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Fraser Seitel

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LISTEN. ENGAGE. REPEAT.

20 years later, digital media remains unstable as ever

Two items in the news have raised concerns regarding the press' freedoms today as well as the relative economic fragility of digital media.

The first involves newly-surfaced details regarding retired wrestler Hulk Hogan's privacy lawsuit against Gawker Media. Hogan — née Terry Gene Bollea — famously sued Gawker for defamation, loss of privacy and emotional pain in response to the site's 2012 release of a sex tape featuring Hogan and the (now-ex) wife of a (now former) friend. In March Hogan was awarded \$140 million in compensatory and punitive damages, with additional lawsuits pending.

Defamation and libel suits against publishers aren't exactly a new concept. However, in May it was revealed that the Hogan suit was covertly bankrolled to the tune of \$10 million by Silicon Valley billionaire Peter Thiel. While it's alarming to learn that a growing number of well-heeled third parties are now adding lawsuits to their investment portfolios, what makes this story even more unique is the suggestion that Thiel's motivations apparently weren't financial, but personal in design: Thiel, an eBay co-founder and early Facebook investor, in 2007 was famously outed on Gawker's Valleywag blog for being gay.

Thiel in May told the *New York Times* that his goal in backing the suit was to instill "deterrence" in media sites such as Gawker that engage in "bullying people even when there was no connection with the public interest." The \$140 million judgment, which is awaiting appeal, indeed may deter Gawker Media from doing just about anything, as it's left the company's entire future in question. Gawker, which owns sports site Deadspin, feminist blog Jezebel and technology news site Gizmodo, in May saw its motion for a new trial denied by a Florida judge. The media company has now hired investment counsel to discuss financial options, which includes the possibility of a sale.

The second item involves Facebook, which faced a firestorm of controversy following a May report from Gawker-owned site Gizmodo, in which former employees of the social network claimed they'd routinely suppressed conservative news items from appearing on Facebook's "Trending Topics" news feature. That feature, which culls the most popular news stories circulating on the site, relies on algorithms that allegedly were left to the subjective curating discretion of its newsroom staff, many of whom were contractors.

The Gizmodo report caught the ire of everyone from Glenn Beck to Glenn Greenwald, and even drew rebukes from the Republican National Committee and Senator John Thune (R-SD), the latter slamming the website for being "inconsistent with the values of an open Internet." Facebook later published its internal editorial guidelines, and CEO Mark Zuckerberg invited conservative leaders to Facebook's Menlo Park, CA headquarters to discuss the issue and demonstrate how the algorithms work.

These news items illustrate both how far digital media has come and yet how far the medium has to go. Social media's ubiquity has made it the de facto news source for many Americans; like it or not, people use Facebook today the way most would use a newspaper. The problem, I suspect, is that even though it's been 20 years already, many of us still haven't figured out what we want digital media to be. In highlighting the site's alleged political bias, Gizmodo pointed out that, "In other words, Facebook's news section operates like a traditional newsroom." It's not like MSNBC and Fox News don't have an agenda. If we still aren't comfortable referring to these digital sites as "journalism," why are we holding Facebook to a higher journalistic standard than our network news channels?

On the other hand, I also suspect a number of us feel that if you're going to call yourself a news organization, you should act like one. Though the Federal Trade Commission in December updated its enforcement policy regarding native advertising, a recent study by D S Simon Media found that an overwhelming majority — 81 percent — of online media professionals admitted they haven't changed their policies on native ads since those new rules took effect. Gawker's history of questionable journalistic judgment — some might even say lack of basic taste — has no doubt left many clamoring for the site's demise and hence, cheering the vindication achieved by the Hogan suit, but I think this misses the larger issue. Regardless of how you feel about Gawker's integrity, or whether you believe the site violated Hogan's privacy in its coverage of his extramarital tryst, consider the implications of a legal environment in which billionaire third parties with big coffers and bigger chips on their shoulders can potentially reshape our media landscape and widen their political influence by waging financial attrition against press outlets that cover them unfavorably.

Thiel's victory may portend a troubling trend in the mega rich using the courts to settle personal vendettas against the fourth estate. Donald Trump, speaking during a February rally in Texas, said "I'm going to open up our libel laws so when they write purposely negative and horrible and false articles, we can sue them and win lots of money." If this trend continues, you can bet it will be small media companies like Gawker, which are potentially one judgment away from bankruptcy, and not the well-backed networks or publishers, that fold first. ○

— Jon Gingerich



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Women prefer gender neutral marketing messages

An April survey that sought to analyze how different marketing channels influence the engagement and purchasing decisions of female consumers found most women dislike gender-targeted ads.

By Jon Gingerich

Most women dislike gender-targeted ads, according to a recent national survey of American women conducted by New York-based advertising technology company Fluent.

The report, titled *Marketing to Women*, analyzed how different marketing channels influence the engagement and purchasing decisions of female consumers. The study found that nearly three-quarters of all females surveyed — 74 percent — said they prefer marketing messages that are gender neutral, as opposed to messages geared specifically toward women.

Regardless, 73 percent of the women surveyed said they receive marketing messages directed specifically to women at least sometimes. Only 27 percent said they rarely or never see these messages.

“According to our research, nearly 3 in 4 women prefer gender-neutral ads,” Fluent president Matt Conlin told *O’Dwyer’s*. “This

suggests that many women find marketing efforts that single them out for their gender to be out of touch. This is important for marketers to keep in mind, given the history of biased ads from the *Mad Men* era.”

The Fluent study also found that digital marketing channels such as social media, emails and mobile notifications are far more likely to drive purchasing decisions than TV, print and other “traditional” channels.

While only 14 percent of respondents said they’ve signed up to receive mobile notifications from brands and products, the study cited this forum as the most effective marketing channel, as 72 percent of respondents who use mobile notifications said it has influenced them to buy products. More than half — 53 percent — of respondents who subscribe to email marketing newsletters have done the same, though only 19 percent admitted signing up to receive them.

By contrast, only 44 percent said TV ads have been influential in their purchasing decisions, followed by newspaper and magazine ads (35 percent) and radio ads and billboards (both 26 percent). Online display ads also ranked low, influencing only 37 percent.

About a third — 30 percent — of women aged 18-29 (and 19 percent all women) said they follow brands and products on social media. A majority of those who do so, however — 71 percent — said the practice has made them more likely to buy products. According to the report, Facebook leads all social media platforms when it comes to following brands, with more than three-quarters — 77 percent — of respondents citing it as the preferred network, followed by Instagram, which was favored by only 11 percent. Twitter, Pinterest and Snapchat followed in favorability, in descending order.

More than half of all women polled for the survey — 55 percent — said they have downloaded a mobile app from a brand they occasionally enjoy. However, 45 percent said they never have, and the practice seems to maintain a particularly low adoption rate, as only about a fourth of respondents claimed to have made a purchase this way, with the majority — 76 percent — citing apps as a resource they use primarily for research.

Of the women surveyed, 36 percent said they typically browse products online before making a purchase at a store, and 37 percent said they check online customer reviews before making a purchase.

Fluent’s *Marketing to Women* report surveyed 1,443 American women in April. **O**

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PR news brief

PR Newswire Sells Off Agility

PR Newswire has inked a deal to sell its US and UK Agility media intelligence business to Innodata.

The deal, which comes as PRN seeks antitrust clearance of its acquisition by Cision, includes the Agility and Agility+ applications and platform, global media database and customer contracts in the US and UK.

The Agility platform includes media list and monitoring capabilities similar to services already offered by Cision.

PRN CEO Robert Gray said Agility is an excellent fit for Innodata, a publicly traded data company that acquired the MediaMiser media monitoring tool in 2014.

Financial terms were not disclosed.

FDA examines definition of 'healthy'

The FDA plans to re-evaluate its definition of the term "healthy," which could impact how food companies market their products.

By Jon Gingerich

The Food and Drug Administration plans to re-evaluate its official definition of what constitutes "healthy" food. An update to that agency's meaning of the term could have a direct effect on how food companies today market their products.

The decision to revisit the definition, which has not been updated since the 1990s, comes as the FDA is expected to issue its final revised updates to the Nutrition Facts label found on most food packages later this year.

The agency seeks to update the Nutrition Facts label to make it more consistent with new scientific information, as well as the updated dietary guidelines released by the USDA in January. That government policy statement scaled back previous recommendations on dietary cholesterol and accounted for an updated scientific distinction between healthy fats — such as nuts — from regular fats. The updated dietary guidelines also shifted its focus to account for overall eating patterns, emphasizing food choices

in the context of the patterns in which they are consumed, versus simply listing foods that Americans should avoid or eat more of.

Discrepancies between the FDA's current definition of "healthy," compared to recent scientific findings and the USDA's newest dietary guidelines, have become a source of confusion. One example is the avocado, which is now considered a super food, though it remains considered "unhealthy" according to the FDA's definition, due solely to its total fat content.

Currently, the FDA allows food brands to market their product as "healthy" only if it meets the agency's nutrient content criteria requirements, which largely places an emphasis on fats, cholesterol and sodium. That strict — and arguably, dated — criteria made headlines last year, when popular granola bar maker Kind was served with an FDA warning letter for labeling its snacks as "healthy," a term the agency said didn't meet the FDA's requirements that govern the use of that claim. The company responded, stating its use of the word "healthy" was apt, as the product's fat content is derived from nuts, a food now recommended in the

latest USDA dietary guidelines. The FDA later agreed to allow Kind to continue use of the word "healthy" as a sort of broad, philosophical claim about the company, if not its food products.

Kind in February hired public affairs powerhouse Glover Park Group for lobbying help on FDA issues.

"I think [the FDA] realized they were caught out by this, and they needed to rethink their standards and do something about the facts that the Kind case brought out," said E. Melanie DuPuis, a professor and chair of environmental studies and science at Pace University.

DuPuis, who is also author of *Dangerous Digestion: The Politics of American Dietary Advice*, told *O'Dwyer's* that the notion of a new definition for "healthy" opens a potential Pandora's box for food marketers, because like all industries, they rely on processes they want to keep stable, and when the definition of a term they use starts changing, companies have to

change those processes.

"The only thing worse than regulations for an industry are regulations that are constantly changing," DuPuis said.

Bill Layden, partner and co-founder of food, nutrition and wellness agency Food-Minds, told *O'Dwyer's* that the FDA's decision to re-examine its current definition of the term is "long overdue," and said the move would open up opportunities for food and beverage companies to review labeling and align their products with current dietary guidelines.

"It could be a tremendous help in informing consumers," Layden said.

The FDA now plans to solicit comment from the public as well as food experts on the issue of what constitutes "healthy" food. That process could take several years.

"The question is, how do you create standards when there's no way we're all going to come up with a final, perfect definition of 'healthy?'" DuPuis said. "We're always going to understand the science better than we did before, but we might also come up with new criteria regarding what we consider healthy, so what do we do about that?"

How do you come up with a process by which the standards can have flexibility as we learn more and as we change what we consider healthy? One way or another, I don't think we're going to come up with a perfect solution, but having a public conversation about this stuff might be a good idea at this point."

The news comes as the agency also prepares to update its definition for the word "natural," as it relates to the term's popular use on food product labeling. The phrase has resulted in several high profile lawsuits, notably against retailer Whole Foods, due to claims that the grocer allegedly misled consumers into buying products that contained "non-natural" ingredients.

The FDA has sought public input on the use and appropriate definition of that term as well.

"Science is a journey, not a destination, so we have to periodically update information as we come to a better understanding of science," Layden said. "Unfortunately, it's just taken the FDA an incredibly long time to do it." ○



PR news brief

Journalists don't find PR press content useful

Most media centers and digital newsrooms established by the communications industry don't meet the needs of the press, according to a survey by PR content distribution platform ISEBOX that measured the effectiveness of online communications resources.

According to the ISEBOX survey, journalists still use digital newsrooms. An overwhelming majority — 95 percent — of journalists polled claimed they access a digital newsroom or website at least once a month, and 41 percent said they visit those newsrooms daily.

However, 70 percent of journalists polled said digital newsrooms don't meet their needs or expectations. Lack of access to PR contact information was cited as the number-one reason for these failings (69 percent), followed by a lack of access to multimedia content (65 percent). Poor search tools (54 percent) and lack of current information (53 percent) were also significant sources of press dissatisfaction.

Journalists also listed requiring passwords to access content, long releases with weak quotes, lack of high-resolution photos, lack of access to press release archives and difficulty interviewing executives as insufficiencies with digital newsrooms.

Of the most important features desired in a newsroom, an overwhelming majority of journalists polled — 90 percent — cited updated and accurate contact information, including phone numbers and emails. About three-quarters — 76 percent — said it was the ability to view and download multimedia content (photos, videos and documents,) and 71 percent listed access to current news and information.

The survey also found that 80 percent of journalists said they would be more active in seeking out a newsroom if it met their needs. Half said they found it important to have the ability to subscribe to newsroom releases, though a majority — 69 percent — said they rarely or never subscribe to those resources.

Healthcare outreach for aging Hispanics

Older Hispanics, a demographic which has been traditionally underrepresented and excluded from critical health conversations, provide a unique opportunity for the healthcare marketing industry to make a major impact on national care.

By Katie Mahony and Cynthia McFarlane

What's not for a marketer to love about a fast-growing, underserved demographic hungry for the information, products and services that your company offers? You may want to ask yourself that question if you're in healthcare and not targeting older Hispanics.

And that's pretty much everyone in the sector. Pharmaceutical marketers allocated mere 2.5 percent of their 2014 marketing budgets to Hispanic efforts, compared to an average of 8.5 percent across the top 500 U.S. advertisers, according to a 2015 AHAA report. The differences were even more stark in Hispanic media spend. The top 500 increased their investments over five years by more than 50 percent to an average of \$14 million in 2014. Over the same period, pharma *cut back* by nine percent, to \$6.3 million.

Whether they believe that "total market" efforts are enough or they fail to recognize the value of the Hispanic market, healthcare providers and pharmaceutical companies are missing out on enormous opportunities, not just today but in the years ahead.

That Hispanics are fast becoming the country's biggest minority group shouldn't be news. It's also no secret that healthcare needs increase with age. But too many marketers are caught up in the buzz about Hispanic Millennials and youth. Focusing exclusively on the younger, U.S.-born and acculturated generations ignores a still important — and growing — demographic: their parents and grandparents.

Consider the population trends: In 2015, there were 11.4 million Hispanics aged 50-plus, representing 10 percent of all middle aged and older adults in the United States. As soon as 2020, they will account for 13 percent of the U.S. population. The ranks of older Hispanics — ages 65 and up — are quickly expanding, too, projected to jump from seven percent of all U.S. older adults as of 2010 to 12 percent in 2030 and 16 percent in 2040. By 2050, they're expected to number 17.8 million, equivalent to one out of five older U.S. residents.

Can anyone afford to ignore as much as 20 percent of their market?

Beyond the sheer growth in numbers, Hispanics are living longer. Unfortunately, they are not living healthier. Compared to non-Hispanic whites, they have higher rates of obesity and a higher prevalence of chronic conditions like asthma, hypertension, ar-

thritis and Alzheimer's. Type 2 diabetes is a serious and growing problem: one out of three Hispanics will develop it, yet it often goes undiagnosed and is a leading cause of death. Name most any chronic disease and you'll find the incidence among U.S. Hispanics is disproportionately high.

Behind the poor health statistics are factors like unhealthy eating habits and sedentary lifestyles. Low incomes, little to no savings, high poverty rates and low rates of insurance prompt many to forego doctor's visits, medication and other care. As of 2011, only 12 percent of older Hispanics had Medicare and they are more likely than other groups to rely on it exclusively.

Older Hispanics tend to be Spanish-dominant, with limited computer proficiency and Internet access. Given the digital divide, they don't readily seek out health-related information online, and are often unaware of existing programs and support that could help them.

And Hispanic older adults don't perceive that the sector is talking to them. The wealth of information and advice on healthy living, prevention, disease management and treatment options that exists in the market today is not getting through to the very people who need it most.

The remedy goes beyond language. Even for service providers equipped to deliver in Spanish, the knowledge and culture gaps can be huge. Companies willing to engage Hispanic adults in culturally appropriate ways and in Spanish are the ones that will both foster better health outcomes among this demographic and benefit over the long term.


What are some of the cultural pitfalls? The increasingly business-like nature of U.S. healthcare can be alienating to older Hispanics who perceive brisk American efficiency as disrespect. Those with limited formal education do not understand the basics of the U.S. system. And these older adults need more time and repetition to grasp new concepts — from medical protocols to dietary recommendations — another challenge in a results-driven environment.

There are other cultural considerations to take into account. Hispanics deeply value and cultivate personal relationships with physicians, who are regarded as trusted advisors to the patient and the whole family. They also rely heavily on other healthcare professionals such as pharmacists, and their

social networks, especially families.

Indeed, the care of older adults is very much a family affair. An estimated 36 percent of all Hispanic households are caring for an elderly parent or relative. Home-based caregiving is a deeply-rooted expectation, and the primary caregivers, most of whom are women in their mid-to-late forties, are less likely than non-Hispanics to describe their situation as stressful or as a burden. They consider it a source of personal and emotional fulfillment and an important responsibility that brings families together. This means that efforts targeting older Hispanics should have multigenerational reach.

The strategies for combatting the negative trends and disparities in Hispanic health are multifold. But first, healthcare and pharmaceutical companies must recognize one thing: an important population has been excluded from critical conversations. Companies must re-think and redesign their marketing to patients, caregivers and healthcare providers in order to improve the standards of care of today's older Hispanics and the well-being of the generations to come.

Katie Mahony is a Senior Client Lead at Chandler Chicco Agency, part of inVentiv Health. Cynthia McFarlane is Chief Strategy Officer & Managing Partner at Newlink. 



Katie Mahony



Cynthia McFarlane

PR news brief

Ukrainian pleads guilty in press release hacks

A 28-year-old Ukrainian man pleaded guilty May 16 in federal court in New Jersey to hacking Marketwired, PR Newswire and Business Wire and stealing confidential information from press releases in a conspiracy to reap \$30 million in profits.

Vadym Iermolovych copped to charges of conspiracy to commit wire fraud, conspiracy to commit computer hacking, and aggravated identity theft in the ring, which conspired to swipe 150,000 press releases and the sensitive information they contained. He was arrested in November 2014 on other charges related to computer hacking and credit card fraud, the US Attorney for New Jersey, Paul Fishman said. He faces up to 27 years in prison.

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Developing multicultural social media communities

As the U.S. population continues to grow in both numbers and diversity, the need for brands to understand those communities and build inclusive, multicultural social spaces has become more prominent.

By Mari Escamilla

The U.S. Census Bureau reports that the country's minority population rose from 32.9 percent in 2004 to 37.9 percent in 2014, making the population more racially and ethnically diverse than ever before. U.S. births have been the driving force behind the increase in the Hispanic population: more than half of all Americans ages five or younger are now non-white. Fueled by immigration, recent reports indicate that Asians have emerged as the fastest growing of the three major ethnic and minority populations. This should come as no surprise, as it has been predicted that the U.S. will become a majority-minority country by the mid-2040s.

Millennials at the forefront

Leading part of the recent growth and change are Millennials. This group has surpassed Baby Boomers and now represents more than a quarter of the total U.S. population. As of January 2014, 74 percent of online adults were using social media. Considering more than 40 percent of the Millennial generation are non-white, it's important to take into account their cultural preferences.

Millennials are actively engaging in content that identifies with them based on their life experiences and language(s) of preference. This can be a daunting realization for large brands that already have a strong social media presence on English language channels with "general market," non-culturally diverse content. Instead of creating separate pages that share content in different languages or for different ethnicities and potentially segregating a brand's customer base, try developing a multicultural community within each social media profile.

By building a multicultural and inclusive social media community, brands can continue to grow their pre-existing channel on Facebook, Twitter, Instagram and other relevant social media outlets. In order to do so successfully, a brand will need to invest both the time and money necessary to develop a strong team and foundation of resources. According to Advertising Age, those between the ages of 17 and 34 are expected to spend more than \$200 billion annually, beginning in 2017.

Millennials will spend \$10 trillion in

their lifetimes, and studies have shown that 48 percent of Millennials say word-of-mouth influences their product purchases more than TV advertising. Word-of-mouth influence typically come from social media; 63 percent of Millennials stay updated on brands through social networks. Additionally, 43 percent of Millennials have liked more than twenty brands on Facebook.

Develop an authentic voice

In order to benefit from the potential influence of social media, a brand needs to build trust with Millennials. This can be done via authenticity, meaning using culturally diverse imagery and content and employing a social media team that reflects the brand's customer base. If a high percentage of the non-white community on a brand's Facebook channel is Hispanic, it will be imperative for the social media team to produce content that doesn't fall within stereotypical assumptions. Think back to when The Academy posted a photo of Penelope Cruz and Robert De Niro on their Instagram account but confused Cruz for Salma Hayek, "the other Hispanic female actor" in Hollywood.

If a high percentage of the non-white community on a brand's Facebook channel is African American, an emphasis should be placed on topics of interest without exploiting them. Football fans might recall when after progressing to the Super Bowl the Seattle Seahawks tweeted, "We shall overcome #MLKDay" alongside a photo of Russell Wilson in tears and a quote from Martin Luther King, Jr. The team was forced to issue an apology and delete the tweet after followers called them out for exploiting the historical holiday for the sport.

By hiring experts in social media who can relate to the customer base, a brand will build trust and mitigate potential errors. Authenticity is ranked over content when consuming news on social media by 43 percent. Millennials have to first trust the brand before reading or looking at the content brands have produced.

Executing multicultural social media

Develop an understanding of who your community is online. Review insights provided by each social media outlet to

better understand language preferences, interactions and ethnicities. Be sure to listen to really know how to tailor your social media strategy.

Build a team that reflects your online community. Hiring experts who relate to the base will help build trust and develop authentic social media content.

Develop content that has diverse imagery. If your brand is a baby gear company, don't solely use imagery of a light skinned or blue eyed child. Be more inclusive and diverse in your choice of imagery.

Develop content that relates to the community. Play on the strengths of your social media team to connect with the life experiences of your social media community. MITÚ and Pero Like have used the experiences of their staff to connect with their Latino community with funny memes like, "refried beans are the glue that hold my life together."



Mari Escamilla

Develop content that highlights relevant holidays, events or seasons. Latinos, African Americans, Asians and other ethnicities will each have their holidays of importance. Don't assume all communities care about the same holidays, and be sure to consider key dates.

Incorporate an advertising budget. Once you've started to develop your multicultural community, start developing a few advertisements that help you continuously grow the following. Test content to learn what resonates best with your potential audience.

Best practices in social media are always evolving, but what hasn't changed is its level of importance in an organization's general marketing strategy. With the recent changes in the composition of the U.S. population, it's critical that brands adapt their organizations to both understand those communities and also listen to them to learn how they like to be communicated with. Listening to a customer base will expand an organization's understanding of "who we are" and strengthen their ability to maintain a multicultural community. Don't be afraid to dive into the multicultural space — just be ready to listen, learn and adapt.

Mari Escamilla leads Marketing Maven's multicultural marketing practice. ○

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PUBLIC & INVESTOR RELATIONS

Pushing PR's limits to effectively reach Hispanics

With Hispanics over-indexing on digital channels and devices, marketers working in our increasingly digital world now must employ a broader depth and breadth of assets and media approaches to connect and communicate effectively with today's Hispanic market.

By Jorge Ortega

When I first began in the Hispanic communications field, more than 25 years ago, Hispanics were considered a niche market, and targeting them was far less sophisticated and complex than it is in 2016. Today, the Hispanic market has burgeoned into a large, diverse audience that has a significant impact on companies' bottom lines, demanding much more from communications professionals than in years past.

Be it content, channels for engagement, or community connections, in this increasingly digital world, and with Hispanics over-indexing on digital channels and devices, today's Hispanic marketer has to employ a much broader depth and breadth of assets than days past to communicate effectively with this audience. Now, more than ever, brands need to connect with Hispanics, which means communications agencies must have capabilities far beyond a well-connected, bilingual media relations team.

English? ¿Español?

Speaking of bilingual media relations, this is not to say that bilingual media specialists aren't essential to our agencies any longer. They are. However, the way our strategic communications plans approach traditional media relations has become much more complex. English or Spanish? Or do we shake things up with Spanglish content? There's a multitude of studies circulating on the benefits of Spanish verses English to connect with different Hispanic generational levels, but that's not to mention the young, powerful Millennial generation. Good luck with them, fellow marketers.

A difficult audience to categorize, Hispanic Millennials demand much more from marketers, and are hyper-connected to online media. While many of them speak Spanish as their first language, they may be equally strong in English and prefer to communicate in their Anglo tongue. BuzzFeed and Elite Daily may reach these audiences just as effectively in English, while Telemundo and Univision are now scrambling to better connect with the trendy Millennial population.

Digital is spelled the same in Spanish

Arguably the best means of reaching Hispanics digitally is, by its interactive nature, more demanding of marketers. Latinos are now famous for their penchant for digital media, over-indexing on digital usage. Nielsen recently found that Hispanic consumers in the U.S. tend to stream more

online video and were more likely to use mobile devices as second screens. This is not breaking news to Hispanic marketers, however it does increase what is asked of brands. Across segments, brands are expected to interact with their audiences, not just market to them.

Brands need to create engaging videos and content, and with public relations budgets significantly smaller than those for general market clients, they need an affordable way to create fast, creative content that will resonate with their audience across social media channels. Agencies must be able to provide this now, and even more so in the future. This could change the way that a traditional public relations agency is structured.

Creating engaging content requires a talented creative team, and speedy graphic designers and video editors who can work hand-in-hand with a communications team to generate content quickly, that is in line with the brand's messaging and will cause digital Hispanic audiences to take note, rather than continue scrolling down their newsfeeds.

My comunidad

Scan through any trending Hispanic influencer's account, and you're bound to come across a meme related to having a large, extended Latino family. It's no secret that Hispanics place great emphasis on the value of family and community relationships. However, this builds expectations for brands to integrate seamlessly into the Hispanic culture. Think a Cinco de Mayo sponsorship at a local Mexican restaurant is enough? Think again.

While some brands are leading the pack at infusing their brand narrative with Latino values, this requires more of a strategic communications campaigns than a presence at large, must-have events. The U.S. Hispanic population is a powerful network, reflected in the strength and influence of its organizations. Strong relationships with Hispanics begin with strong relationships with appropriate organizations within this network. Would you like to connect with young, business-minded Hispanics? Connect with ALPFA, the Association for Latino Professionals. Does your brand support entrepreneurship and small and medium-sized businesses? Maybe you should connect with the Stanford Latino Entrepreneur Initiative. Want to understand where Latino voters stand on certain issues? You can meet Latino appointed and elected officials

through NALEO (National Association of Latino Elected and Appointed Officials). A successful Hispanic communications agency needs to have the connections to get your brand's foot in the door across a variety of organizations and chambers.

Are you ready to succeed in this market?

As the entire public relations industry continues to evolve with the advance of digital media, Hispanic-facing efforts are changing even more quickly. Agencies specializing in the U.S. Hispanic market must now provide more capabilities for their clients, which requires a significant change in traditional public relations approaches.

Brands need to connect with audiences through engaging, multilingual content shared across digital channels, and interact meaningfully with the community in order to deliver measurable business impact. Hispanic marketers must strengthen and diversify their communications capabilities in order to rise to this challenge.

Jorge Ortega is Executive Vice President at Burson-Marsteller, and Leader of Burson Latino. ○



Jorge Ortega

Media news brief

Argyle acquires CFO Publishing

New York-based events firm Argyle Executive Forum, LLC has acquired business media company Innovation Enterprise from private equity firm Seguin Partners and minority stake owner The Economist Group.

The acquisition includes Innovation Enterprise parent, business-to-business media brand CFO Publishing, which publishes flagship monthly magazine CFO and website cfo.com, as well as other publications catering to C-level executives.

Terms of the acquisition were not disclosed.

According to executives in a statement, the acquisition would expand Argyle's operations to include more than 350 executive events this year. Innovation Enterprise, which holds offices in New York, London and Boston, produces more than 122 annual events across four continents. Argyle also said it would produce 200 webcasts and more than 400 marketing services campaigns reaching more than two million executives in 2016.

CFO was first published in 1985. Seguin acquired CFO Publishing in 2010 from The Economist Group, which had owned the magazine since 1988 and retained a substantial minority stake after the Seguin acquisition. CFO holds a monthly circulation of 440,000, according to BPA Worldwide.

32%

of Hispanics provide
the equivalent of full-time
care to family members

Source: National Alliance for Caregiving and the AARP Public Policy Institute, 2015

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Making websites ADA compliant

Application of the federal Americans with Disabilities Act on websites is still being worked out by regulators and courts. Smart website operators, however, are putting accessibility on their website requirement checklists.

By Mark Sableman

While websites provide a vital connection between your client's message and the public, many websites may need to be accessible to persons with disabilities. The application of the federal Americans with Disabilities Act on websites is still being worked out by regulators and courts, but smart website operators are already putting accessibility on their website requirement checklists.

The ADA applies not only to governmental operations but also "places of public accommodation," which may include many websites that serve the public. And once a website is subject to the ADA, it needs to ensure that all of its content is accessible.

Consider the Harvard University site. As part of its outreach, Harvard posted — and made freely available to the public — a vast array of courses and other educational and general interest material. Millions of people from around the world have access to this content.

Harvard, however, as a private school, is subject to the ADA, and the ADA prohibits discrimination on the basis of disability, with respect to "full and equal enjoyment of goods, services, facilities, privileges, ad-

vantages, or accommodations." (Harvard was also subject to similar requirements in the Rehabilitation Act, which applies to recipients of federal funds)

Harvard argued that the mere voluntary posting of free videos and educational materials, as a benefit to the public, should not lead to a finding of discrimination. But a federal magistrate, in a report in February, concluded that by posting videos, accessible only to those who could hear, Harvard had violated the ADA and discriminated against deaf and hard-of-hearing persons.

Of course, blind and deaf persons will never be able to see or hear videos, and the ADA does not require that they do so. It simply requires a reasonable accommodation of their disabilities, meaning that entities covered by ADA must ensure that disabled individuals are not excluded, denied services, segregated, or otherwise treated differently because of their disability. Typically, this requires providing "auxiliary aids and services" that ensure effective communications to people with disabilities.

The ADA's reasonable accommodation requirement is limited in that it does not require sellers of goods to create new accessible or special goods for disabled persons, like braille books, audio versions of books, and close-captioned video tapes. Harvard argued that this exception should protect it from having to add closed-captioning to its online videos.

The magistrate, however, construed that exception narrowly, to apply only to the sale of goods, and not the provision of services, such as the educational videos on Harvard's website. Thus, the magistrate concluded that Harvard had an ADA obligation to add closed captioning to its online videos as a reasonable accommodation to the deaf and hard-of-hearing persons on whose behalf the suit was brought.

The Harvard case is still in a preliminary stage. The magistrate's recommendation will be reviewed by a district judge, and the judge's decision will be subject to appeal. Moreover, Harvard, as a private school, is clearly a place of public accommodation, and the question remains open as to what private websites will fall under that term, and thus the ADA's coverage.

The decision, however, helps focus ev-

eryone, including the PR community, on a likely increasing focus on website accessibility. Particularly, if the ADA's "reasonable accommodation" obligation is higher for services offered on a website than for goods offered for sale, news and information businesses need to take heed.

The ADA covers a broad range of disabilities including blindness, deafness, color blindness, repetitive stress injury, tremors, and mental illnesses. Website content may often be made accessible to persons with disabilities, and compliant with the ADA, by adding textual material to supplement multimedia content, and by using other "assistive technologies," including website coding that allows alternative means of navigation.

In several early decisions, courts have refused to dismiss ADA claims concerning websites. In one case, Netflix entered into a consent judgment, agreeing to index and increase its closed-captioned content, after a court held that Netflix's streaming-movie service was covered by ADA, and refused to wait for the FCC to formulate its broadcasting accessibility rules. Spurred by these cases, some law firms are threatening class action lawsuits against operators of public websites that they believe qualify as "public accommodations."

The Department of Justice is working on regulations setting specific accessibility standards for websites, but its rule-making process, which began in 2010, is moving slowly; regulations on the public accommodation title aren't expected until 2018. In the meantime, many website designers are using the World Wide Web Consortium's accessibility guidelines as the de facto legal standard.

For now, PR firms that use websites to get messages out on behalf of their clients should at least consider website accessibility. Begin now — before you receive any legal demands — to have your website designer prepare your websites so that the services offered are also available to the disabled.

Mark Sableman is a Partner at Thompson Coburn LLP. ○



Mark Sableman

PR news brief

H+K aids Puerto Rico in Zika outbreak

The Puerto Rico Tourism Company is relying on Hill+Knowlton Strategies as it tackles the Zika virus crisis and its effect on tourism.

H+K's Miami office leads the account.

Puerto Rico's health department said May 13 that a pregnant woman there became the first American whose fetus contracted microcephaly from a Zika infection. The Centers for Disease Control and Prevention said 20 percent or more of Puerto Rico's 3.5 million people will contract the Zika virus this year.

H+K and the PRTC are working to calm fears and correct misinformation regarding Zika. That includes educating travelers and potential travelers about using insect repellent and wearing proper clothing to avoid the mosquito bites that spread Zika.

"Accurate information about Zika is the key to making educated decisions about visiting Puerto Rico," said Ingrid Rivera Rocafort, executive director of the PRTC.

PRTC said this month, fewer than half of one percent of Puerto Ricans have contracted Zika and the majority of cases occurred away from "typical tourist destinations."

The island suffered a PR blow last month when Major League Baseball canceled a series of games slated for San Juan because of the Zika outbreak.

Multicultural content marketing for Millennials

Developing useful, valuable content is critical when reaching out to Millennial audiences in the Asian, African American and Hispanic markets.

By José Villa

When most marketers think about Millennials, they often miss the fact that almost half (43 percent) of all Millennials living in the U.S. today are multicultural Millennials — Hispanic, Asian, African-American, or mixed-race Millennials. Some put a heavy emphasis on Hispanic Millennials. Those same marketers forget that 23 percent of the Millennial population are African-American, Asian and mixed race. That is a large swath of the lucrative Millennial segment.

The next major mistake most brands make is to focus on paid media driven interruptive advertising in their efforts to reach multicultural Millennials. Marketers tend to focus on “tried and true” methods. When it comes to multicultural marketing, that conventional approach is to focus on in-language creative running on in-language media (think 30-second Spanish spots running on Univision). Rarely do they give a tactic like content marketing consideration as a highly effective lead tactic to engaging multicultural Millennials.

Content marketing defined

While there are numerous definitions out there, content marketing is best defined as the creation and distribution of useful and valuable content that consumers choose that leads to demand for a product or service

This definition presupposes that content developed by marketers must be so useful and/or valuable that consumers would seek it out on their own volition. They are not forced or deceived into consuming it. They genuinely want to consume the content — whether it’s listening to an audio clip, watching a video, answering a poll, taking a quiz or reading the latest list.

The content must also directly and measurably lead those who consume it to consider purchasing a product or service. The content must positively impact consumer demand. For example, after reading an infographic, a user will be more likely to purchase the product mentioned in the infographic.

Why content marketing is critical

Content marketing is the foundation and catalyst of effective multicultural millennial marketing. The first reason is the media consumption behavior of multicultural Millennials. According to the latest wave of research from the Hispanic Millennial Project, multicultural Millennials are consuming content on ad-free platforms like Netflix as much or more than they are via broadcast/cable TV. They are increasingly time-shifting their content consumption via DVRs and on-demand platforms, skipping unwanted ads. Furthermore, a recent eMarketer report showed that nearly two in three Millennials block ads — showing that a solid majority of Internet users ages 18-34 block ads when they view digital content.

These changes in Millennial media behavior underscore the increasing difficulty in “interrupting” them with paid advertising.

Moreover, multicultural Millennials are shifting their media consumption from traditional channels to digital and social platforms. As an example, one third of Hispanic Millennials are consuming news through YouTube.

Millennial media consumption, who indicate overwhelmingly it is a major factor in the music, movies and TV shows they consume.

Social media provides a critical catalyst for content marketing, allowing content to be easily shared and distributed. The social media behavior of Hispanic, Asian, and African-American Millennials provides the connective tissue critical to effective content marketing.



José Villa

A blueprint for content marketing

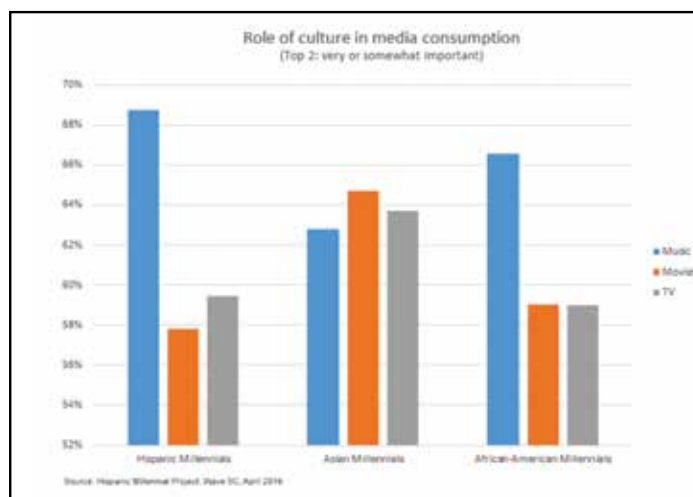
So what does effective multicultural content marketing look like? First, it requires a shift in mindset from an advertiser to a publisher. Brands need to embrace a digital studio model of creating high-volume, cost-efficient, digital multicultural content. This means establishing the capability to create content in more compressed cycles (think days versus months) at a fraction of the cost of broadcast quality video content (e.g. 30-second TV spots). In the past, creating and distributing your own multicultural content was cost prohibitive and risky. Digital technology and tools like HD video and content distribution services have changed the game. Equally important, there is now a digital ecosystem in place to support multicultural content marketing.

As you consider beginning a multicultural millennial content marketing program, keep in mind some of the nuances of each of the three multicultural Millennial segments as it relates to the kind of content

they consume, where they consume it and how.

Regardless of whether you target Asian, African-American, or Hispanic Millennials individually or collectively, multicultural millennial content marketing can be the engine of broader marketing programs. It can provide a steady stream of content that can be repurposed and leveraged across paid advertising, experiential marketing or other earned media initiatives.

José Villa is President of Los Angeles-based marketing agency Sensis. ○



Language is also playing less of a role in the media Asian and Hispanic Millennials consume. According to the Hispanic Millennial Project, only 42 percent of Asian Millennials indicated they streamed any non-English programming in the last 30 days. Only 46 percent of Hispanic Millennials indicated any Spanish language streaming activity. Culture is instead the real driver of multicultural

	Emphasize		
	Hispanic Millennials	Asian Millennials	African-American Millennials
Social Media Platforms	YouTube, Facebook, Instagram, Google+	YouTube, Facebook, Instagram, LinkedIn	YouTube, Facebook, Instagram, Twitter
Content Types	Videos, Image-based content	Videos, Images & Text	Videos, Images, & Text
Content Genres	Music, Sports, News	News, Professional/Career	Entertainment, News, Tech

Strategic Narrative Marketing: an introduction

A new, higher-level approach to messaging that goes beyond storytelling and provides a strategic narrative that guides all forms of marketing.

By Guy Murrel

Communicating in a manner that's authentic, engaging and compelling has always been a challenge in the tech market. Constant change — and the fact that nearly every organization is becoming a tech/software company of some sort — only exasperates the problem to create “positioning and messaging” that stands out and inspires desired outcomes. As we often like to say, “everyone's using the same 16 words.”

As the marketing world continues to address and gain value from the new digital landscape, two current dynamics stand out to us. One is the promise of purely automated social-based marketing, which clearly lacks substance without content — hence the rise of content marketing — therefore causing many forms of marketing to look more and more like PR every day. The second is the avalanche of content — much of it lightweight or bordering on spam — which will likely result in a “content bubble” to which potential customers who become wise will, ultimately, ignore.

While PR has gone from cool to old-school and back to cool again — remember the cry of “PR is Dead!” — we all know how everything works in cycles. We believe those of us in the PR industry have forged the skills around messaging or storytelling to add a higher level of value to today's marketing mix. We must constantly look to elevate the practice of PR into a strategic, high-value asset and not slip into becoming just a tactical commodity. While any and all forms of content may be king, what we say and the messages we convey are more vital than ever.

It should be our collective goal as an industry to own and guide not just stories, but the strategic narrative. This higher-level messaging helps organizations define our constantly changing world. The practice of telling an industry strategic narrative, which is based on the unique perspective and vision an organization has for its industry, is often lacking in today's marketing communications. And, when you look at the disruption and mash-up of industries and capabilities all around, there's a great opportunity to create messaging that defines new market spaces, topics or processes.

With a focus on industry leadership, a well thought-out strategic narrative pro-

vides the much-needed fuel to drive all forms of marketing that require quality, meaningful topics and themes to be effective. A strategic narrative is less about the company and what it does, but demands an organization define its view of the world (industry), what positive change needs to occur and what role it will play to promote and advance that positive change. This is a powerful proposition today, considering how difficult it is to not only stand for something, but to stand apart and above the competition.

Our road to up-leveling messaging to an industry narrative happened when a local Colorado manufacturer of industrial hardware products came to Catapult with a specific request: can you help us build a new market category?

The company had acquired a software platform that automated the gathering and processing of data that had been done manually for decades. The technology was new and disruptive for the market, within an industry that was very “old school” and set in its ways. The main issue, according to the customer: the sales team was struggling to sell its software because an “existing category” did not exist.

The sales team needed to show customers there was a credible market category that supported adopting the technology. And, equally important, made it easier for prospects to sell the concept internally to management and the folks in purchasing. Without a nice “bucket” to categorize the product, sales efforts were bogged down in explaining technical features, how the product worked and other lower-level issues that derailed the sales process.

We agreed to take the project and, while prepping for the kickoff strategy session, realized we needed to spend almost all of our time digging into industry dynamics — not talking about the company and product. What were the prevailing trends? What were the perceptions and misperceptions that existed when it came to automation and technology? What were the opportunities — as an industry — to adopt automation software as a means to improve the overall success of the bigger, overall industry category?

The result was the development and launch of a new category that was based on Lean manufacturing principles. The en-

suing messaging development and launch revealed several things to us:

We were telling more of a strategic narrative, defining the industry, helping advance it, changing long-held perceptions and shifting away from talking about the company and product. We were communicating more like industry analysts and true industry thought leaders.

The less the company talked about themselves the better, and the quicker the company was recognized as a software innovator and not just a products company. It was the industry vision that made the company stand out and made the market take notice.

Media and analysts loved it. They were eager to learn, hear the company's vision and feel part of an emerging trend to help their industry.

It provided endless topics for thought leadership, including white papers, by-lined articles, speaking and other educational outlets. It also provided meaningful fodder for social media and content marketing.

It attracted support. One of the largest manufacturers in the world loved the idea, and partnered with the client to co-present the new category concept at a major industry conference.

It was fun. Defining and launching a new category was exciting and different. Seeing how it was being accepted within an industry was fascinating and rewarding.

As marketers, it moved us from convincing to leading.

And, finally, it dawned on us that all of our successful clients had one thing in common: they all were category leaders!


I hope you can see the opportunity that lies in defining a market category — or creating a new one — as a means of talking less about “me,” and more about the world.

Over the years we created a formalized process for developing a strategic narrative, and using PR and associated marketing practices to develop an entirely new market space. We call it Strategic Narrative Marketing, and are now publishing a guidebook, as our own contribution to the marketing industry, to help PR professionals think about and develop messaging that adds value and matters in the market.

Guy Murrel is Co-Founder and Principal of Catapult PR in Boulder, CO. ○



Guy Murrel

A person is walking a tightrope that stretches across a vast, rocky mountain landscape. The person is silhouetted against a bright, orange-hued sky, with their arms raised for balance. The foreground shows a large, jagged rock formation illuminated by the warm light of the setting or rising sun. In the background, more mountain ranges are visible under a clear sky.

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O'Dwyer's guide to MULTICULTURAL PR FIRMS



Michelle Flowers Welch, Chairman and CEO of Flowers Communications Group (FCG).

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social media, marketing and branding, graphic design and multimedia, and research and analytics.

Allidura is part of inVentiv Health Public Relations Group and powered by inVentiv Health, a global professional services organization designed to help the biopharmaceutical industry accelerate the delivery of much-needed therapies to market. Learn more at inVentivHealth.com.

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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.

B2 builds brands and grows markets for companies driving innovation across a variety of dis-

ease states, and our main goal is to create measurable behavior change for our clients' most important stakeholders, including those in Hispanic markets. Our capabilities go beyond traditional public relations to leverage a partnership with Newlink America, which allows us to provide clients with the right combination of healthcare know-how and understanding of the Hispanic market to produce culturally competent communications that move the needle.

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Jorge Ortega, EVP, Burson Latino Lead

Burson Latino, Burson-Marsteller's Latino communications practice, leverages Burson-Marsteller's experts, their experience, and digital communications tools to help clients connect and engage with the dynamic and rapidly-growing U.S. Hispanic population. We are here to help our clients understand their Latino stakeholders and their behavioral differences in a way that goes beyond a simple translation of messages. Our evidence-based approach provides our team with a deep understanding of the Hispanic market, its stakeholders, the media, the digital community and the influencer spectrum, which enables us to help clients connect with Hispanic audiences. Through StudioB, Burson-Marsteller's approach to integrated, data-driven content creation and distribution, our team transforms data patterns into insights that shape content creation and channel engagement programs, all while constantly monitoring, adjusting and updating using real-time data as the program unfolds. Our Hispanic communications offering is built on four specialty areas: Hispanic

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At Chamberlain, we are passionate about translating science into meaningful stories that inspire action. At the end of every day, if we have empowered consumers and providers to create better health outcomes, then we know we've done our job. That's why, for more than 20 years, our clients — from *Fortune* 500 pharmaceutical companies to small non-profit patient groups — have relied on us to communicate their information to the audiences that really matter.

Chamberlain offers a complete suite of communications services fully matched to today's technological, geographical and cultural realities. We work with partners at Newlink America to help health & wellness companies establish meaningful connections with key stakeholders in the Hispanic market. With the right combination of healthcare know-how and understanding of Hispanic culture, we create culturally competent programs that move the needle for our clients and consumers alike.

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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

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inVentiv Health is a global professional services organization designed to help the biopharmaceutical industry accelerate the delivery of much-needed therapies to market. Learn more at inVentivHealth.com.

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Flowers Communications Group (FCG) is an award-winning, integrated marketing communications firm filled with energetic brand experts who specialize in targeting African American, Hispanic and multi-generational audiences on behalf of brands. Our agency leads with cultural insights that drive marketing results for the organizations we represent. Our integrated

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Hunter Hispanic, a division of Hunter Public Relations, provides a full-service approach to reach the bicultural consumer via nuanced experiences in context, content and native language campaigns.

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



Buchanan's Blended Scotch Whisky partnered with three-time **Billboard Latin Music Award** nominees **Zion y Lennox** to host an exclusive pop-up concert in Miami for their social media fans, **Buchanan's** social media fans, media, and bloggers. Prior to the performance, **Buchanan's** hosted an intimate whisky tasting and cocktail hour in honor of **Zion y Lennox**. The duo participated in interviews with media during this VIP cocktail hour talking about their new album. Here they are seen taking a selfie in between media interviews and having a great time with **Buchanan's**.

firms in the U.S. and we keep expanding! ISA's four divisions each have their own research focus, and all of them provide multicultural expertise.

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To date, ISA has conducted Quantitative and Qualitative research projects in 67 languages. We are acknowledged as experts in the Asian and Hispanic American communities, having won three awards for our research from the Asian American Advertising Federation (3AF). ISA's combination of deep research experience and technologically advanced approaches consistently yields high-quality deliverables.

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The global public relations group of inVentiv Health helps launch brands and build the reputations of companies working to improve human health. Our teams create communications that drive corporate value, enhance brand perception, and deliver on the bottom line.

inVentiv Health Public Relations Group includes four agencies — Allidura Consumer, Biosector 2, Chamberlain Healthcare PR and the Chandler Chicco Agency — who uniquely understand the needs of culturally diverse markets. Together with our partners at Newlink, our agencies help health & wellness companies establish meaningful connections with Hispanics. With the right combination of healthcare know-how and Hispanic market understanding, we produce culturally competent communications that move the needle for our clients.

The broad scope of inVentiv Health Public Relations Group is powered by inVentiv Health, a global professional services organization designed to help the biopharmaceutical industry accelerate the delivery of much-needed therapies to market. Learn more at inVentivHealth.com.



Marketing Maven's Valeria Velasco supports Spanish language media relations and multicultural influencer marketing initiatives.

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With a diverse staff, the Marketing Maven team embraces multicultural communications. Through traditional earned media in combination with new forms of social and multimedia engagement, our team facilitates brand conversations with multigenerational, millennial, and multicultural targets. From Spanish media relations for an iconic tequila brand or quirky Spanglish social media content for a burrito chain, to outside-the-box promotions to generate bookings for a global Asian airline, the bi-coastal team at Marketing Maven disseminates a company's brand message through culturally relevant communications strategies.

With offices in Los Angeles and New York City, Marketing Maven's integration of PR, influencer relations and social media marketing helps provide a competitive edge to their clients. Their services aid national marketing campaigns and product launches with repu-

tation management, organic SEO tracking, competitive analysis reports, online product reviews and social media advertising and promotions to help increase revenue.

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Moore Communications Group is a nationally-ranked integrated communications firm headquartered in Tallahassee, Florida. Blending smart strategy with creative collaboration, we use integrated communications campaigns to build brands. Our tailored marketing solutions are custom curated from a mix of more than 12 services and specialties including advocacy, digital, social and Latino communications that shape opinions, shift behaviors and incite action, connecting our clients to success.

Connecting is at the heart of what the Moore Communications Group team does for our clients. These connections power business success, greater profits, brand identity and strategic outcomes. We understand promises matter. It's quite simple. If you deliver what you promise to people you will matter to them. We promise to connect you to a new level of business success.

For more information about Moore Communications Group, visit www.moorecommgroup.com.

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República is one of America's fastest-growing independent cross-cultural advertising, digital and communications agencies. Founded in 2006, República has developed into a full-service, fully integrated marketing communications firm — providing branding, advertising, media planning and buying, digital, and public relations counsel and services — and as a Corporate Plus member of the National Minority Development Council, provides integrated offerings for bolstering diversity programs in both corporate America and Silicon Valley.

As the agency celebrates its 10th year anniversary, it is sharpening its focus on activating the multicultural mainstream. Recognizing that the general market is increasingly diverse, República builds communications strategies that leverage universal psychographic insights, which are essential to improving market share. Our results redefine what it means to create authentic, enduring connections

between consumers and the brands they love.

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Which regions will dominate tomorrow's PR markets?

According to IBISWorld's Global Public Relations Agencies research report, media fragmentation, strong growth in several emerging markets and recovering advertising budgets have driven revenue growth for global PR agencies for the last five years. As the global economy continues to pick back up, revenues will continue to grow. So how do global PR firms choose where to operate, and which areas of the world are growing fastest for PR right now?

By Adrienne Jordan

What can be predicted about the growth of PR abroad? Many of the top U.S. based PR firms, such as Ogilvy, FleishmanHillard, and Weber Shandwick, operate in dozens of markets overseas. According to FleishmanHillard, countries like Myanmar and Hong Kong are important markets to focus on for the future, citing political changes or possessing some of the largest global retailers. In addition, African nations are growing in their healthcare demands, which makes it more important for PR companies. Other agencies claim they don't focus on one particular market, though still cite many possibilities of market dominance in the future.

PR markets of the future

International PR firm Ogilvy Public Relations operates 85 offices across The Americas, EMEA and AsiaPac. Jennifer Risi, Managing Director of Ogilvy Media Influence and worldwide board member of Ogilvy Public Relations, said the agency believes it's impractical to think of any single region to dominating the PR industry, though offered her thoughts on which areas of the world are growing fastest for PR right now.

"When people think of the 'Middle East,' their minds typically think of political instability," Risi said. "However, there is a growing middle class and a valuable consumer market and in fact, the Middle East/North Africa [MENA] region is growing at a tremendous rate with its PR industry estimated to be valued at \$600 million-plus. Specifically, Dubai acts as a major global hub within the region, and other nations including Egypt, Morocco and Abu Dhabi also perform well."

Firms are focusing PR efforts wherever there are major markets worldwide. "For a long time, the industry looked to only China and Southeast Asia as its priority growth market," said Risi. "However, with the recent economic slowdown in the region, South America — such as Guatemala, Costa Rica and Panama — has become a fast growing region. Effective PR is helping multinational brands and investors continue to successfully grow in the region."

In terms of industry sectors, Ogilvy be-

lieves that technology, consumer products and healthcare are showing the most growth around the world.

"The growth of healthcare is significant in Africa, Asia and Latin America," said Risi. "Historically, healthcare practices have been smaller in these regions but aging populations have made this sector more important to PR agencies."

Census forecasts emerging markets

Weber Shandwick operates in 78 cities across 34 countries, with a network extending to 126 cities in 81 countries.

"While we see the public relations industry continue to mature in developing markets, we are still seeing the most growth in major capitals in the United States, Europe, Asia and Latin America," said Andy Polansky, CEO of Weber Shandwick.

Polansky believes that multinational corporations are increasingly looking for support in various markets in Africa.

"Digital, social and content marketing are in demand around the globe. While these campaigns often involve multi-platform activation, mobile campaigns in particular are becoming more and more popular," said Polansky.

sky.

Polansky believes there are some ways to forecast the PR hubs of the future with the middle class and population measures.

"We continue to see PR hubs remaining in key strategic media and financial centers, though high-population centers like Jakarta, and key cities in India, China and Brazil will take on hub status with a rising middle class," said Polansky.

Firms look to Asia

"The center of global economic gravity is shifting toward Asia, and this shift is also reflected in the growth of PR in this market," said Rachel Catanach, Senior Vice President, Senior Partner and Managing Director of FleishmanHillard Hong Kong.

FleishmanHillard, which holds more than 80 offices globally and 17 offices across our three brands in Asia Pacific (FleishmanHillard, BlueCurrent and Vox Global) has experienced significant growth in Asia Pa-

cific. Greater China stands at 44 percent of the agency's APAC revenue.

"Our consolidated Hong Kong operations (FH and BlueCurrent, including successful integration of sister agency Bernard Hodes Group), doubled in the last five years, ranking us at the top of the league table among global players in the market," Catanach said. "Our three agencies in Tokyo drive 26 percent of APAC revenue, representing in total the largest non-Japanese owned PR conglomerate in Japan."

Fleishman believes the PR industry is under-penetrated in the ASEAN region, and this represents a real area of growth. With more than 600 million people, ASEAN's potential market is larger than the European Union or North America.

"Markets such as Myanmar, which are opening up under new leadership, are providing opportunities for 'fresh field' PR approaches using mobile, social and digital over other more traditional channels," said Catanach. "In FleishmanHillard, our Southeast Asia offices have more than doubled in five years, and we expect this pace of growth to continue."

Fleishman's APAC network has built a specialized offering around reputation and risk management in the supply chain consulting companies, from brands to manufacturers, on how to use communications to build reputation, manage risk and assist them to better handle issues and crises.

"The practice is led from Hong Kong, which is home to the regional sourcing operations of some of the largest global retailers," said Catanach. "Fleishman believes the PR hubs of the future

lie in the East, such as Hong Kong, Shanghai and Singapore. "PR specialties are likely align around these regional centers of excellence, with Singapore focused on private banking, for example, and Hong Kong on other financial services such as investment banking and asset management." ○



Andy Polansky



Jennifer Risi



Rachel Catanach

Understanding global influence in healthcare PR

The global biopharmaceutical industry has long been hesitant to embrace digital and social spaces. To ease concerns and ensure a successful entry into online influencer identification and engagement, it's critical to have clear roadmap of not only what channels you will look at, but how you will define and measure influence, keeping in mind varying industry regulations by country.

By Tim Goddard

The global biopharmaceutical industry has long recognized the value of engaging influencers: partnering with researchers, physicians and advocacy groups to speak at events, publish manuscripts, and share information that creates the right environment to deliver treatments to patients who need them.

While the importance of these relationships has not diminished, the industry must also now focus attention on social media, where a new group of individuals with deeply personal interests in diseases are easily connected to audiences that are eager for information. With these open exchanges online, a few voices can be exceedingly powerful, regardless of validated knowledge of the subject.

Here we lay out five simple steps to optimize identification and engagement with online influencers:

Understand what you'll do with the output

Before you begin mapping influencers it's important to have a clear understanding of what you will do with the results. Are you looking to arm affiliate offices with actionable information to drive local engagement or will outreach occur at the global level? Will influencers help create a campaign or merely help to spread awareness about it? All of this information will shape the methodology and search parameters, and will inform conversations with medical, legal and regulatory stakeholders who will want to weigh in prior to outreach. Far too often companies invest significantly to map influencers without a clear vision of how the results will be used, leading to in-depth reports that never get actioned.

Mind the 90-9-1 rule

In healthcare, social media influencers tend to reflect "offline" influencers, with patients/caregivers, healthcare professionals, and advocacy organizations all key in shaping conversations. There is no one-size-fits-all approach to identifying the right mix of who and how to engage. Sometimes you have content that you want disseminated, other times you need assistance shaping content. By segmenting online audiences into distinct groups based on social behavior we can tie outreach strategies to the unique needs of a campaign or initiative, ensuring messaging is carried to those who need to hear it.

Influencers: Representing less than one percent of social media users, influencers

drive the conversation on a given topic. They create and share content, raise new topics and introduce information to new audiences.

Sharers: Sharers represent roughly nine percent of social users and will help to carry a trend or extend a conversation by pushing out and redistributing information. However, they typically don't create content themselves.

Observers: The vast majority of social media users (as many as 90 percent) are observers. They might occasionally comment and share, but for the most part they are consumers of information rather than active participants in conversations.

Assess all three R's

When gauging influence, many people focus on the simple metric of followers, likely because it's the easiest and cheapest to measure. Too often communications professionals look purely at reach in determining who to engage, whereas the subjective measurements of relevance and resonance are equally important to finding and engaging the right audience who cares about the messaging.

Reach: How large is the audience of a particular influencer? A larger audience suggests greater potential influence, but does not guarantee it.

Relevance: Regardless of reach, an influencer's interests must be relevant to yours. Despite what a Klout score suggests, Justin Bieber's 82 million Twitter followers are going to be much less interested in a public health story than the U.S. CDC's 600,000 followers.

Resonance: Resonance is the ability to create changes in attitudes, beliefs or behaviors — or the ability to inspire action. Resonance captures how likely an influencer's audience is to engage — that engagement can include clicking a link or changes in health behaviors.

Look beyond the mapping tool

Like social media in general, the tools that measure influence are constantly evolving, each with its own benefits and drawbacks. Regardless of the technology used, there's no replacement for human analytics in assessing who is the right fit for your campaign or outreach initiative.

Ask yourself a series of case-specific questions about each influencer to determine if they are the right person or group for you to engage:

Is the influencer sharing content relevant to your interests? How frequently?

Does the location and/or language of the influencer align with your strategy and audience?

Has the influencer worked with the industry in the past? If so in what capacity?

How does the regulatory environment affect your potential relationship?

If the answers to these questions meet your program's needs, you're ready to make an informed decision on whether the designated influencer would be a strong candidate for engagement.

Approach engagement as a partnership

Identifying potential influencers is the first step in the engagement process. Once you have a list of targets, develop an outreach strategy to maximize connections and credibility. Global teams must work closely with their local counterparts (and should include medical affairs and country patient relations directors where appropriate) to determine existing relationships and align on who will engage the designated influencers. Keep in mind that the approach for engagement may vary significantly from one influencer to the next, even in the context of the same campaign. Customize your outreach and remember: you don't necessarily have to Tweet at an online influencer to get in touch; make a phone call or set up a time to meet in person. Though a lot of interaction occurs online, the personal touch will never become obsolete.

Changing industry dynamics combined with an ever-evolving media landscape have arguably been felt as much in the healthcare industry as in any other. This makes the responsibility of telling an engaging story that will reach our audiences more critical than ever before.

Despite these challenges, the opportunities are many for healthcare companies to reach communities online to share the latest science, demonstrate leadership in disease communications and most importantly, to help drive conversations that will result in helping patients manage their conditions.

Tim Goddard is Senior Vice President of GLOBALHealthPR. ○



Tim Goddard

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Global PR Partners 2016



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O'Dwyer's guide to INTERNATIONAL PR



Feintuch Communications senior staffers Richard Roher (l-to-r) and Doug Wright study new Atlona connectivity products during Integrated Systems Europe 2016 booth set-up in Amsterdam.

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Kumi Sato, President & CEO

Established in 1960, COSMO's original mission was to support Japanese companies in communicating with global audiences through public relations. Today, COSMO has grown into one of Japan's leading strategic communication consultancies and supports global and domestic companies to communicate with their audiences in Japan. COSMO's continuous pursuit of innovation in public relations continues to shape the communication landscape in healthcare, food, and food science.

COSMO implements a strategic framework that combines social analytics, an extensive network of valuable influencers, and local knowledge fostered over 55 years. These resources have helped us consistently deliver innovative, communication solutions to more

than 500 companies.

Leaders in the fast-paced healthcare industry must adapt rapidly to ever-changing regulations and trends, while still delivering effective communication strategies. That is why COSMO is one of the very few public relations companies which has and will continue to stay independent.

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Henry Feintuch, President
Richard Roher, Managing Partner
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.

Additionally, 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.

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Johnathan Wilson, President
Tim Goddard, SVP

Now in its 15th year, GLOBAL-HealthPR is the largest independent health and science communications agency partnership worldwide, with offices in 42 countries. Headquartered in New York with a European regional hub office in London and an extensive presence throughout the Americas and the Asia, Pacific region, 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 and medical advisors, the agencies that make up our partnership share a belief in insight-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.

GLOBALHealthPR's chair and founding partner, Spectrum Science Communications, was recently named 2016 Healthcare Agency of the Year for North America by the *Holmes Report*.

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IPREX is a \$350 million network of communication agencies, with 1,700 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 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, network at several 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 for more information.

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Makovsky, founded 35 years ago, has become one of the nation's leading global independent integrated communications consultancies by adhering to its original vision: that specialization in key areas is the best way to build reputation, sales and fair valuation for the client. Our competitive edge is reflected in our brand energy line: *"The Power of Specialized Thinking."*

Tracking over the past five years, 90% of Makovsky clients rate the firm as "very good" to "exceptional." To ensure client delight, an independent "Quality Assurance" expert checks in twice a year with clients. To further drive client satisfaction, the heads of each of the company's specialty practices are active in day-to-day client service. The firm's "One P&L" philosophy enables the firm to deploy the right



GLOBALHealthPR partners from around the world gathered at the 2016 Annual General Meeting in Mumbai for two days of collaboration, best-practice sharing and celebration of 15 years of partnership.

talent at the right time to further the clients' business goals.

Headquartered in New York with an owned office in Washington, D.C., Makovsky has agency partners in more than 30 countries and in 40 US cities through IPREX, the second largest worldwide corporation of independent agencies, of which it is the founder.

In 2015, Makovsky won 25 firm, people and campaign awards including *PR News'* "Top Women in PR," two "PR Rising 30 Under 30," "Midsize Agency of the Year" by *Bulldog Stars of PR*, American Business Awards "Agency Professional of the Year" "PR Agency of the Year," "Company of the Year in Marketing, Advertising and PR" and "HR Department of the Year," *NY Observer* "PR Power List — Ranked #7" for the second year in a row, as well as multiple Gold, Silver and Bronze Stevies.

Makovsky's internal values — innovation, initiation, communication, collaboration, motivation and education — are about ensuring external value and realizing the firm's mission: smart people working in harmony to help our clients and the agency win.

Clients: 1 Click, Actavis, Inc., Affinity Health Plan., Amarin Pharma, Inc., Amlin PLC, A.T. Kearney, BMJ Group, Bristol-Myers Squibb, CBIZ MHM LLC, Clear, Clock.In LLC, Corporate Resource Services (CRS), Cracker Barrel Old Country Store, Inc., Crystal & Co., CW Financial Services LLC, Duchesnay USA, Enigma Life, EOS Climate, EQT Partners Inc., Federated Securities Corp., Fortistar LLC, GlaxoSmithKline LLC, Greif, Inc., H.D. Smith Wholesale Drug Co., HP Inc., Hubbell Lighting, Inc.,

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Peppercomm is an independently owned 20-year-old integrated communications and marketing agency headquartered in New York, with

offices in San Francisco and London. Founded in 1995 by Steve Cody and Ed Moed, Peppercomm began as a B2B PR agency with a focus on financial and professional services and technology. Today, it has grown to include lifestyle, retail, wellness and consumer brand experience.

Helping clients see around the corner and determine what's next sets Peppercomm apart from other integrated communications and marketing firms. It enables us to push boundaries while mitigating risk for clients in financial and professional services, consumer, B-to-B and multi-industry sectors. Our integrated team of specialists work together to create cohesive campaigns that leverage the right communications and marketing vehicles across all touchpoints.

Our unique approach and dynamic workplace attract the best talent who, in turn, help us win and retain the best clients. While we've won countless awards, we're most proud of being named Best Place to Work in New York City by *Crain's New York Business* and a Best Workplace for Women by Great Place to Work® and *Fortune*.

Our love of what we do combined with years of deep category experience shapes our work. We engage audiences on every level and set your brand apart. We do all of this to help your bottom-line and build your business. So get in touch. We're all ears.

Services include Branding, Content Strategy & Development, Creative Services, Crisis Management, Digital Solutions, Experiential, Insights & Strategy, Licensing, Public Relations & Social Media and Research & Measurement.



Members at PR Boutiques International's 9th Annual Global Conference, hosted by and held at the Impress Labs' office in San Francisco CA. PRBI is a consortium of 38 member agencies across the globe.

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PR Boutiques International (PRBI) is an international consortium of boutique public relations firms. The principals of PRBI members are experienced practitioners who have held senior positions in

large PR agencies and/or corporations. Our members share a core value of putting clients first. We excel in meeting a broad range of client needs in corporate public relations, consumer PR, health care PR, investor relations, crisis management, business-to-business PR, economic development PR, not-for-profit, academia, government, financial, technology, legal, hospitality, beauty/fashion and multicultural PR.

Members of PR Boutiques International are not small firms trying

to get big — our business model is mature. Our highly experienced professionals command a broad range of knowledge, often deeply specialized, both in industry sectors and practice skills. Without endless layers of management and bureaucracy to fight through, decisions translate rapidly into action — and most importantly — results.

For more information, visit pr-boutiques.com.

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tions, Inc.

The Public Relations Global Network (PRGN) is "The World's Local Agency." The network is made up of a solidified organization of local agency leaders who have been in their respective communities for decades. PRGN has more than 1,000 clients across six continents in more than 80 markets around the world. With revenues of more than \$110 million (USD), PRGN is among the world's largest public relations networks. PRGN harnesses the resources of 47 independent public relations firms and more than 1,000 communications professionals. Visit PRGN online at www.prgn.com, call 206/343-1543 or engage on twitter at @PRGN.

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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



Perran Ersu, President of Persona Communications (Istanbul) and Chairman of PR World Alliance.

support of an individual event, an ongoing retainer relationship or a pan-continent campaign.

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Mark Owens, 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.

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Richard Rubenstein, President

Rubenstein Public Relations (RPR) is New York's leading full-service communications firm founded by Richard Rubenstein, a third generation publicist. The agency is internationally recognized for its ability to secure high-impact media exposure to prominently position clients in their respective markets. RPR's foot-

print is global and our results have long-lasting and far-reaching impressions. With over three decades of experience, we represent leading entities in government, healthcare, environmental sustainability, technology, finance, corporate, real estate, education, luxury lifestyle and non-profit.

We apply a disciplined, method-based approach to all of our practice areas and help build both new and established brands around the world through compelling messaging, high-caliber storytelling and strategic media programs. RPR is a client-centric firm with high-level, industry professionals who bring specialized industry knowledge and longstanding media relationships to every account. From corporate profiles to stand-alone feature stories, product launches, broadcasts and special events, RPR delivers unparalleled results.

RPR has also successfully arranged co-branding partnerships, strategic sponsorships, book publishing and film production deals, as well as coordinated philanthropic initiatives that have brought national and international attention to a diverse portfolio of entrepreneurs and enterprises. Additionally, we also serve as senior advisors to businesses and individuals experiencing crisis situations and litigation disputes.

A sample representative list of RPR's clients includes: 15 Central Park West, 50 United Nations Plaza, MIPIM, Calamos Investments, Experian, US SIF, Savanna, O'Connor Capital, Angola Capital Investments, Maximus Real Estate Partners, Nardello & Company, Trillist, The Witkoff Group, Glen & Co. Architecture & Design, Ismael Leyva Architects, Appetizer Mobile, Bankmobile, Ubiquity, Biohitech America, Vikram Chatwal Hotel Group, Adelphi Hotel, SBE Hotels, Beautique, Modell's, Pier59 Studios, Filmrise, MBLM, Maritz Motivation Solutions, Legacy Business School, Blue Horizon International, Varsity Brands, Center for Network Therapy, Interdisciplinary Stem Cell Institute, Curemark, Life Extension, The Carroll Petrie Foundation, 9/11 Tribute Center.

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Worldcom Public Relations Group utilizes a trusted global partnership of independent firms to help clients create the perfect solution to any PR challenge or opportunity, regardless of geography, industry or discipline required. Worldcom's independently owned public relations firms boast 138 offices in 110 cities on six continents, 2,000+ total employees, and combined revenues of more than \$288 million in 2015. The average tenure of Worldcom partners is 13 years. Whether seeking a single firm or creating the ideal solution/team through a collaboration of Worldcom partners, brands have access to seasoned professionals dedicated to providing creative, strategic solutions that deliver results. Our firms are accustomed to working together and provide agility, strong media and local influencer relationships, deep industry and discipline experience and the knowledge and willingness to provide thoughtful, objective, results-driven counsel. Learn more about Worldcom at www.worldcomgroup.com or call Todd Lynch at 1/800-955-9675.

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W2O Group is an independent network of complementary marketing, communications, research, and development firms focused on unified business solutions to drive change and growth through "pragmatic disruption" for the world's leading brands and organizations. W2O Group serves clients through a network of firms — WCG, Twist, and BrewLife — through offices in Austin, Basel, Boston, Chicago, Los Angeles, London, Minneapolis, New York, San Francisco, and Silicon Valley.

W2O Group was named the 2016 Mid-Size Agency of the Year by the *Holmes Report*, was ranked #1 in *O'Dwyer's* ranking of Texas PR Firms and was ranked #24 in *PR Week's* Global Agency Business Report in 2015. Chairman and CEO, Jim Weiss was named a "50 Forward" outstanding alumnus for Syracuse University in 2015. He was honored as a member of *PR Week's* Global Power book list in 2015, *PR Week's* Powerlist in 2014, and was named in *In2's* Top 25 Innovators list in 2014. President Bob Pearson was named to *PR News'* Hall of Fame in 2015.

For more information, please visit www.w2ogroup.com.

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Weber Shandwick is a leading global communications and engagement firm in 78 cities across 34 countries with a network extending to 126 cities in 81 countries. The firm's diverse team of strategists, analysts, producers, designers, developers and campaign activators has won the most prestigious awards in the world for innovative, creative approaches and impactful work, including being honored as *PRWeek's* Global Agency of the Year in 2015 and 2016, an *Ad Age* A-List Agency in 2014 and 2015, and *The Holmes Report's* Global Agency of the Year in 2010, 2012, 2014 and 2015. Weber Shandwick and its Prime unit have won a combined 25 Cannes Lions since 2009. Weber Shandwick was also named a Best Place to Work by *Ad Age* in 2014 and 2015 and *PRWeek* in 2013 and 2014.

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

Inquiring PR students want to know

By Fraser Seitel

As another school year comes to a close, it's fair to say that there are many distinguished collegiate public relations programs out there, from the University of Florida to Boston University to the University of Southern California.



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*.

And there are many equally-distinguished PR professors — among them, Fred Garcia at NYU, Denise Hill and John Doorley at Elon, Jay Rayburn at Florida State, Barry Zusman at LIM and Jeff Morosoff at Hofstra.

Each year, Prof. Morosoff assigns students to seek out PR professionals to answer relevant questions on ethics. Here's how one practitioner answered this year's

batch of PR ethics questions. See if you agree.

Why is it important to always tell the truth in PR?

All one has in public relations is his or her reputation, credibility. Once you lie and you're found out — and you will be found out — you lose that. And no one with whom you do business — reporter, client, potential employer, etc. — will look at you the same way after you're caught in a lie. Truth, therefore, is paramount in public relations.

Why do some communications practitioners spin the truth instead of coming clean with the actual information?

Perhaps, as Jack Nicholson said in "A Few Good Men," they "can't handle the truth." More likely, they're reluctant to reveal unpleasant or bad news about the client or the client doesn't want them saying anything troubling. But it's eminently preferable to say nothing than to lie. Again, once caught, no one will ever trust you or the client.

What values are the most important to do the public relations job?

A bias toward disclosing rather than withholding information.

An advocacy or belief in your employer.

A compelling desire to advise/counsel se-

nior managers in proper action and communications.

An absolute commitment that the counsel you deliver is always ethical.

A willingness to take risks, to stick your neck out.

An always logical, but also positive, predilection.

How much of a role does PR ethics play in daily work?

Ethics, or stated another way, "doing the right thing," must be the anchor of every decision you make in public relations.

Why are PR practitioners referred to as "spin doctors?"

They are referred to as "spin doctors" because they appear to have a mentality — or do have a mentality — of doing whatever the client tells them to do; whether right or wrong, fair or unfair, honest or dishonest. That's a recipe not only for professional disaster but also for an unhappy practitioner.

Why does the good work of PR people often go unnoticed?

Public relations work is not as noticed because the work of PR professionals should be anonymous. If you write the CEO's speech, and it's a winner, it's the CEO, correctly, who should get the credit, not you. Public relations people generally toil in anonymity. But as long as the client appreciates — and pays for — your contribution, that's what counts.

For those individuals and companies who still believe that spinning the truth will not result in consequences, what would you say to them?

Be afraid; be very afraid. ○



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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 \$1.5 billion 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 other firms.

"We are proud of the award-winning work that Ketchum and FedEx have done in partnership for more than 20 years," Ketchum said in a statement. "Our team is committed to continued excellence in the work we are doing with FedEx in Europe, Latin America and Asia Pacific. We look forward to accomplishing many more great things together as we share our best practices and ideas at the integrated table."

Glover Park chief Smith to 21st Century Fox

Chip Smith, a veteran Democratic operative and founding Partner and CEO of Glover Park Group, is leaving GPG for a corporate affairs and policy slot at 21st Century Fox.

He takes a public affairs role vacated by Executive VP of Government Relations, Michael Regan, at 21st Century Fox, the essential successor to News Corp. in News Corp.'s 2013 split that owns its movie and TV studios, cable networks and Fox TV.

In a statement, CEO James Murdoch said industry upheaval has made it critical to communicate the company's business to the policy and regulatory community, as well as "the broader creative community of which we are a part."

Smith was a top official of the Gore-Lieberman White House bid in 2000 and held top roles in the media and strategy firms Shrum, Devine & Donilon, and Doak, Shrum, Harris, Carrier, Devine.

In between, he was Chief of Staff for the President and COO of telecom giant MCI Worldcom.

Smith co-founded GPG in 2002 with Tucker Eskew, Michael Feldman and Joe Lockhart. WPP acquired the firm in 2011.

At 21st Century Fox, he will be based in Washington and New York and oversee the policy offices of the company in the US, Hong Kong, Brussels and UK. ○



Chip Smith

Murphy lands Lewis PR head role

Andy Murphy, Principal and Co-Founder of Boston tech shop Davies Murphy Group, has been named U.S. PR head at San Francisco-based global communications agency Lewis.

Murphy cofounded Davies Murphy Group in 1998 and served as the agency's Principal for more than 15 years. DMG, which also held offices in the U.K. and Germany, was acquired by Lewis in 2013 and fully assimilated into the agency in late 2015.

As U.S. PR head, Murphy will oversee



Andy Murphy

Lewis' U.S. PR operations and will coordinate PR efforts across the agency's four U.S. offices, as well as strengthen its integration with the agency's digital marketing services unit, Lewis Pulse.

Speaking on the U.S. leadership team expansion, Lewis U.S. Executive VP Morgan McLintic told *O'Dwyer's* that Murphy's skillset and experience are "exactly what we want at the core of our PR practice."

"Andy is well known and respected for his in-the-trenches leadership style," McLintic said. "That puts him in a great position to unify the practice across each of our offices, and to integrate with our digital marketing, advertising, creative and research teams. Anyone who has tried to deliver an integrated marketing campaign will know how hard it is. That's our value as an agency, and requires people like Andy to make it happen." ○

MPAA casts Bennett for communications

Matt Bennett, Senior VP and Washington Chief for Racepoint Group, is moving to the Motion Picture Association of America to head corporate communications for Hollywood's DC presence.

Bennett takes a role vacated in February by Laura Nichols, who decamped for the Chief Communications Officer slot at National Geographic Partners.

Bennett is a former Senior VP of comms. and PA for PhRMA and spent the last two years with Racepoint, handling PA, healthcare and tech clients out of Washington for the Boston-based firm.

He spent three years at GolinHarris in D.C., rising to Senior VP and earlier was a Senior Consultant for Issue Dynamics.

MPAA's key members include Walt Disney Studios, Sony Pictures Entertainment, Universal City Studios, Warner Bros. Entertainment, Paramount Pictures and Twentieth Century Fox Film. Former Senator Chris Dodd (D-Conn.) heads the group. ○



Matt Bennett

Ruder Finn hires Hughes to corp. practice

Keith Hughes, former Managing Director at WPP's Burson-Marsteller unit, has joined independent global com-

munications agency Ruder Finn, where he will now head that agency's U.S. Corporate Practice.

Hughes will be based out of the agency's New York headquarters and will report to CEO Kathy Bloomgarden.

Hughes joins Ruder Finn from Burson-Marsteller, where he most recently served that global PR giant as Managing Director and Account Director for Bank of America. Prior to that, he was stationed at MSLGroup, where he served as Senior VP and Director of that Publicis powerhouse's North America consumer practice. He has also held senior leadership roles at Fleishman-Hillard, Ketchum and Marina Maher Communications.

Hughes is now responsible for building Ruder Finn's Corporate Practice and expanding the agency's capabilities.

Hughes succeeds former corporate practice head Rachel Spielman, who founded that practice in 2000. Spielman has been appointed to the newly-created role of EVP, Storytelling and Media. ○



Keith Hughes

Haller heads Siemens Communications

Clarissa Haller, who led corporate communications for Credit Suisse out of Zurich until

November, is moving to German industrial and electronics giant Siemens as Head of Communications.

Haller, based in Munich, reports to President and CEO Joe Kaeser. Stephan Heimbach, head of communications and government affairs, stepped down March 1.

Haller is charged with innovating the company's communications, including digitizing its channels and processes, among other responsibilities.

The company said it is splitting off the role of government affairs leader from the post, integrating that responsibility into its governance and markets unit on June 1.

Haller previously led communications for robotics multinational ABB in Zurich and Roche Diagnostics in Basel. She led corporate comms. for Bahlens and headed PR for Deutsche Aerospace. ○



Clarissa Haller

Lockheed Martin locks up lobbying for 2017 defense budget

Washington, D.C.-based communications and lobbying firm theGROUP has been hired by aerospace and weapons systems giant Lockheed Martin Corporation for lobbying issues surrounding the 2017 defense budget.

theGROUP will aid the Bethesda, MD-based defense manufacturer with Capitol Hill support regarding H.R. 4909, the National Defense Authorization Act for Fiscal Year 2017.

According to a May 4 preliminary estimate report released by the Congressional Budget Office, H.R. 4909 would cut the national defense stockpile by \$15 million a year and would reduce net direct military spending by \$206 million between 2017 and 2026.

That bill was sent to the House for consideration on April 28. It is sponsored by House Armed Services Committee Chairman Mac Thornberry (R-TX). ○

E-cigarette group gets lobbying help

The American E-Liquids Manufacturing Standards Association, the trade group that represents manufacturers of the “e-liquid” fluid contained in electronic cigarettes, has hired Potomac, MD-based consulting and government affairs firm The FGA Group for help lobbying on tobacco issues.

The US Food and Drug Administration, which has proposed regulations on the electronic cigarette industry as far back as 2014, in May announced that it would now classify electronic cigarettes as tobacco products, requiring the marketing, labelling and manufacturing of all new “vaping” devices and liquids to be approved by the agency prior to being sold. Industry professionals have said that expensive approval process would put many e-cigarette and e-liquid makers out of business.

Meanwhile, congress introduced HR 2058, or The FDA Deeming Authority Clarification Act of 2015, which would allow e-cigarette and e-liquid products on the market prior to being deemed a tobacco product to be grandfathered into agency approval, exempting them from filing applications for premarket review. That bill was introduced by Rep. Tom Cole (R-OK).

Miamisburg, OH-based firm AEMSA has hired The FGA Group to push its support for HR 2058 on Capitol Hill.

The AEMSA account will be managed by The FGA Group Founder and Managing Director Lawrence Flick, who served as Director of Legislative Affairs at the White House Council on Environmental Quality during the George H.W. Bush administration. ○

Franklin Square Group flies for new drone advocacy coalition

The Drone Manufacturers Alliance, a newly formed coalition dedicated to innovation, safety and policy within the unmanned aircraft systems industry, has hired Washington, D.C.-based government affairs firm Franklin Square Group for help with federal aviation policy.

Drone makers GoPro and 3D Robotics, as well as Paris-based Parrot SA and Shenzhen, China-based SZ DJI Technology Co., are counted as members of that industry advocacy group, whose



formation was announced in April.

The coalition “will serve as the voice for drone manufacturers and our customers across civilian, governmental, recreational, commercial, nonprofit and public safety applications,” said the coalition in an April statement.

The four companies that comprise the Drone Manufacturers Alliance in early April abdicated from the Small UAV Coalition, the primary lobbying group representing the drone industry. That advocacy group still counts Amazon, Google, Intel and Verizon as members.

The Department of Transportation’s Federal Aviation Administration, the agency responsible for regulating drones, granted the first approval of commercial drones for nighttime flight in April, and is soon expected to unveil broader guidelines concerning drones used for commercial purposes. As consumer demand for drones has continued to grow among hobbyists, however, Congress has pressured the FAA to take up a possible renewal of its guidelines and regulations for this segment of the drone industry as well. ○

DCI Group drafts Raben amid Puerto Rico debt debate

Conservative public affairs firm DCI Group is continuing its lobbying push on Capitol Hill regarding Puerto Rico’s ongoing debt issues, and has hired Washington, D.C.-based PA and communications firm the Raben Group to lobby on behalf of the right-leaning communications shop as Congress weighs a potential restructuring of the U.S. Caribbean territory’s debt.

Puerto Rico, which owes tens of billions in outstanding debt — current estimates say more than \$71 billion — on May 2 missed its first scheduled payment of nearly \$400 million to creditors.

The island, which has been in economic doldrums for a decade, was formerly an attractive site of investment due to its tax exemption on municipal bonds. When the territory could not pay the interest on those bonds, it borrowed heavily from hedge funds and other financial firms as a means of balancing its budgets, pushing it further into debt.

The cash-strapped territory expressed interest in utilizing chapter 9 bankruptcy protections as a means of restructuring its debts — a la Detroit or Stockton, CA — but the existing federal bankruptcy code doesn’t extend those provisions to U.S. territories. As Capitol Hill continues to debate proposals on how to help the island resolve the debt crisis — including the possibility of a federal bailout, or an amendment of its bankruptcy rules — investors owed payment by Puerto Rico have hired lobbying help in a bid to stress their opposition to bankruptcy measures.

The New York Times in December reported that DCI had recruited Alexandria, VA-based conservative group 60 Plus Association to coordinate a media and lobbying effort against extending bankruptcy protections to Puerto Rico. ○

Greenberg Traurig advocates for Azerbaijan 'human rights' group

The Association for Civil Society Development in Azerbaijan, which works to coordinate the efforts of non-profit and non-governmental organizations in that Eurasian country, has hired international law firm Greenberg Traurig, LLP to provide government relations counsel.

The ACSDA has previously been referred to as a "Bogus Azeri Human Rights Group."

Oil-rich Azerbaijan, which has been widely criticized for its repressive human rights record under leader Ilham Aliyev, has recently become an alluring energy alternative for many Western countries.

Aliyev, who has held office since 2003, has become known for his crackdown on dissidents and groups critical of the Aliyev government, imprisoning large numbers of journalists, bloggers and human rights activists in recent years.

The European Parliament, in a 2015 resolution, described the former Soviet Union republic as "having suffered the greatest decline in democratic governance in all of Eurasia over the past ten years."

Azerbaijan, which holds diplomatic relations and a bilateral trade agreement with the U.S., is one of the few Muslim-majority countries to maintain a strategic alliance with Israel. The country is known for its "caviar diplomacy," the practice of spending large sums on efforts to enhance its image abroad and promote its causes among foreign diplomats and officials.

The country in recent years has inked a number of image-building pacts with APCO Worldwide, Patton Boggs, Mair Strategies, Delahunt Group and most notably, Podesta Group.

Greenberg Traurig has been hired by the ACSDA to educate the government and other opinion leaders regarding pending legisla-

tion, as well as to provide advice and government relations counsel related to that legislation.

The three-month contract is worth \$25,000 per month. ○

PROI picks Priority

Global communications partnership PROI Worldwide has widened its foothold in Southeast Asia with its newest agency partner addition, Kuala Lumpur, Malaysia-based Priority Communications Sdn Bhd.

Priority Communications is the largest local independent PR consultancy in Malaysia. The agency provides communications consulting services to local and multinational clients in the technology, lifestyle, travel and financial services sectors. The agency, one of the first Malaysian shops to build a tech, lifestyle and corporate practice, was founded in 1996.

Priority was named a part of PROI's ASEAN team after meetings between PROI leadership and the partnership's Malaysian agency members.

PROI Worldwide Chairman Andreas Fischer Appelt called Malaysia in a statement "an important part of PROI Worldwide's ASEAN footprint," and said "Priority's broad base of expertise and experience with various client sectors will complement our existing and new PROI Agencies in Singapore, Thailand, Vietnam, The Philippines and Indonesia."

PROI Worldwide, which was founded in 1970, is the world's largest partnership of independent global PR agencies, and maintains a roster of more than 75 partner agencies in more than 50 countries. Combined partner revenues in 2015 accounted for more than \$702 million. Other partner agencies include RF | Binder Partners, Finn Partners and G&S Business Communications. ○

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.

Burson-Marsteller, LLC, Washington, D.C., **registered May 11, 2016 for Consejo de Promocion Turistica de Mexico, S.A. de C.V.**, Mexico, to provide integrated PR services including research and analysis, media relations, stakeholder engagement, content development and engagement opportunities.

Investment Diplomacy Group, LLC, New York, NY, **registered May 9, 2016 for Outlook Energy Investments LLC (wholly owned by the Emirate of Abu Dhabi)**, Abu Dhabi, United Arab Emirates, to prepare an analysis of the UAE-US security partnership in light of recent global, regional and domestic changes and develop recommendations for consideration by the UAE Government to strengthen and deepen future bilateral security cooperation.

Hogan Lovells US LLP, Washington, D.C., **registered May 16, 2016 for Swedish National Pension Fund of The Government of Sweden**, Sweden, regarding advocacy efforts with respect to the U.S. Federal tax treatment of Sweden's investments in commercial real estate in the U.S.

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.

Cozen O'Connor Public Strategies, Washington, D.C., **registered May 24, 2016 for Bacardi North America**, Coral Gables, FL, for issues related to the diplomatic and economic relations between the United States and Cuba as well as trade licensing policy regarding Cuba.

Holland & Knight LLP, Washington, D.C., **registered May 23, 2016 for Organogenesis Inc.**, Canton, MA, for medical product access to federal government.

Arent Fox LLP, Washington, D.C., **registered May 20, 2016 for The Ronald Reagan Presidential Foundation and Institute**, Simi Valley, CA, for potential utilization of federal real estate properties in the District of Columbia.

Sixkiller Consulting, LLC, Washington, D.C., **registered May 25, 2016 for DynCorp International, LLC**, McLean, VA, regarding issues related to the State Department.

Burrell International Group LLC, Frederick, MD, **registered May 25, 2016 for Adapt Pharma Inc.**, Radnor, PA, regarding healthcare policy concerning prescription drugs.

SEARCH ENGINE OPTIMIZATION



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

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

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WEBSITE DEVELOPMENT



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NEWS CORP. CALLS IN REDELMAN
Redelman News Corp. has called in Redelman to handle future work in their backing search that has resulted in British operations.

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

Alan Rigg, Redelman's managing director for corporate affairs, and James Lunde, managing director for PR, handle the account.

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

(More on the News Corp. crisis on page 7)

THEME PARK OPERATORS SEEK PROPOSALS
The Virginia-based, global theme park for amusement park operators is on the hunt for a PR firm with an RFP open through Aug. 1.

The International Association of Amusement Parks and Attractions represents the interests of 4,000 individual members from 100 countries, theme parks and amusement parks, museums and zoos.

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

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

Download the RFP at iaap.org/rfp.

AFCD Worldwide has recruited Colin Mackay, former communications and partnership 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 Walter Shandwick, Austin and Chapman Laboratories.

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E-H SHUFFLES MANAGEMENT DECK
Fitchman-Hillman named Jack Modlewski to the newly created position of the American 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.

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

F-H CEO Dave Seay also named J.J. Carter, GM/US President, to the U.S. western president role. Nancy Seligson, executive VP and former senior president manages global client relations duties. Bob Stanton, managing director for global technology, is now in charge of F-H's more than 30 practice groups and new product developments.

CHINESE RINGS UP HEALTHCARE DEAL
China Communications has acquired healthcare specialist Reynolds-MacKenzie for an initial payment \$4M, a package of \$2.5M cash and stock.

CM says it generated \$2.0M in revenues last year and earned an operating profit of \$1.2M.

It's the firm of Alton MacKenzie and Eva Reynolds. The duo counsels clients such as Pfizer, Amgen, Bristol-Myers Squibb, Roche and Medtronic. Reynolds was part of China's OPEN Health group that was formed in January.

The acquisition could cost China up to \$15M based on R-M's performance. Lead R-M's operations retains the right to pay up to a quarter of that contingent comp in newly issued shares.

China is parent of Dell Pottinger.

DISCOVERY BAY DISCOVERS NEWS
Discovery Bay Games, the Seattle-based company that produces game, apps and accessories for Apple's iPad, has selected MFW Group as agency of record.

DBG is developer of Dots, the first integrated device for iPad. That makes it possible for multi-person games such as "Smashdown: Artifact or Fiction." MFW is in position the client as the top brand of gaming "appreciator" for the Apple tablet.

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

DBG becomes part of MFW's consumer tech practice with Samsung, Nissan and Columbia, among others.

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

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

O'Dwyer's magazine, now in its 28th year, examines a different area of PR each month. Issues include practice-area specific feature stories as well as profiles of PR firms with strengths in the focus area. The agency profiles constitute the ideal starting point for companies beginning their search for PR counsel.

2014 Editorial Calendar:
January, *PR Buyer's Guide/Crisis Comms.*
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/*
September, *Beauty/Fashion & Lifestyle*
October, *Healthcare & Medical*
November, *Technology*
December, *Sports & Entertainment*



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