in a \$3.5 billion takeover bid.

The news left Telecity's previously announced merger partner, Interxion Holding of Amsterdam, which is publicly traded in New York, reaffirming its support of the \$4.5 billion Telecity deal but warning that exclusivity obligations have been dropped as its partner is courted by another firm.

Brunswick Group is advising Telecity on the PR front. The company said its directors have a fiduciary duty to listen

to third party offers and that it will allow Equinix a short period of due diligence.

Joel Frank, Wilkinson Brimmer Katcher counsels Interxion Holding of The Netherlands. London's Tulchan Communications, led by former Brunswick partner Andrew Grant, is advising Equinix. Ian Bain is senior director of PR for the Redwood, Calif.-based company.

Reuters called US-based Equinix's entry into the fray a bid to "gatecrash" the Telecity-Interxion deal, announced in February.

The Europe-centered merger dance comes as the continent is scrambling to meet growing demand for digital, data and cloud services. ○



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# O'Dwyer's guide to MULTICULTURAL PR FIRMS



To engage top Hispanic chefs, Hunter Hispanic planned and executed the first-ever Hispanic chef and media trip on Avery Island, Louisiana, the home of TABASCO®. The trip's agenda was specifically created with the Latin palate in mind and the itinerary included a delicious meal prepared by one of Louisiana's most prominent Hispanic chefs, Chef Adolfo Garcia. Shown here is the group of journalists and chefs including Harold Osborn, Senior Vice President of McIlhenny Company, who hosted the group during their stay on Avery Island.

Photo courtesy of TABASCO®

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From the impact of mainstream culture on Hispanics acculturating in the United States, to the social influence that Latin culture has on the general public in this "New America," the U.S. Hispanic consumer continues to serve as an important sales driver. Hunter Public Relations' Hispanic Strategies and Solutions team provides a full-service approach to reach this ambicultural consumer through total market, culturally nuanced campaigns.

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**Michael Halberstam, Chairman**

Founded in 1982, Interviewing Service of America (ISA) has become one of the largest independently-owned market research 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, financial, CPG, healthcare, pharmaceuti-

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With a 70% diverse staff, the Marketing Maven team embraces multicultural communications. From traditional earned media to new forms of social and multimedia engagement, our team facilitates brand conversations with multigenerational, millennial and multicultural targets. From an iconic tequila brand or an upscale burrito chain to a global Asian airline, the bicoastal team at Marketing Maven knows how to navigate a diverse range of PR and social media campaigns. We specialize in maintaining a company's brand message through culturally relevant communications strategies.

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Mosaico, a division of Fineman PR, is a full-service multicultural communications agency driven by a creative and diverse group of professionals. Our strategic approach goes well beyond language. We factor in various sociocultural nuances affecting communications to provide our clients with actionable insights.

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**Juan Lezama, Mosaico PR Director.**



maintaining brand identity.

Mosaico works with clients in a variety of industries including tech, food and beverage, financial, healthcare, real estate development and non-profit. This includes organizations such as Nestle Health Science, Foster Farms, Xoom.com, Tango.me, The Pacific Companies, Mission Economic Development Agency, and City of Hope Medical Group, among others.

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MWWPR is a leading global independent communications agency. We specialize in public relations, public affairs and social media marketing strategies to help B2B and B2C companies engage, influence and build relationships with their key stakeholders. As one of the only firms to have a specialized LGBT practice, MWW offers clients unparalleled access to one of the best networks of resources to target and mobilize the LGBT community for your brand. With a unique approach to PR, we focus on delivering communications strategies, creating awareness, managing reputation and changing perception. In doing so, we ensure that our clients Matter More™ to the audiences who matter most.

Today, more than ever, we know that brands and corporations are seeking to resonate with the LGBT community. Recent political and cultural changes are dictating a new form of LGBT marketing, and brands are demanding authentic and personalized campaigns to truly resonate with LGBT influencers, organizations and the much wider audience of Americans who support equality. We work across multiple verticals in the space to service clients across the spectrum, ranging from *Fortune* 100 companies and LGBT advocacy and arts organizations to tastemakers and influencers.

MWWPR has been recognized with top industry awards for client work and thought leadership, and is the recipient of The Victory Fund's Corporate Responsibility Award in 2014. Other industry accolades include "PR Agency of the Year," "Best Places to Work," and "Campaign of the Year."

## PRECISE COMMUNICATIONS

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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.

## SOLSTICE ADVERTISING

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**Lincoln Garrick**, President

Agency culture? Our culture is over 5,000 years old. Solstice Advertising is an award-winning integrated communications firm specializing in reaching hard-to-reach audiences and providing reputation management for government organizations.

The agency has represented more American Indian and Alaska Native businesses, governments and organizations than any other agency in the country. We also provide services for a remarkable number of federal organizations ranging from the Bureau of Indian Affairs and Forest Service to the Department of Veterans Affairs and U.S. Treasury.

Solstice is 100% owned by Calista Corporation. In fact, we're the only advertising agency owned by an Alaska Native Regional Cor-



**Mari Escamilla**, pictured with Los Tigres del Norte at the Latin GRAMMYs, leads Marketing Maven's Hispanic marketing division.

poration (ANC). Native people in Alaska are "organized" differently from American Indian tribes. For lack of a better metaphor, our owners, the 13,000 Yup'ik, Cup'ik and Athabascan shareholders of Calista Corporation, are like a for-profit tribe. We take great pride in our association with such an exceptional organization and group of people.

We live in Alaska, a place that's 586,000 square miles in size (imagine Texas x 2.2). We're constantly inspired to do things in a big way. We had the big idea to create an agency that's horizontal in structure: No account director. No creative director. No middle management at all. Teamwork is our mantra. We believe that collaboration and the absence of hierarchies and departmental walls lead to better creative solutions. Our org chart is vertically challenged, but it casts a big shadow.

Call it courage, grit or blue ocean thinking — there's a different attitude in the Last Frontier. We like it that way and we trust you will too.

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**Monique Tapie**, VP

Triumphant Communications is an award winning communications and public affairs agency founded by partners of international and diverse industry backgrounds. Its work in the Asian-American and U.S. multicultural markets have garnered it some of the top PR industry awards.

Its greatest strength also comes from being the sister agency and public relations arm of Gravity, named the top cultural advertising agency by *Ad Age*. Their teams are housed in the same offices and

speak over 20 languages, providing expertise in both advertising and diverse communications — ensuring greater ROI for their clients through integrated campaigns. The agency's knowledge base focuses on culture both ethnic and lifestyle.

Triumphant specializes in building and executing strategies that tap into the critical needs of its clients mostly within: healthcare, entertainment, travel and government entities.

Together, Triumphant and Gravity build responsible, fully integrated campaigns that take on their clients' challenges through cultural perspectives.

## VANGUARD COMM

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**Esther Novak**, Founder & CEO

VanguardComm is a national, boutique firm founded in 1995 that provides a single source for Public Relations and Marketing Communications targeting Hispanic, African American and Asian markets in the U.S. We work directly with corporations, nonprofit organizations, and also partner with mainstream agencies that need specialized expertise in these segments.

Our approach is to leverage the commonalities of these three unique markets. We are proud of our record of effectiveness, efficiency and getting excellent value and results.

We use a proprietary process — "dotting the i's" — to mount successful campaigns for clients just entering the multicultural marketplace and those looking to grow. We use both traditional and alternative media to reach the intended audience in culturally relevant ways.

The VanguardComm team is located in major markets throughout the U.S. The firm is woman and minority owned. ○

# For international markets, one size doesn't fit all

**Slowed economic growth in the United States and Europe, coupled with a fast rise of other economies — particularly those in China and India — have made global expansion a goal and necessity for many enterprise brands.**

By Mark Thabit

**T**he emergence of the Software-as-a-Service industry has also made entering a foreign market easier. SaaS businesses don't need a brick-and-mortar presence, while service providers with boots on the ground — like expanding retailers and utilities — do.

Though brands crossing borders has become more popular, entering international markets isn't as simple as pushing forward with a tried-and-true domestic strategy. "If it ain't broke ..." doesn't fly when moving from one market to another.

Many horror stories — and from the outside, humorous stories — exist about wholesome logos, names, or tag lines becoming R-rated embarrassments.

Entering a market requires a lot of legwork in the lead up, mainly defining the market, conducting market analysis, assessing internal capabilities and limitations, and developing entry strategies.

While an overall market entry strategy will undoubtedly include public relations, the role it plays and how much to budget depends on a number of factors, especially the two below.

## Customer size

Does your brand need to make a few large orders or many small sales?

An auto parts manufacturer, for example, likely wouldn't invest a lot in PR as part of its go-to-market strategy. They produce component parts and need to reach relatively few auto manufacturing plants, each of which will make big purchases.

Brands like these should spend more time developing direct supplier relationships and getting any sort of regulatory approval as opposed to building public awareness or enhancing brand perception. With a limited number of clients, the latter two PR benefits won't produce enough of a bottom-line impact, meaning PR focused on those areas is wasted effort.

Starbucks, on the other hand, has had great success in China, despite tea's dominance in the country. Starbucks opened its first store in China in 1999 and had 500 by 2012. From 2012-2013 they added 500 new stores. The explosion continues into 2015, when Starbucks is expected to have 1,500.

How did Starbucks succeed and why did it take three times as long to build the first 500 stores as opposed to the last 1,000? Both were calculated public relations moves.

Weary of alienating its new potential customers, Starbucks moved into the market slowly, adapting products and introducing beverages that meshed with local palates and relied on local ingredients.

When building stores, they selected high-visibility and high-traffic locations, instead of investing in advertising, which could perhaps come off as an invasion or threat to the tea culture.

Starbucks managed to build brand awareness, boost positive brand perception, and avoid alienating its customer base by altering the product to accommodate locals' native tastes and educating them on coffee, a once unfamiliar product.

## Varied brand perceptions

The availability and profundity of data has made this an age of targeted communication. That tenet holds true even as brands move into new international markets.

When developing a strategy, determine the new audience's perception of the brand, identify any potential cultural clashes, and understand the role and importance of educating customers.

Nutella jumped into a saturated market when it landed in the United States from Italy in the 1980s. Despite recent stories like the ones where Columbia University students stole \$5,000 worth of the chocolate hazelnut spread from the dining hall and people played hooky from work to celebrate the company's anniversary, Nutella didn't have much of a foothold in the American market until recently.

Though Nutella is as commonplace in Europe as major peanut butter brands are in the U.S., Americans see Nutella as a delicacy. This allowed Nutella to "leverage its cool European edge," says Grace Leong, managing partner at Hunter Public Relations.

To further entrench itself in this market, Nutella's campaigns are aimed at foodies. Instead of a mass advertising or brand awareness campaign, Nutella had the in-

ventor of the cronut unveil a Nutella-filled version, for example.

However, neither Nutella nor any other company should focus solely on one portion of an audience. Brands need to consider variations within markets. Maybe Nutella will lose its edge as it becomes mainstream or a new, more obscure product comes along.

Brands who act as if an entire nation has only one perception of them miss a greater opportunity to connect with a larger percentage. Using existing relationships within particular marketplaces — much like building influencer relationships domestically — increases credibility and drives awareness of products and services, all important factors for reaching the appropriate subsets within the areas brands hope to enter.

## Customizing a new market strategy

Entering a new market provides many opportunities because of the millions of potential customers. However, perceptions of brands, products and services vary within countries based on geography, demographics or even exposure to similar brands.

Likely, successful PR strategies for penetrating new markets will look completely different from how PR played a role in building the original market, whether that's overseas or a new subset within an existing territory.

Entering a new market is difficult, even if it's not an international move. According to McKinsey, four in five market entries fail.

A well-known example of finding a niche within a larger market is Subaru. The car company already had a strong foothold in America's car market but identified the LGBT community as a place to expand in the mid-1990s. By targeting messaging and advertising, performing market analysis to see what worked, and backing up the talk by publicly supporting LGBT causes, Subaru earned a significant market share.

Whether entering a new land or attempting to reach a different demographic, PR will be a part of market plans, but how much of an investment depends on many circumstances.

Mark Thabit is CMO of Cision. ○



Mark Thabit



# Amnesty International calls Qatar reforms “PR stunt”

**Amnesty International says Qatar’s promise last year to improve conditions for its more than one million migrant workers has turned out to be nothing more than talk.**

By Kevin McCauley

**A**mnesty International on May 21 published a report, “Promising little, Delivering Less: Qatar and Migrant Labor Abuse Ahead of the 2022 Football World Cup.” The report claims few of the reforms promised by the Persian Gulf state to address the exploitation of migrant workers have been put into place.

Qatar, one of world’s richest countries, home of Al-Jazeera and at odds with Egypt and Saudi Arabia over its support for the Muslim Brotherhood, is slated to host the 2022 World Cup. The country claims it is currently pouring money to improve living standards for its massive migrant work force.

“Qatar is failing migrant workers,” said AI researcher Mustafa Qadri. The NGO’s report included a “scorecard” to rate the Qatari government’s response to nine human rights issues. It found only limited progress in five categories and no improvements in the remaining four.

“The lack of a clear road-map of targets and benchmarks for reform leaves serious doubts about Qatar’s commitment to tackling labor abuse,” said Qadri. “Without prompt action, the pledges Qatar made last year are at serious risk of being dismissed as a mere PR stunt to ensure the Gulf state can cling on to the 2022 World Cup.”

FIFA, the governing body of world soccer, found itself embroiled in a scandal after the U.S. Justice Department in May served an indictment against more than a dozen of its officials and marketing executives, the results of a massive corruption investigation. Rumors have abounded regarding a whistle-blower who allegedly claimed Qatar paid FIFA officials \$1.5 million to have the 2022 World Cup bid rigged in its favor. Many of Qatar’s 1.5 million migrant workers are involved in the construction of the World Cup facilities.

Longtime FIFA President Sepp Blatter was re-elected in the midst of the debacle.

Qadri noted that FIFA has spent time, money and political capital investigating alleged corruption in the Russia and Qatar World Cup bids and agonized over the scheduling of the tournament. AI believes FIFA must work closely with Qatar World Cup organizing committee and corporate sponsors “to prevent abuses linked to the staging of the tournament.

## **Qatar gets big PR support**

Qatar’s D.C. embassy and Levick inked a six-month contract on January 1 worth \$88,500 monthly to handle “communications issues pertaining to US-Qatari cooperation.”

Qatar in January also retained Omnicom’s Mercury Public Affairs to a six-month “strategic consulting and management services” contract worth \$930,000 in fees.

Mercury is targeting the Senate, Congress and non-governmental organizations for Qatar. Mercury Vice Chairman Ambassador Adam Ereli is working the Qatari business.

Gallagher Group in February arranged a \$25,000-per-month deal to represent Qatar under a subcontract arrangement with Britain’s Portland PR.



**Crews work on the site slated to become the home of the 2022 World Cup. Qatar’s migrant workforce is being used for the construction of the facilities.**

James Gallagher’s firm is to represent the D.C. embassy on government relations matters and organize meetings with U.S. officials on an as-needed basis.

Portland picked up a \$150,000 contract from Qatar on Sept. 15.

## **News team arrested**

Portland Communications in early May arranged a BBC press tour of migrant housing in Qatar. That trip resulted in the arrest and detention of journalists.

Security officials arrested the BBC crew after they allegedly attempted to interview migrant workers.

“We were invited to Qatar by the prime minister’s office to see new flagship accommodation for low-paid migrant workers in early May — but while gathering additional material for our report, we ended up being

thrown into prison for doing our jobs,” recounted BBC Correspondent Mark Lobel in May on the network’s site. Lobel was arrested and detained by Doha security services.

Eight security cars surrounded the BBC vehicle while it was on the way to interview workers from Nepal. A dozen officers directed the BBC vehicle to a side road, where they frisked the news crew and allegedly stole equipment.

The news crew was then taken to security headquarters, interviewed separately and then transported to a nearby jail, according to Lobel.

After 13 hours of waiting around and questioning, one of the interrogators said, “This is not Disneyland. You can’t stick your camera anywhere,” according to Lobel.

Lobel wrote it was as if the BBC staffers “were treating his country like something to be gawked at, suggesting we thought of trips to see controversial housing and working conditions as a form of entertainment.”

The BBC team spent two nights in jail.

Qatar’s government issued a response to Lobel’s report, saying the invited reporters had “free rein to interview whomever they chose and to roam unaccompanied in the labor villages.”

It also said the BBC crew — perhaps anticipating lack of access — decided to visit sites before the planned tour.

“In doing so, they trespassed on private property, which is against the law in Qatar just as it is in most countries. Security forces were called and the BBC crew was detained,” continued the government issued release.

The BBC, for its part, deplores the arrest of its team. “Their presence in Qatar was no secret and they were engaged in a perfectly proper piece of journalism,” the network said in a statement.

The media giant accused Qatari authorities of making a “series of conflicting allegations to justify the detention, of which the team rejects.” It also wants its equipment back.

Lobel wrote on the day the team was released, Portland staffers showed it “spacious and comfortable villas for construction workers with swimming pools, gyms and welfare officers.” That showcase tour was what the prime minister’s office originally had in mind for the journalists.

“As Qatar’s World Cup approach, the focus on migrant labor is only likely to increase,” wrote Lobel. ○

# Why quality writing is everything in PR

**Strong written communications skills are a must for public relations professionals, and university courses that teach the craft of writing should remain an essential part of their education.**

By Allyson Scott

Jeff Bezos has his senior management team draft six-page memos, which are read and marked up often via pen by the team in silence for up to 30 minutes before discussion begins. Jack Ma opines that China's educational system doesn't adequately nourish students' intelligence, making them less innovative — and perhaps less creative — than Westerners. What can we take away from the habits of these powerful and accomplished men?

When the guy who makes money from e-ink asks that his team put down thoughts in long form, and when the guy who leads one of the world's largest Internet companies suggests that his own country's educational system doesn't lend itself to free thinking, one has to take notice. It appears both are placing a much higher value on the written word than others who have suggested that the craft of writing isn't as important as it used to be.

Shannon Bowen, Ph.D., who researches and teaches public relations ethics at the University of South Carolina, recently penned a column for a PR trade publication in which she stated, "The PR function has clearly evolved into a management discipline, as opposed to simply a communications function. As such, there is simply no need for multiple writing courses as an essential part of PR majors."

With those words, Bowen effectively suggested the need for strong writing in public relations — and other communications disciplines — was no longer necessary. Fortunately, she was rebuffed by numerous leaders in the profession; the publication later polled its readers and nearly 81% claimed they did not agree with Bowen. While quality writing has always been hard to find consistently in any profession, the advent of digital devices and social media has accelerated that downward trend. For many working in PR, the thought of seeing writing actually get *worse* than it is now would be hard to bear.

A study from Pew Research Center investigated the impact of digital tools on student writing and how writing is taught in schools. Pew surveyed 2,462 Advanced Placement and National Writing Project teachers. The study stated that "students' use of digital tools is having some undesirable effects on their writing, including

the creep of informal language and style into formal writing." Further, it illustrated that teachers' ratings were "less positive for synthesizing material into a cohesive piece of work, using appropriate tone and style, and constructing a strong argument." Teachers surveyed gave students the lowest ratings on "navigating issues of fair use and copyright in composition" and "reading and digesting long or complicated texts." On both, more than two-thirds of those teachers gave students "fair" or "poor" marks. The same teachers also place a high degree of value on "formal writing" with nine in ten — 92% — saying formal writing assignments are an "essential" part of the learning process, and 91 percent commenting that "writing effectively" is an "essential" skill required for future success.

Steve Jobs agreed that "... technology alone is not enough — that its technology married with liberal arts, married with the humanities that yield us the result that makes our hearts sing." So, why then would Bowen, or anybody else for that matter, believe that college communications courses can take a short cut when it comes to writing classes?

For her part, Bowen believes that "the credit hours freed by not having an additional two writing courses could be used toward topics more relevant in modern PR: management, leadership, social media strategy, ethics, change management, issues management, internal relations, investor relations, integrated marketing, and so on. With these course concentrations, PR majors can better compete with the students emerging with business degrees. Potential employers often tell me they want to hire business, history, or philosophy majors because they can think critically — and they can be quickly trained in PR writing style."

It's true. Many agencies are very open to bringing on non-PR majors (in fact, I hold a bachelor's degree in business with an emphasis in marketing and a master's degree in art history). Why? Because the reason business, history and philosophy majors are able to think critically is because they are trained to write. Students in these majors, especially history and philosophy, have spent countless hours researching, developing a thesis, ensuring the research supports the thesis and writing compelling

arguments in a way that can be understood by academics and laymen alike. If anything, PR majors need more advanced writing classes to help them develop their abilities to think critically, analyze research, form an opinion and articulate their arguments properly.

Quality writing must also articulate strategy and often must convince those above a communications professional to accept the advice. If Bowen's students can't write a well-thought strategy brief for a client or a CEO, no clever 140 character message is going to save them.

In the world of professional communications, the written word is at the core of everything we do. It is through writing that strategies and stories take form, and messaging is born. Writing is still — and will always be — a necessary tool. The Internet and social media have only served to introduce more shapes and sizes for the written word to take, from 140-character tweets to concise blog posts to in-depth bylined articles ghostwritten for members of the C-suite.

These abridged forms of written communication have intensified the importance of writing in PR and incited an increasing need for creativity, critical thinking and analysis of the written word, regardless of the form it takes. Yet unless we intervene, writing will become a lost art. As the Pew study illustrated, younger generations have grown up with personal blogs and a following on Twitter, but that doesn't mean they understand how to communicate a story or message in a way that resonates and transcends the noise. Nor does it mean that they understand the need for thorough research, the development of a thesis and supporting that thesis with credible sources. These are critical skills in the PR profession, and they are becoming increasingly important as traditional journalism gives way to contributed articles and content creation continues to be shifted onto the PR professional's plate.

Despite what Bowen argues, I say in PR, writing might as well be everything.

*Allyson Scott is Senior Account Executive of McGrath/Power Public Relations* ●



Allyson Scott



# PR strategies: creating news when there is none

It's not every day that you launch a new product, acquire another company or sign an important deal. When an organization has a newsworthy announcement to make, it really isn't so difficult to achieve media-making coverage. It's only when there's no news — when your announcement offers nothing of interest to the media — that the going gets tough.

By Lucy Siegel

When there's nothing going on in an organization that's worthy of media coverage, one of the most effective PR strategies to garner media coverage is to develop news.

It's usually hard for business people to be objective about how their companies or products are viewed by outsiders. It's doubly difficult when the investment is financial as well as emotional, such as with startup CEOs. What makes something newsworthy is a topic worthy of a blog post all by itself. Making news can be done in various ways. Here are a few examples.

## Studies that crunch existing data

Every year Verizon does a study on computer security breaches and reports the results to the media. This year's report, "2015 Data Breach Investigations Report," was released in mid-April. The purpose of the report is to determine through already-available data what cyber-threats we are vulnerable to and what we can do to prevent them. The report is based on information from 2,100 confirmed data breaches and approximately 80,000 reported security incidents.

By studying this data each year, Verizon is able to provide quantitative information about trends in cyber-threats from year to year and provide suggestions on how many of them can be avoided. This year's results tell a simple but powerful story about corporate sloppiness in taking internet security measures. The report was the focus of articles in *Fortune* and *Industry Week*, so it was definitely a newsmaker. It also demonstrates leadership on Verizon's part in working to solve computer security breaches, positioning Verizon with its broadband, network and mobile phone customers as being part of the cyber-threat solution rather than part of the problem.

Unless Verizon has a revolutionary new product or service to announce, this annual research study has much greater potential for positive reputation management than any routine product announcements by the company. Another advantage of this method: crunching existing data to shed light on trends is a relatively inexpensive way of creating news.

## Using data to rank

Another example of this PR strategy was the subject of an April *Wall Street Journal*

article. About a week after the Boston marathon, the *Journal* reported on the speed of recreational marathon runners from different countries, using data from a research study by RunRepeat.com, a website that compiles reviews of running shoes. The study compared the race results from 12 marathons, three in the U.S. and nine in Europe, to rank countries by how fast their marathon runners were. The only research necessary for the study was an analysis of statistics from past marathons to determine the runners' finishing times by their nationality and sex. The results showed the U.S., the UK and five Asian countries to be among the 10 slowest countries among 47 nations. This type of research is a way of making news when there really is none in a cost-effective way.

Bridge Global Strategies' new parent company, integrated marketing firm Didit, conducted a survey recently of PR companies ranked in *O'Dwyer's* PR Firm Rankings, an annual ranking of PR agencies by revenues. Didit's staff simply looked at the websites of each of the companies in the ranking to see whether they were mobile-compatible.

Didit reported the startling statistic that almost half were not; only 55 of 96 websites belonging to *O'Dwyer's* 2015 rankings meet today's mobile-friendly criteria. Google's search rankings are beginning to penalize websites that aren't mobile-friendly, something that has been widely announced for months. The findings of Didit's research said something quite negative about the average PR agency's digital savvy and subtly emphasized an advantage of using an integrated communications company like Didit for PR. An integrated agency with digital marketing know-how would never ignore Google's mandate for websites to be mobile-friendly.

Another method of making news is to catch people's attention with a special event or activity. Creativity and imagination are generally the important currency with this method. One phenomenally successful example was the Celebrity Ice Bucket Challenge for ALS last summer, which raised a staggering \$220 million to support ALS research and help ALS patients while calling public attention to an incurable neurodegenerative disease that usually leads to total paralysis and death a few years after it's diagnosed.

The ice bucket challenge proved irresistible to celebrities and politicians alike and went viral almost immediately. Among those who took the challenge were former President George Bush, LeBron James and Kermit the Frog. The video of Kermit being doused with ice and water was viewed by more than six million people.



Lucy Siegel

Lucy Siegel is Founder and Executive Vice President of Bridge Global Strategies, a division of Didit Communications. ○

## PR news brief

### J&J creates "compassion" panel for unapproved drugs

Johnson & Johnson, responding to an unsettled ethical, medical and PR issue, has tapped a prominent bioethicist to lead a third-party advisory committee to decide access for seriously ill patients to drugs that haven't yet been approved.

The Food and Drug Administration allows "compassionate" access to so-called investigational (unapproved) drugs and simplified the process earlier this year after sustained criticism — fueled by social media and viral news reports — by terminally ill patients trying to obtain experimental drugs.

J&J said May 7 it has created a third-party pilot program with the Division of Medical Ethics at the NYU School of Medicine to decide applications for such access, led by renowned bioethicist Arthur Caplan. The program, Compassionate-Use Advisory Committee, or CompACT, is initially centered on a single J&J drug in its Janssen unit but will be expanded companywide if successful, J&J said.

"Our goal is to ensure that compassionate use of specific investigational medicines still in development is guided by ethical principles, and that the selection process continues to be thorough, transparent and fair," said Caplan.

Compassionate access to drugs carries risks to drug companies in multiple areas, including to possibility of harm to the patient, the limited availability and often high demand of experimental drugs, and the difficult task of deciding which desperate patients will get doses or treatment.

As inVentiv Health PR's Meg Alexander reported in *O'Dwyer's* last month, the parents of a young boy suffering from cancer successfully leveraged a social media campaign to pressure drug maker ChimereX (and the FDA) to open clinical testing of an experimental drug. The #SaveJosh campaign, lauded by many as a PR success, raised concerns in the healthcare sector about pressure campaigns for access to unapproved drugs.

**United States & Canada**

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 Majlis PR & Events – Dubai  
 Now-You Heart & Business Comm. — Tel Aviv, Israel  
 PFC Africa Communications — Lagos, Nigeria



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

360 Public Relations — Boston  
 Brown & Cohen Comms. & Public Affairs — 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 Ltd — Ahmedabad, Banga-  
 lore, Chandigarh, Chennai, Hyderabad, Jaipur, Kol-  
 katta, Kolkatta, Mumbai, New Delhi, & Pune, India  
 PRAP Japan Group — Tokyo, Japan  
 Awareness id — Ho Chi Minh City, Vietnam  
 Citadel Communications — Sydney, Australia  
 Huntington Comms Pte. Ltd. — Singapore  
 INR — Seoul, South Korea  
 Integral PR Services Pvt Ltd — Bangalore,  
 Chennai, Hyderabad, Kolkatta, Mumbai, New Delhi,  
 India  
 MAGNUS Investor Rels. + Corp. Comm. — W. Perth  
 The Red Republic — Brisbane & Sydney, Australia  
 Senate SHJ — Melbourne & Sydney, Australia  
 Senate SHJ — Auckland & Wellington, NZ  
 Strategic PR Group Ltd. — Beijing, Guangzhou,  
 Hong Kong & Shanghai, China  
 Strategic PR Group Limited — Taipei, Taiwan

Mostra — Brussels, Belgium  
 Premier Public Relations Ltd — Budapest, Hungary  
 Publicasity — Hemel Hempstead, England  
 Publicasity — London, England  
 Publicum, UAB — Tallinn, Estonia  
 Publicum, UAB — Riga, Latvia  
 Publicum, UAB — Vilnius, Lithuania  
 Rogalski Damaschin PR — Bucharest, Romania  
 SEESAME Communication Experts — Bratislava,  
 Slovak Republic  
 Slager — Oslo, Norway  
 TT&A srl — Milano, Italy  
 WCG World — London, England  
 Van Luyken Communicatie Adviseurs — Amsterdam,  
 The Netherlands  
 Wellcom — Paris, France  
 Zego Communication Strategies Ltd. — Istanbul, TY

MPRM Communications — Los Angeles  
 PROI-Calgary — Calgary  
 PROI-Vancouver — Vancouver  
 PROI Worldwide — Surrey, CA  
 PROI Worldwide — Cleveland  
 rbb — Miami  
 Torme Lauricella — San Francisco  
 Tucker/Hall, Inc. — Tampa  
 The Vandiver Group, Inc. — St. Louis  
 Walker Sands Comm. — Chicago and San Francisco  
 Widmeyer Comms. — New York & Wash., D.C.

4PR Group — Cairo, Egypt  
 Atmosphere Comms. — Cape Town & Johannesburg,  
 South Africa  
 PROI-UAE — Manama, Bahrain  
 PROI-UAE — Kuwait City, Kuwait  
 PROI-UAE — Muscat, Oman  
 PROI-UAE — Doha, Qatar  
 PROI-UAE — Dammam, Saudi Arabia  
 PROI-UAE — Jeddah, Saudi Arabia  
 PROI-UAE — Riyadh, Saudi Arabia  
 PROI-UAE — Abu Dhabi, Dubai, & Sharjah, UAE  
 Strateus Group — Casablanca, Morocco

FWD Consultores — Mexico City, Mexico  
 Imagem Corporativa — Brasilia, Rio de Janeiro,  
 & São Paulo, Brazil  
 The Map — Escazu, Costa Rica  
 Muchnik.co — Buenos Aires, Argentina  
 Vanguardia Comunicación — Santiago, Chile

### United States & Canada

Anne Klein Comms. Group — Mount Laurel, NJ  
 Beuerman Miller Fitzgerald, Inc. — New Orleans  
 Borshoff — Indianapolis, IN  
 Casey & Sayre — Los Angeles  
 CBR Public Relations — Orlando  
 Communications Pacific — Honolulu, HA  
 Communications Strategy Group — Denver, CO  
 Crossroads — Kansas City, MO  
 Crown Communications — Charlotte, NC  
 Desautel Hege Communications — Spokane, WA  
 Eisbrenner Public Relations — Royal Oak, MI  
 Eric Mower and Associates — Syracuse, NY  
 Fahlgren Mortine — Columbus, OH  
 Fineman PR — San Francisco  
 French/West/Vaughan — Raleigh, NC  
 Grisko — Chicago  
 Hanser & Associates — West Des Moines, IA

### Europe

Abchurch Communications — London, England  
 Arenalía Comunicación — Barcelona, Spain  
 Arjuna — PARIS, France  
 Avanguard Global Comms. — Moscow, Russia  
 Brevia Consulting — London, England  
 Cambre Associates — Brussels, Belgium  
 Consilio Kommunikasjon — Tonsberg, Norway  
 Creative Venue — Amsterdam, Netherlands  
 DCP Strategic Comm. — Belfast, Northern Ireland  
 Donath Business & Media — Prague, Czech Republic  
 Gootenberg — Paris, France  
 Imageware — Milan, Italy  
 Kommunikatsioonibüroo JLP — Tallinn, Estonia  
 Kurumsal İletişim — İstanbul, Turkey  
 Lang & Tomaschik — Vienna, Austria  
 Lead Communication — Milano, Italy  
 m/e brand communication — Dusseldorf, Germany  
 Manifesto — Helsinki, Finland  
 Martis CONSULTING — Warsaw, Poland  
 Mason Williams Ltd — London, England

HB Agency — Boston  
 JSH&A Communications — Oakbrook Terrace, IL  
 Laurey Peat + Associates, Inc. — Dallas  
 LDWW Group — Dallas, TX  
 Magrino — New York  
 Makovsky + Company — New York  
 Nyhus Communications — Seattle  
 Peak Communicators — Vancouver  
 Pierson Grant Public Relations — Ft. Lauderdale, FL  
 Ripley PR — Maryville, TN  
 Rountree Group Integrated Comms. — Atlanta  
 Saxum — Oklahoma City  
 Susan Davis International — Washington, D.C.  
 tcgpr (The Communications Group Inc.) — Toronto  
 Trefoil Group — Milwaukee  
 Tunheim — Minneapolis  
 Vehr Communications — Cincinnati

Operate — Copenhagen, Denmark  
 ORCA Affairs — Berlin, Germany  
 poweraxle — Madrid, Spain  
 Reliant Communications — Athens, Greece  
 Spotlight PR — Stockholm, Sweden  
 Taktik d.o.o. — Ljubljana, Slovenia  
 Comms. Business Ltd. — Edinburgh, Scotland  
 Walsh Public Relations — Dublin 2, Ireland

Alexander Comms. — Auckland, New Zealand  
 Fulford Public Relations — Singapore, Singapore  
 Liquid Ideas — Alexandria, Australia  
 Newell PR — Beijing, China  
 Pead PR — Auckland, New Zealand  
 Percept Profile — Mumbai, India  
 Rantau PR — Petaling Jaya, Malaysia

### Latin America & South America

Dextera Comunicación — Mexico City, Mexico  
 Item Comunicação — São Paulo, Brazil  
 Lever Comunicaciones & Branding — Lima, Peru



## Global PR Partners 2015



Bianchi PR, Inc. — Troy, MI  
 Buchanan Public Relations — Philadelphia  
 The Castle Group — Boston  
 The Conroy Martinez Group — Miami  
 CooperKatz & Company, Inc. — New York  
 Dye, Van Mol & Lawrence — Nashville  
 energi PR — Montréal and Toronto  
 The Fearey Group — Seattle  
 GroundFloor Media — Denver

Athenora Consulting — Brussels, Belgium  
 Cabinet Privé de Conseils — Geneva, Switzerland  
 Coast Communications — Stockholm, Sweden  
 Cometis AG — Wiesbaden, Germany  
 CROS PR & Public Affairs — Moscow, Russia  
 Cullen Communications — Dublin, Ireland  
 Evident PR — Amersfoort, The Netherlands  
 Global Press — Lisbon, Portugal

Currie Comms. Pty Ltd. — Melbourne, Australia  
 Integrate Comms. Co. Ltd. — Tokyo, Japan  
 Mileage Comms. Pte Ltd — Singapore  
 Perfect Relations Pvt Ltd. — Delhi, India

HMA Public Relations — Phoenix, Arizona  
 JMC Marketing Communications — Kingston, NY  
 Landis Communication — San Francisco  
 L.C. Williams & Associates — Chicago  
 The Ledlie Group — Atlanta  
 Lewis Public Relations — Dallas  
 Stevens Strategic Communications — Cleveland  
 VPE Public Relations — Los Angeles  
 Xenophon Strategies Inc. — Washington D.C.

Goodwill Communications — Budapest, Hungary  
 Industrie-Contact AG — Hamburg, Germany  
 Multi Communications — Warsaw, Poland  
 SCR — Barcelona & Madrid, Spain  
 Sound Public Relations s.r.l. — Milan, Italy  
 Spider — London, England  
 WE Agency — Paris, France

Guerra Castellanos & Asociados — Mexico City  
 Identia PR — Buenos Aires, Argentina  
 LVBA Comunicação — São Paulo, Brazil  
 RumboCierto — Santiago, Chile

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

United States & Canada

Europe

Latin America  
 & South America

Asia / Pacific



Bauer PR E.U. — Vienna, Austria  
 Briefing Communications Ltd. — Zagreb, Croatia  
 CAP & CIME PR — Paris, France  
 Comvision AB — Stockholm, Sweden  
 Kablé Communication Finance — Paris, France  
 NBS Communications — Warsaw, Poland  
 NewMark Finanzkommunikation — Frankfurt, Germany

Feintuch Communications — New York  
 Sphère Communication Strategique — Montreal  
 Stanton Communications, Inc. — Washington, D.C.

Nostus Communications & Events — Athens, Greece  
 Panama PR GmbH — Stuttgart, Germany  
 Pelham Bell Pottinger — London, England  
 Persona Communications — Istanbul, Turkey  
 PIELLE Consulting Limited — London, England  
 Publico Kommunikation — Århus, Denmark  
 SECI — Milan, Italy

Voxia Comm. — Geneva & Zurich, Switzerland

VIANEWS Comun. Integrada — São Paulo, Brazil

PIELLE-PR Africa International — Lagos, Nigeria

U.S. & Canada

Europe

South  
 Africa  
 America

# O'Dwyer's guide to INTERNATIONAL PR



**Feintuch Communications supported energy storage company Leclanché, based in Switzerland and Germany, in its participation at an NYC Bloomberg energy/finance conference. Pictured here are Michael Bloomberg and Leclanché VP Joep Thomassen.**

## ALLIDURA CONSUMER

450 West 15th Street, 7th Floor  
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[www.inventivhealth.com/Allidura](http://www.inventivhealth.com/Allidura)  
Twitter: @allidura  
Blog: [allswell.allidura.com](http://allswell.allidura.com)

**Danielle Dunne, Managing Director**

Whether cars or cameras, diapers or detergent, health has never been more ubiquitous than it is today. For some brands, health may be a new focus. Fortunately, it's always been at the center of ours. And, we've taken this knowledge and enthusiasm to some of the world's largest brands to help them connect with today's socially charged, health-minded consumers.

Allidura Consumer, part of the InVentiv Health Public Relations Group, takes an integrated approach to communications with capabilities spanning public relations, digital and social media, marketing and branding, graphic design and multimedia, and research and measurement.

Our client counsel allows brands to communicate across the wellness spectrum regardless of whether a brand's equity is in health or faced with a health challenge. Our

meaningful insights and creative know-how have been tapped by a full range of consumer product and nutritional supplement brands, over the counter and beauty products, and food and beverage companies.

## BIOSECTOR 2

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[www.inventivhealth.com/B2](http://www.inventivhealth.com/B2)  
twitter: @biosector2  
blog: [b2view.biosector2.com](http://b2view.biosector2.com)  
[jokane@biosector2.com](mailto:jokane@biosector2.com)

**Jeanine O'Kane, US Managing Director**

**David Kane, EU Managing Director**

Biosector 2 (B2) is a global healthcare communications agency that partners with visionary clients to deliver groundbreaking programs and improve the health of people's lives. For more than a decade, B2's experience as an agency spans virtually every category in the industry and drives strategic solutions for their clients.

With a dynamic and collaborative team in New York, Washington, Los Angeles, and London, B2 provides clients with global reach and fully integrated services. Biosector 2, as part of the InVentiv Health Public Relations Group, delivers unmatched perspective, creative

know-how, and a truly integrated approach to communications.

At Biosector 2 our main goal is to create measurable behavior change for our clients' most important stakeholders. Our track record reflects the systematic approach we take for all of our clients' business needs. Our dynamic, insightful approach allows us to solve today's problems while uncovering tomorrow's opportunities.

## CHAMBERLAIN HEALTHCARE PR

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**Christie Anbar, Managing Director**

Chamberlain is a healthcare public relations company serving the healthcare sector exclusively. For more than 20 years, Chamberlain has worked to redefine and shape the standards by which health information is communicated. As counselors in this complex and evolving environment, we are passionate about translating science into meaningful messages that empower and inspire our audiences to take action and make informed decisions about their health. Chamberlain's diverse client roster represents several sectors in healthcare — from leading *Fortune* 100 & 500 pharmaceutical companies, to nonprofit organizations, to biotechnology and medical organizations.

At Chamberlain, we offer a complete suite of communications services to reach target audiences through appropriate channels — fully matched to today's technological and geographic realities. An overview of services includes Brand Communications, Corporate Communications, Market Access, Traditional and Social Media Relations, Advocacy Relations, Data Strategy and Management, Public Affairs, Message and Content Development, National and Grassroots Programming, Issues and Crisis Management.

Chamberlain as part of the InVentiv Health Public Relations Group and InVentiv Health, Inc., is part of a global communications network with 13,000 employees in 40 countries.

## CISION

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Chicago, IL 60601  
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[www.cision.com](http://www.cision.com)

**Peter Granat, CEO**

Cision, which recently merged with Vocus and Visible Technologies, is a leading media intelligence software company that integrates social media monitoring, enriched data analytics and customer engagement into a single platform. Its social media monitoring capabilities allow brands to see what people say about their products, industry and competitors across more than 150 million blogs, social networks, forums, opinion sites and top video- and image-sharing sites in real-time. Brands can manage all their social profiles from one place, proactively respond to customers, interact with their industry's top influencers and identify and nurture quality leads with Cision's social engagement tools. Cision also offers unmatched media analytics — such as geo-segmentation capabilities, sentiment support in 11 languages, and the ability to measure and evaluate social activities directly impacting business — and customizable reporting for stakeholders. Its Social Analytics API access simplifies the process of combining social data with other marketing and business intelligence — whether it's for tracking daily engagement or monitoring a campaign's results. Cision has over 100,000 global clients with nine offices around the world.

## FEINTUCH COMMUNICATIONS

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[www.feintuchcommunications.com](http://www.feintuchcommunications.com)  
[www.PRWorldAlliance.com](http://www.PRWorldAlliance.com)  
[www.jumpstartglobal.com](http://www.jumpstartglobal.com)

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

The U.S. market in 2015 is again vibrant and highly attractive to international companies seeking to



market their products and services here. 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 providing the experienced, hands-on public relations counsel to help ensure local market success. And we do that in an affordable manner.

For U.S. 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.

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.

## GLOBALHEALTHPR

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**John J. Seng**, Chair  
**Tim Goddard**, Senior Vice President

GLOBALHealthPR, which was founded in 2001, is the largest independent health and science communications agency partnership worldwide, with offices in 38 countries across the Americas, Europe and the Asia Pacific region. Headquartered in New York, with regional hub company offices in London and Singapore, GLOBALHealthPR consists of independently owned and operated partner firms that choose to work together based on common values and a commitment to client service. With more than 600 health-specialist communications professionals and dozens of researchers



**All our GLOBALHealthPR partners from around the world gathered at the 2015 Annual General Meeting in London for three days of collaboration and best-practice sharing globally, regionally and locally.**

and medical advisors, the agencies that make up the partnership share a belief in insights-driven strategies and a commitment to collaboration in order to provide clients the best possible counsel and execution. Collectively, we have worked on 44 of the world's 50 leading pharmaceutical brands and offer a deep understanding of how global strategies translate to local tactics based on the realities of individual markets.

## IPREX

414/755 2170  
experts@iprex.com  
executive@iprex.com



**Michael Schröder**, IPREX Global President, CEO and Owner of ORCA Affairs, Berlin

**David Watson**, IPREX Executive Director  
executive@iprex.com

**Carol Clinkenbeard**, IPREX Global Administrator

IPREX is a \$250 million network of communication agencies, with 1,800 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.

Visit [www.iprex.com](http://www.iprex.com) for more information.

## MAKOVSKY

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twitter.com/makovsky

**Ken Makovsky**, President & CEO

Headquartered in New York, with an owned office in Washington, D.C., Makovsky is a leading global independent integrated communications consultancy, building businesses and reputations with ideas that cross the boundaries of traditional, digital, social and experiential media.

Makovsky has specialties in Health, Financial & Professional Services, Technology and Energy & Sustainability. Our services include public relations, digital branding, social media, crisis communications, change management and investor relations.

In 2014, Makovsky won 39

company and campaign awards including the Bulldog Stars of PR Awards for "Agency Professional of the Year," and the American Business Award for "Marketing Campaign of the Year" for health services and insurance. The firm has also been recognized for its "Overall Web Design" by the American Business Awards, "PR Firm of the Year" by PR News Elite Awards, "Healthcare Agency of the Year" by *The Holmes Report*, and was ranked as one of the "Top Places to Work in PR" by *PR News*. The firm also won a PRSA Bronze Anvil, three PRSA Big Apple Awards, the Financial Communications Society Portfolio Award for client campaigns and multiple Gold, Silver and Bronze Stevies.

Makovsky is also founder of IPREX, the second largest worldwide corporation of independent agencies in more than 30 countries and 40 U.S. cities.

## MSLGROUP

Subsidiary of Publicis Groupe S.A.  
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www.mslgroup.com

MSLGROUP is Publicis Groupe's strategic communications and engagement group, advisors in all aspects of communication strategy: from consumer PR to financial communications, from public affairs to reputation management and from crisis communications to experiential marketing and events. With more than 3,500 people across close to 100 offices worldwide, MSLGROUP is also the largest PR network in

— Continued on page 32



**PR World Alliance's most recent general assembly meeting was held in Istanbul, Turkey (at times afloat). Its 2015 meeting was held in Montreal, Canada.**

## MSLGROUP

— Continued from page 31

fast-growing China and India, as well as Europe. The group offers strategic planning and counsel, insight-guided thinking and big, compelling ideas — followed by thorough execution. mslgroup.com | Twitter: @msl\_group | LinkedIn: linkedin.com/company/mslgroup | Facebook: facebook.com/MSLGROUP.

## MWWPR

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www.mww.com

**Michael W. Kempner**, *President & CEO*

MWWPR is a leading global independent communications agency. We specialize in public relations, public affairs and social media marketing strategies to help B2B and B2C companies engage, influence and build relationships with their key stakeholders. With a unique approach to PR, we focus on delivering communications strategies, creating awareness, managing reputation and changing perception. In doing so, we ensure that our clients Matter More™ to the audiences who matter most.

With offices operating in nine major cities around the world, our global network provides seamless support for clients, who range

from national to international companies across a wide variety of market sectors.

The agency has deep expertise in consumer lifestyle marketing, corporate and brand reputation, crisis and issues management, government affairs, consumer and enterprise technology, digital and social media marketing, and data and analytics. Focus areas include media, advertising and technology, travel and tourism, corporate social responsibility, health-care, financial services, wellness and nutrition communications, LGBT and entertainment public relations. We adopt an earned, shared, owned and paid approach to communications and work as an agency partner to deliver the best strategy and program execution to meet our client's business and communications goals.

MWWPR has been recognized with top industry awards for client work and thought leadership, including "PR Agency of the Year," "Best Places to Work," and "Campaign of the Year."

## OGILVY PUBLIC RELATIONS

The Chocolate Factory  
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**Christopher Graves**, *Global CEO*  
202/729-4308  
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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 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.

## PEPPERCOMM, INC.

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212/931-6100  
agencymarketing@peppercomm.com  
www.peppercomm.com

**Steve Cody**, *Co-CEO & Co-Founder*  
**Ed Moed**, *Co-CEO & Co-Founder*  
**Ted Birkhahn**, *Partner & President*  
**Ann Barlow**, *Partner & President, West Coast*  
**Deborah Brown**, *Partner & Mng. Dir.*  
**Jackie Kolek**, *Partner & Mng. Dir.*  
**Maggie O'Neill**, *Partner & Mng. Dir.*

Peppercomm is an award-winning strategic marketing and communications firm headquartered in New York City with offices in San Francisco, Boulder and London that listens first, last and always. We pride ourselves on listening to our clients' needs as well as the wants and needs of their various audiences. That focus on listen-

ing before engaging (or creating) inspired not only our tagline: "Listen. Engage. Repeat." but our strategic approach.

Our integrated team of specialists work together to create cohesive campaigns that leverage the right communications and marketing vehicles across all touch points. Our clients range from major household names and elite luxury brands to some of the world's largest and highly regulated professional and financial services and industrial organizations. We have helped clients reposition and rebrand; launch entirely new brands and position global brands in the U.S. market; build websites and social strategies; launch content strategies; create brand experiences; drive executive visibility; prepare for and mitigate crises; engage key audiences and ultimately deliver results for our clients.

## PR WORLD ALLIANCE

www.PRWorldAlliance.com



Board of Directors:

**Perran Ersu**, *Chairman* (Turkey)  
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PR World Alliance, headquartered in Canada, is an international network of premier independent communication consultancies. Member firms 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 client campaigns are overseen by the owners and senior practitioners of partner firms — from the smallest single country project to the most complex multinational campaigns.

The organization encompasses public and investor relations companies and offices in North America, South America, Europe and Asia with offices and joint venture partners in China, Pakistan, India, Africa 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. Members can be engaged for support of an individual event, an ongoing retainer relationship or a pan-continent campaign.

## PUBLIC RELATIONS GLOBAL NETWORK (PRGN)

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**Edward Stevens**, APR, President, PRGN; President, Stevens Strategic Communications, Inc.

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Fax: +49 40 899 666-99  
uwe.schmidt@ic-gruppe.com  
www.publicrelations-germany.com

**Uwe Schmidt**, Immediate Past President, PRGN; CEO, Industrie-Contact

The Public Relations Global Network (PRGN) is "The World's Local Agency." More than 1,000 clients across six continents depend on the combined local resources of PRGN to deliver targeted public relations campaigns in more than 80 markets around the world. With revenues of more than \$110 million (USD), PRGN is among the world's top four public relations networks. PRGN harnesses the resources of 45 independent public relations firms and more than 1,000 communications professionals. Visit PRGN online at: [www.prgn.com](http://www.prgn.com) or call 877/900-3366.

## ROGERS & COWAN

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www.rogersandcowan.com

**Tom Tardio**, CEO

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.

## RUDER FINN, INC.

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**Kathy Bloomgarden**, CEO, Ruder Finn

**Michael Schubert**, Chief Innovation Officer, Ruder Finn

**Jean-Michel Dumont**, Chairman, Ruder Finn Asia

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The July issue of *O'Dwyer's* will profile Travel and Tourism PR firms. If you would like to be profiled, contact Editor Jon Gingerich at 646/843-2080 or [jon@odwyerpr.com](mailto:jon@odwyerpr.com)

# Winning back public trust

By Fraser Seitel

**H**illary Clinton could learn a lot from Alex Rodriguez. You heard me.

While the woman who would be President keeps a stiff upper lip, disdaining the questions of exasperated and stewing reporters, the disgraced, steroid-taking New York Yankee designated hitter is slowly winning back the tolerance — if not trust — of a disappointed public that had largely given him up, if not for dead, at least “over.”

How has A-Rod managed to climb his way back to public acceptability from such a low perch and loath-

some reputation? Here's the simple formula

he's used.

## First, he's shunned the spotlight.

When we last left poor Alex before the season opened, he was regularly popping up in the press to remind us that he intended to collect on the \$80 million the Yankees owed him on his contract, whether they — or we — liked it or not.

Heeding counsel from high-profile attorneys and public relations advisors more interested in their own self-promotion, Rodriguez first dared baseball to find any proof that he took steroids and then, when proof was clear, he “hand wrote” a goopy letter of apology to the fans. Simply pathetic.

But today, despite performing well as Yankee DH and passing Willie Mays for fourth place on the all-time home run list, A-Rod avoids the spotlight, limiting his pronouncements to platitudes and speaking only when spoken to.

## Second, he's exhibited humility.

Despite the baseball milestones that Rodriguez is passing, the new Alex is humble to a fault.

When he beat Mays' record, Rodriguez talked about the thrill to be mentioned in the same breath with the Giant great. Said

Alex, humbly, “There's only one Willie Mays. Not only what he did on the field but what he meant off the field. He's a legend and he's also a role model for all of us.”

When Rodriguez was called out by Yankee fans for a curtain call to celebrate the feat, A-Rod responded, “I certainly thought the days of curtain calls for me were long gone. I was a little embarrassed and it was a little awkward. I didn't want the game to stop.”

A far cry from the old days, when Rodriguez would tell fans how hard he was working to optimize his “natural gifts.” For that matter, it was also a far cry from a certain Presidential candidate who insisted that her disappearing emails when found will reveal “how hard we worked and the work we did for our country during the time that I was Secretary of State, where I worked extremely hard on behalf of our values, and our interests and our security.”

## Third, he's avoided controversy.

While controversy hasn't avoided A-Rod, he's gone to great lengths to avoid it.

The Yankees adamantly announced that because of the steroids controversy, they wouldn't honor a clause in Rodriguez contract that calls for a \$6 million bonus when he matched Mays' record.

When reporters pressed the player for his reaction to the Yankees' failure to pay, he demurred. Responded the new pinstriped diplomat, “That's not where my mind is right now. I'm really just trying to enjoy this moment.” Smart. Just shaddup about the inevitable lawsuits to follow.

## Fourth, he's eternally grateful.

Whoever is feeding Alex Rodriguez his lines now is finally the pitch perfect public relations adviser.

When Rodriguez tied the Mays record, he used the occasion to express his gratitude to the people he owed the most: “I can tell you this ... I thank every fan personally for not only the way they've treated me all tonight, but for the way they've treated me all season.”

Exactly.

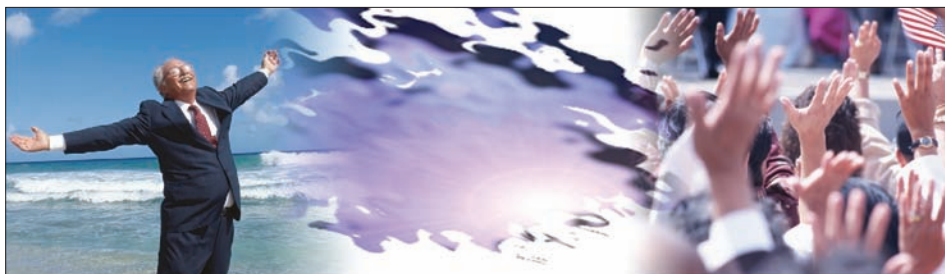
The fans are the ones, after all, who Rodriguez owes for the \$253 million he will earn from his contract. He — and anyone else — who makes millions of dollars a year — are, at base, extraordinarily lucky.

And no one wants to hear them whine about how tough they've had it or how poor they were or, for that matter, how “dead broke we were when we came out of the White House.”

Alex Rodriguez, apparently, at long last has learned that lesson. And he is beginning, despite all odds, to win back public trust. ○



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



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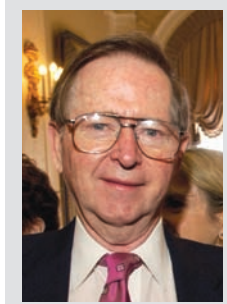
A DIVISION OF FILMCOMM



# Coffee and granola bars: healthy products or PR ruse?

By Jack O'Dwyer

Products that some consumers usually approach with caution — coffee and granola bars — got “good ink” recently, thanks no doubt to PR efforts by the industries involved.



Jack O'Dwyer

An article on page three of the May 14 *The New York Times* sang the praises of coffee consumption, saying “data vindicates a sometimes maligned beverage.”

While “most of us are worrying that it (coffee drinking) might be hurting us” there is “almost no evidence for that at all,” says the article by Aaron Carroll, MD and Professor of Pediatrics, Indiana University School of Medicine.

Most of the article had appeared May 11 in *The Upshot* on New Health Care titled “More Consensus on Coffee’s Benefits Than You Might Think.” In *The Times*, the headline became, “A Surprising Consensus on Coffee’s Health Benefits.”

Left out of the NYT version was this paragraph toward the end: “But it’s way past time that we stopped viewing coffee as something we all need to cut back on. It’s a completely reasonable addition to a healthy diet, with more potential benefits seen in research than almost any other beverage we’re consuming. It’s time we started treating it as such.”

The graph, excised by NYT editors, typifies the rah-rah tone of the article.

## Health sites rip article

Health News Review called the article “unbalanced,” saying “the exploration of harms was not nearly as thorough as the coverage of benefits” and showed “coffee confirmation bias.”

“We have to wade 18 paragraphs into this story through a mug full of studies showing benefits of coffee on every health condition imaginable, before we receive a weak restraining comment about the lack of randomized trials in this area. That’s too little, too late.”

HNR suspects that “Big Coffee” is somehow involved, perhaps in funding some of the studies.

“Big Coffee” is the National Coffee Assn. whose CEO is William Murray, former CEO of PR Society of America. Joe DeRupo, who was a PR staffer under Murray at

the Society, is Director of Member Relations and Communications.

If NCA is involved in this story, Murray and DeRupo deserve a lot of credit since its upbeat tone matches that of any press release we have ever seen.

## Statistical examples challenged

Drinking lots of coffee — even six or seven black cups a day — might reduce the risk of Type 2 diabetes, the article says.

“Increasing coffee consumption by two cups a day was associated with a lower relative risk of liver cancer by more than 40%,” says the article.

ANH pounced on this by asking: “Really? 40% of what? My lifetime risk of liver cancer to start with, according to the American Cancer Society, is one in 81, while an average woman’s risk is about one in 196. This equates to 1.23% for men and 0.51% in women. Reducing a man’s relative risk of liver cancer then goes from 1.2% down to 0.72%, a difference of about 0.48. Is that worth an extra two cups of coffee per day?”

A flaw in the article is failure to mention that 65% of Americans add milk and sugar to their coffee, according to Statistics Brain. All the results cited by Carroll apply only to the 35% who drink coffee black. Fifty-four percent of Americans drink coffee every day.

Why is milk and sugar so popular with coffee? Because it “makes the coffee taste wonderful,” says the Alliance for National Health.

Negatives left out include the fact that caffeine is addictive and cutting down or stopping coffee consumption can be difficult and even on a par with trying to stop smoking.

Coffee is used by some for its laxative effect. But this means that nutrients are expelled by the body before they can be absorbed, say scientists. The caffeine in coffee may cause “jitteriness” and pregnant women should avoid that substance, says the Carroll article. Caffeine should not be consumed after 2 p.m. to avoid interference with sleep, say some doctors.

“The fact that coffee contains good stuff does not necessarily mean that it’s good for us,” says James D. Lane, PhD., professor of medical psychology and behavioral medicine at Duke.

## Daily News lists “good” granola bars

Granola bars, another product that has been hit with negative news recently, such as the FDA ordering Kind Healthy Snacks to take the word “healthy” off at

least four of its products, got some “good ink” in the May 12 *New York News*.

The article by Jeanette Settembre names “five good bars”: Chocolate Peanut Butter Quest Bar; Think Thin Cinnamon Bun White Chocolate; That’s It Apple + Coconut; NuGo Slim Espresso Bar; and Mango Health Warrior Chia Bar.

Among the five “bad bars” was Kind Dark Chocolate Cherry Cashew + Antioxidants with 180 calories (equivalent of 12 teaspoons of sugar), 9g fat, 4g protein and 14g sugar.

Dietician Tanya Zuckerbrot says it is a bar “with little or no fiber and protein digests quickly, so it won’t satisfy hunger for very long. A ‘health’ bar should not exceed five grams of fat per serving.”

Joseph Cohen, SVP of Communications for Kind and 2014 Chair of PR Society of America, said after the company was hit with the order in April, that Kind is fully committed to working with the FDA and is “moving quickly to comply with its request.”

He said nuts were to blame for the labeling problem. The nuts in the bars “contain nutritious fats that exceed the amount allowed under FDA’s standards,” he said. “There is an overwhelming body of scientific evidence supporting that nuts are wholesome and nutritious.”

## Bars are “nothing more than candy”

Settembre says, “Energy bars marketed as healthy alternatives to full meals are often nothing more than candy wrapped in a protein or fiber skin.” She calls it a “billion-dollar boondoggle” that is “making America fat.”

Nutritionist Kim Carolan told her, “Most bars are a dead food, meaning they lack nutritional value and are high in sugar, causing our body to still feel hungry.”

Kind bars are “not the only villain,” wrote Settembre.

NBC News and other media have noted that granola bars can contribute to cavities since the sticky material in them stays on the teeth long after the bars have been digested. The bars are often consumed “on the run” when rinsing out the mouth with water or brushing the teeth are not readily available options.

*The Washington Post*, in an article May 15 by Aseem Malhotra on diet, exercise and weight, said “too much junk food” and other poor eating habits “contribute more to disease and death than smoking, alcohol and physical inactivity combined.” ○

## Indiana inks PN for image pact

Indiana Economic Development Corp. has signed a \$750,000 contract with Porter Novelli to encourage natives and people everywhere to visit the Hoosier State's "many vibrant communities and exciting attractions," according to the professional services contract approved May 14.

The contract calls for PN to assess the "perceptions and expectations of stakeholders that influence and are critical to the reputation of Indiana." The IEDC and Indiana Office of Tourism Development have been closely collaborating on a new reputation initiative to boost the state's "global brand reputation as a welcoming place to live, visit and do business."

The fee covers Phase I of the program that went into effect April 1 and runs through September. PN will meet with stakeholders and explore ways the initiative can deliver positive value to a broad and diverse audience and "support positive actions to enhance and strengthen Indiana's reputation."

Phase I will be a "final set of recommendations, a strategic plan and message platform and fully developed campaign ready for launch and long-term execution." The parties will negotiate the budget for the Phase II implementation period.

Indiana's reputation has been in tatters since Gov. Mike Pence's March signing of the Religious Freedom Restoration Act, which drew widespread scorn from critics who claimed it opened the door to discrimination against gay people.

Pence has also brought in a new Communications Director, Shelley Triol. Triol is a former TV news producer in central Indiana, and is Director of Strategic Communications for the state's Dept. of Administration who worked on the agency side with Sease, Gerig & Associates in Indianapolis.

Former Communications Director Christy Denault resigned at the height of the religion law blowback in April to spend more time with her young children. ○

## Jeb Bush snags Boehner Aide

Michael Steel, Press Secretary to House Speaker John Boehner, is moving to Jeb Bush's Right to Rise Policy Solutions PAC.

Steel, a former reporter, got a taste of presidential campaign PR as traveling press secretary to Rep. and Vice Presidential hopeful Paul Ryan during the 2012 campaign. He spent the last eight years on Boehner's staff. Politico reported that Steel will take up a leadership role in Policy and Communications with Bush's PAC.

Bush formed the PAC in January, ostensibly to support conservative candidates, but more realistically as a precursor to a 2016 presidential bid.

Steel started out as a correspondent for National Journal News Service before moving to Capitol Hill with Rep. John Shadegg and posts with the Republican Policy Committee and Ways and Means Committee.

Other Right to Rise PR hands include Kristy Campbell, Bush's former Press Secretary as Florida Governor, and Romney rapid Response Director Matt Gorman. ○

## Former Treasury PA chief to rep bank lobby

Rob Nichols, the former Treasury Department Public Affairs Chief who leads the Financial Services Forum, has been tapped as President and CEO of the American Bankers Association in Washington.

Nichols, Assistant Secretary of Treasury for PA during President



George W. Bush's first term, will take the ABA reins from former Oklahoma Gov. Frank Keating, who steps down after four years.

ABA Chair John Ikard said Nichols fit the bill with policy savvy, understanding of the banking system and a strong record of management and bipartisan advocacy, traits sought as "the banking industry is undergoing a great deal of change."

The appointment comes as the ABA, which reps the \$15 billion banking sector, continues its assault on the Dodd-Frank Act, the sweeping financial reform that ratcheted up regulations on banks in the wake of the financial crisis.

Since 2005, Nichols has led the Financial Services Forum, the policy shop of financial sector CEOs. Nichols previously led PR for the Electronics Industries Alliance and earlier was a Hill and White House Aide. ○

## Bond flies for Southwest Air

Former Missouri Senator Christopher Bond has signed on as Washington representative for Southwest Airlines.

The Republican politico, who also served as governor of the Show Me State, did three-terms in the Senate and opted not to stand for re-election in 2010.

His Kit Bond Strategies deals with general aviation issues for the carrier and Federal Aviation Administration's re-authorization of transportation appropriations.

Southwest, which completed the integration of AirTran in December, recorded a record Q1 profit of \$453 million on \$4.4 billion revenues. ○



Bond

## NY Times vet Wyatt rolls to Sphere in D.C.

Edward Wyatt, a 20-year reporter for *The New York Times* in Washington, D.C., has landed at Sphere Consulting in the capital as a Senior VP in the PR and public affairs firm's public policy research and intelligence unit.

Wyatt, who took a buyout from the *Times* last year, covered telecommunications, technology, copyright and antitrust, among other topics during his stint at the *Times*. He was previously a reporter and writer for Dow Jones Newswires and *Barron's*.

Sphere founder and managing partner Jim Courtovich said regulatory issues and implementation dominate the policy agenda in Washington, and he sees Wyatt's ability to distill complex policy issues as key for clients. ○



Wyatt



## Congo hires KRL to promote war over sexual abuse

The Democratic Republic of Congo has hired KRL International to support the country's office in charge of combatting sexual violence.

The Washington firm will do outreach on behalf of the Office of the Special Representative to the US government, media, non-profit organizations and engage foreign investors and the private sector to build support for the fight against sexual violence and child recruitment.

Human Rights Watch reports that hundreds of thousands of women and girls — young and old — have been victims of rape and brutalization since conflicts in the Congo began in 1996.

Riva Levinson, who once managed the international business of Burson-Marsteller's BKSH & Assocs. lobbying unit, which is now Prime Policy Group, founded KRL, which has a three-month pact with Congo.

She's the longtime advisor of Liberia President Ellen Johnson Sirleaf, who is celebrating the May 11 decision of the World Health Organization to rule her country Ebola-free.

KRL also handles PR for South Sudan, which is Africa's youngest nation. ○

## Saudis up spending at Qorvis

Saudi Arabia bolstered spending at Qorvis to \$3.2 million during the six-month period ended March 31 as the Kingdom adopted a more aggressive response to the upheaval in the Middle East.

The MSL unit, which received \$500,000 from the Saudis in the year ago period, supported Saudi Arabia's military intervention in Yemen ("Operation Decisive Storm") and its backing of Syrian rebels seeking the ouster of Bashar al-Assad.

FARA News



## NEW FOREIGN AGENTS REGISTRATION ACT FILINGS

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

**Finsbury, LLC**, New York, NY, **registered May 12, 2015 for International Enterprise Singapore Board**, New York, NY, to arrange meetings or activities with top tier media or influencers to familiarize them with Singapore's status as a leading commodities trading hub in Asia.

**Sandler Trade, LLC**, Washington, D.C., **registered May 8, 2015 for Embassy of Nepal**, Washington, D.C., to advocate for passage of the Nepal Trade Preferences Act (S. 81) by communicating via telephone and email with Congressional staff, and contacting associations of Nepalese Americans to explain the benefits of S. 81.

**Squire Patton Boggs, LLP**, Washington, D.C., **registered May 14, 2015 for Republic of Kenya**, Nairobi, Kenya, to advise the foreign principal with respect to its designation under the U.S. Department of State's Annual TIP decision process and rankings report. May include counseling and assistance in communicating with U.S. Executive and Legislative Branch officials concerning various U.S.-Kenya bilateral issues.

Lobbying News



## NEW LOBBYING DISCLOSURE ACT FILINGS

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

**Zaino Hall & Farrin LLC**, Columbus, OH, **registered May 18, 2015 for Marathon Petroleum Corporation**, Washington, D.C., regarding retail petroleum

**Valente & Associates**, Washington, D.C., **registered May 18, 2015 for The DIRECTV Group, Inc.**, Washington, D.C., regarding media mergers, cable, and satellite regulations.

**Fierce Government Relations**, Washington, D.C., **registered May 18, 2015 for Engage Cuba**, Washington, D.C., regarding H.R. 664-Freedom to Travel to Cuba Act of 2015 and S. 299-Freedom to Travel to Cuba Act of 2015.

**Socci and Associates**, Alexandria, VA, **registered May 13, 2015 for Cyber Security and Defense Super PAC**, Alexandria, VA, regarding all issues, legislation and regulations relating to cybersecurity and defense matters.

Saudi Arabia transitioned from Operation Decisive Storm to "Operation Renewal of Hope" on April 21, a shift capped by a May 7 announcement of five-day cease-fire to facilitate shipments of humanitarian aid to Yemen.

Secretary John Kerry and Saudi Foreign Minister Adel bin Ahmed Al-Jubeir unveiled the agreement at a joint press conference in Riyadh. The two diplomats also discussed the joint battle against ISIS, Iran's nuclear program and the Camp David summit between the US and Arab states of the Gulf Cooperation Council.

Saudi Arabia announced in May that King Salman is going to skip Obama's summit this week due to its scheduling overlap with the cease-fire.

King Hamad of Bahrain, which is the base of U.S. Fifth Fleet, is also snubbing the summit.

Bahrain, a satellite of Saudi Arabia, is another Qorvis client. It spend \$280,000 at Qorvis during the period.

Qorvis has been Saudi Arabia's "go-to" US PR firm since the days following the 9/11 terror attacks. ○

## Holland invests in DCI

The Netherlands Foreign Investment Agency has signed Development Counsellors International to a three-year integrated marketing program worth \$25,000 per-month.

The New York-based firm will push the "Invest in Holland" brand carrying the "rolling out the orange carpet" theme to underscore the "warm welcome that North American investors find in the Netherlands," according to its contract. The program calls for creation of a news bureau, organization of press trips, trade shows (Brooklyn, Philadelphia and Chicago), luncheons, a "Heineken Happy Hour," social media participation and digital advertising.

Under the contract, DCI agrees not to work for IDA Ireland and UK Trade & Investment or any other entities that NFIA considers competitors. ○

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**NEWS CORP CALLS IN EDELMAN**  
Embarked 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 PA counsel to News International's management and standards committee handling the internal inquiry into the hacking of a murdered 15-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 Higg, Edelman's managing director for corporate affairs, and James Landis, managing director for PA, 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 new CEO Chip Clancy, 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](http://odwyerpr.com/rfp).

**APCO Worldwide has recruited Cullen 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, Avenir and Chugent Laboratories.

**F-H SHUFFLES MANAGEMENT DECK**  
Fishburne-Hilland named Jack Modzelewski to the newly created position of the Americas post to coordinate activity of the unit chief of regions 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 Sney also appointed J.J. Carter, GM/Sas Francisco, to the U.S. western president slot. Nancy Selinger, executive VP and former senior 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.

**CHIME 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 Allison MacKenzie and Eva Reynolds. The duo counsels clients such as Pfizer, Amgen, Bristol-Myers Squibb, Roche and Moderna. 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 Duo, the first integrated device for iPad. Duo makes it possible for multi-person games such as "Smithsonian Artifact or Fiction." MWV is to position the client as the top brand of gaming "appreciators" 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 Nanusong, Nikos and Celestino, among others.

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February, *Environ. PR & Public Affairs*  
March, *Food & Beverage*  
April, *Broadcast Media Services*  
May, *PR Firm Rankings*  
June, *Multicultural/Diversity*  
July, *Travel & Tourism*  
August, *Prof. Svcs. & Financial/I*  
September, *Beauty/Fashion & Lifestyle*  
October, *Healthcare & Medical*  
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