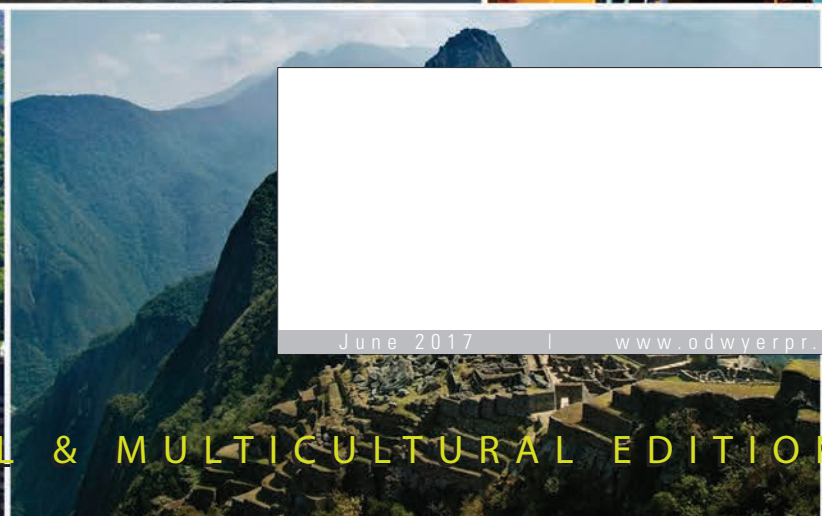


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White House's May Communications Meltdown

It's an unpopular position, but I'm at the point where I actually feel sorry for White House press secretary Sean Spicer. The guy's job is basically equivalent to chasing a loose balloon around the room and explaining, in real-time, to a firing squad of reporters armed with cameras and microphones, how the balloon's erratic movements are completely rational and logical, the result of deliberate and carefully-planned maneuvered and planned political craft.

The Trump administrations' communications protocol has been so abysmal, the White House has been besieged by chaos

The strategy thus far has been to deflect, give multiple, conflicting accounts their inability to remain on the same page the best lie wins.

It remains debatable whether they're all so bad at their jobs or whether their follies are simply an inevitable reaction to doing being hired to do the impossible: to spin what are obvious cases of gross incompetence and inarguably inarticulate into some sort of deliberate chesswork being played by a brilliant tactician who's pulling the strings of media theater and not someone who's desperate movements of in crisis and trying to put out a fire.

Perhaps the greatest challenge of writing about the Trump administration is the prospect of just keeping up. There's a stunning revelation emerging from the White House virtually every day. It's exhausting.

In case you need a refresher:

Jared Kushner, the President's son-in-law and senior adviser, had suggested to Russia ambassador Sergey Kislyak the creation of a secret back-channel communications between Russian officials and the Trump transition team shortly after the election.

Ousted national security advisor Michael Flynn, who had lied to the White House about the nature of communications he'd had with Russia Ambassador Sergey Kislyak

who took \$65,000 from Russia-linked companies that he didn't disclose with the Justice Department, as required by law.

Former acting Attorney General Sally Yates, who was fired in January for refusing to enact Trump's travel ban, in May at a Senate hearing attempted to alert the Trump administration that Flynn was a potential target for blackmail by the Russian government. Trump, of course, held onto Flynn for several more weeks until news broke that he'd lied about his connections to Russia. Reports later surfaced that President Obama had also attempted to warn Trump about the same thing. It was later revealed that the Trump transition team knew Flynn was under investigation and made him national security advisor regardless

Trump abruptly fired FBI director James Comey in May

The official story, as given by the deputy attorney general, had been that Comey's ouster was unrelated to the Russia inquiry, and that it was his botched handling of the investigation into Hillary Clinton's use of a private email server while she was Secretary of State —

Trump later went off message during a television interview and admitted Comey's firing was actually about "this Russia thing."

who, days before his ouster, requested that the Justice Department deepen their resources for the bureau's investigation into possible Russia meddling in the 2016 election and their possible connections to the Trump camp.

Trump had also allegedly requested that Comey, in a private February meeting, to shut down the bureau's investigation of Flynn's ties to Russia, igniting accusations that Trump had essentially obstructed justice.

White House communications director Mike Dubke has resigned from his post after less than three months on the job. Dubke succeeded Jason Miller, who similarly resigned from the communications director post only days after taking the position. Apparently, the job is so terrible that potential successors so far have asked that their names be withdrawn from consideration

Trump divulged highly classified intel to Russia's foreign minister and ambassador during a May meeting in the Oval Office that had provided by Israel, regarding an Islamic State terrorist plot that involved the use of laptop computers on aircraft.

Media outlets in May reported that intelligence gathered by U.S. spies found that Russian officials were deliberately attempting to influence Flynn and Manafort as a means of within Trump's camp.

The House Intelligence Committee has issued subpoenas for Flynn as well as Trump's lawyer, Michael Cohen, as part of its Russia investigation

Meanwhile, the Justice Department, against the White House's objections, decided to appoint a special prosecutor, Former FBI Director Robert Mueller, to oversee the investigation into Russia's possible interference election. This provoked Trump to proclaim that he was the victim of the "single greatest witch hunt of a politician in American history!"

"Ultimately, the best messenger is the President himself," Spicer said during a May briefing. "He's always proven that." Indeed.

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Topic often determines web traffic sources

A recent analysis of where online audiences are likely to discover articles by varying topics offers insights for publishers and marketers looking to drive readership and improve visibility.

By Jon Gingerich

Publishers routinely spend a dizzying amount of time refining and retooling algorithms in an attempt to improve search engine optimization, but do they ever consider how an article's subject matter influences where readers are likely to find it?

A recent analysis of more than 10 million online articles by technology company Parse.ly sheds some light on how readers find their way to articles on the Internet. As it turns out, an article's likely referral sources vary widely depending on its subject, and understanding where audiences are most likely to stumble upon a particular story offers invaluable insights to publishers and marketers looking to drive readership and improve visibility.

For example, articles focusing on entertainment get an inordinate amount of their traffic from Facebook, accounting for 61 percent of external referrer traffic versus

Google search, at 29 percent. For articles focusing on lifestyle, the scales are even more unbalanced, drawing 87 percent of their external traffic from Facebook, versus only about seven percent from Google. Similar trends can be seen in articles focusing on education and U.S. presidential politics, which both receive 59 percent of their traffic from Facebook versus 21 and 25 percent from Google, respectively.

On the other hand, articles pertaining to the world economy see 43 percent of their external traffic originate from Google searches while only 36 percent of their traffic comes from Facebook; articles specializing in technology get 61 percent of their traffic from Google and 21 percent from Facebook; sports stories achieve 50 percent of their traffic from Google and 19 percent from Facebook; and business stories net 47 percent of their traffic from Google versus 14 percent from Facebook.

Google especially leads in job postings, driving 84 percent of all traffic to content focusing on this subject, versus only 12 percent for Facebook.

According to Parse.ly, Facebook is now the largest source of external referrer traffic, accounting for 39 percent of all known external traffic last year, compared to Google's 35 percent (Twitter accounted for a distant third, at 10 percent.). In May, the top sources by external referral were Facebook (40 percent), Google (37 percent), Twitter (2.3 percent) and Yahoo! (1.8 percent). ○

Workplace subject to comms. disconnect

Nearly three-fourths of communications departments claim to have problems keeping employees "on brand and on message" when sharing company news and information, according to a recent survey of communications professionals conducted by Dynamic Signal.

The survey, titled "The State of Workplace Communications," suggests that many companies appear stricken by a lack of awareness regarding the effects poor internal communications can have on work teams (59 percent admitted they don't know the fiscal impact that poor internal communications can have on a company.).

As a result of this lack of awareness, many companies continue to rely on outdated modes of communication when attempting to share information. Only 17 percent of respondents reported that their company had invested in software for internal communications purposes. Most cited email as the most effective current means of inter-team communication, even though more than half of the global workforce currently does not have a corporate email address and can't be easily reached by email.

While ensuring that staff feel informed and connected was cited as a top concern among communications departments, the survey suggests that disconnection amid widening gaps between distribution channels now characterize today's increasingly remote workforce, all factors that can lead to poor internal communications. 44 percent of communication professionals said they felt frustrated by the current tools and lack of platforms available to reach employees in a timely, effective and measurable fashion.

The study also reported that 37 percent of respondents claimed that internal silos pose the greatest challenges for communications professionals when it comes to effective workplace communications. ○

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Word of mouth top resource for finding PR firms

A recent survey finds that a majority of companies discover PR and communications agency partners primarily through word-of-mouth recommendations.

By Jon Gingerich

Word gets around. Contrary to what many might expect, Google, LinkedIn and the trade media aren't the top resources industry leaders rely on when searching for their next communications agency of record.

In fact, according to a recent survey of agency hiring practices, more than three quarters — 76 percent — of companies said they actually find PR and communications agencies through word-of-mouth recommendations from industry peers.

Only about 20 percent of companies said they use Google or LinkedIn to find communications partner agencies, and only about 10 percent said they rely on trade media, associations, industry meetings or RFPs, according to the survey, which was conducted by communications services resource CommunicationsMatch in conjunction with industry news site CommPRO.biz.

The report, titled “PR & Communica-

tions Agency Search Report 2017,” asked corporate communicators how they seek and discover partner agencies. It found that PR ranks highly when it comes to the communications disciplines companies consider important for their business success. More than nine out of 10 (94 percent) cited PR as very or somewhat important to their strategy, followed by digital marketing (93 percent) and social media (92 percent).

Traditional marketing, by contrast, was seen as important by eight out of 10 respondents (82 percent). Ranking lowest were digital advertising (58 percent) and traditional advertising (43 percent).

The survey also found that nearly four in 10 respondents — or 37 percent — said they were planning on contacting new agencies this year. The primary reason most — two-thirds — said they were doing so, according to the survey, was to find an agency that can provide specialized capa-

bilities in a particular area. The skill sets industry leaders appear to be looking for primarily involve digital, such as social media, content creation, SEO and video.

Creativity was cited as the single most important quality a communications agency can have, followed by multi-disciplinary communications capabilities, reputation and specialized expertise. However, most companies — around two-thirds of respondents — said finding an agency isn't easy, with a third of respondents — 33 percent — claiming that it's either somewhat difficult or very difficult to find a partner communications agency.

The survey also found that two-thirds of respondents cited budgets as being flat this year compared to 2016.

The CommunicationsMatch survey polled nearly 100 corporate communications, marketing and industry influencers online between December 2016 and January 2017. ●



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Why is international brand coverage a must-have?

Brands need exposure to be successful, and with the popularity of gaining global distribution high on many corporate wish lists, globally positioned communications strategies are in demand.

By Lindsey Carnett

Recent research from Wells Fargo suggests that 81 percent of American companies expect their international business activity to increase in the next year, with expectations of international revenue surging to 68 percent.

Factors such as global diversity in the C-suite make a business more likely to optimize global growth, moving away from the fear of risk and placing value on working with partners and stakeholders to seize international opportunities.

Driving international revenue is dependent on global marketing and localization. To achieve international brand growth, companies must push forward their strategy with the help of executives in influential positions, and reach and inspire international customers with innovative ideas to collectively drive their international revenues.

The move from an international communications strategy to something niche and localized is an attractive prospect for brands. Success in one market might not be directly translating into success in another country, putting the spotlight on an untapped demand for localized content. Similarly, a new audience closer to home may have been identified by marketers, raising the question of how to effectively reach them.

Whatever the reason, the demand for localized coverage has never been greater. A recent survey found that 79 percent of customers now expect personalization from brands and 66 percent of them welcome email marketing that targets them based on previous actions. This provides great opportunities for brands that want to go local on a global scale.

As with any change in communications direction, the shift should be approached with great detail. It's not simply about taking a blueprint and making it fit a new situation—it's about tailoring success to target markets.

Think global, act local

Customers are more digitally savvy and globally connected than ever before. Positioning globally relevant content is particularly important, and sometimes, these campaigns can miss out on the true individuality of local markets.

Marketers need to take care with the political, social and cultural meanings of their locations, as well as paying particular

attention to the translation of slogans and the language barrier. Marketers should collaborate with local influencers to overcome these potential problems, ensuring that their global campaigns have a local and geographically specific feel.

Hybrid teams

Global and local teams need to come together to make a campaign a success. A good working relationship should be in place, with key strategy areas and objectives managed and led by individuals on the ground in relevant locations. The role of a chief communications officer is to manage reputational issues and the overall strategy of the campaign, guiding direction in a complex consumer landscape. It's only with this structure that brands can get an honest feel about what is working and what the needs of their target customers are.

Digital and media approach

Brands should be aware of the media landscape in a market, and in particular, the dominance of digital and hyperlocal outlets. Marketers should consider being inventive with their social media, involving local stakeholders to collaborate on videos and mobile content, and use niche media to target their message alongside more traditional communication strategies.

Brands would be wise to also consider tailoring landing pages to location, using local imagery and local people as part of their campaigns. The same strategy also works well for social media pages, with brands such as Ben and Jerry's using pages for regional markets effectively to capitalize on growth and customers.

The Johnnie Walker "Keep Walking" campaign is a good example of a global campaign with a local feel, with marketers using culturally relevant quotes to connect with consumers across many global markets, and turn the brand into one that is globally recognized.

Consistency

To transfer a successful local campaign to one on a global scale, marketers need to ensure consistency across all aspects of strategy. Branding and statement positioning shouldn't be compromised, and consistency of key points, USP and messaging should be protected.

Brands should use case studies of success to show how their achievements on a local

level can be transferred to a larger scale. These stories of transformation and problem solving should be included as part of the overall strategy, personalized to location in order to set a brand's new product or service apart from competitors in the market.

Analytical data

Making use of analytical data to assess where to focus efforts is a key priority for marketers looking to make global gains. By focusing on top traffic sources, keyword searches and shares on social media, marketers can see which messages resonate with particular groups, enabling them to tailor content for specific actions and shift strategy in real-time.

Similarly, marketers can use this data to efficiently monitor the effect their communications strategy has on actions like purchases, store visits, website clicks and social follows.

How you will make a difference

Above all, it is important that marketers determine how their product or service helps to solve problems and effect real change in the lives of consumers. Big brands like Unilever focused on issues that mattered to customers. Sustainability is one of these, and the company found that campaigns with eco-friendly messaging delivered half of the company's growth in 2015. Engagement at scale is a key indicator of a successful global campaign.

With brands keen to attract the savvy, global customer, a global communications strategy will become more important than ever before.

A hybrid team, focused on identifying cultural authenticity through brand consistency, is key to a campaign's success. In order to meet the demand for localized content, marketers should work with well-known influencers, creating content that appeals to consumers on a personalized level but at the same time connects with our wider world. This "think global, act local" approach will help brands to gain international brand coverage and drive commercial success.

Lindsey Carnett is CEO and President of Marketing Maven, a bicoastal integrated communications agency with international clients accounting for 30 percent of its customer base. She started her career as Marketing Director for a Scandinavian bio-science company. She can be reached at lindsey@marketingmavenpr.com. ○



Lindsey Carnett

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Moving from output to outcomes in healthcare PR

Healthcare PR pros are fighting to demonstrate ROI in a fierce battle for funding. In an industry where the stakes — improving health outcomes — are high, PR firms must show the value of conversations we shape. Doing so requires a shift in the way we deal with metrics.

By Tim Goddard

Wbsites, social channels, display ads, press releases. While the definition of public relations — which Merriam Webster defines as “the business of inducing the public to have understanding for and goodwill toward a person, firm, or institution” — has not changed, the ways in which we reach, engage and influence audiences continue to evolve on a daily basis. Particularly in the healthcare sector, where the stakes — improving health outcomes — are highest, it’s imperative to stay current and push boundaries in order to communicate most effectively.

Gone are the days when content was developed simply for distribution. Now it must ladder up to a holistic communications plan in order to ensure meaningful engagement. To be impactful, it must be customized for each channel and audience.

Securing favorable media coverage in target outlets is no longer the goal of PR programs, but the starting point of a broader amplification process that integrates earned media into the world of paid, owned and social, exposing more people to messaging that changes attitudes and behaviors.

Where influence used to be centralized among a few opinion leaders or advocates, today a broad range of voices from around the world offer health advice across a plethora of platforms that are readily available at any time on our laptops, tablets and phones. Patients, even those with rare diseases, can now easily connect with others who also suffer from their condition, sharing experiences in an effort to optimize outcomes.

Despite all of the change happening around us, one thing remains consistent. Healthcare PR professionals are still fighting to demonstrate return on investment in an increasingly fierce battle for funding. With the proliferation of digital agencies and the expanding service offerings of advertising agencies in this evolving communications landscape, it is critical that PR agencies are able to demonstrate the value of the conversations we drive and shape.

To do so, we must embrace a cataclysmal shift in the framework for measurement: moving from output to outcomes.

Outcomes-based measures go way beyond past industry-standard metrics, such as impressions or unique visitors. We’re now able to understand how audiences are engaging with the content we create and what they are

doing after being exposed to it. Compared to outputs, outcomes-based metrics are harder to assess — they are dynamic and interconnected. That means we must have robust measurement in place — measurement that’s real-time and always on.

With proper analytics, we can optimize resources across paid, earned, social and owned properties based on detailed data to show how audiences interact with our content. This performance-based optimization will help us to better target our efforts across geographies and channels, leading to more exposure, engagement and — at the end of the day — improved outcomes for those whose health depends on the information we’re sharing.

GLOBALHealthPR leaders from around the world recently gathered in Mexico City for an annual meeting, where one of the key topics was measurement. Coming out of that meeting, I asked several of my colleagues to share their thoughts on measurement at the regional and local level.

Eugenia De La Fuente, Co-Owner of Buenos Aires-based Paradigma PEL Comunicación, the GLOBALHealthPR agency partner in Argentina, said that measurement cannot simply be an afterthought, but must be planned for from the moment a communications program is conceived and carried through every step of the way.

“The challenge nowadays in Latin America is that, despite most countries sharing the language of Spanish, the media landscape is very diverse by market,” De La Fuente said. “In combination with an often-fragmented approach to execution across countries, this makes it critical to establish a uniform methodology for measurements on a regional scale.”

GLOBALHealthPR’s APAC Executive Director, James Yi, noted that PR professionals across the Asia Pacific region also need to show a quantitative return in order to help educate internal stakeholders on what PR is and does.

“In APAC there’s a need to not only find and agree on new standards of measurement, but equally to educate marketers and PR professionals on the drastic evolution to more integrated communications,” said Yi.

Neil Crump, CEO and Owner of GLOBALHealthPR’s European Hub and UK agency partner, Aurora, said that clients wanting to use data to help demonstrate

ROI is on the rise across Europe, with many leading brands calling for the use of data to help drive their future marketing efforts.

“Many don’t understand where this data comes from or then how to use it,” said Crump. “Our job is to help clients interpret and adopt a ‘data-driven’ approach to storytelling that can evolve based on audience-insights.”

Despite the unique considerations of each market, the need and desire for outcomes-based measurement is apparent across the globe, throughout the industry.

“While there is still some use of reach metrics in Latin America,” said De La Fuente, “we are seeing a quick evolution to more outcomes-based analytics that can help us understand the impact we’re having in real time, leading to better allocation of resources and more effective communications campaigns moving forward.”

Yi agrees that, as an industry, we need to be looking towards in-depth analyses of quantitative and qualitative data, including human interactions, to bridge the gap between PR and outcomes.

“It’s imperative to set and agree on objectives (both communications and business) and then fix measurement focal areas as factors of success,” said Yi. “In today’s integrated communications landscape, this will include a diverse range of measurement criteria that help us capture both perceptual and behavioral change.”

Crump believes that, due to the proliferation of new technologies, we are closer than ever to those we reach with our campaigns. “Entering this data-driven era makes this, on paper, one of the most exciting times to be in marketing communications,” said Crump.

As communicators, we now have the ability to harness technology and data to track and react to the evolution of conversations taking place across channels, all around the world, in real time. In doing, so we have the unique opportunity to elevate and amplify the conversations that are changing healthcare worldwide.

Tim Goddard is Executive Vice President of GLOBALHealthPR. ○



Tim Goddard

How should PR firms plan for the end game?

PR M&As were a topic of discussion at the recent Counselors Academy Spring Conference 2017, which took place in Seattle and drew 180 PR firm owners and C-level executives.

By Rick Gould

The PR M&A process is seldom easy. But as the public relations industry has evolved and become more complex, so too has the PR M&A process. When sellers sit down with buyers these days there are sharper and more difficult questions coming from both sides of the table.

Indeed, the road to a successful PR M&A can be twisty, and nobody wants to get burned after investing so much time, energy and money on a potential deal.

PR M&As were top of mind at the recent Counselors Academy Spring Conference, which took place in Seattle and drew 180 PR firm owners and C-level executives. I had the opportunity to speak and share my advice and insights regarding PR M&As at a session titled, "Planning Your End Game: Maximizing Your Agency's Value and Preparing for Sale."

I was joined by Brad Schwartzberg, Esq., partner, Davis & Gilbert LLP, and Alex Halbur, managing partner, Prosper Group. Elise Mitchell, CEO, Mitchell Communications and CEO, Dentsu Aegis Public Relations Network, moderated the discussion.

For my part, I tackled the PR M&A process from beginning to end. A summary of my comments and recommendations follows.

The PR M&A process starts, of course, with assessing the benefits of your most valuable resource: human capital.

Sellers need to highlight the second-tier of management — which ultimately will be responsible for taking the firm to a higher level, post-sale — as well as key staff members in the organization and what they bring to the table in terms of crisis management, digital communications, content marketing and other PR skills at the fore. And having an entrepreneurial skill set is an often lacking but well rewarded advantage for a seller.

The second most important element in a potential PR sale is the seller firm's clientele. PR firm owners looking to exit must be ready to describe the size and quality of their clients as well as billing methods and collection policies. They also have to demonstrate that no single client comprises an overwhelming percentage of net revenue, and provide a cold-eyed assessment of their competition (which is never easy).

Before they continue on the M&A path, PR firm owners need to ensure that an M&A team is in place, including an attorney experienced in M&A contracts, a quality CPA firm and a savvy M&A consultant

who understands the full process. Owners also need to assess overall costs (time and money) of pursuing a transaction.

If all systems are in place, the M&A consultant then has to package the firm for a sale. These elements include recasting the firm's financials and preparing an "Offering Memorandum." The latter should always include:

- Financial summaries
- Clients: Number of years they've been aboard and type of work
- People: Key executives/bios
- Offices: location(s), capacity for additional staff, lease terms

At this point in the process, PR firm owners need to take a hard look in the mirror and give themselves a reality check:

- Is the firm truly ready for sale?
- Is the infrastructure in place for a new owner?
- Will the second tier of management endorse the sale?
- What are timeline expectations?
- What are the value expectations?

If all the above M&A elements align, sellers should move forward into the Research stage of potential prospective buyers. Sellers need to pre-approve a targeted buyer list prepared by the M&A advisor, and then have their M&A reps start the outreach to prospects.

With transparency as a guide, there are many steps sellers must take once they start to gauge interest among buyers. These steps initiated by the M&A advisor include:

- Signed NDA (non-disclosure agreement) by buyer
- Disclose seller to buyer
- Initial conference call with buyer
- Sharing information regarding culture, people and clients
- Signing a new "Mutual" NDA

This is the time in the M&A process when sellers and potential buyers get to know each other — not unlike when two people start to date and see if there's chemistry. Buyers initially are going to want to meet sellers in person — perhaps at a restaurant near the seller's office — and discuss for 2-3 hours the cultural fit of the seller's staff, the work done for clients, potential conflicts and the intentions of the seller(s) post-sale.

If they like what they hear, buyers then will request selected and more detailed financial information as well as a Financial Profile of the firm. If things continue on a smooth path, buyers will request a second meeting at the buyer's office.

This is where the rubber meets the road. At the second meeting, both Seller and Buyer provide detailed presentations and determine if they would like to move forward.

If both sides want to move forward a "term sheet" is presented by the buyer. The term sheet should include the outline of a deal structure. The term sheet, in turn, is followed by a "Letter of Intent," which will include the following elements:

- Non-Binding Clause
- No Shop Clause, typically for 60-90 days.
- Breakup Fees
- Signatures by both parties

As the excitement among both sides starts to grow, this period will be followed by obligatory due diligence from both sides. Due diligence should feature accounting and legal assessments, as well as the M&A team facilitating the due diligence.

Nearing the finish line, contracts — including clients and executive staff — will need to be drafted, along with HR policies and additional data supporting the financials.

A deal close could take up to three months, if not longer, with attorneys intricately involved. If both parties are on board, final terms are agreed to and the closing is complete.

The sale can then be announced, first to each of the PR firms and then to the trade media, vendors and affiliates. A celebratory lunch or dinner with top executives from both firms follows. Toasts abound, with an eye toward future integration and growth.

Of course, a monkey wrench can be tossed into the process at any time and derail what had been a smooth ride. That's why it's mission-critical that sellers and buyers pay careful attention to every step of the process and exercise transparency and, perhaps most important, not let their egos get in the way of what can be a very prosperous transaction.

Rick Gould, CPA, J.D., managing partner of Gould+Partners, is the author of "The Ultimate PR Agency Financial Management Handbook: How to Manage By The Numbers for Breakthrough Profitability of 20% or Greater," and "Doing It The Right Way: 13 Crucial Steps For A Successful PR Agency Merger Or Acquisition." ○



Rick Gould

Global PR networks face political, economic changes

As ongoing political and economic developments continue to complicate the international business climate, the world's largest global PR networks attest that the practice of delivering effective brand messaging to audiences in widely varied locations presents its own evolving set of challenges.

By Steve Barnes

“There is a more level field internationally now, as well as an overall higher level of expectations in the quality of the strategy, execution and measurement of public relations,” said Patrik Schober, Group Chair for Worldcom Public Relations Group and Managing Partner of PRAM Consulting. “We are truly living in a global marketplace and in real-time communications.”

The largest of the global networks, Worldcom, which had combined revenues of more than \$273 million in 2016, added to its global reach with the recent addition of two new members: Warsaw, Poland’s Made in PR and Istanbul, Turkey’s OptimumBrand.



Patrik Schober

Schober attributed the stability and growth of the network to the strong level of partnership and collaboration between its member firms. He said agency satisfaction with the network has risen from 70 percent to 80 percent year over year, a trend that allows it to work from a strong base as it tackles a transforming global marketplace.

Those transformations, according to Schober, run across several categories. First among them is the increasing speed with which news traverses the globe, along with the rise of the “citizen journalists” who have upended the traditional news-gathering structure. Those factors “make strong crisis planning and management a premium,” he said. “PR’s ability to help brands in the one-to-one relationship vs. the one-to-many will be critical.”

PR demand grows amid uncertainty

Changing political situations across the globe will also impact PR practices, Schober added. “With Brexit, financial will be an interesting sector in EMEA, and political affairs is obviously a growing and dynamic global category for PR,” he said. “Agencies are expanding their services, hiring and training practices to meet the diverse demands of today’s hyper-connected world. Having a global perspective but also the ability to have feet on the ground that are familiar with the politics, culture and customs of different regions will help agencies better serve global brands and function in our global marketplace.”

PROI Worldwide Founding Partner and

Global Managing Director Allard W. van Veen sees a promising future in many locations around the world. With combined net fee income of more than \$700 million in 2016, the network, which has been in operation since 1970, is thriving. Having brought on Bangkok, Thailand firm Midas PR Group and Sydney, Australia based Filtered Media earlier this year, PROI has a presence in more than 100 cities in 50 countries.

From a presence in India/South Asia that racked up 66 industry awards last year to the six members based in African cities, the network has kept expanding its global footprint.

“PROI has matured in most parts of the world,” van Veen said, “but we see continued growth in, and are investing heavily, in emerging and recently established economies in Africa, some parts of Eastern Europe, and a few remaining parts of Asia.”

While PROI’s growth has been steady, the network has taken a measured approach to its expansion. “Since our founding,” van Veen said, “we have focused on three strategic initiatives to grow our partnership: identifying quality independent agencies offering strong thought leadership; marrying large, mid-size and smaller agencies; and limiting our growth worldwide.”

When it comes to the challenges presented by growth on a global scale, the network’s executives particularly note the need to keep each firm’s offerings aligned with local and regional constraints, while also maintaining a solid standard of quality and consistent fee levels. To carry out those goals, they cited the need to attract the right kind of talent: people familiar with international business, tech-savvy individuals, and those who have mastered such in-demand skills as analytics and measurement.

To PROI management, the market sectors where growth is most likely change with the locale. According to Jean Leopold Schuybroek, PROI’s Director, Global Development, many of the economies of Asia and Africa exhibit a strong demand in the consumer goods area, while in Europe the desired competencies are often in such fields as litigation communication. rbb President



Allard W. van Veen

and PROI Worldwide Vice-Chairman, The Americas, Lisa Ross pointed to technological advances in the healthcare sectors as having particular traction in Japan, Korea and Israel, as well as in the U.S.

On a global scale, van Veen stressed the continued importance of reputation management. “Trust will become the major underlying factor by which future communications programs will be judged,” he said.

Learning to appreciate differences

For PR Boutiques International, the past year was also one of solid growth. With the addition of Nucleus PR, the network’s first member from India; Amsterdam tech PR agency Lubbers de Jong; Boston’s DPA Communications and VRoy Communications from Montreal, the network’s membership now stands at 37 firms, covering 14 countries.

“We’re very focused on growing our international representation overall and in our leadership,” said PRBI President Lee Weinstein. “We attribute the successful growth of PRBI to the active involvement of our members. We have dedicated members who are very committed to taking this organization to the next level.”

Weinstein noted that progress is evident across the board in the PR profession on an international level. “Probably the biggest change is cultural understanding and people from different countries appreciating their differences and similarities, and understanding what works,” he said.

PRBI expects Europe to be a strong growth region in the near future. “We’re just starting a PRBI Network among our members in Europe,” he said, “and we are expecting that group to work well together in developing new business and recruiting new members.”

The market sector in which Weinstein thinks there is a particularly strong opportunity for growth is healthcare. “The forecast in Europe is that this market sector will be growing faster than any other,” he said. “This will have a big effect on employability, leisure activities, healthy lives and more. The purpose of PR is to explain the complexity of this issue.”

What the PR industry needs in order to



Lee Weinstein

carry out that purpose, Weinstein said, is an increased level of communication and cooperation. He thinks that PRBI has come a long way toward realizing that goal. "There is more cross-cultural understanding, seamlessness and efficiency among our member agencies, which is of great benefit to both our members and our clients."

Emphasizing international perspective

Cross-cultural understanding is also a central concept for Catherine Kablé, Managing Partner at Kable Communication and Chairman, PR World Alliance.

When new members at PRWA mention the network's advantages, Kablé said, one of the things that keeps coming up is that they "enjoy the possibility of sending consultants abroad to partner firms for training." Gaining a broader international perspective is seen as more than just an add-on — it has become a key skill to help firms function in the global economy.

PRWA added to its global reach over the past year with the addition of Marcommit in The Netherlands and Svoboda PR & Consulting in Austria, bringing it up to 15 members. What all of those members face, Kablé said, is a communications environment characterized by rapid changes. "Innovation is the driver everywhere," she said. "The digital revolution continues to impact every aspect of our industry across all markets."

Among the changes she noted are the ever-increasing importance of social media and the 24/7 nature of today's fractured media environment. "Media are adapting their business models with varying degrees of success to cut costs yet provide relevant and reputable information," Kablé said. "The result is deeply impacting PR agencies — fewer journalists to contact and less time per journalist for our contacts and information."

And even though the influence of the internet has tended to soften the differences between locales, she stressed the importance of staying sensitive to the particular characteristics of each market. "Don't discount the importance and nuances of local markets, habits and contacts," she advised.

Balancing global and local

IPREX Global President Andrei Mylroie called attention to the fine line between the global and the local that agencies must walk in today's PR landscape. "There's greater tension between the need for a 'common language' and the need to address markets and cultures individually," he said. "And having process and relationships in place to

allow for fast and strategic decision-making is even more necessary to avoid local problems evolving chaotically."

IPREX added Chilean strategic communication agency Comsulting and Salter-Mitchell, a public relations and behavior change marketing agency headquartered in Tallahassee, to its roster this year. Overall, the network's firms experienced a 4.3 percent rise in revenues in 2016.

Mylroie sees reason for optimism in all almost all areas of the world. "Most of our North American partners are experiencing especially strong growth, tied in part to a strong US economy," he said. "Beyond this though, in our recent annual partner meeting there was a lot of discussion about North Africa and the Middle East, driven by improving economic circumstances and investment from China in the region (especially Africa) and access to markets with major growth potential. Many of our European partners are also feeling more optimistic about a strengthening economy."

Like many of the other network executives, Mylroie said that he expects the healthcare sector to continue its strength in the near future. Other areas in which he foresees increased activity are sustainability and sustainable energy, construction / infrastructure, transportation, cyber security and tourism.

To succeed in this environment, he said, firms need to focus on more than just regional differences. "Much of the shared work among IPREX partners has been not just geographic in nature, but firms working together because they have complementary functional expertise."

The Public Relations Global Network hit the 50-member mark this year with the addition of North Carolina-based S&A Communications and asoluto, a Vienna, Austria firm that offers both traditional PR and a wide range of digital services. The network, which had \$101 million in revenues, also introduced a redesigned website that it said will give prospective clients "one-stop access to a curated suite of PR services," according to PRGN President Christina Rytter, who is the Managing Director and Founder of Copenhagen, Denmark's Scandinavian Communications.

That interest in promoting ease of communication, Rytter said, requires helping clients negotiate the many levels of technology. She notes that firms that want to be successful in today's global marketplace need to "move away from traditional silo-based thinking toward working on a

cross-channel level." The growth of video as a communications medium is something that she has noticed across the board.

Rytter sees technology, healthcare and renewable energy as major growth areas in Europe. While she, unlike several other network leaders, does not predict strong growth in Europe, she said that in Scandinavia, where her firm is located, things are slowly picking up.

Execs across PRGN seem to be pretty much in agreement over the market sectors that show the most promise in the near future. In addition to the fields Rytter calls attention to, travel, real estate and cyber security are mentioned as areas that are increasing in importance on a global scale. In regards to areas that are poised for growth, the expansion of markets in China, Southeast Asia and parts of Central and South America — particularly Argentina — were mentioned. Strength in such tech hubs as Boston and Seattle was also predicted.

When it comes down to the main trait required for success on an international scale in today's international market, several PRGN members noted the importance of communicating to clients how vital a global view is to a company's success on any level. "The world is becoming a much smaller playground," said Leeza Holt, President of PRGN member firm the Hoyt Organization. To deal with that, she said, firms need to combine "local knowledge with global reach." ○



Christina Rytter



Catherine Kablé



Andrei Mylroie

Media news brief

AI, influencers Millennials drive PR research

The University of Florida College of Journalism and Communications has released its first annual report on public relations research trends.

Machine learning and artificial intelligence technologies are expected to be more disruptive to marketing and communication than the explosion of social media, helping organizations automate campaigns and create "hyper-personalized experiences," according to the report.

Influencer marketing is seen as a way to rise above today's environment of information overload and create brand advocates and storytellers.

Millennials are moving up the corporate chain and taking on managerial roles so understanding this generation's behavior and perspectives is critical for both organizational development and message effectiveness.

"These trends reflect a few ideas about what public relations and communication researchers can explore and study in 2017," said report author Sarab Kochhar, Director of Applied Research at the College and Director of its online Master's in Public Relations and Communication Management.

United States & Canada

Beutler Ink—Washington, DC
 Bitner Group—Fort Lauderdale, Florida
 Bliss Integrated Communication—New York, New York
 Brickell & Partners—Virginia Beach, Virginia
 CASACOM—Montreal, Quebec
 Cerrell Associates, Inc.—Los Angeles, California
 Cookerly Public Relations—Atlanta, Georgia
 Corporate Ink—Boston, Massachusetts
 Coyne Public Relations, LLC—Parsippany, New Jersey
 Deveney Communication—New Orleans, Louisiana
 Dick Jones Communications—McMurray, Pennsylvania
 Dix & Eaton—Cleveland, Ohio
 Enterprise Canada—Toronto, Ontario
 Fishman Public Relations—Northbrook, Illinois
 Intrepid—Salt Lake City, Utah
 IW Group, Inc.—Los Angeles, California
 Linhart Public Relations—Denver, Colorado
 McGrath/Power Public Relations & Communications—San Jose, California
 MorganMyers—Milwaukee, Wisconsin
 Nuffer, Smith, Tucker, Inc.—San Diego, California
 Off Madison Ave—Phoenix, Arizona
 PadillaCRT—Minneapolis, Minnesota
 PadillaCRT—New York, New York
 PetersGroup Public Relations—Austin, Texas
 Public Communications Inc.—Chicago, Illinois
 RLF Communications—Greensboro, North Carolina
 Roberts Communications Inc.—Rochester, New York
 Sachs Media Group—Tallahassee, Florida
 Sandy Hillman Communications—Baltimore, Maryland
 Schneider Associates—Boston, Massachusetts
 Standing Partnership—St. Louis, Missouri
 Stryker Weiner & Yokota Public Relations Inc.—Honolulu, Hawaii
 Sturges Word Communications—Kansas City, Missouri
 The Garrity Group Public Relations—Albuquerque, New Mexico
 The Pollack PR Marketing Group—Los Angeles, California
 True Digital Communications—Bedford Heights, Ohio
 Ward—Houston, Texas

Europe

Business Press SRL (BPRESS)—Milan, Italy
 Coxit Public Relations—Oslo, Norway
 Cunha Vaz & Associates—Lisbon, Portugal
 European Service Network SA—Brussels, Belgium
 FWD PR—London, England, United Kingdom
 Grupo Albi6n, S.A.—Madrid, Spain
 HBI Helga Bailey GmbH—Munich, Germany
 InstiCOM Corporate Communications & PR—Brussels, Belgium
 Janev & Janev, Ltd.—Sofia, Bulgaria
 JBP Public Relations Limited—Bristol, England, United Kingdom
 Kaizo—London, England, United Kingdom
 Komm.passion—Düsseldorf, Germany
 LF Channel—Barcelona, Spain
 L&W Communication—Zurich, Switzerland AG
 Made In PR—Warsaw, Poland
 Media Pozitiv—Otopeni, Romania
 Media Consulting—Moscow, Russia
 Medita Communication—Helsinki, Finland
 Meropa Communications—Johannesburg, South Africa
 Onva—Epsom, Surrey, England, United Kingdom
 Oxenstierna & Partners—Stockholm, Sweden
 PRAM Consulting—Prague, Czech Republic
 Probako Communications—Budapest, Hungary
 Radius Kommunikation A/S—Copenhagen, Denmark
 Wisse Kommunikatie/Worldcom The Netherlands—Arnhem, The Netherlands
 Yucatan—Paris, France

Asia / Pacific

AZ. WORLD COM JAPAN—Tokyo, Japan
 Madison Communications—Hong Kong, China
 Maverick—Jakarta, Indonesia
 Phillips Group,—Brisbane, Queensland, Australia
 PRN—Seoul, Korea
 SPAG Consultants Private Limited—Gurgaon, Haryana, India
 TQPR (Malaysia) Sdn Bhd—Kuala Lumpur, Malaysia
 TQPR (Thailand) Co. Ltd.—Bangkok, Thailand
 TQPR (Vietnam) Co. Ltd.—Ho Chi Minh City, Vietnam
 Zagar Communications—Yangon, Myanmar

Latin & South America

Agencia Interamericana de Comunicacion—San Jose, Costa Rica
 Arvizu Comunicaci6n Corporativa—Mexico City, Mexico
 Grupo Albion—Bogota, Colombia
 LatinMedia—Santiago, Chile
 PLANIN—São Paulo, Brazil
 PLANIN—Rio de Janeiro, Brazil
 Realidades—Lima, Peru
 Zelmira K Comunicacion—Buenos Aires, Argentina

M. East & Africa

Majlis PR & Communications—Dubai, United Arab Emirates
 Now-You—Tel Aviv, Israel
 OptimumBrand—Istanbul, Turkey

GLOBAL PR PARTNERS 2017



24/7Communication Sp. z o.o.—Warsaw, Poland
 AGT Communications Group—Moscow, Russia
 Atrevia (Portugal)—Lisbon, Portugal
 Atrevia (Spain)—Madrid, Spain
 Cocomms—Helsinki, Finland
 comm:unications - Agentur fuer PR, Events & Marketing—Vienna, Austria
 Communications Office Colic, Laco & Partners—Zagreb, Croatia
 Ewing Public Relations, s. r. o.—Prague, Czech Republic
 fischerAppelt AG—Hamburg, Germany
 Gullers Grupp AB—Stockholm, Sweden
 ICF Mostra—Brussels, Belgium
 int/ext Communications AG—Basel, Switzerland
 Intelday Solutions—Sofia, Bulgaria
 Interel—Brussels, Belgium
 KISS Communications—Cambridge, U.K.

360PR+—Boston
 Brown & Cohen Communications & Public Affairs Inc.—Toronto, Canada
 C+C—Seattle
 Crenshaw Communications—New York
 Enigma Communications Inc.—Montreal, Canada
 Falls Communications—Cleveland
 Finn Partners—New York
 G&S Business Communications—New York
 GroundFloor Media—Denver
 Jackson Spalding—Atlanta
 Jones PR—Oklahoma City
 Lambert, Edwards & Associates—Detroit
 MPRM Communications—Los Angeles
 rbb Communications, LLC—Miami
 RF|Binder Partners, Inc.—New York
 The Vandiver Group, Inc.—St. Louis
 Walker Sands Communication—Chicago

4PR Group—Cairo, Egypt
 Atmosphere Communications—Cape Town, South Africa
 Cyclone Central Africa—Douala, Cameroon
 Levanter Africa—Nairobi, Kenya
 Mahogany Consult—Accra, Ghana
 Mojo PR—Dubai, U.A.E.
 Strateus Group—Casablanca, Morocco

United States & Canada

Middle East & Africa

Klenk & Hoursch AG / Corporate & Brand Communications—Frankfurt, Germany
 Lansons—London, U.K.
 LEAD Agency—Copenhagen, Denmark
 Mailander Srl—Torino, Italy
 Out of the Box SA—Athens, Greece
 Premier Public Relations Ltd—Budapest, Hungary
 Publicity—London, U.K.
 Publicum, UAB—Budapest, Hungary
 Rogalski Damaschin Public Relations—Bucharest, Romania
 SEESAME Communication Experts—Bratislava, Slovak Republic
 Slager—Oslo, Norway
 TT&A srl—Milano, Italy
 Van Luyken Communicatie Adviseurs—Amsterdam, The Netherlands
 Wellcom—Paris, France

Adfactors PR Private Limited—Mumbai, India
 Awareness id—Ho Chi Minh City, Vietnam
 Citadel-MAGNUS Corporate and Financial Communication—Sydney, Australia
 Filtered Media Pty Ltd—Sydney, Australia
 Huntington Communications Pte. Ltd.—Kuala Lumpur, Malaysia
 Icon Agency—Melbourne, Australia
 Imogen PR—Jakarta, Indonesia
 INR—Seoul, South Korea
 M2.0 Communications, Inc.—Quezon City, Philippines
 Midas Communications—Bangkok, Thailand
 P4 Group Pty Ltd.—Brisbane, Australia
 PRAP Japan Group—Tokyo, Japan
 Priority Communications Sdn. Bhd.—Kuala Lumpur, Malaysia
 SenateSHJ—Wellington, New Zealand
 SenateSHJ Australia—Sydney, Australia
 Strategic Public Relations Group Limited—Hong Kong, China
 Strategic Public Relations Group Limited (Taiwan)—Taipei, Taiwan
 Triune (Pte) Ltd.—Dhaka, Bangladesh

FWD Consultores—Mexico City, Mexico
 Imagem Corporativa—Sao Paulo, Brazil

Europe

Asia / Pacific

Latin & South America

United States

Anne Klein Communications Group—
Mount Laurel, NJ
Beurman Miller Fitzgerald, Inc. (BMF)—
New Orleans
Borshoff—Indianapolis, IN
Casey & Sayre—Los Angeles
CommPac—Honolulu, HI
Communications Strategy Group—Denver
Crossroads—Kansas City, MO
DH—Spokane, WA
Eisbrenner Public Relations—Detroit
Eric Mower and Associates—Syracuse, NY
Fahlgren Mortine—Columbus, OH
Fineman PR—San Francisco
French/West/Vaughan—Raleigh, NC
Gatesman—Pittsburgh, PA
Grisko—Chicago
Hanser & Associates—West Des Moines, IA
HB / EMA Boston—Boston (Newton), MA

Jarrard Phillips Cate & Hancock Inc.—
Brentwood, TN
LDWWgroup—Dallas
Makovsky + Company—New York
Nyhus Communications—Seattle
Pierson Grant Public Relations—Fort Lauderdale, FL
Ripley PR, Inc.—Maryville, TN
Rountree Group Integrated Communications—
Atlanta
SalterMitchell, Inc.—Tallahassee, FL
Saxum—Oklahoma City
SPM Communications, Inc.—Dallas
Susan Davis International—Washington, DC
tcgpr (The Communications Group Inc.)—Toronto
Trefoil Group—Milwaukee, WI
Tunheim—Minneapolis
Vehr Communications—Cincinnati, OH
Walt & Company—Campbell, CA

Europe

Arenalia Relaciones Públicas & Eventos—
Barcelona, Spain
Cambre Associates—Brussels, Belgium
The Communications Business Limited—
Edinburgh, UK
Consilio Kommunikasjon—Tonsberg (Oslo), Norway
Creative Venue—Amsterdam, Netherlands
Gootenberg—Paris, France
Imageware—Milan, Italy
Kommunikatsioonibüroo JLP (Communication and
Branding Consultancy JLP)—Tallinn, Estonia

Manifesto—Helsinki, Finland
Mason Williams Communications—London, UK
m/e brand communication—
Dusseldorf, Germany
Operate—Copenhagen, Denmark
ORCA Affairs—Berlin, Germany
poweraxle—Madrid, Spain
Reliant Communications—Athens, Greece
Spotlight PR—Stockholm, Sweden
Walsh:PR—Dublin, Ireland

Asia / Pacific

InsideOut Public Relations Pty Ltd—Crows Nest,
Australia
Newell PR—Beijing, China
Pead PR—Auckland, New Zealand
Wells Haslem Mayhew Strategic Public Affairs Pty
Ltd.—North Sydney, Australia

Latin & South America

Comsulting—Santiago, Chile
Dextera Comunicación—Mexico City, Mexico

M. East & Africa

Iris Public Relations DMCC—Dubai, United Arab
Emirates
Ozé—Casablanca, Morocco

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Public Relations Global Network

Bianchi Public Relations, Inc.—Troy, MI
 Buchanan Public Relations—Philadelphia
 The Castle Group—Boston
 The Conroy Martinez Group—Miami
 CooperKatz & Company—New York
 The Equity Group—New York
 Evans Larson—Minneapolis, MN
 The Fearey Group—Seattle
 HMA Public Relations—Phoenix, AZ
 The Hoyt Organization—Torrance, CA

Ad Verum—Vilnius, Lithuania
 Ardency Consulting—Sofia, Bulgaria
 asoluto—Vienna, Austria
 Athenora Consulting—Brussels, Belgium
 Coast Communications—Stockholm, Sweden
 Cometis—Wiesbaden, Germany
 CPC—Geneva, Switzerland
 CROS—Moscow, Russia
 Cullen Communications—Dublin, Ireland
 Evident PR—Amersfoort, The Netherlands
 Free Communication—Bucharest, Romania

Currie Communications—Melbourne, Australia
 Integrate Communications Co., Ltd.—Tokyo, Japan
 LBS Communications Consulting Limited—Hong Kong, China
 Mileage Communications—Singapore

Asia / Pacific

JMC Marketing Comm.—Kingston, NY
 Landis Communications Inc.—San Francisco
 LC Williams & Assoc.—Chicago
 Media Profile—Toronto, Canada
 Reed Public Relations—Nashville, TN
 S&A Communications—Cary, NC
 Stevens Strategic Communications, Inc.—Cleveland
 Three Box Strategic Communications (Formerly LPR)—Dallas
 Xenophon Strategies—Washington, D.C.

Global Press—Lisbon, Portugal
 Goodwill Communications—Budapest, Hungary
 Industrie-Contact—Hamburg, Germany
 Multi Communications—Warsaw, Poland
 Scandinavian Communications—Copenhagen, Denmark
 SCR Relaciones—Barcelona & Madrid, Spain
 Sound Public Relations—Milan, Italy
 Spider PR—London, England
 Two Cents—Brussels, Belgium
 WE Agency—Paris, France

Identia PR—Buenos Aires, Argentina
 LVBA Comunicacao—São Paulo, Brazil
 RumboCiento Strategic Communications—Santiago, Chile

Aristo Communications—Istanbul, Turkey
 The Content Factory—Dubai, U.A.E.
 HWB Communications—Cape Town, South Africa

U.S. & Canada

Europe

Latin & South America

M. East & Africa

Briefing Communications Ltd.—Zagreb, Croatia
 CAP & CIME PR—Paris, France
 Comvision AB—Stockholm, Sweden
 Kablé Communication Finance—Paris, France
 Marcommit—Soest, Netherlands
 NBS Communications—Warsaw, Poland
 NewMark Finanzkommunikation GmbH—Frankfurt, Germany
 Nostus Communications & Events—Athens, Greece
 Panama PR GmbH—Stuttgart, Germany
 SECI—Milan, Italy
 Svoboda PR & Consulting—Vienna, Austria
 Voxia—Geneva, Switzerland

Europe



PR World Alliance

Feintuch Communications—New York
 Sphere/Larouche—Montreal, Canada
 Stanton Communications, Inc.—Washington, D.C.

Persona Communications—Istanbul, Turkey

U.S. & Canada

M. East & Africa



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U.S. & Canada

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 Bame Public Relations—Los Angeles, CA
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 Darnauer Group Communications—Aspen, CO
 Decibel Blue—Phoenix, AZ; Denver, CO
 DoubleDimond Public Relations—Houston, TX
 DPA Communications—Boston, MA
 Duo Public Relations—Seattle, WA
 Durée & Company—Ft. Lauderdale, FL; Aspen, CO
 Hagen And Partners—Leawood, KS
 Impress Labs—Phoenix, AZ

Marx Communications—Trumbull, CT
 Metrospective Communications—Philadelphia, PA
 MSR Communications—San Francisco, CA
 RED PR—New York, NY
 Results & Relations—Washington, D.C.
 Rotenberg Associates—Baltimore, MD;
 Minneapolis, MN
 Scott Phillips + Associates—Chicago, IL
 Scott Public Relations—Los Angeles, CA
 TruePoint Communications—Dallas, TX
 Weinstein PR—Portland, OR
 WordWrite Communications—Pittsburgh, PA
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Europe

Encanto PR—Milan & Rome, Italy
 Huss PR Consult—Munich, Germany
 Lubbers De Jong—Amsterdam, The Netherlands
 Midnight Communications—Brighton, United
 Kingdom
 Results & Relations—Vienna, Austria
 TEAG Communications—Olten, Switzerland
 vom Hoff Kommunikation GmbH—Düsseldorf,
 Germany
 Warsaw Consultants—Warsaw, Poland

Asia / Pacific

C.J.'s World Public Relations & Communications—
 Seoul, South Korea
 Geni-Plus PR Consulting Company—Beijing, China
 Nucleus Public Relations—Karnataka, India
 RUSS Consulting—Kuala Lumpur, Malaysia
 Tsuki Planning—Tokyo, Japan

Latin & South America

Carla Bianchi—São Paulo, Brazil
 Verdelho Associates—São Paulo, Brazil

Europe

Alfa Communications—Warsaw, Poland
 Aurora Communications—London, U.K.
 Berbés Asociados—Madrid, Spain
 Effector Communications—Copenhagen,
 Denmark; Oslo, Norway; Stockholm, Sweden
 fischerAppelt—Hamburg, Germany
 Guess What PR—Lisbon, Portugal
 MHC—Paris, France
 Noesis Comunicazione—Milano, Italy; Lugano,
 Switzerland

U.S. & Canada

EnergiPR—Toronto and Montreal, Canada
 Spectrum Science Communications—Washington,
 D.C.

Asia / Pacific

GLOBALHealthPR—Singapore
 Madison Communications—Beijing, Shanghai,
 Guangzhou and Hong Kong, China
 MediaMedic Communications—Mumbai, India
 VIVA! Communications—Sydney, Australia

Latin & South America

Paradigma PEL Comunicación—Buenos Aires,
 Argentina
 Tino Comunicação—São Paulo, Brazil
 PRP—Mexico City, Mexico



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Nick Lananna
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O'Dwyer's guide to INTERNATIONAL PR



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Ronn D. Torossian, President & CEO

Since 2003, New York City-based 5W Public Relations (5W) has worked with world-class and emerging brands, corporations, consumer companies, technology companies of all shapes and sizes, healthcare interests, regional businesses, non-profits, and high profile individuals to help them achieve their strategic public relations and marketing objectives across a broad range of interests.

5W practice areas include Consumer Brands, Food & Beverage, Health & Wellness, Travel & Hospitality, Technology, Beauty, Entertainment, Nonprofit, Corporate Communications and Reputation Management, Public Affairs, Crisis Communications, and digital strategy. Resourceful, innovative, and nimble, 5W works hard, thinks big, and delivers successful, game-changing results.

5W's team of 130 knowledgeable, tenacious, and passionate professionals understand how to leverage any story, and direct the conversation to your best advantage. We develop and execute novel and fresh ways for our clients to connect with their target audiences in memorable ways. As a result, we measurably increase the posi-

tive results of their communication efforts. Our diverse roster of client experience includes Sparkling ICE, Medifast, Walgreens/Duane Reade, DigitalOcean, KRUPS, Anheuser Busch, Camp Bow Wow, L'Oreal, AEROSOLE, Jane Iredale, T-Fal, GoHealth, Zeta Interactive, and other publicly traded companies, consumer brands, technology companies, start-ups and personalities.

Our programs lead to award winning recognition, including PR Agency of the Year, PR Executive of the Year, Product Launch of the Year, Business to Business Program of the Year and Digital/Social Media Campaign of the Year, among others.

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Kumi Sato, President & CEO

Established in 1960, COSMO was a pioneer in the field of public relations in Japan.

Today, COSMO is one of Japan's leading independent strategic communication consultancies and continues to shape the communication landscape in the fields of Healthcare, Food & Food Science, and Consumer Goods & Services.

COSMO has worked with more than 500 companies, both interna-

tional and domestic, and has extensive experience in localizing communication strategies to introduce overseas products and services to the Japanese market.

COSMO's seasoned advisors and communication consultants work together with a wide network of key opinion leaders to craft and execute top-quality, strategic activities that are innovative, relevant, and industry-appropriate.

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Looking for an efficient way for your company to enter the U.S. market with your product or service?

We can help.

Feintuch Communications has a strong track record of supporting companies looking to internationalize into North America. Our senior team of PR and marketing pros has helped all types of organizations to adapt their brand and messaging while providing the experienced, hands-on public relations street smarts to help ensure local market success. Specialty market segments include ad tech, media and marketing; consumer electronics; energy and clean tech; financial services and fintech; and technology.

Our JumpStart Global Advisors subsidiary provides a blended 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.

In addition, 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 in our 15 member nations – and 109 countries globally through our membership in the networkone.

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<http://www.gfcnet.com/web/about>

Global Communications Partners (formerly GFC/Net) is a specialist financial and corporate communications network bringing together leading independent public relations consultancies in the world's major financial markets. Since 1995, Global Financial Communication Network has been delivering clients access to a network of independent, market-leading firms with the specialist skills needed to help clients successfully communicate their messages to financial and corporate decision-makers. GCP is represented in the United States by Intermarket, one of this country's ten largest financially-focused public relations firms according to O'Dwyer's.



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GLOBALHealthPR is the largest independent health and science communications agency partnership worldwide, providing on-the-ground insights and implementation driven by the top health-focused agencies in their regions. Operations are centralized in New York at the global headquarters and Americas Hub, with additional regional hub offices in London and Singapore, as well as partner agencies in more than 40 countries. All partner firms are independently owned and operated, choosing to work together based on a shared belief in insight-driven strategies, commitment to collabora-



Representatives from GLOBALHealthPR partner agencies at the 2017 Annual General Meeting in Mexico City.

ration and specialization in strategic healthcare communications — providing clients the best possible counsel, quick and creative thinking, and flawless execution.

Together, GLOBALHealthPR consists of more than 600 health-specialist communications professionals including researchers and medical advisors. Collectively GLOBALHealthPR has worked with two thirds of the world's 50 leading pharmaceutical brands and in the last two years has won more than 45 PR awards, including: 2016 Healthcare Agency of the Year, *Holmes Report* (Spectrum, founder, chair, US partner and Americas hub); 2016 Communications Team of the Year, PharmaTimes (Aurora, UK partner and European hub) and 2016 Best Healthcare Campaign, South Asia SABRE Awards (Medi-aMedic, India partner).

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Hunter Public Relations is an award-winning consumer products and services marketing communications firm. Founded in 1989, Hunter PR has grown to be one of North America's most recognized and resourced firms providing strategic communications counsel and services to major consumer brands, products and services. Our mission is "earning it," from consumer attention, to long term client relationships, to our talented staff's dedication, we strive to earn it every day.

ery day.

In 2015, the agency expanded its footprint into Europe with the opening of an office in London in response to our clients' desire to work with the us to meet their growing global strategic needs. Hunter PR continues to expand its North American footprint with

120 full-time staff professionals in New York City, Miami, Seattle, Los Angeles and Toronto, and additionally maintains affiliate partners in Mexico and Japan.

With a broad range of expertise in many industries, the firm is best known for its work in the food and beverage, health and beauty, and home and lifestyle sectors. Hunter PR offers a suite of global services including a combination of communications strategies & architectures, creative campaigns & content partnerships, content creation & toolkits, and market counsel & executional support. Hunter PR's global offerings aim to unite marketers around the world to speak the same brand language but in their own native tongues and cultural vernaculars. The output of these efforts is to maintain consistency.



Hunter PR on site in Bali, Indonesia to debut a TABASCO® Brand global event tool for distributors in Asia.

tency, control messaging, and maximize resources for our clients.

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IPREX is a \$362 million network of communication agencies, with 1,650 staff members and 110 offices in 24 countries 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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MWWPR is a leading global independent communications agency with eight offices across the US and the UK and a global network of partners. We are a team of 230+ independent thinkers and doers who demonstrate, daily, the benefit of our experience to our clients.

We specialize in Consumer public relations, Corporate Reputation, Public Affairs and digital marketing strategies to help B2B and B2C companies engage, influence and build relationships with their key stakeholders.

We specialize in public relations for clients that range from national to international companies across a wide variety of market sectors. MWWPR's expertise spans Consumer Brands, Corporate Communications, Reputation Management and Public Affairs. In addition, within those practice areas Technology, Financial Communications, Crisis Communications, LGBT, Sports & Entertainment and Health & Wellness are our focus. With dedicated insights, strategy, data and analytics, social media, creative and visual branding teams, MWWPR ensures that clients Matter More™ to the stakeholders who matter most.

MWWPR's approach to building and accelerating relevance for clients has been recognized with top industry awards, including "Global PR Campaign of the Year" by the Sabre Awards, "Midsize Agency of the Year" by the Bulldog Stars of PR Awards, "Company of the Year" by the American Business Awards and the International Business Awards, as well as "Best Place to Work" by NJBiz, "Top Places to Work in PR" and "Organization of the Year" for Diversity/PR by PR News, as well as "Independent Public Consultancy of the Year" for the Americas by the International Communications Consultancy Organisation (ICCO).

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Peppercomm is an independently owned 21-year-old integrated communications and marketing agency headquartered in New York with offices in San Francisco and London. 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 services, consumer, B-to-B and multi-industry sectors.

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

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Partner agency owners convened in April at PROI's Global Summit in Sydney. **Richard Tsang**, centre front, is PROI Global Chairman. He is also Chairman of SPRG-Asia, the Region's largest independent with offices in HK, 3 in China, Taiwan, Singapore and Malaysia.

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The Public Relations Global Network (PRGN) is "The World's Local Agency." More than 1,000 clients across six continents depend on the combined local resources of PRGN to deliver targeted public relations campaigns in more than 80 markets around the world. With revenues of more than \$110 million (USD), PRGN is among the world's top four public relations networks. PRGN harnesses the resources of 50 independent public relations firms and more than 1,000 communications professionals. Visit PRGN online at: www.prgn.com.

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Considerations when selecting an agency for local or global projects:

How important is it that the Agency owner is aware of your account and committed to your success? Do you want to have access to senior consultants and broad competences close to your operations? Do you expect equal levels of competence and senior owner commitment to your success in all your other markets? Will you get the best combination of local impact with a global perspective and intelligence to assure your campaigns are on strategy?

When you retain a local PROI Worldwide agency:

They can help you localize a communications program and, most importantly, help you to recognize, prioritize and address differences in culture, custom, values and social mores as the campaign is developed beyond your local market. Remember that all "global" campaigns are local to the audience. You will be served by leading, locally owned, independent consultancies and a team of local professionals who speak the language and are intimately familiar with the customs and cultures of the regions in which they work. PROI has combined experience serving in excess of 6,200 clients in all areas of specialization including Investor Relations, Healthcare, Technology, Consumer, Financial Services and other sectors. PROI Worldwide, independent local agencies tend to be hungrier and less bureaucratic than multi-national agencies, making them fast, flexible and focused. They offer you a breadth of integrated communications services ranging from media relations, content marketing and issues management to digital and social media, event support, influencer relations and research/analysis. Compared to multinational PR firms who steer clients

needing services abroad to their owned offices by default, if a PROI partner is not the right 'connection' for your specific assignment abroad they will identify another local firm to ensure you get the best local team working on your project. Our local PROI Partners drive their own business based on proven local competence in their respective markets. Competence is not centralized at regional or global offices as is often the case within multinationals.

PROI Worldwide was founded in Europe in 1970, is incorporated in the US and has partners in more than 120 cities in 50+ countries across five continents. Each agency is among the top in their market. Agency sizes range from 10 to 500 consultants, depending on their breadth of services and location.

With combined 2016 fee income in excess of \$720 million, PROI Worldwide is the largest international Partnership of independent agencies based on fee income — a measure used by industry rating services to determine an agency's viability. PROI is rated as the 5th largest global integrated communications company, behind DJE Holdings (Edelman), WPP, Omnicom and Interpublic. The partnership is rated 3rd in fee income among the recognized Global Multi-Nationals.

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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



Catherine Kablé, Managing Partner, Kable Communication Finance (Paris) and Chairman of PR World Alliance

°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 multi-national campaigns.

The organization encompasses public and investor relations companies and offices in North America and Europe with offices and joint venture partners in numerous markets. The network continues to seek new members in strategic locations.

PR World Alliance provides clients with an extensive depth of knowledge in individual countries as well as a solid understanding of the dynamic multi-national marketplace. Members can be engaged for support of an individual event, an ongoing retainer relationship or a pan-continent campaign. Our membership in thenetworkone connects us to 1,000 additional independent agencies in 109 countries.

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PR Boutiques International is an international network of small public relations firms led by highly experienced professionals. Network firms, which offer a comprehensive range of services, are carefully selected for membership. The network was founded in 2008 by boutique agency owners who realized that the strength and service differentiation they all had in common was the hands-on experience they offer clients from top-grade professionals (including themselves). The network has offices in 35 locations around the world to meet clients' needs for international service.

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Mark Owens, CEO

Rogers & Cowan is an integrated marketing and PR agency with offices in Los Angeles, New York and London. Our expertise spans multiple verticals including consumer marketing, technology, retail, crisis management and social/digital. We help clients become relevant in the cultural conversation by harnessing the power of influencers, talent, content, music, media, and technology. Additionally, 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. We have extensive knowledge of the U.S. and international film industries and have close relationships with leading distributors and media around the world. We manage media activities for our clients at

major film festivals and markets, including Cannes, Venice, AFM, Mifed and MipTV and execute media and entertainment influencer outreach campaigns at film festivals and markets such as Edinburgh, Zurich, Krakow, Aruba, Bahamas, Trinidad & Tobago and Marche du Film.

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Spectrum is both one of the nation's leading health and science communications agencies and proudly independent. While many agencies have a dedicated healthcare practice, Spectrum's sole focus on science and storytelling is further specialized to deliver the most relevant strategies and counsel with five unique specialties: biotech, biopharma, consumer science, health tech and public affairs.

Spectrum is the founder, US partner, Americas hub and chair of GLOBALHealthPR, the largest independent health and science communications agency partnership worldwide. This one-of-a-kind network of firms all specializing in health drives strong global strategy as well as deep local expertise, ensuring each client who works with GLOBALHealthPR gets an "A" team from every local market.



Spectrum's Washington, DC office team.

Through the GLOBALHealth-PR network, Spectrum is able to support clients with seamlessly integrated global communications campaigns. Spectrum also employs an integrated model for account teams, with digital and creative experts, scientists and precision communications specialists embedded to deliver fully integrated strategic solutions that meet clients' business goals.

In 2016, Spectrum was named "Healthcare Agency of the Year" by *The Holmes Report*, "Best Place to Work" by PRWeek and "Top Place to Work in PR" by *PR News*.

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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 132 offices in 113 cities on six continents, 2,000+ total employees, and combined revenues of more than \$273 million in 2016. 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. ○

Communicators confront anti-globalization challenges

These are harrowing times for multinationals as they face a tsunami of political and public opinion against globalization, fueled by catalyzing events such as Brexit, the election of Donald Trump and the political gains of nationalist parties across Europe. This wave of anti-globalization sentiment has led to increased marketing and communications challenges for multinational companies and brands with geographically diverse operations. These challenges can be managed well with the right communications models and structures.

By Brian Burlingame

Globalization critics argue that a country's economic woes and job losses are the result of uneven trade conditions and the decisions of multinationals to create production operations and supply chains that favor foreign markets at the expense of jobs and growth at home. The criticism is also often linked to immigration policies, creating a compelling political argument that fuels trade protectionist sentiment.

These tensions have risen across the globe in recent years despite research measuring the actual scale of globalization which suggests that protectionist fears may be overstated. But as we know in the communications world, perception is reality.

Multinationals will continue to seek growth in international markets and should be prepared to manage the host of issues they may face abroad and at home. To do so, it is important that their communications activities be organized around four fundamental principles, namely: relevancy, consistency, flexibility and efficiency.

To succeed globally, think locally

An international organization must tap into local market expertise to ensure that its communications activities are relevant. The old adage "think globally, act locally" must be modified to include thinking locally as well. The success of the "global" program conceived at some far-off headquarters or the response to an issue or crisis requires local market context and relevancy in order to resonate with target audiences and yield the desired result.

In early 2017, we saw U.S. brands go on the defensive when Mexican consumers reacted to the rhetoric out of Washington D.C. about ending NAFTA and building a wall on the U.S. border with Mexico. Mexican consumers struck back with on-line actions such as #AdiosStarbucks and #AdiosProductosGringos, which generated anti-American brand sentiment and encouraged boycotting of U.S. brands such as McDonalds, Coca-Cola and Walmart.

Starbucks was adept in its local response, taking the opportunity to communicate to Mexican consumers that its stores in Mexi-

co are actually run by a Mexican company, and pointing out that they provide approximately 7,000 Mexican jobs and also feature Mexican-grown coffee in their stores.

Keep communications consistent

It is also critical for multinational companies to be consistent in their brand and corporate communications, ensuring that actions in each market stay on-strategy while making the proper adjustments for local market relevancy. This is a major challenge since multinationals must manage a complex matrix of stakeholders, including customers, investors, employees, communities, governments, regulators, special interest groups, and media and key opinion leaders, to name a few.

Success depends on a model that includes thorough issues mapping and intelligence gathering, with different levels of activity and customized responses for each stakeholder group developed around a coherent strategy and messaging. This kind of stakeholder engagement model and communications consistency will support and protect corporate reputation.

An example of just how tricky this can be in the current anti-globalization environment is automaker BMW's response to criticism and threats of tariffs coming from then U.S. president-elect Donald Trump. Prior to Trump's inauguration, BMW executives were adamant about the company's intention to invest \$1.6 billion in building a plant in Mexico. A few months later, BMW softened its position to "wait and see" with its CEO saying "we are flexible."

The company's reaction to U.S. protectionist policies will not only affect its business in the U.S. and Mexico, but could have significant ramifications in other markets, at home and with its shareholders. If BMW had started with the latter position it might have won time within an uncertain environment to gather intelligence and further develop its individual stakeholder strategies.

Finally, multinational communications must be flexible and efficient. Companies and brands must be able to respond quickly to shifting circumstances and the

immediacy of today's communications environment. This capability has as much to do with the structure of a company's communications efforts as its level of dedicated resources.

In our experience working across the markets of Latin America, this is achieved using a coordinated approach that consolidates many of the activities that companies usually duplicate in each market of operation. Activities such as planning and content

development, project management, evaluation and reporting are centralized, thereby avoiding redundancies, reducing costs, and eliminating inconsistencies across geographies. Coupled with teams of local market experts, this coordinated approach yields operational and cost efficiencies that help multinationals manage complex issues on a broad geographic scale.

By setting up a core communications structure, companies are also able to start small and scale-up their activities across geographies as needed, taking advantage of key learnings and best practices as they expand.

The changing face of globalization

Thirty years ago, globalization was hailed by many as an engine of economic development that would benefit consumers and improve conditions for people in the world's developing economies. Today, anti-globalization and nationalist protectionist tendencies are just one set of challenges faced by multinationals.

Attitudes and trends will continue to shift, which is why international companies and brands must focus on maintaining a well-structured communications effort that provides relevancy, consistency, flexibility and efficiency in order to adapt to the continually-changing environment.

Brian Burlingame is CEO of JeffreyGroup, the leading independent strategic communications agency for Latin America. ○



Brian Burlingame

How to encourage workplace diversity and inclusion

Far too often in the workplace, diversity and inclusivity are treated as an afterthought, a periodic commitment companies apply to hiring practices and training sessions. Actual diversity and inclusion initiatives, however, take into account the workplace's daily practices and culture.

By Stan Alleyne

We've all heard the phrase "diversity matters." We've read articles, attended training sessions and asked friends of color uncomfortable questions about their beliefs and backgrounds. Without a doubt, understanding and embracing different cultures, races and beliefs enriches our work and should add value to what we offer our clients or companies.

For many, the challenge is figuring out how to go beyond periodic insightful conversations and annual diversity training sessions and conferences. How do you embed diversity and inclusivity into your daily workplace practices and culture?

Here's something to remember that often is so easy to forget: this issue never ends for professionals of color. We live this every day. Too often in the workplace, diversity and inclusivity is an afterthought, a special project or an immediate reaction to some current event or employee complaint. If we can make this commitment a part of our daily lives at work and elsewhere, one day we will view diversity and inclusion as an asset and not another problem.

I do not have all the answers, but if your organization is working on diversity and inclusion initiatives, here are a few things for you to think about.

Don't just check the box

Undoubtedly, our industry needs more diversity. Avoid the trap of hiring a person of color to fill a quota or to reach a mandated goal included in the company's strategic plan (or a company requirement). You might be successful in attracting some professionals with that mindset, but good luck retaining them. People want to be valued and can sense when you are making them your "token" minority hire.

It's good practice to let candidates know that you are excited about having different backgrounds and perspectives around the decision-making table. But make sure these aren't just words. You might have to rethink who to invite to your meetings. For example, if you are having a meeting with all middle-aged white men, you should consider adding or replacing attendees to ensure that you are getting multiple perspectives—age, gender, race, etc. Even when well-intentioned, this will be difficult

to implement. It requires a conversation with your leadership and staff so they will understand why your meetings will look a little different.

When done successfully, inviting diverse perspectives to the decision-making table releases the creative and productive energy of the group.

You can't solve 'the problem'

Communications professionals love having the right answers and solving clients' problems. Often, we have this same mindset when the issue of diversity and inclusion arises. Most of us want to do better. We want to help eliminate disparities. We want to have a more diverse workplace. We want to embed solid communications and engagement strategies into a plan that reaches diverse audiences.

I suggest that you stop thinking of this issue as a problem or challenge. It's an opportunity. I've been fortunate enough to work in diverse workplaces where diversity and inclusion are viewed as opportunities for creativity, innovation and acceleration.

When working with clients, I urge them to communicate and engage with diverse audiences in ways that are respectful, authentic and meaningful. It will take more than translating documents or placing articles in language-specific publications. I suggest that it will require asking questions and finding out what really resonates in different communities.

This makes the work fun and fresh. It might mean adding a step in your work plan to listen and engage diverse individuals and communities. The extra work will benefit you and your clients in the long run by having authentic and timely information that can be used to differentiate communication strategies to your varied audiences. Striving to operate in an inclusive way will lead to a sustainably more diverse group of colleagues (and clients).

It's more than diversity training

Many companies identify cultural competency training as a vital step in a professional's journey to be more inclusive and open to diverse backgrounds, beliefs and races. I agree that it is helpful, but would argue that much more should be done to make your workplace inclusive.

Find ways to make your workplace com-

fortable, open and fun. The best way to get this started is to privately ask your staff what they need in place to be successful. Also, ask them what they consider to be barriers to progress. Be prepared to receive tough feedback. As your diverse colleagues gain your trust, it will be easier for them to have an honest conversation with you.

These discussions might be difficult and that's a good thing because you will be addressing their truths and perceptions.

It's a great practice to go find out which corporations and organizations are thriving in their diversity and inclusion efforts.

Why create when you can replicate? You will be surprised by the ideas and changes that some will suggest. Remember to circle back with your staff so they know that you heard their concerns and ideas and are serious about rethinking what you are currently doing.

Here's one suggestion: Ask your white employees to imagine coming to work as the only white person on staff. How would that feel? How differently would they approach work?

Focus on retaining as well as recruiting

Retention can be much more difficult than attracting talent. Often, relationships matter just as much as pay and benefits. People love feeling like they are part of a team. Keeping top talent is key to the success of your company.

A common mistake that leaders make is to oversell their commitment to inclusiveness and diversity while they are recruiting professionals. It works for a while, but when the honeymoon is over, it can easily backfire on you. It's better to be honest. If you have lots of work to do to become inclusive, acknowledge that you are committed to it, put a plan together and execute. Most professionals of color understand that there's a journey to "getting it" and will applaud genuine effort. Trust me. Just ask them!

Stan Alleyne is a senior consultant at Tunheim, a communications consulting firm in Minneapolis. ○



Stan Alleyne

Women's PR group seeks pay, title parity with males

An organization devoted to advancing the position of women in public relations seeks to address a "gender pay gap" that still remains in the workforce.

By Jack O'Dwyer

The "gender pay gap" is the biggest issue on the agenda of Women in PR USA, a new sister organization of Women in PR Canada, said WPRC Chairwoman and President Talia Davis.

The group, which was developed to advance the position of women in the field and connect women PR leaders across North America, partners with businesses to promote opportunities and to enable groups of women in the profession to share ideas, contacts and experiences in a supportive community while advocating major issues affecting women working in PR today.

WPR USA in May announced that it has launched a New York City chapter, and will host a launch reception at the Novotel Times Square on June 9, following the Global PR Summit at One World Trade Center June 8-9.

The new group, said Davis, plans to build chapters throughout the U.S. It acknowledges the existence of New York Women in Communications but notes that its 2,000-plus membership includes those from media, publishing and other industries and is not PR-specific.

Davis heads communications at AdvantageBC, which attracts business to British Columbia, Canada.

The PR Society of America and Canadian PR Society have diverse memberships but don't focus on the specific goals for women in PR. PRSA, with female membership of at least 70 percent, switched to a board with nine men and eight women in 2017 after several years of a woman-dominated board. The 2016 board had 12 women and five men.

Women Executives in PR, New York, merged with Advertising Women of New York in 2006. Washington Women in PR has a full slate of activities.

"Women are the driving force in PR," said Advisory Council member Deirdre Breckenridge, CEO of Pure Performance Communications and one of the founders of WPR USA. "We are not just sitting back on the sidelines and watching change," she added. "We are making change happen."

Women's pay 83 percent of males

A Pew report from April 2017 shows pay of women employees in the U.S. in 2016 was 83 percent of pay for men, a slight gain over the 80 percent found for 2015.

The "PR Women Who Changed History" program March 9 in New York included statistics provided by Weber Shandwick that showed disparity in PR pay and titles.

- The ten largest PR firms, as ranked by several sources, employ 32,851 worldwide and 12,646 in the U.S., but none are headed by a woman.

- Women are nearly 70 percent of PR firm employees but hold only 30 percent of top positions, according to *The Holmes Report*. Only 11 percent of ad agency creative directors are women.

- Women have 52 percent of all professional jobs, according to the Bureau of Labor Statistics, and earn almost 60 percent of all undergraduate and master's degrees.

- While they are 78 percent of those in healthcare, only 15 percent are in senior executive posts and none are CEOs.

- Women have 54 percent of financial services jobs but only 12 percent are executives and none are CEOs, according to the Center for American Progress.

Muriel Fox, who co-founded the National Organization for Women in 1966 while working as a VP at Carl Byoir & Assocs., told the March 9 meeting, "Today communications rules the world. It is the most important factor in deciding the fate of people everywhere. In fact, communication will decide the fate of the whole human race."

"Women are especially suited for PR because they are usually better at communications, perhaps because of their hormones and their ability to understand the needs and desires of others," she said.

Need for national organization cited

"Our collective goal for Women in PR USA is to educate the PR leaders of tomorrow about where the industry is going, key technological changes, and traditional PR beliefs that need an upgrade," said Rebekah Iliff, Chief Strategy Officer, AirPR. "PR isn't what it used to be, and part of our job as organizational leaders is to support one another in moving the conversation forward."

According to WPR USA, "The expansion of the organization in the USA marks an important milestone in efforts to educate women in PR and to help them advance in the field across North America. One of the main goals when forming this organization was to provide a place for women to thrive earlier in their careers and to strengthen the

capabilities of established PR leaders. Now more than ever, fostering growth and mentorship plays a guiding role in the longevity of our industry."

Natasha Koifman, President, NKPR Inc., said, "The success of our company has been a result of being able to evolve and adapt in a constantly changing landscape. On a global level, we are in the midst of an incredible shift because of social media and advances in technology."



Talia Davis

Shannon Furey, PR Director, M studio, said, "Women in PR USA is focused on elevating women and is comprised of dynamic, industry-leading PR professionals. True success comes only when we support one another. We are working to close the industry's leadership gap and support the next generation of women PR leaders."

Furey, along with Pure Performance Communications' Breakenridge, will lead the New York chapter. The new group in February named nine new members to serve on its national advisory council. Members include Elisha McCallum, VP, Fleishman-Hillard; Gini Dietrich, CEO of Arment Dietrich and author of the book and blog Spin Sucks; Michelle Messenger Garrett, CEO, Garrett PR, and Alyssa Barry, investor relations consultant.

The chapter is currently searching for a chapter chair and vice chair.

Directors are located in cities across the USA: Deirdre Breakenridge (New Jersey), Shonali Burke (Washington, DC), Gini Dietrich (Chicago, IL), Abbie Fink (Phoenix, AZ), Shannon Furey (NJ), Michelle Garrett (Columbus, OH), Rebekah Iliff (San Francisco, CA), Crosby Noricks (San Diego, CA), and Nicole Rodrigues (Los Angeles, CA).

Speakers at the June 9 WPR NY launch will include Breakenridge, Iliff, Furey and Koifman.

Individual WPR USA memberships are \$300; corporate, \$1,020, and partner, \$2,400. Men can join, and a number are active in the organization. PR for Women in PR Canada is being handled by Pink Pearl PR, Vancouver. ○

How being a good listener leads to growth

Beauty brands have continued to find success and growth — even in tough economic times — by actively listening to their consumer base and delivering on insights gleaned from this listening in meaningful ways.

By Mia West

The vanity business is a lucrative one, and it's an industry from which other industries can take a cue. Even in the worst economy, the beauty industry thrives, as consumers seek solace in small confidence boosters like a tube of lipstick or a manicure. And while it inherently plays to our ego, today's world of beauty is much more than skin deep. Once you peel back the surface layers, you'll discover the industry's recent ongoing success is driven by one precious skill: active listening.

According to Collins Dictionary, active listening is a two-way communication process; to actively listen is not just to hear but to understand, interpret and evaluate what is heard. The beautiful thing about the beauty industry is not that it listens, but that it delivers on insights learned from listening in meaningful ways. For those who haven't noticed, gone are the days of peddling glamour alone. While it is still an underlying current, today's beauty brands are known to be empowering, progressive and mindful.

How was an industry long considered superficial able to flip that notion on its head? By opening its ears. Here's what beauty brands can teach companies in any industry about being better listeners to ensure growth:

Inclusivity

Let's start with a lesson about inclusivity and how it can open new doors, while giving existing fans the fuzzies about a brand. Despite the population's diversity, companies have been slow to recognize this in both product development and marketing. However, when social media gave neglected communities a voice, beauty brands were among the first to court and cater to them.

The move to enlisting transgender and male brand ambassadors is a perfect example of how social media helped propel an industry forward by opening its eyes to an overlooked market. With major players like CoverGirl, Maybelline and L'Oreal all breaking away from the social norm, it became clear beauty was no longer just for the girls. Other online movements such as #BlackGirlMagic, which Julee Wilson from the Huffington Post described as a way to "celebrate the beauty, power and resilience of black women," have spurred brands to expand shade offerings addressing the vast spectrum of skin tones and take an all-encompassing approach to marketing mixes, further fueling success.

Paradigm Shifts

Perspectives change. It can take years or it can happen in a flash, so the key is to never stop paying attention. However, it's important to not just recognize change when it occurs, but to understand what is at the root of it so the company can choose the right course of action. In the case of beauty, consumers had grown tired of unrealistic standards being dictated to them, so they started making their own rules. We now regularly see themes of self-acceptance and individuality in campaigns rather than the conformity of beauty's yesteryears.

Capitalizing on this trend, brands like NYX Cosmetics have jettisoned to the forefront by building a community around artistic expression, with Tribe Dynamics ranking NYX fourth in terms of earned media value and social media growth in January 2017. To put this into perspective, Maybelline rests at ninth. A recent Mintel report, "The Millennial Beauty Consumer, U.S. - February 2017," also reveals women prefer a more natural look, which explains why musician Alicia Keys' au naturel 2016 album cover became a catalyst for the #nomakeup and natural texture movements. Brands who anticipated this movement, such as No. 7 Skin Care and KEVIN.MURPHY, are just a few enjoying success from marketing platforms centered on healthy skin and hair serving as the foundation for flawless, stripped-back beauty.

Integrity

Consumers are seeking brands with a conscience, as is evident in the backlash towards Jessica Alba's Honest Company's not-so-honest ingredient claims. And beauty brands have been quick to act as evidenced by the 1,700-plus brands that have secured the PETA-approved Beauty Without Bunnies cruelty-free emblem. According to the aforementioned Mintel report, millennials are results-driven, but they also prioritize natural ingredients and ethical claims such as cruelty-free, environmentally friendly and ethically sourced.

Securing verified seals from organizations such as the NON GMO Project might be costly and complicate manufacturing processes, but when the consumer is clamoring for it, why wait and fall behind? It's easier to start the process now than lose out in the end.

Experience Economy

A lot can be discovered about people

through their social media habits, and beauty brands were a quick study, learning that above all consumers want bragging rights. As someone who has spent the last 15-plus years in beauty, I can confidently say this new consumer mindset has both revolutionized and bolstered the industry, completely redefining the shopping experience.

While most brick and mortar stores are reeling from the Amazon effect, Sephora and Ulta are experiencing exponential growth due in part to virtual experiences. They've found the sweet spot because unique experiences like Charlotte Tilbury's in-store virtual magic mirror double as social media currency. There are also hundreds of beauty apps capitalizing on our cell phone addictions. Moral of the story is companies should be looking for ways to effectively tell their story through technology by pulling the consumer into their storyline.

Indie Inspired

Multichannel shopping has turned most industries upside down, making way for indie brands that are agile and more in tune with their consumer because they are social media savvy and engaged. There was no way to quell the uprising of emerging beauty brands, so multinational corporations eventually acquired them.

Thankfully, parent companies have learned to leave a good thing alone and let indie brands do what they do best: innovate through active listening. They are also learning more about their consumers from these more agile, connected brands. The takeaway? Regardless of size, companies can maintain their relevancy by following the lead of the more agile and engaged indie brands who are in lockstep with customers' wants and needs.

As with most things, beauty is subjective, so how can a company cater to its audience if they aren't listening and learning? Like any relationship, two-way communication is the only way to ensure a long, fruitful love connection that withstands the test of time or, even more challenging, an economic downturn.

Mia West is Vice President of Publicity at Havas Formula. ○



Mia West

O'Dwyer's guide to MULTICULTURAL PR FIRMS

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Grace Leong, CEO
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Hunter Hispanic, a division of Hunter Public Relations, one of the most highly recognized firms in consumer marketing communications, is dedicated to leveraging Hispanic insights and real-time conversations to create cross-cultural campaigns that meaningfully engage both mainstream audiences and the largest minority group — Hispanics. The department offers a complete roster of services including fully integrated Hispanic PR and communication strategies; traditional, social and digital media-based programs; influencer marketing; spokesperson management and event activations. Hunter Hispanic's creative approach and client service-orientation has led to client relationships that include Tabasco Pepper Sauce, Red Bull, and brands from Church & Dwight, Diageo, Johnson & Johnson, Post Consumer Brands and Smithfield Foods.

Hunter Public Relations is an award-winning consumer products marketing communications firm based in New York with staff based across North America including Miami, Los Angeles, Seattle and Toronto, offices in London, and affiliate partners in Mexico City. Our mission is "earning it," from consumer attention, to long term client relationships, to our talented staff's dedication, we strive to earn it every day.

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Hunter Hispanic was tasked with helping Honey Bunches of Oats continue building affinity with Latinos to maintain its position as the most popular cereal amongst this consumer. The campaign *Voces con Dedicación*, leveraged the brand's long-standing equity in music while engaging the primary cereal purchaser, the Latina mom. Honey Bunches of Oats partnered with Sofia Reyes, a young rising Mexican star who was discovered online, to select and reward five young Hispanic musicians with \$10,000 to continue their passion and dedication to music. The recipients performed at events held at key Hispanic grocers amongst local media, their community and family. The campaign's goal was to generate awareness and regional press coverage for Honey Bunches of Oats in key Hispanic markets while helping drive traffic to Hispanic retail partners.

Ronald Wong, President and CEO
Joe Zago, Senior Vice President
Katrina Salgado, Senior Vice President

Imprenta Communications Group is an award-winning public affairs, campaign and ethnic marketing firm, specializing in reaching diverse audiences. Imprenta's services include developing and executing integrated marketing campaigns, commercial production, social media marketing, collateral creation, media relations, and digital campaigns. Fortune 500 companies, government agencies, foundations, and elected officials

have utilized Imprenta's services for more than a decade. Imprenta's track record of successes has led to the company's exponential growth in recent years, as recognized by *Inc.* Magazine as "one of the fastest growing companies in America" for two years in a row and received various industry awards. Imprenta's mission is to empower communities of color by giving them a voice and communicating to them in ways that respect their diversity and understands their culture. To learn more about Imprenta and its work, visit: www.icgworldwide.com.

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Michael Halberstam, Chairman

Interviewing Service of America (ISA) will celebrate their 35th Anniversary this year. Since 1982, ISA has become one of the largest independently owned market research firms in the U.S. and continues to grow. ISA's four divisions each have their own research focus, and all of them provide multicultural expertise.

ISA invests in technology that makes research accessible to diverse groups of people. ISA recently acquired *icanmakeitbetter*, a best-in-class Insight Community platform. The platform allows clients to move beyond research and have conversations that matter with their customers. Brands benefit by having a simple way to gather ideas across generational and cultural lines.

To date, ISA has conducted Quantitative and Qualitative research projects in 67 languages. ISA is 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 for their clients.

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Founded in 1993, JeffreyGroup is the only strategic communications agency with the exclusive focus of working with multinational companies and brands in Latin America. The agency has success-

fully served many of the world's top companies in the region, providing a full range of brand and corporate communications services. JeffreyGroup employs proven proprietary methodologies and data-driven strategies in the development of our programs and achievement of our clients' objectives. Among the firm's current clients are Airbus, American Airlines, Bayer, Facebook, Instagram, Johnson & Johnson, KitchenAid, Marriott, Patron Spirits, Salesforce, Sony, and Xerox, among others. With more than 120 employees across seven wholly-owned offices in New York, Miami, Mexico City, Brasília, São Paulo, Rio de Janeiro and Buenos Aires, the company also maintains a network of Local Service Partners to provide local market insights and cost-effective execution across the entire region.

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With a diverse staff, the Marketing Maven team embraces multicultural and multigenerational 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 bicoastal 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



Galina Rogers leads Marketing Maven's digital strategy for multicultural and multigenerational campaigns.

relations and social media marketing helps provide a competitive edge to their clients. Their services aid national marketing campaigns and product launches with reputation management, organic SEO tracking, competitive analysis reports, online product reviews and social media advertising and promotions to help increase revenue.

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San Francisco-based Mosaico was branded in 2008 after four years as the Latino and Multicultural Division of Fineman PR. Mosaico prides itself in being a cultural insider driven by creativity and passion for storytelling. Every brand, every event, every launch has a story, and Mosaico helps its clients tell that story through cultural and linguistic insights that translate into strategic brand communications.

Mosaico works with clients of all sizes in multiple industries including pharmaceutical, food and beverage, financial, remittance, technology, health care, real estate development and nonprofit. The

agency has developed campaigns for ProEcuador, eHarmony, Tango, The First American Corporation, Foster Farms, Xoom.com, The Pacific Companies, Sequoia Healthcare District and Mission Economic Development Agency among others.

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MWWPR is a leading global independent communications agency. We specialize in Consumer and Corporate Reputation public relations, Public Affairs and digital marketing strategies to help B2B and B2C companies engage, influence and build relationships with their key stakeholders.

MWWPR has a proven track record designing marketing communications programs that build brand relevance among diverse audiences by demographic, culture, language, race, religion, lifestyle or ability. We have a rich history developing media relations and community outreach campaigns that speak to the needs of our clients' audiences whether parents, teens, Hispanic, African-American, Christian, Jewish, male, seniors, LGBT, etc. Our successful campaigns span various

industries and include clients such as Kellogg's, Frito-Lay, Samsung, Focus Features, Air New Zealand, Hilton and the Israel Ministry of Tourism.

Whether it's a matter of honing-in on high-end business travelers, multicultural pleasure seekers, or well-heeled tourists, honeymooners, or singles, we have a record of success generating publicity, and, making a business impact, securing media placements that address key populations and building strategic alliances that advance our strategic objectives.

Recent political and cultural changes are dictating a new form of diversity marketing, and brands are demanding authentic and personalized campaigns to truly resonate with influencers, organizations and the much wider audience of Americans who support equality. MWWPR works across multiple verticals in the space to service clients across the spectrum, ranging from

Fortune 100 companies and advocacy and arts organizations to tastemakers and influencers.

MWWPR has been recognized with top industry awards for client work and thought leadership, and is the recipient of The PR News 2016 Diversity in PR — Organization of the Year and The Victory Fund's Corporate Responsibility Award. Other industry accolades include "PR Agency of the Year," "Best Places to Work," and "Campaign of the Year." ○

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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

Combatting 'fake news'

By Fraser Seitel

Fake news" is in the eye of the beholder.

For example, if you think it's no big deal that Jared Kushner may have attempted to set up a back channel with the Russians to fight ISIS in Syria, then you'd probably brand all the media echo chamber hysteria incriminating the President's son-in-law as "fake news."



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

Today's "fake news" is just a natural extension of the steady diminution of journalistic standards over the past two decades.

Journalists used to champion "objectivity" in reporting. But with the growth of Fox News on the right and MSNBC on the left and with proliferating, one-sided web sites billing themselves as "sources of news," it was probably inevitable that media pillars which at least tried to be "neutral" — from the *New York Times* and *Washington Post* to CNN and NBC — would eventually throw in the towel and willingly display their bias. (If you disagree, tune in to "NBC Nightly News" any evening and watch how thoroughly its Washington reporters exco-riate all things Trump.)

So, if even traditional sources of journalism have been declared one-sided under the new reportorial law of the land, how can an organization caught in the "fake news" cross-hairs confront and combat it?

Here are a few suggestions, which run counter to the traditional public relations advice of treating the media as "friendly adversaries."

Don't hide

CEOs — particularly those making tens of millions of dollars annually — are notoriously reluctant to mix it up with critics.

Unlike the old days when corporate citizens with names like Rockefeller and Wriston, Welch and Iaccoca regularly stood up for what they stood for, today's CEOs are generally fraidly scared. They avoid the media, refrain from giving speeches or testimony and try to keep out of public view.

Staying silent, of course, is the worst

strategy if your organization is confronted by "fake news." As they say, "Silence grants the point."

So, a good CEO doesn't hide in the face of fake news; he or she fights back, in public.

That's exactly what JP Morgan Chase CEO Jamie Dimon does every time his institution or his industry is challenged by fake news purveyors. For instance, while other bank CEOs shrink in the face of a withering fusillade from their primary Congressional critic, Sen. Elizabeth Warren, Jamie Dimon rises up. When Warren calls for breaking up the banks or imposing increased banking regulation, Dimon dismisses the gentle lady's venom with a simple, "She doesn't understand the global banking system."

Strike back quickly

With social media humming and biased websites churning out copy by the minute, the adage, "If you snooze, you lose," has never been truer.

News with no basis in fact must be shut down immediately, before it has momentum to metastasize on the web.

That's what Pepsi didn't do when its chairman was falsely accused of telling victorious Trump supporters to "take their business elsewhere." What she really said was, "The election is over ... we should mourn, for those of us who supported the other side. But we have to come together and life has to go on." When Pepsi failed to react quickly enough to the fake news, the company became the focus of a boycott.

When New Balance's spokesman harmlessly suggested that "things will move in the right direction" after the presidential election, a white supremacist website quickly declared the shoe company "the official brand of the Trump Revolution."

Hoo boy! New Balance immediately released a statement that it "does not tolerate bigotry or hate in any form." And the fake news was quashed.

Fight fire with fire

When aspersions are publicly cast against their institutions, most CEOs, on the advice of lawyers, barrel into the bunker and hope the whole thing blows over.

But in this day of hyper partisanship, media bias and phony news websites, such an avoidance strategy rarely works. The better advice is to strike back in kind.

That's what Exxon Mobil did when faced with accusations that literally threatened its viability. Oil companies, of course, are not known for their propensity to engage

in public battles. But when Exxon found itself on the wrong end of media, website and government conspiracy theorists, who charged it with withholding climate information the same way tobacco companies withheld damning data on cigarettes and cancer, the company wisely struck back.

When New York's perpetually-campaigning Attorney General Eric Schneiderman launched an investigation, based on anti-Exxon press articles, the company vigorously defended itself and filed a lawsuit, questioning the motives of Schneiderman and other attorneys general he recruited for his high profile Exxon witch hunt.

Get nasty

In such cases when fake news accusations jeopardize the very lifeblood of the corporate body, even the nicest, most customer-friendly CEOs must take off the gloves and show their fangs.

Few, for example, are more wholesome than Hamdi Ulukaya, founder of the all-natural Chobani yogurt company. Mr. Ulukaya, a Turkish immigrant himself, invests heavily in his yogurt-making factory communities, where he also employs hundreds of refugees. This doesn't sit well with the anti-immigrant component of the political right wing.

So, when right wing conspiratorial hero Alex Jones, proprietor of a radio show, YouTube channel and the InfoWars.com blog, claimed that Chobani's Idaho factory was connected to a 2016 child sexual assault and a rise in tuberculosis cases, Ulukaya took off the gloves.

He sued Jones in April for "false" and "defamatory" statements and "actual malice" to harm Chobani's reputation and damage its business. Jones immediately vowed to fight the legal action to the end and appealed to followers to help him defeat the "cold blooded globalists" attacking him.

Chobani's Ulukaya held his ground, and a month later, the sputtering Jones folded like a rented mule, settling the lawsuit and retracting his previous statements about the company.

In the Age of Trump, with half the country steadfastly supporting the President's agenda and the other half fiercely opposing it, the trend toward pronounced media bias and more frequent fake news will continue.

Faced with such attacks, smart organizations and individuals have little choice but to fight back. Are you listening Jared Kushner? ●

New strategies for the Trump media coverage

By Arthur Solomon

George Orwell is famous for his novel “1984,” about a society in which the Ministry of Truth rewrites history to Big Brother’s liking. The similarities between this tale and Trump’s tweets regarding current events are striking.



Arthur Solomon was a senior VP at Burson-Marsteller. He now is a contributor to public relations and sports business publications, consults on PR projects and is on the Seoul Peace Prize nominating committee. He can be reached at arthursolomon4pr@juno.com.

Not as famous is Orwell’s non-fiction quote: “Freedom of the Press, if it means anything at all, means the freedom to criticize and oppose.” Trump, who held no press briefings with U.S. journalists during his Middle East and European trip, obviously disagrees with this sentiment.

If it’s true, as reported, that Trump will limit the daily

press briefing because he doesn’t like reporters’ questions, the time has come for even GOP congressional supporters to be concerned about the state of our democracy. Unfortunately, too many GOP congressional leaders are more concerned with holding onto their committee chairmanships than protecting our democracy.

Americans who believe in a free and open society should be concerned about how Trump was treated during his trip. In Saudi Arabia, a country that doesn’t tolerate a free press or freedom of expression, Trump was treated like royalty by a king. But during the European portion of his trip to democratic countries, his motives were questioned by freely elected leaders and a free media.

Thus far, the Democrats have provided the reason that Trump might be a two-term President, despite accomplishing zilch. That’s because until the Democratic Party devises a strategy that appeals to all Americans, the GOP swamp will not be drained.

Between now and the 2018 elections, the Democrats would be smart to stop talking about the numerous investigations justly hounding Trump and let the media do its job and report on the White House lies, cover-ups, ineptitude and stupidity.

The Democrats should concentrate on three messages: healthcare, national security and the need to rebuild infrastructure.

There’s an old sport saying that goes, “It’s

the legs that go first.” In politics, the old message goes first. The Republicans learned that lesson and elected a disastrously unprepared egocentric thin-skinned newcomer. The Democrats still haven’t learned that it’s time for new faces and a new strategy.

I won’t predict how historians in the future might rate the Trump presidency. But as of today he can be credited with ushering in an era that includes roughing up journalists, using vulgar language, denigrating women and immigrants, bringing out from the swamp the worst in American character, upsetting long-time close allies, surrounding himself with people he trusts — regardless of their experience or competency — trying to derail investigations into possible collusion between his staff and the Russians and turning lying into an acceptable facet of American politics.

In fairness, the President has one positive trait missing from members of Congress and too many people in our business: not being afraid to say what he thinks. In our industry, the practice offers a teachable moment. During program creative meetings, some PR people might include a client’s idea, even though they know it doesn’t

make sense but they know the client could react unfavorably if the idea isn’t in the program. This negates the reason many companies use outside PR firms to begin with — to get fresh thinking.

History details how many in the Republican Party were stained for supporting the demagoguery of Sen. Joe McCarthy and dismissing the crookedness of President Nixon. Today, the President’s gutter-language rhetoric against protesters and the media is largely tolerated by GOP officials. Unless the lame response of today’s Republicans about Trump and his White House staff’s mendacity changes, new names will be added to the list of those who put party loyalty ahead of democratic values.

It’s been reported that Trump is bringing in new people to handle his media crisis. That has as much of a chance of succeeding as crisis specialists helped the NFL, BP, Volkswagen and Bill Cosby from receiving negative coverage, just to name just a few.

Pro bono PR advice for Trump: If you really believe that self-anointed PR crisis experts can help negate your negative media coverage, get professional help ASAP, and not just from PR people. ○



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Fenton names Wyskida CEO

Progressive PR shop Fenton has appointed BerlinRosen alum Ben Wyskida to the role of CEO.

The appointment became effective May 15. Wyskida succeeds veteran communications and policy operative Michael Huttner, who assumed the CEO slot last year and will remain with the firm in the role of Political Director.

Wyskida arrives at the “social change” agency from New York-based progressive shop BerlinRosen, which he joined in 2012 and served as Executive VP, leading the agency’s philanthropy, media and culture practice. He was previously a communications executive with The Atlantic Philanthropies, and also led communications efforts for nonprofit organization management company The Ella Baker Center for Human Rights and progressive weekly magazine *The Nation*. He began his career as an organizer for the Sierra Club.

Wyskida will be based in New York. Fenton Founder and Chairman David Fenton continues in his current role and remains focused on projects related to climate change. ○



Ben Wyskida

Bates becomes Hotwire CEO

Barbara Bates, North America CEO of Hotwire, has been named Group CEO of the global tech PR agency.

She succeeds Hotwire Group CEO Brendon Craigie, who stepped down from the global leadership position in March.

Bates has held the North America CEO title since October, after her former agency, bio-coastal tech firm Eastwick, was acquired by Hotwire last year. Bates was CEO of that 25-year-old firm, which she founded in 1991.

She was previously a VP at PR agency the Benjamin Group and an advisor to San Francisco-based software platform Traackr. Earlier in her career, she led marketing communications for Acuson and Calma.

As group CEO, Bates will now oversee



Barbara Bates

Hotwire’s global leadership team and will report to Matthew Melhuish, CEO of Australia-based marketing and communications network Enero Group Limited, to which Hotwire is a subsidiary. ○

Hollywood’s ‘Dean of Publicity’ dies at 91

Joe Hyams, who spent 45 years at Warner Bros. handling stars such as Clint Eastwood, died May 31 in Los Angeles. He was 91.

Born on New York’s Lower East Side in 1926, Hyams started his career as a reporter for the *Daily Mirror*, before becoming a unit publicist at Columbia Pictures, where his first two films *From Here to Eternity* (1953) and *On the Waterfront* (1954) won Academy Awards for best picture.

In 1960, Hyams signed with Warner Bros. as national advertising and publicity director. He became a VP of publicity for the studio in 1970, was promoted to senior VP in 1987 and in 1992 was named executive VP special projects.

“Joe definitely marched to his own drum, but he was also a terrific company man,” said Robert Daly, ex-former Warner Bros. chairman, who nicknamed Hyams the “Dean of Publicity.” ○



Joe Hyams

Photo: The Hollywood Reporter

MCS promotes Harrison to agency pres.

MCS Healthcare Public Relations has appointed long-time Executive VP Eliot Harrison agency president. He’ll report to CEO Joe Boyd.

Harrison started with MCS in 2004, leading many successful campaigns for the healthcare PR shop. His work has generated tangible shifts in both public and physician awareness and practice.

“Eliot brings a philosophy of integrating within our clients’ day-to-day operations so that the agency is viewed less as a vendor and more like an extension of their teams,” Boyd said. “With his strong understanding of the healthcare industry, relentless passion for creativity and ability to motivate others to pursue constant improvement, Eliot



Eliot Harrison

comes equipped with the ideal credentials needed to lead MCS in this ever-evolving media landscape.” ○

Glover Park gets Trayner

Graeme Trayner, a former Partner in Brunswick’s London office, has shifted to Glover Park Group, where he’s been appointed a Managing Director.

Trayner joins the Washington, D.C.-based lobbying giant from the New York offices of Greenberg Quinlan Rosner, the polling and consulting firm owned by Clinton pollster Stan Greenberg. Trayner joined Brunswick in 2006, where he served as Partner and built that corporate advisory giant’s research team. He was previously a research director at Opinion Leader Research and an advisor to Britain’s Labour Party.

At Glover Park, Trayner will work across the firm’s research, creative and communications teams to guide and execute integrated campaigns. He’ll be stationed in the WPP unit’s Washington, D.C. office. ○



Graeme Trayner

Banks becomes BerlinRosen EVP

New York-based public affairs shop BerlinRosen has appointed Andre Banks to the role of Executive VP. He’ll lead the progressive agency’s social impact and philanthropy practice.

Banks, who’s served as a strategic advisor and creative director for projects involving Google Brand Studio, Human Rights Watch and SEIU, was previously co-founder and Executive Director of global gay, lesbian, bi and transgender equality organization All Out. Prior to that, he was a Partner and Director of Strategy at New York-based civic and social strategy consultancy Purpose and a deputy director of online racial justice organization Color Of Change.

Banks was also previously a Public Affairs Director at racial justice policy institute the Applied Research Center (now Race Forward) and an Assistant Director of human rights nonprofit Africa Action. ○

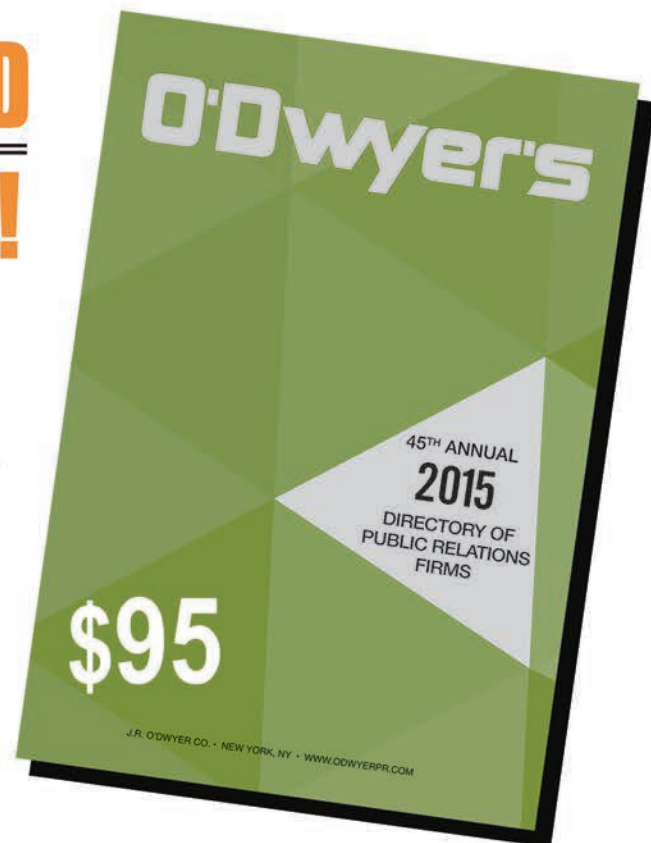


Andre Banks

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White House comms. director Dubke resigns

Mike Dubke, a veteran GOP strategist and entrepreneur who's served as White House communications director since early March, has resigned from his post after less than three months on the job.

Dubke, 47, was not part of Trump's transition team, and accepted the role of White House communications director in February, officially assuming the position in March. He succeeded Jason Miller, who was named communications director in December, and resigned only days after landing the position. In the ensuing months until Dubke's appointment, communications director duties had been handled by White House press secretary Sean Spicer.



Mike Dubke

The White House said that Dubke had submitted his resignation in early May, but stayed on until after President Trump's trip to the Middle East and Europe, which concluded over Memorial Day weekend. The White House did not announce a departure date for Dubke, but chief of staff Reince Priebus said Dubke "will remain on board until a transition is concluded." Spicer will also once again field double duties until a replacement is found.

Prior to joining the White House, Dubke founded Republican media services firm Crossroads Media, which provides strategy and ad services for political candidates and conservative groups such as GOP operative Karl Rove's super PAC American Crossroads. Dubke later co-founded D.C.-based communications and public affairs firm Black Rock Group.

The Washington Post and other media outlets reported that Dubke in an email to friends said his reasons for the untimely departure were "personal."

Politico on May 30 reported that Dubke will return to BRG. ○

Gun safety group gets lobbying support

Gun control advocacy group Everytown for Gun Safety has tapped Washington D.C.-based government relations firm Subject Matter for help with legislative issues pertaining to firearms.

Everytown for Gun Safety works to educate policy makers and the public on firearms issues and advocates national efforts to keep guns out of the hands of criminals, with a noted focus on the requirement of universal background checks for firearms purchases.

The New York-based nonprofit was founded in 2014, the result of a merger between two anti-gun movements: Mayors Against Illegal Guns and Moms Demand Action for Gun Sense in America.

According to lobbying registration documents filed in May, one legislative issue of particular concern to the organization involves a bill introduced earlier this year pertaining to gun silencers, or the noise suppressor devices mounted onto the barrel of firearms.

The Hearing Protection Act, sponsored by Rep. Jeff Duncan (R-SC), would remove silencers from the purview of the National Firearms Act under the rubric of public health — notably, hearing safety. Donald Trump Jr. has publicly expressed support of the bill, claiming silencers provide hearing protection for hunters.

Critics claim such a law would make it easier for people with firearms to evade detection from law enforcement while committing crimes.



Podesta pitches for refugee protection

Refugee Council USA, a Washington, D.C.-based coalition of two-dozen organizations dedicated to welcoming refugees and protecting the U.S. Resettlement Program, has hired public affairs giant Podesta Group for Capitol Hill representation on budget appropriations issues as they pertain to immigration and refugee policies.

RCUSA has called on Congress to preserve funding for refugee programs in light of the ongoing global crisis involving asylum seekers and economic migrants from Syria, Eritrea, Afghanistan and other nations throughout the Middle East and Africa.

RCUSA has advocated that at least 75,000 refugees be resettled in the U.S. in 2018, and has also requested a continuance of FY17 funding levels for refugee programs within the United States Department of State and the Department of Health and Human Services, the two agencies that manage the federal government's humanitarian response to refugees.

RCUSA has also requested about \$3.6 billion in funding for the State Department's Migration and Refugee Assistance account, which provides overseas assistance to displaced refugees.

President Trump's budget proposal for next year, which was submitted to Congress in May, includes a 31 percent cut to refugee funding within the Department of Health and Human Services' Refugee and Entrant Assistance account as well as an 11 percent cut to the State Department's Refugee Admissions Program.

APCO appoints Valdés

Jordan Valdés, an Obama appointee who served as Senior Advisor in the Office of International Trade in the Small Business Administration, has moved to beltway PR and business strategy giant APCO Worldwide, where she's been named a Senior Director. She joins APCO from Washington D.C. public affairs mainstay Podesta Group, where she was stationed for more than three years and most recently served as Senior VP.

As Senior Advisor for the U.S. Small Business Administration's Office of International Trade, Valdés represented that agency during negotiations for the Transatlantic Trade and Investment Partnership talks and supported the rollout of President Obama's National Export Initiative. Prior to working at the SBA, Valdés advised the U.S. Agency for International Development, the Department of Energy and the World Bank, and was a Senior Advisor to the Prime Minister of Bahrain. ○



Jordan Valdés

Turkey taps Burson-Marsteller

The Republic of Turkey's embassy in Washington, D.C. has retained the beltway offices of Burson-Marsteller to provide integrated public relations services in a bid to support the embassy's communications objectives in the U.S.

The WPP operation's work will include media outreach, monitoring and analysis; event support; stakeholder engagement; social media counsel; and support for Turkish consulates across the U.S., according to Foreign Agents Registration Act documents filed in May.

The retainer comes the same month that a violent clash occurred outside Turkey's D.C. embassy between anti-government protesters and the security team to Turkey President Recep Tayyip Erdogan, who was visiting Washington.

The event, which resulted in the arrest of two Turkish bodyguards, was referred to by D.C. Metropolitan Police as a "brutal attack on peaceful protesters."

The Turkish government said its security detail responded only in self-defense to the demonstrators, who it claims were associated with the Kurdistan Workers' Party. Government officials also blamed the U.S. for "security lapses" and "aggressive and unprofessional actions," which ultimately led to the brawl.

The State Department, which referred to the melee as "deeply disturbing," has since summoned the Turkish ambassador over the incident and said there will be a "thorough investigation." Senator John McCain, speaking with "Fox News Sunday," said the U.S. should "throw their ambassador the hell out."

The Turkish embassy's agreement with B-M, which became effective May 1 and terminates on December 31, fetches the agency

a fixed fee of \$1.1 million to be paid by the Turkish government in three installments. ○

Rasky reps Georgia

Rasky Partners has been tapped by the Government of Georgia in an effort to foster better trade relations between that Eurasian nation and the U.S.

The PR and public affairs powerhouse has been retained to support outreach efforts between Georgia and officials in Congress as well as the executive branch, according to Foreign Agents Registration Act documents filed in May. Georgian officials hope those meetings can generate political support for the nation as well as bolster U.S. foreign security assistance. Rasky specifically plans to engage administration officials on the need to support greater U.S. foreign direct investment into Georgia and to improve bilateral trade relations between the two countries.

The agreement, which currently does not have a written contract, is set to run until August and fetches Rasky a \$30,000-per-month fee.

Rasky Partners in February rebranded from its former moniker, Rasky Baerlein Strategic Communications, after the departure of two of its partners, Joe Baerlein and Ann Carter. David Tamasi, who signed the Georgia pact, was promoted to the role of managing director of Rasky's D.C. practice as part of that February leadership restructuring.

The independent agency, which staffs approximately 50 between its Boston headquarters and Washington, D.C. outpost, accounted for more than \$11 million in net fees last year. ○

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.

Alston & Bird LLP, Washington, D.C., **registered May 10, 2017 for Mer Security and Communication Systems, Ltd.**, Holon, Israel, regarding Mer's exploratory work on the potential for international support of free and fair national elections and reforms to improve protections of human rights in the Democratic Republic of the Congo.

Sonoran Policy Group, Scottsdale, AZ, **registered May 15, 2017 for Korea International Trade Association**, Washington, D.C., to provide support, guidance and advice in promoting the 2017 Korean Business Symposium.

William W. Brooke, Birmingham, AL, **registered May 11, 2017 for Office of the Prime Minister of Lebanon**, Beirut, Lebanon, regarding a possible introduction with the Office of the President of the United States for the purpose of direct communications.

US Africa Development Corporation, Washington, D.C., **registered May 10, 2017 for Urey Presidential Campaign**, Republic of Liberia, to provide government relations and public affairs services and advise on U.S. foreign policy developments toward Liberia and Africa.

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.

Howard Woolley Group, LLC, Bethesda, MD, **registered May 22, 2017 for Microsoft Corporation**, Washington, D.C., regarding IT modernization and wireless spectrum telecommunications.

EFB Advocacy, LLC, Washington, D.C., **registered May 18, 2017 for 21st Century Fox**, Washington, D.C., regarding tax reform, broadcasting issues and retransmission consent.

Goldstein Policy Solutions, Washington, D.C., **registered May 18, 2017 for T-Mobile USA, Inc.**, Washington, D.C., regarding general monitoring of issues related to telecommunications, financial services and tax reform.

M&W Government Affairs, LLC, Washington, D.C., **registered May 18, 2017 for American Suntanning Association**, Jackson, MI, Tanning Tax Repeal Act of 2017, issues related to taxes on tanning activities and FDA tanning/safety regulations.

Bose Public Affairs Group, Washington, D.C., **registered May 16, 2017 for Ford Motor Company**, Washington, D.C., regarding issues related to tax, trade, manufacturing and health.

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