

PR RANKINGS ISSUE

FIRMS RANKED BY NET FEES, ANNUAL GROWTH, SPECIALTY & CITY/REGION

TECHNOLOGY & HIGH-TECH PR FIRMS RANKED, PG. 30
FINANCIAL PR & INVESTOR RELATIONS FIRMS RANKED, PG. 34
O'DWYER'S RANKINGS OF TOP HEALTHCARE PR FIRMS, PG. 38

NOW FEATURES **125** RANKED FIRMS

O'DWYER'S RANKINGS OF TRAVEL & TOURISM PR, PG. 43
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Report: most PR agency websites still aren't mobile friendly.
Why many independent PR firm owners are now planning to sell.
How climate change impacts healthcare communications.
Why more PR firms should focus on content syndication.
Profiles of top public relations firms ranked by O'Dwyer's.

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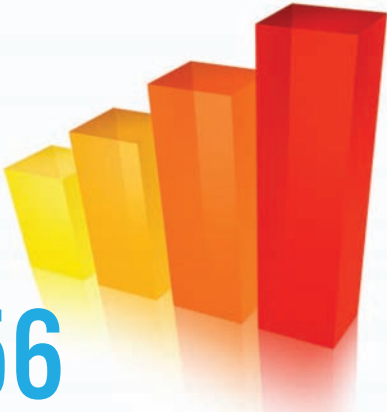
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Challenge, don't crown Clinton

Barbara Bush and Gary Hart have both expressed bewilderment over why a large chunk of a nation of 300 million people deems only two families suitable to serve as President of the United States.

The former Colorado Senator is among many Democrats who are upset with the prospect that no strong and well-financed primary challenger has stepped forward to prevent the coronation of Hillary Clinton.

Some potential Democratic candidates believe Hillary's massive campaign war chest rules out a challenge. Hart is appalled that the Clinton Machine plans to spend \$1 billion on behalf of Hillary.

Vermont independent Senator Bernie Sanders on April 30 officially threw his hat into the ring. He'll emerge as the pet candidate of liberals who are hardly jazzed about the prospects of a Clinton coronation and restoration.

The Ready for Warren activist group has run an earnest bid to enlist Massachusetts Senator Elizabeth Warren as a progressive alternative to Clinton. Ready for Warren has gained little traction with their hero, however, who said on a number of occasions she is not going to run for the White House.

Due to her focus on the issue of income inequality, many Americans consider Warren their champion where Clinton, who is Wall Street's friend, fails to inspire. Warren is a worthy foe of Wall Street, and on April 15 called for breaking up big banks, saying if they want access to government deposit insurance they should be restricted to "boring banking." Taxpayers shouldn't be "on the hook" if banks engage in high-risk trading, said the Senator. Wall Street has since threatened to withhold donations to the Democratic party unless she changes her tone.

In a fawning May 4 *New Yorker* profile, Warren told Ryan Lizza that she has more influence fighting income inequality and curbing the power of Big Banks as a Senator rather than a primary opponent of Clinton. She did leave the door slightly open about a potential Presidential run.

"You think I'm not forcing a debate. Call me back in a year and ask me what type of debate we're having," Warren said.

Team Clinton, meanwhile, has moved to woo backers of Warren and Sanders. Clinton penned an ode to Warren for *Time* magazine's list of the 100 most influential people in the world, calling her "a special kind of leader to pick up Ted Kennedy's mantle as senior Senator from Massachusetts-champion of working families and scourge of special interests." On April 30, she tweeted a welcome to Sanders, saying she agrees with his "focus on helping the middle class."

During her re-invention tour, Hillary announced she's a "champion of everyday Americans" and said, "the deck is stacked in favor of those at the top." In Iowa, she said something is wrong when "hedge-fund managers pay lower taxes than nurses or the truckers I saw on I-80 when I was driving here over the last two days."

Wall Street, which has shelled out hundreds of thousands of dollars in speech fees to Clinton, smiles at such rhetoric from the candidate. Bankers understand criticisms from Clinton are nothing but empty words.

A series of debates between Hillary, Bernie and Lizzie would certainly liven things up. It would also toughen up Hillary for the general election and give her an opportunity to explain why she is running for President, other than a sense that she has done her time in the public limelight. Entitlement shouldn't be the ticket to the White House. A contested primary competition would energize voters, strengthen the Democratic party and benefit all of us. ○

— Kevin McCauley

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Reporter slugged as worst job in America

Newspaper reporter topped the list of CareerCast.com's recent ranking of the 200 worst jobs in America, behind professions such as lumberjack, cook and military personnel.

By Kevin McCauley

Offering a comment about the lowly ranking, CareerCast reported: "Readership has steadily moved from print publications, whether they be newspapers or magazine, in favor of online outlets. The resulting decline in advertising revenue has left newspapers and thus, newspaper reporters feeling the pinch."

The report does note, however, that the skills of being a reporter "translate into fields with more promising, long-term outlooks such as public relations," which ranked No. 121 behind the tied nurse/recruiter jobs and ahead of elementary school teacher.

CareerCast says reporters earn an average national salary of \$36,000 in a field that has a -13% hiring outlook. PR people, by contrast, can earn \$191,000 in a profession with a 12.4% hiring rating.

Lumberjack, soldier and cook are the jobs ahead of reporter, according to the poll that

measured work environment, stress level, income and hiring outlook.

CareerCast's five best jobs are actuary, audiologist, mathematician, statistician and biomedical engineer.

"Jobs in mathematics rank among the nation's best because they are financially lucrative, offer abundant opportunities for advancement and provide the opportunity

to do great work in a supportive environment," CareerCast Publisher Tony Lee said in a statement.

Chris Cillizza of *The Washington Post* offers this retort on April 16: "The honest truth is that journalism is really damn fun most of the time. That doesn't mean — this is for you, haters — that we don't take what we do seriously. We do. But, a profession where you get to not only engage in the daily conversation around politics, pop culture (or whatever) but also write about it for some broader group of people is pretty hard to beat." ○

FDA challenges snack bar health claims

Kind Healthy Snacks, which makes liberal use of the words "healthy" in selling granola bars, flunks FDA requirements for use of that term, and has been ordered to make corrections.

By Jack O'Dwyer

The Food & Drug Administration told Kind in a March 17 letter that the company did not meet the require-

ments for use of the term "healthy" on a food label, singling out four of the products.

Joseph Cohen, SVP of Communications for Kind and 2014 Chair of PR Society of America, said the company is fully committed to working with the FDA and is "moving quickly to comply with its request."

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

Kind snack foods, according to Wikipedia, deliver between 180 and 210 calories, and include a balance of fats and protein. The Kind Healthy Grains bars deliver 140-150 calories (equivalent of 9-10 teaspoons of sugar) and have at least 18 grams of whole grains per bar.

Strong & Kind bars deliver 230 calories each with 10 grams of protein. The 230 calories is the equivalent of 15.3 teaspoons of sugar.

A Milky Way candy bar, by contrast, has 170 calories. A 5th Avenue candy bar has 250. A 12-ounce can of Coca-Cola has 140 calories. A 12-ounce can of Pepsi-Cola has 150 (equivalent to ten teaspoons of sugar).

Dr. Suzanne Steinbaum, Preventive Cardiologist at Lenox Hill Hospital, New York, said candy bars can also make the claim that they have nuts. ○

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Study: independent PR firm owners plan to sell

An overwhelming majority of independent PR firm owners expect to sell their firms and have given equity to top managers with an eye on succession and attracting buyers, according to a recent study by The Stevens Group.

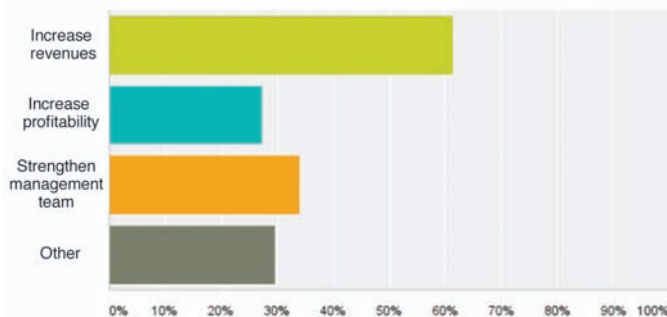
By Greg Hazley

Veteran PR industry M&A counselor Art Stevens said he was surprised to find many — nearly one quarter — agency principals own less than 100% of their firms.

“Many agency owners have put together ‘golden handcuffs’ to retain such managers by means of real stock, phantom stock and generous bonuses and incentives,” Stevens said. “In today’s robust M&A marketplace, they realize that to position their firm for acquisition, they must hold on to their key second tier managers.”

Stevens’ survey focused mainly on about 100 principals at firms with up to \$5

million in revenue and a few in the \$5 million to \$10 million range. The majority of respondents were aged 40-60 years old.



The Stevens Group study asked agency owners if they are planning to sell at some point. Those who said “yes” chose increasing revenues, increasing profitability, and strengthening their management teams as top reasons for not doing so now.

Source: The Stevens Group

92% of firm owners said they will sell at some point, and 44% slate a sale within the next five years, according to the survey. Post-sale, many said they would continue to toil at the agencies they built as Stevens found that 64% said they want to keep working at the firm after any employment contract ends.

Cashing out

Agency owners gave three main reasons for wanting to sell: cash out and retire, cash out and do something else, or position the firm to compete for bigger business. Dozens said their firms are doing well but have “hit a wall” and can’t see major growth without a significant increase in “mass.” Others want to dump administrative responsibilities on a buyer to focus more on creative work.

So what’s holding back sales? Most (61%) agency owners said they’re waiting to increase revenues, while others want to strengthen their management teams (34%) or first increase profitability (27%). ●

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How climate change impacts health communications

A 20-year study authored by Global Health Institute researchers at the University of Wisconsin-Madison found that climate change could have profound public health consequences. While such a sweeping statement can be hard to put into perspective, a glance at today's headlines shows repercussions already affecting the health sector.

By Jeanine O'Kane

Whether treating injuries and conducting blood drives after natural disasters, tracking the spread of an animal-borne disease or warning of the risks of a severe allergy season, medical providers, epidemiologists, healthcare communicators and other professionals face increasing demands and challenges. Being an effective communicator in this environment requires an understanding of the issues, the role your product or service can play, and how your priorities must evolve to serve stakeholder needs.

Whether you believe climate change is natural or man-made, the reality is that climate change is upon us. And while it is a global phenomenon, its consequences are felt in local communities by real people. The Environmental Protection Agency has identified four major climate change concerns and their potential impact on everyday life:

Heat waves

Climate change is predicted to cause more frequent, more severe and longer heat waves in the summer, which can lead to heat stroke and dehydration. Major heat waves made headlines around the world in the past several decades. Young children, older adults, people with medical conditions and the poor are especially vulnerable.

Reduced air quality

Scientists say warmer temperatures will increase the frequency of days with unhealthy levels of ground-level ozone that can damage lung tissue, reduce lung function, increase respiratory symptoms and aggravate asthma. It is particularly harmful to children, older adults, outdoor workers and those with asthma and chronic lung diseases. Climate change can also increase fine particles in the atmosphere that, when inhaled, can aggravate cardiovascular and respiratory diseases.

Climate-sensitive diseases

Warmer climates may enhance the spread of diseases transmitted through food, water and animals, such as deer, birds, mice and insects. Examples are salmonella and other food poisoning bacteria that grow rapidly in warm environments, water-borne diseases caused by flooding and storm water runoff, and diseases such as West Nile virus and Lyme disease carried by insects.

Extreme weather events

As evidenced by the recent and dramatic consequences of the California droughts, extreme weather events can wreak havoc on millions of lives in a matter of hours. The frequency and intensity of extreme precipitation events are projected to increase in some locations, as is the severity of tropical storms, and these events can threaten human health in myriad ways.

What's being done

The World Health Organization adopted a work plan in 2009 to support its member states in protecting human health from the effects of climate change. Among their priorities are to raise awareness of climate risks, develop partnerships to increase knowledge and best practices, improve understanding of the linkages between health and climate, and strengthen health systems.

The Centers for Disease Control and Prevention established its Climate and Health Program in 2009 to identify populations vulnerable to climate change, prevent and adapt to current and anticipated health impacts, and assure systems are in place to detect and respond to current and emerging health threats. In 2015, CDC published The Building Resilience Against Climate Effects framework, a five-step process that allows health officials to develop strategies and programs to help communities prepare for the health effects of climate change.

The healthcare industry as a whole can focus its efforts and priorities in three key areas:

- **Research.** A better understanding of the complicated links between human and natural systems is needed to develop prevention strategies and health incident responses. More research is also needed on the complex interplay between risk, location and environmental conditions, i.e., just how climate change affects people locally. This will guide the development of tools to help communities respond to their particular situations.

- **Cooperation.** Collaboration between agencies, providers, nonprofit groups and other healthcare stakeholders is essential. Such partnerships can help identify and allocate resources to people who are most vulnerable to the harmful effects of climate change.

- **Education.** Knowledge is one of the

most powerful weapons in battling health problems in any environment. Helping people understand and prepare for climate change health risks is crucial, especially when many ignore, doubt or feel helpless against the phenomenon. Communication and early warnings to highly vulnerable populations, including children and the elderly, are especially important.

Climate and healthcare communications

As climate change comes to the forefront of the healthcare conversation, pharmaceutical companies have an opportunity to reinforce their positions as expert authorities and reliable information sources.

Here are guidelines for approaching the topic credibly and responsibly:

- An article in the *American Journal of Public Health* noted that communication among healthcare agencies, businesses and other stakeholders is essential to evaluating the industry's response to climate change issues. The development of new and better drugs for the cause should be informed by input from healthcare professionals and ongoing assessments of the most vulnerable populations.

- Pharmaceutical companies must stay abreast of current and pending regulations on emissions and other global warming mitigation actions, and be vocal and accountable stakeholders.

- Every company must be transparent about its contribution to climate change, both to preserve business and fulfill an ethical pledge. Public relations initiatives are essential to communicating environmentally responsible initiatives and commitments.

The healthcare industry is a major force in reducing the human health ramifications of climate change. By understanding the science, preparing for the challenges already being experienced around the world and working proactively to mitigate risks, the sector can be a major contributor to climate change solutions.

Jeanine O'Kane is Managing Director of Biosector 2 New York, which is part of Inventiv Health. ○



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Breaching the coveted integration circle

If it were easy, everyone would do it. Integrated marketing and communications campaigns can be hard to develop and deploy, because they challenge traditional thinking. For this reason, that inner circle where opinions are formed and decisions are made remains a place where a select few operate — and many remain on the outside looking in.

By Aaron Brown

The reality for most associations, corporations and non-profits is that marketing and communications functions aren't structured for true integration. The team — or in many cases, the individual — responsible for marketing operates independent of those responsible for communications. In some instances, the digital team is aligned more closely with IT than marketing or communications, and the CRM and/or marketing automation technology teams aren't sure where they fit among sales, marketing, communications or IT.

In order to achieve the benefits of an integrated marketing and communications strategy, it's imperative that enterprises start to look less at the confines of structure and more toward the possibilities of creative thinking derived from overlapping areas of expertise. This creates the integration circle that's focused on enhancing the customer experience at each brand touchpoint. This singular goal can fundamentally change thinking and energize ideation.

Many don't know what they want

If an entity is not structured to enable integration, then it's understandably difficult for marketers and communicators to see how it could work in their business. Their worldview is segmented because that's what they experience each day. The ad schedule is determined for 12 months and not revisited until planning starts for the next year. The communications team creates content for internal audiences and select external uses. The concept of developing content to power ad programs and generate leads simply isn't on the radar.

And for those who envision the benefits, the task can be overwhelming when it comes to navigating the organization to gain necessary staff and budget alignment. They're confronted with answering the same question each trailblazer must answer: Is it worth it?

In these instances, it's imperative to think about the customer. Nearly all organizations crave meaningful relationships. No matter the product or service, the business doesn't exist or grow without the customer relationship, which is the heart of integrated marketing and communications.

Those that want it don't ask for it directly

In a client satisfaction survey completed in Q1 2015, 61% of more than 100 Fahlgren Mortine client contacts said that integrated marketing and communications campaigns were either very important or absolutely critical. A notable 40% selected less important categories; however, our experience tells us that many in this group desire integrated thinking. They just may not be asking for it directly.

Segmented RFPs focused solely on digital, advertising, social media or public relations enter agencies daily. Yet, a growing number of the most successful responses to these inquiries propose integrated answers. In instances where the scope of work does start segmented, we're seeing it quickly transition to an integrated relationship reflective of any combination among earned, paid, shared and owned tactics. The belief is that while the initial ask was confined to one area of expertise, the client marketing and communications team had an openness (if not an expectation) that the agency partner would help create a cohesive customer experience.

Strategy must demonstrate integration

Agencies that force integration onto clients are agencies that have short client relationships. Whether agencies are working with clients that aren't structured for integration or who don't ask for it directly, the account team must always connect marketing and communications strategies and tactics that impact the customer experience. This is achieved by understanding the client's business, asking thoughtful questions about the components of the holistic marketing and communications strategy, and constantly determining the pulse of the environment in which the business operates.

Most client organizations aren't concerned about which agency does the actual work; they're concerned about the agency that can best enhance the overall customer experience. It's this holistic, experience-based approach to client (and end user) engagement that helps make agencies indispensable partners instead of tactical vendors.

Budgets should be focused on journey

New ideas should be the norm inside the integration circle. One example is taking

a new approach to developing integrated marketing and communications budgets by evolving allocations and analysis from tactic-based to customer-journey based. If you're truly focused on your customer's experience, you'll invest dollars that have the greatest impact. For example, if your awareness numbers are growing but your conversion rates are not accelerating at the desired rate, it's time to allocate more investment further down the sales funnel. Strategically, this may involve leveraging existing customers to pull prospects through the final stages of the sales process. This could involve tactics such as case study-based webinars, engaging and exclusive thought leadership-based events/online communities where customers share their perspectives (owned, earned, shared channels), or in-person demonstrations (owned).

As you evaluate your draft campaign, keep an eye on how investments align with the customer journey. Some investments will bleed into more than one stage, so it's likely not going to be an easy exercise. You're not after perfection; rather, you're after strategic allocations to generate the most meaningful experiences.

Measurements must enable adjustment

Relentless adjustments are hallmarks of successful integrated marketing and communications campaigns. Because you're working within the integration circle, you're positioned to see and share metrics that impact performance. A video generating a lot of organic views on YouTube may make sense for integration into a rich media advertisement. An underperforming paid search program may tell us something about keywords that could trigger change elsewhere in the campaign. An engaging white paper may serve as chapter-based content for an e-newsletter that feeds into a marketing automation system.

Consider operating within a three-to-six-month campaign framework with an eye toward annual goals. Give your internal and agency teams time and budget to adjust because the target audience isn't standing still.

Committing to an integrated philosophy and acting with a customer experience-centric mindset will help kill complacency. And, it will help maintain your seat in the inner circle.

Aaron Brown is a Senior Vice President at Fahlgren Mortine. ○



Aaron Brown



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How digital changed communications measurement

Digitalization has provoked continuous changes in what and how PR pros analyze and measure — and nowhere has this measurement proven more valuable than in social media.

Public relations is no stranger to innovation and change. As leading forces in global business, PR pros must adapt to necessary alterations; they must separate the immense accumulation of data available from the analog of human discovery and insight. Contemporary evidence of this vital importance can be seen in the recent impact of social media, which has allowed for ever greater accuracy in messaging.

Increasing value of quantifiable ROI

Given the skyrocketing popularity of social media over the past five years, PR professionals have had to address and overcome new and different digital research compilation and measurement challenges. Conversations and “shares” on social networks have surpassed the importance of mere webpage click counts. Audience engagement and participation have overtaken readership numbers. New and strengthening trends in social network metrics have become the valued measurement of online behavior, and enable accurate new interpretation by PR experts. By taking the older metrics methods into consideration while also integrating more innovative and relevant methods, public relations firms can grow with their clients, maintaining a prominent role in promotion, guidance and empowerment for many industries.

The more sophisticated and digitized communications technology becomes, the more emphasis and value stakeholders, both individually and collectively, will place on personal and audience engagement. Simple analysis of typical social media communications by consumers does not just reflect the popularity of specific products and information through discussion and sharing. It also reveals the deepest, most vivid and sincere opinions, preferences, dislikes, actions and measurable future intentions of consumers via social networks. Social media has proven to be an extremely helpful source in collecting and analyzing content that reveals public opinion, buying habits and preferences.

Current high rates of online consumer purchasing via varied mobile devices continue to rise in modern-day digital engagement. Social networks also continue to be increasingly valuable to public relations and marketing companies and give strong indications of developing trends in today's immense and diverse consumer marketplace. In general, people buy what they say

they will buy, placing value on products and services in which they express holding value. Because increases in company ROI rates can now be predicted and confirmed through social media activity, social networks now hold positions of importance for current and future PR models and metrics.

New models for compiling, transmitting

Leading PR firms are employing new communications models. Traditional paradigms revealed the basic operations of the communication process, producing an architecture for analyzing and calculating results. However, these models are deficient in two key forms of focus in our current digital environment: clarity and relevance.

Clarity. Even PR pros sometimes mistake outputs for outcomes. With this confusion existing within the PR industry, it is understandable that some clients and audiences receiving PR results may rarely comprehend them.

Relevance. Older media-centric models of communication have become outdated in the digital world of today. Due to the current emphasis on consumer-created content, social media network sharing and usage powered by digitalization, communications are now focused on a content-centered model. Thus it will be key for agencies to create metrics which can link content to web traffic and, ultimately, to sales.

New metrics for growth and success

New metrics now being used by experienced PR companies are fueled extensively by social media networks. Major influencers in updated PR equations are targeting audiences rather than the primary social media movers and shakers. Metrics pertaining to influence incorporate changing audience opinions, interests, attitudes and webpage click counts for calculation of conversion rates. Another vital metrics factor is upswings in brand consideration.

Although metrics standbys, like message distribution, readership and impressions still hold value in measuring audience engagement, newer metrics phenomena such as percentages of followers, return visitors and subscription rates are now front and center. Target audience action metrics have assumed positions of top prominence in current PR metrics, from responses to proposed product-related legislation to consumer buying habits and event participation.

By Erika Kauffman

Offline and real-time transactions

The third facet or line of the triangle in new and emerging models and metrics for contemporary public relations is offline engagement and transaction levels in the real world. Although this marketing and sales analysis method may seem quite old-school to many, it is a vital factor that must be considered in the overall picture for adjusting PR strategies. Especially with the heavy consumer shopping rates at large-scale markets, shopping malls and superstores today, volumes of offline, in-store shopping both nationally and globally are still crucial to measuring consumer buying rates accurately. Although the public clearly enjoys the convenience of shopping via the Internet, many people still need and want to visit physical stores and marketplaces in their locales to make purchases. While online social interactions are immensely popular today, socializing through daily activities and errands is also still in fashion and practice among consumers.

How content is shared from PR to client

Research and measurement have always been powered by quality content collection and analysis by PR firms. When digital content became the major form gathered and examined, the main advancements came in the compilation and delivery of content rather than in research and measuring methods. Digital and auto-analysis of this data became common. Early in this process, web-based analysis with software resulted in huge volumes of data plus metrics from new sources such as website traffic volumes, webpage views, click-through rates, conversion rate optimization results and backlink usage rates.

With the current digital technology focus in both research and evaluation, there is a much broader, detailed and valuable content base from which to gain knowledge and insight. The human factor has won out to an impressive degree for greater accuracy in planning and initiating new PR strategies and campaigns. Clients are welcoming communications from their public relations firm experts that are focused primarily on direct consumer engagement and response, reflecting true public opinion, insight, purchasing preferences and intent for today's expanding global marketplace.

Erika Kauffman is Executive Vice President and General Manager of 5W PR. ○



Erika Kauffman



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What would Churchill have done?

Accounting firm PriceWaterhouseCoopers recently asked CEOs which leaders they most admire. The winner, by far, was Winston Churchill. As it turns out, there are many lessons businesses' most admired leader can teach us about CEO visibility today.

By Ken Makovsky

What is it that makes Churchill so enduring and keeps him relevant in 2015 for CEOs? Maybe most important, he exemplified the power and necessity of visible, public leadership—something many current CEOs struggle with.

Businesses increasingly recognize the value of articulating a clear corporate identity. Often, this is addressed in the form of a narrative that seeks to capture an organization's distinctive values, its customer commitments, its current brand attributes and its organizational aspirations. When all a company's audiences are aligned around this distinct brand identity, powerful things occur. Think about the association between Apple and innovation or Daimler-Benz and quality. *The Harvard Business Review* recently reported that these strong identity companies out-perform their peers by 25%.

In today's competitive business environment, CEO visibility has become essential. CEOs are the x factor in corporate identity. They are best positioned to fashion an organization's mission and to build understanding and support for it from constituents. This is crucial to seize that identity premium noted by HBR. A recent study found that almost half of an organization's market value is attributable to CEO reputation-building visibility.

I have found that these realities can be reluctantly accepted by CEOs. This is where Churchill comes in. The man they admire most knew that, by its very nature, leadership means rising to the potentialities of high office, being highly visible in order to persuade, connect and inspire. During his wartime leadership, Churchill did for Britain what every CEO must be prepared to accomplish today. He educated key audiences about the qualities necessary for success, painted a bold vision for the future, and rallied all his constituents around these priorities.

Let's look at some specifics.

Leadership is visibility

It would have been easy for a prime minister in the throes of war to hunker down with a team of advisors and devote the lion's share of his energies to "running the war," out of the public eye. It's a modus operandi for many CEOs today. Churchill definitive-

ly rejected this course. He was ahead of his time not just in understanding the essential role of public visibility in leadership, but in publicly modeling attributes (courage and resilience) that his nation needed to embrace. CEOs can draw larger lessons here.



Walking the Talk: Churchill touring the ruins of Coventry Cathedral

Public visibility can't be an afterthought. It is a vital component of CEO leadership. That doesn't mean CEOs must strive for Richard Branson type celebrity. It means making a commitment to deepening relationships with all the keepers of a company's reputation including employees, journalists, investors, customers and others, and engaging them through various channels of communication, both traditional and interactive. This requires careful planning, precise targeting, realistic prioritizing, and careful execution. It's not always easy commandeering CEO time for these activities. But the payback can be dramatic, as Steve Jobs illustrated at Apple.

Visibility under crisis

CEOs are sometimes thrust into the public eye unwittingly, when negative news or crisis strikes. Too often, they've kept a low profile up until then, and they're unprepared for the limelight. This is another reason why the pursuit of visibility during normal times is so important. Churchill's speeches serve CEOs as a crisis communication textbook. His defined three principles of CEO communication during times of challenge:

- **Candor.** Churchill never spared his audience hard truths or sugarcoated reality; this was, paradoxically, the basis of his trust and credibility.

- **Direction.** Although he described a future with risk and hardship, Churchill usually inspired his audiences by illuminating a clear path forward to safer and more prosperous times.

- **Commitment.** Churchill promised his and his team's investment of time and energy to lead through challenge, and demonstrated that in his subsequent actions.

Walking the Talk: Leadership "face time" is indispensable for building morale and commitment within the organization, and should be an integral part of every CEO's visibility agenda. Churchill expertly leveraged this human quality of leadership. For example, at the height of the London blitz he regularly visited bombsites, meeting residents and hearing their stories. During one such visit, surprised by an air raid, he repaired to a bomb shelter, replacing his ever-present bowler with a helmet. In today's environment, where employee morale can be a huge driver of growth, the best CEO's regularly walk the talk. When Southwest Airlines acquired AirTran in 2012, Southwest CEO Gary Kelly commandeered a hanger and hosted a giant "welcome to the family" barbecue for 6,000 AirTran employees. It was an inspired step for a perennial "Best Place to Work" company.

Overcoming obstacles

Occasionally, I hear a CEO explain that he or she won't elevate their visibility because "they're not good with the media." I often consider this as an excuse, because I believe that anyone who has risen to corporate leadership can be trained to be a capable media spokesperson. Again, Churchill holds lessons. Few realize that one of the world's great "natural communicators" had a speech impediment — variously described as a lisp or a stutter. As a young man, Churchill visited speech pathologists and worked relentlessly to overcome the problem. He spoke with a slight lisp most of his life.

Visibility is an essential, undeniable component of contemporary CEO leadership. That fact, and ideas for visible and inspirational leadership, are clear teachings from the leader CEOs admire the most.

Kenneth Makovsky is CEO of Makovsky. ○



Ken Makovsky



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PR agencies should focus on content syndication

PR agencies have evolved. Once dedicated to media relations and crisis communication, PR agencies have adapted and re-adapted to the changing times. Perhaps no better example of this evolution can be found today than agencies' adoption of content marketing.

By Mark Thabit

When social broke onto the scene, PR agencies took control of their clients' community management. As affordable technologies and the understanding of the importance of an authentic brand voice became mainstream, businesses brought social media in-house. Again, agencies adapted, this time focusing on developing their clients' social strategies.

Another key change in recent years? Agencies have made content marketing a core piece of their offerings. Considering PR firms' roots in helping brands tell their story, content marketing is a natural offshoot.

The PR industry is in the midst of a new challenge, and it's time again for agencies to evolve. Just as clients' social media needs changed, their content needs are changing as well.

Though many businesses will continue to rely on outside support for content creation, the ability to combine earned and paid media services will become a key market differentiator among agencies in the coming years. The time for PR agencies to evolve is now.

The need for content syndication

As recently as the turn of the century, sharing a brand's voice was unpredictable and out of the company's control. PR agencies took a brand's best stories and tailored them to particular publications' tastes, hoping that a couple would bite.

Even if they did, the story didn't necessarily reflect the brand's voice. The media outlets would make a brand's story their own, often washing out the unique perspective of the brand.

Today, sharing a brand's perspective with target audiences is easy for companies of any size. They can use internal writers or outsource content creation to share their stories through press releases and on owned media platforms, such as blogs and social channels.

With about nine in 10 businesses investing in content marketing, the challenge becomes standing out from the masses and getting the right content to reach the right audiences at the right time.

Many brands have turned to a pay-to-play model, grabbing visibility by investing

in native advertising, advertorials, content syndication and direct media buys for digital marketing.

More than half — 55% — of marketers increased native ad spending in 2014, and 63% said they would spend more in 2015.

Though skepticism about native ads among consumers exists, they actually prefer them to pop ups and banners. According to the Internet Advertising Bureau, 60 percent of consumers are more open to ads that tell a story than ones that simply sell. Native ads also help shape brands as more trustworthy and more of an authority in consumers' eyes.

However, many PR agencies, and of course exceptions exist, haven't developed paid media programs to support their earned and owned content creation efforts.

Why have many PR agencies stood on the sidelines of such an important game? PR's focus on content creation and storytelling has left many PR departments and agencies ill-prepared to take advantage of distribution services.

Without money and experience, PR teams don't have the right model or resources to show performance of digital ad buys, native advertising and content syndication the way digital agencies do.

At Cision, we shifted more of our content marketing budget to syndication through services like Taboola, while our digital advertising spend has declined. These decisions reflect the fact that widely sharing our thought leadership produced better results than having more digital ads.

Our results are fairly typical as consumers have become banner ad blind. Fifty-four percent of Internet users don't see banner ads, and 50% of banner ad clicks are accidental.

Solving tomorrow's problem

The problem that PR agencies face hasn't fully come to a head. It will soon, though, and steps need to be taken today.

Most PR practitioners don't have budget responsibility for paid media. In most places, the content syndication and native advertising budget still sits with digital marketing and demand generation teams.

If PR agencies can show the benefit of connecting paid and earned media, the

budget authority could shift, giving agencies more opportunity to help clients.

Digital agencies have both PR and paid media acquisition capabilities. As customer needs move toward visibility, the risk of clients fleeing PR agencies not prepared to support them (and heading to ones that can accommodate their distribution needs) increases.

If a PR agency doesn't have and cannot grab control of earned media spending, it needs to find a way to bring the department that does to the table and have a conversation about where to allocate spending.

Gaining a seat at the table and having a discussion shouldn't be a difficult sell. Having the extra intelligence and insights of a PR agency will only better serve the brand that it represents.

After all, each party involved in the conversation has a stake in the success of the brand's efforts to generate awareness, reach its target audiences, distribute its message, and, ultimately, become more profitable.

Demanding better analytics

In addition to joining the conversation, PR agencies should fight for access to clients' analytics and data from the paid media channels, including metrics that show conversion rates. Even if PR is shut out of the conversation about strategy, they should still ask for this valuable data.

This information illuminates the topics and media that lead to success, providing a blueprint for how to optimize the stories they craft. Even agencies uninvolved in the content creation process can benefit from seeing the data. Agencies are brand advocates, and anything that impacts the top of the funnel should fall under their microscope.

The need for PR agencies to make a change is absolute. The question that remains is should PR agencies encourage clients and core constituents to take control of content syndication budgets and analyze effectiveness of spend, or should they simply be prepared for when their clients make internal shifts?

Mark Thabit is CMO of Cision. ○



Mark Thabit



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PR firms need to work on mobile-friendliness

Only 55 of 96 websites belonging to the PR firms in *O'Dwyer's* 2015 rankings meet Google's mobile-friendly criteria, according to a study by Didit Communications.

By Stephen Baldwin

On February 26, Google announced that “mobile friendliness” would become a ranking factor for searches made on mobile devices and gave webmasters about 60 days to bring their sites into compliance. Those sites failing the test would become less visible when searches were made on mobile — but not desktop — devices.

It turns out that many PR sites aren't yet mobile-friendly. In early April, Didit Communications tested 96 of the websites belonging to the PR firms in *O'Dwyer's* 2015 ranking list using Google's Mobile Friendly Test Page. It found that only 55 of them — just over 57% — met Google's mobile-friendly criteria. Even some very large PR agency firms — edelman.com, wagganeredtrum.com — with prominent technology clients failed the grade.

Of the 28 firms in the New York ranking, only 11 (39%) had websites that were mobile-friendly. California-based firms did marginally better (44%). DC-based PR firms were exceptionally mobile-friendly: 100% of them passed the test, as did all PR agencies surveyed in Tennessee. Massachusetts-based PR firms did almost as well; the pass rate in that state was 83%.

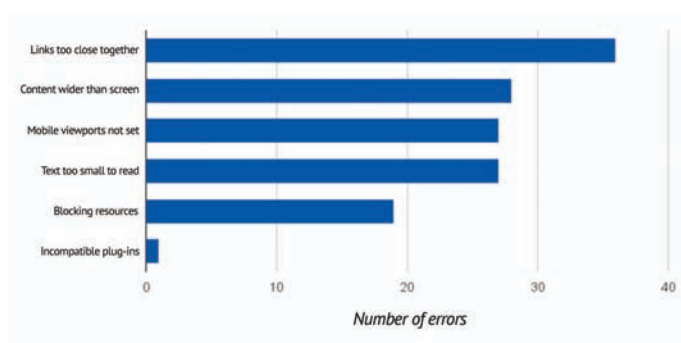
The most common errors reported for PR firms on Google's Mobile-Friendly test were:

- Links spaced too closely together to be easily clicked (36 sites had this error).
- Text set at a size too small to read on mobile devices (27 sites had this error).
- Site content set wider than screen making it invisible (28 sites had this error).
- Mobile viewports not set correctly (27 sites had this error).
- Blocking access to resources used by Google's web robots (19 sites had this error).
- Use of incompatible plug-ins (1 site had this error).

Why worry?

Mobile-friendliness should be a concern for public relations professionals because consumers are increasingly using their phones as primary computing devices.

While desktops and notebooks are not about to become extinct, all trends point to mobile usage becoming a greater compo-



Didit Communications' mobile-friendly test revealed the most common types of errors among large U.S. PR agencies

nent of a website's traffic mix. Digital marketing consultancy firm Emarketer.com has observed that “2015 will see mobile search reach the tipping point — the stage at which the majority of spend, organic traffic, and paid clicks comes from smart phones and tablets.”

PR agency management appears to be waking up to the issue. In fact, when Didit re-tested the 96 agency sites in late April, four sites that had initially failed the Mobile Friendly Test (coynepr.com, gibbs-soell.com, gregoryfca.com, and kaplow.com) passed it with flying colors.

My hope is that others follow and that the whole PR industry becomes mobile-friendly by the end of this year. It's critical that the PR profession — which prides itself on efficient communications — keep pace with consumers in today's rapidly shifting device environment.



Stephen Baldwin

While becoming mobile-friendly might take some work (typically done by internal IT teams or the agency that built the website in the first place), the objective — to have a web property that projects the agency's unique selling proposition well, irrespective of the device used to access it — is a worthy one for anyone in the communications business.

Stephen C. Baldwin is Editor-in-Chief at Didit. ○

Ogilvy exec. speaks on “backfire effect”

By Kevin McCauley

People make decisions based on emotions, not fact-based evidence, said Chris Graves, Ogilvy Chairman, during an April Arthur Page Society conference.

The Ogilvy executive talked about the “backfire effect,” which causes people to become more entrenched in their own viewpoints when challenged by facts contrary to their beliefs.

The more educated the group, the more polarized they become, said Graves.

He gave climate change and the “vaccine wars” as examples where people cling to positions despite overwhelming evidence that shows they are out-of-step.

Research shows the human brain expresses puzzlement and then triggers physical pain when a person is not aligned with his group.

The brain reacts favorably when presented with an image of a supported polit-

ico and registers disgust when an opposing candidate is presented.

Graves said even when a person's preferred candidate does a “flip-flop,” he or she would get a free pass from a political backer.

The Ogilvy Chairman said “narration transport” or creating a social norm supporting the desired behavior is a path to change.

Kit Yarrow, Golden Gate University Professor Emeritus, shared the stage with Graves. She described how words or “blah-blah” messages have little effect on today's consumers, who are self-reliant and want to be admired by marketers.

Messages need to be short, simple, frequent and ubiquitous, according to Yarrow.

The presentation was called “Know Thy Consumer: Implications of Behavioral Economics for Corporate Communications.” ○



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Battle for store shelf, media space fought with money

Money talks and ethics walks. Grocery store shelf space, much like media space, is now being sold to the highest bidders. PR, which has traditionally had a higher believability quotient than ads, must be aware of such market forces in order to cope with the fallout.

By Jack O'Dwyer

A spotlight was put on the practice of supermarkets charging for shelf space when PR Society of America Chair Kathy Barbour joined Acosta Sales and Marketing in January.

Acosta, a private company based in Jacksonville, Florida, with \$1.5 billion in sales and 30,000 employees and “associates,” plays a leading role in negotiating such deals with stores.

Suppliers, including many of America’s most famous brands, pay to get their new products on shelves, keep current products there, put products at eye-level, put them next to other famous brands, limit the shelf space of rivals, and obtain end-of-aisle displays, among other tactics. Slotting fees add to the cost of products being sold.

Look-alike editorial space being sold

Some media, including *The New York Times*, are selling ads that closely resemble editorial matter. Such copy can be so newsy and informative that readers don’t care whether it’s paid for or not.

That observation was made by Arik Hanson of Communications Connections who said two “paid posts” on *The New York Times*’ “T Brand Studio” were outstanding — “Grit and Grace,” an article on ballet placed by Cole Haan, and “Women Inmates: Why the Male Model Doesn’t Work,” by Netflix.

Hanson said a study that found that T Brand stories pulled 361% more unique visitors and 526% more time spent with the post than regular ads.

We don’t doubt that riveting copy can be posted by sponsors. The question becomes whether the medium involved is not covering something or covering it only slightly because it might annoy the advertiser.

Readers can check other media for desired coverage but their confidence in the first media may suffer.

Slotting fees a highly charged topic

Slotting fees are such a hot button topic that witnesses at a Senate hearing wore hoods to conceal their identities, *The Los Angeles Times* reported Jan. 29, 2000.

The Los Angeles Times said there had been a “dramatic escalation” in such fees and estimated suppliers pay \$9 billion yearly for them, quoting analysts as saying

the payments make up more than half of supermarkets’ profits. It noted that mergers had concentrated supermarket power in a few hands.

“Like Hollywood accounting, the economics of slotting and grocery store pricing are shrouded in mystery, fueling the debate on the system’s ultimate effect on consumers,” wrote *Los Angeles Times* reporters Robin Fields and Melinda Fulmer.

Barbour and Karen Bennett Mathis, PR manager of Acosta, have not returned emails seeking information about the company, its employees and “associates,” and its tactics to win shelf space for clients.

FTC dropped topic after 2003 study

The Federal Trade Commission published a study in 2003 that estimated from \$1.5 million to \$2 million in slotting fees would be needed to introduce a new product nationwide. No follow-up study has been done by FTC.

Motley Fool, referring to the study in August 2013, said nationwide rollouts could now cost as much as \$2.5 million. Reporter Brian Stoffel noted the FTC study found that 80%-90% of food companies surveyed paid slotting fees. Tracking the fees is hard, he said, because the activity “usually takes place off the books.” The Motley article on slotting was titled, “The Hidden Profit Machine for Grocery Stores.”

Shelf placement activities of Acosta are described in detail in a 2,580-word article in *The Jacksonville Daily Record* by editor Karen Brune Mathis on July 23, 2012 (although slotting charges were not mentioned), and in copy on the Acosta website.

Acosta reps in stores daily

“Acosta’s 17,000 retail associates are in stores every day, allowing the company to deliver faster speed-to-shelf for new items, correct out-of-stocks and voids more quickly, and gain greater distribution of existing products,” says copy.

Acosta created “Space Management Solutions” which help “optimize our clients’ shopping management strategies.”

It includes “strategic planogram development, which ensures our clients’ brands are positioned on the right shelf, adjacent to the right products, with sufficient space to prevent out-of-stocks in all stores.”

A planogram is a visual representation of a store’s products and services.

The New York Times reported April 7 that many of the large companies that are being squeezed by stores are in turn squeezing their suppliers by making them wait up to 120 days to get paid. Procter & Gamble and Heinz are among the companies named.

BI Intelligence and the Interactive Ad Bureau say such ads will reach \$21 billion by 2018, a 400% gain from 2013.

Hanson says the “trust” that readers have in *The New York Times* editorial content is what is driving popularity of its branded content.

“If you have a big product launch coming up, a story in *The New York Times* would go an awful long ways,” he noted. If you hire T Brand Studios, it “actually could be guaranteed.” The price might be lower than any PR firm would charge, says Hanson. His essay was titled, “Will native advertising eventually be PR’s demise?”

Slotting fees are unethical, say some

Biz-Shifts Trends, in a May 18, 2014 posting, says, “Some experts argue that slotting fees are unethical since they create a barrier to entry for small businesses that don’t have the cash flow to compete with large companies.”

Marianne M. Jennings, emeritus professor of legal and ethical studies in business, Arizona State University, says the practice is “sort of under the table and sort of not, but it seems to be growing.” She is the author of the textbook, *Case Studies in Business Ethics*, now in its eighth edition.

Slotting fees have become increasingly important and common in many retail sectors such as supermarkets, drug stores, bookstores and music stores, says Biz-Shift Trends. No matter how much effort goes into product design, promotion, etc., “as much as 80% of all purchase decisions in some categories are made at the point of sale,” it adds.

“Some industry experts say that these allowances raise consumer prices ... more important, small vendors are being crushed by the practice,” it adds. The practice is highly secretive and is generating from \$6 billion to \$18 billion a year, it estimates.

While there is nothing wrong with news media running ads that look like stories, as long as they are so identified, a question is begged: what stories are being avoided? ○

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The role and importance of M&A communications

After years of tempered deal volume, M&A activity has returned to pre-recession levels. But this uptick in deal making doesn't have implications only for investment bankers and lawyers — it reveals a surge in activity for communications professionals as well.

By Phil Denning

The use of strategic communications unquestionably plays a significant role in helping to ensure the success of a transaction through its different phases. It helps inspire confidence, minimize distractions, reduce uncertainty and generate stakeholder buy-in, and in some cases shareholder support. The value of proactive, transparent communications should not be overlooked or understated.

The importance of planning

It's a familiar drill. A client picks up the phone and says, "I'm announcing a deal in a week. What can you do for me?"

With the clock ticking, patching together a communications plan becomes a mad dash to the finish line. You have seven days to figure out how to articulate: that a transaction is taking place; what it means for every company stakeholder; and why the deal is in the best interest of the organization and then create a broad set of carefully crafted documents that will deliver those messages ... all of which need to be approved by every cook in the crowded kitchen. The challenges are clear, and the risks — speculation, fear, confusion, uncertainty — are real.

In M&A's fast-paced environment, there's a tendency to delay communications planning until the deal is done, when it should actually be part of an ongoing strategy. M&A communications need to relay the strategic rationale behind the deal and the long-term benefits for all stakeholders. To effectively communicate the deal strategy and how it fits into the overall vision for the company, planning needs to begin well in advance of the press release crossing the wire.

An M&A transaction brings about organizational change, and change naturally creates uncertainty, anxiety and even fear. This is a time for management to be crystal clear in its intentions for the deal and its broader strategic vision to inspire confidence and ease concerns. To allay concerns, it's important to anticipate the differing views and motivations of varying stakeholders. The onus is on the newly combined company to convince all stakeholders — customers, partners, employees, shareholders, analysts and the media — that any resulting change will ultimately be to their benefit and create value. Without proactive management of

when and how the deal is shared, the value of the deal becomes muddled. Communications brings clarity. Clarity drive values.

Align messages with business strategy

While an M&A transaction is a one-time event, communication with stakeholders often takes place over many different phases. It is essential to maintain regular communication, especially around milestones such as the closing of the transaction, to manage expectations and ensure a successful integration of the businesses. Equally as important, the messages incorporated in all internal and external communications must align with and support the company's overarching business strategy. A transformational merger or acquisition, for example, may entirely shift the company's strategy and create a whole new set of issues that require explanation. On the other hand, an opportunistic or bolt-on acquisition requires a reiteration of why the deal is in line with the same strategy.

As communicators, our job is to not only ensure that the terms of the deal are being accurately reported and manage the potential for leaks, but to seed messages about the strategic rationale and long-term implications of the deal with the media and the investment community. This is accomplished through careful planning that requires the participation and support of the management team.

Identify and analyze key stakeholders

In the flurry surrounding a deal, it can be easy to focus on a small group of stakeholders, such as the media or investors. However, it's important to not overlook the importance of sharing information with employees, customers and vendors, among others. While shareholders command top priority for publicly listed companies, as they directly influence whether the deal gets approved, every stakeholder the company touches will be seeking information about how the transaction will impact them. There is an expectation of transparency among these parties that is critical to maintaining the trust that has been built-up overtime. The end-goal for any transaction is to create value — but if everyone isn't on board, much of that value gets lost or may not be maximized.

Different constituencies may have different types of questions and may need to re-

ceive information in different ways. What is of interest to the media or to an investor may have no relevance to an employee or a customer. However, while messages can be customized for each audience, the strategy and the messages themselves must be consistent across all stakeholders.

Anticipate tough questions

Prepare to answer the tough questions *before* you announce the deal. Every company executing a transaction inevitably gets asked about the deal rationale — what aspects made the deal attractive, what motivated the timing, how the deal fits within a broader company strategy. There will also be questions internally and externally on matters of integration — how will the two entities integrate? Will there be layoffs? Any management changes? And vendors and customers will want to know about any price or service changes.

The list of questions goes on from there. The more prepared management is for the communications of M&A, the better they can defend the deal and the faster they can create value.

Pick the right communication vehicles

How you communicate can be equally as important as what and when you communicate. Every organization is different, so how you communicate should be tailored to your organization.

In today's age of social media and smartphones, there are a broad array of communication vehicles available to us, from email to blog post to video. However, the *right* communication vehicle is entirely dependent on the company and its culture.

In addition, consider the tone and style in which you communicate. For instance, if memos from management to employees are traditionally informal, replicate that style when communicating the merits of the transaction. Straying from the norm can inadvertently signal new waves of change are soon to come and cause anxiety.

As the level of M&A activity continues communications professionals should proactively align messaging with the business strategy, identify and analyze key stakeholders, think about the tough questions, and assess the right communication vehicles at your disposal.

Phil Denning is Managing Director of ICR. ○



Phil Denning

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Congloms post modest first-quarter PR gains

Major conglomerates saw modest PR gains in the first quarter as currency volatility and sluggish European markets dogged growth.

By Greg Hazley and Kevin McCauley

"Strong performance" at WPP PR

WPP's PR and public affairs operations climbed 5.2% in the first quarter of 2015 to \$336 million as overall revenues at the ad/PR conglomerate increased 8.3% to \$4.2 billion despite a slowdown in sales growth.

WPP said all regions except U.K. and Western Europe grew PR and PA revenue and net sales, singling out Burson-Marsteller, Penn Schoen Berland and Cohn & Wolfe, which turned in a "strong performance."

Currency fluctuations clouded a 0.9% gain on a like-for-like basis in WPP's PR operations — Hill+Knowlton Strategies, Ogilvy PR, Glover Park Group, among others — or a 2.3% gain on a constant currency basis.

WPP also said its Group SJR operation showed strong growth in content development in the US market.

U.S. revenues across WPP hit \$1.5 billion for Q1, up 4.7%.

WPP noted continued recovery in the U.S. and U.K. with signs of growth in Germany, Spain and Italy, adding opportunities are possible in Cuba, Egypt and Iran. Those positives sit against geopolitical concerns in Syria, Yemen, Libya, Russia/Ukraine and the possible exit of the U.K. or Greece from the European Union, a threat referred to as "Grexit/Brexit."

WPP reported debt of \$4.5 billion against \$1.4 billion in cash.

Interpublic shaves loss

Interpublic on April 24 reported a \$1.8 million first-quarter loss, an improvement from the \$20.9 million year ago deficit, on a 2.4% rise in revenues to \$1.7 billion. Organic growth advanced 5.7%.

CEO Michael Roth said the ad/PR combine posted "strong" organic growth of 5.7% during the period, which is well ahead of its three to four percent target for the full year.

He believes IPG's "commitment to embedding digital capabilities and expertise throughout its portfolio" is "consistent with the changing dynamics of media usage and consumer behavior."

IPG's constituency management group, which includes Weber Shandwick, and Golin and DeVries, recorded a 1.6% rise in organic growth. Foreign currency translations delivered an \$11.5 million hit to the operation.

Weber CEO Andy Polansky said IPG's PR operations posted "high single digit growth both organically and as reported."

He said Weber benefitted from robust demand in healthcare, technology, consumer marketing, PA and corporate reputation.

IPG's flagship enjoyed a "good balance" in geographic growth and solid performances in its New York, Chicago, Boston, China and European operations.

Roth earned a 9.7% rise in '14 total compensation to \$12.9 million as net soars 74.7% to \$505 million.

The firm sweetened his \$1.4 million base salary with \$6.4 million in stock awards, \$4.7 million in non-equity incentive plan comp, \$383,000 in other payments and \$31,118 due to changes in pension plan values.

CFO/Executive VP Frank Mergenthaler saw a 9.0% increase in total comp to \$5.4 million.

At the May 21 annual meeting in New York's Paley Center for Media, IPG shareholders will get their first look at three new board members who joined it as part of the stand-still agreement hammered out with Elliott Management.

They are Jon Miller, former CEO of News Corp.'s digital group; Henry Miller, Chair of Marblegate Asset Management; and Deborah Ellinger, ex-CEO at Princeton Review and Wellness Pet Food.

Omnicom PR, profit up in Q1

Omnicom saw modest profit and PR segment gains in the first quarter of 2015, while revenue slipped nearly 1% to just under \$3.5 billion.

PR units like FleishmanHillard and Ketchum posted 1.7% growth in Q1 to \$330.9 million, a 3.1% organic rise for the period. Advertising ticked up 0.9% to \$1.7 billion (+7.7% organically), and CRM fell 5% to \$1.2 billion (+2.6% organically).

Net income rose 1.8% for the period to \$209.1 million.

International revenues swing Omnicom negative for the quarter as a 7.3% decline to \$1.5 billion globally diluted a 4.6% gain to nearly \$2 billion in the U.S.

OMC said debt minus cash and investments sits at \$3 billion. It shelled out \$27.7 million for acquisitions during the first quarter, including digital shop TLGG and web services firm Trakken in Germany, and a controlling interest in Mercury New Jersey.

Omnicom CEO John Wren received a 33% hike in total compensation to \$24 million during the past year, according to the

ad/PR conglomerate's proxy statement.

His \$1 million salary was fortified by a \$12.6 million cash payment under OMC's on-equity incentive compensation scheme. That amount rose 23.5% from the 2013 level.

OMC's board rewarded Wren for driving "solid financial growth," expanding client relationships and for his "direct leadership role with many of the company's largest global clients."

Publicis organic growth inches ahead

Publicis Groupe CEO Maurice Levy reports a better-than-expected 0.9% organic growth rate for French ad/PR combine.

"This isn't yet the growth rate we expect to see out of Publicis Groupe, but is nonetheless an encouraging return to growth," he said in an April statement.

The \$3.7 billion acquisition of Sapient and favorable currency exchange rates powered a 31.7% surge in sales to 2.1 million euros.

Levy attributed the organic growth to a thriving digital business, which was up 4.7%, and gains in healthcare. Digital generates 50.2% of total revenues.

The firm struggled in the BRIC (Brazil, Russia, India China) and MISSAT (Mexico, Indonesia, Singapore, South Africa and Turkey) regions as organic revenues slipped 2.6%.

On the PR front, MSLGroup reported major gains from Alcon, 24 Hour Fitness, Rover.com in the US; Michelin, AIG, Conforama and Elior in France; ThyssenKrupp, ING and Niivea in Poland, BASF and Henkel in Brazil, and Alibaba and Belkin International in China.

Levy said Publicis is "ahead of the curve" in positioning for the "blurring of boundaries" occurring in every facet of the communications business.

He anticipates better organic growth during the second-half and continued improvement in margin from now and 2018.

"Turbulent" year for Hunstworth

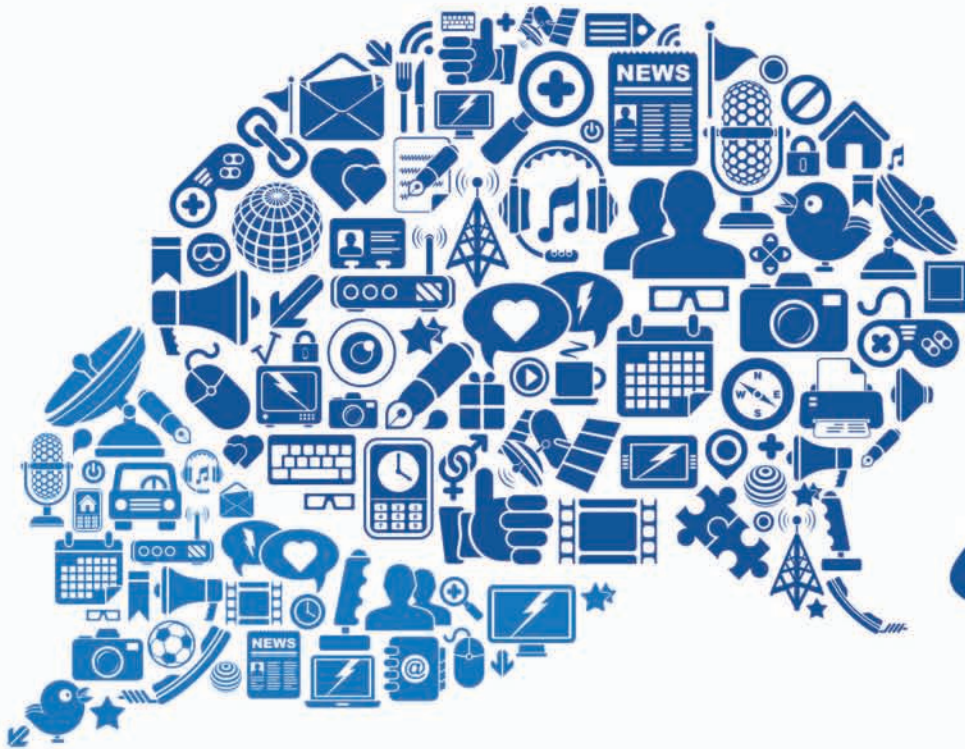
UK-based Hunstworth reported an \$87 million loss for 2014 as revenue slipped to \$242 million in an "unusually turbulent" year of "fundamental change" that saw the exit of CEO Peter Gummer, amid other changes.

Hunstworth Chairman Derek Mapp, who took that post in December, said leadership changes at the holding company "have inevitably been disruptive and distracting."

Former Hill+Knowlton Strategies Chief Paul Taaffe took the CEO reins of Hunstworth in April. ○

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Tech PR exhibits exponential, relentless growth

Technology PR has expanded from an insular, specialized sector of communications to one of the industry's most dynamic fields. A surge in new digital tools for disseminating content, the creation of that content itself, along with a new generation of tech sector titans and a steady parade of start-ups, have fueled this growth over the past few years and drawn in clients from far corners of the account diaspora, including lucrative work in healthcare, consumer products and public affairs.

By Greg Hazley

Asked for the formulas key to their success, nearly every tech chieftan says investment in training — including the latest tech tools — recruiting and retaining talent is fundamental to success, as it is in nearly every business or corner of the PR realm. As it turns out, tech's unique growth is attributed to myriad niches as well as broad trends. Here are few we discovered.

Boston's Racepoint Global epitomizes tech's dominance of late. The firm jumped 14% in revenue in 2014 to top \$27 million while staying on the cutting edge of technology and embracing fundamental media and stakeholder outreach. Its two-year-old proprietary FieldFacts service combines tech and human talent to identify influencers and opinion leaders best suited for receiving client communications. "Clients and prospects realize the importance of targeting the most impactful influencers and we are seeing a great rise in demand for the technology," said Racepoint Global President Peter Prodromou.

Racepoint's roster spans every corner of tech from IBM and AT&T to Mozilla and Appistry.

Prodromou said his firm's technology core now attracts major brands to the firm, which has also benefitted from an "enormous and aggressive uptick" in the healthcare and life sciences sectors. PhRMA, eClinicalWorks and NaviNet are on the Racepoint roster.

Digital commerce fuels hotwire

While the broad tide of technology communications has lifted many boats, specialization also pays rewards. New York-based Hotwire PR took a tremendous leap forward in 2014, soaring 47.7% to top \$3 million in revenue with just 20 staffers. Associate Director Christa Conte said digital commerce — the infrastructure and tools that help consumers buy products and services online — has been a key area of growth.

From a small business looking to break through or a major brand eager to reinvent itself, the business of digital commerce includes resourcing and payments, marketing and infrastructure, all coming together to

support greater economic growth, explains Conte. "PR is no longer about choosing from a menu of services but about discovering and planning for your clients and then recommending the proper strategies and tactics for their needs," she said.



O'Dwyer's technology PR rankings, pg. 30

Tech + strategy + creative

For MWWPR President and CEO Michael Kempner, technology is a fundamental aspect of his firm's integrated approach, one that has helped the agency's steady climb up O'Dwyer's top 10 of PR firms (\$52 million, +8% in 2014, \$19 million in tech). Kempner said MWWPR in 2014 set out to find new ways to expand expected thinking in how a PR firm services its clients. That included asking clients to identify their greatest challenges and opportunities in meeting their core business objectives — not simply the short-term or narrow parameters and goals of a typical PR campaign — and using

those observations to create stakeholder- and influencer-driven strategic communications programs.

Kempner said the firm now pulls from the intersection of strategy, technology and creative to produce maximum impact — that means reaching every possible avenue. "Brand reputations no longer live in a silo, and

in today's digital world, companies must be visible across all channels in order to be relevant," he said.

Creative joins the team

As Kempner noted, creative work has been a major boon to tech PR, and PR at large over the past two years. Most major firms have formed creative studios, spark-

ing a scramble to recruit talent in a space that was traditionally left to the advertising realm.

While the large agencies like Edelman and Burson-Marsteller have had creative shops for years, it is only in the past year or so that the boundaries have dissipated and most agencies now have producers, designers and other creatives integrated into their media relations and marketing staffs. APCO Worldwide, the Washington-based PA and PR powerhouse that did more than \$22 million in tech last year, in August nabbed Howard Pulchin from Edelman for a new post directing creative strategy for clients. As is now a typical mandate, Pulchin's scope spans APCO's PR, Studio One digital operation, and Strawberry Frog advertising operations.

Acquisitions fuel growth, reach

No measure of tech PR's growth is complete without noting the flurry of M&A activity across PR in 2014. Dozens of firms merged and gobbled up smaller shops to gain specialties, increase market share, especially overseas, and expand client rosters and tech was among the leading areas.

MWWPR acquired Braben Communications, a 20-year-old London tech firm, in November to grow its global footprint, expand its client roster, and add more talent, said Kempner. Finn Partners, in a similar

stroke, nabbed UK tech shop John-son King in October to strengthen its global reach in technology and add pan-European tech staff in Paris, Munich and London, said Finn Partners President Peter Finn. Rapidly expanding Lewis PR, one of the top independent tech shops, picked up 50-staffer China tech PR firm EBA Communications, part of a bid to bolster its Asia operations. CEO Chris Lewis said the firm has secured financing

for more acquisition growth in 2015 with an eye on a strong US market and greater inroads in Asia. And in a nod to tech's reach in other realms, Omnicom in December acquired the tech-savvy DDC Advocacy in Washington, D.C., a 145-staffer firm led by several alums of Burson-Marsteller's Direct Impact operations. ●



Racepoint Global
President
Peter Prodromou



MWWPR CEO &
President
Michael Kempner

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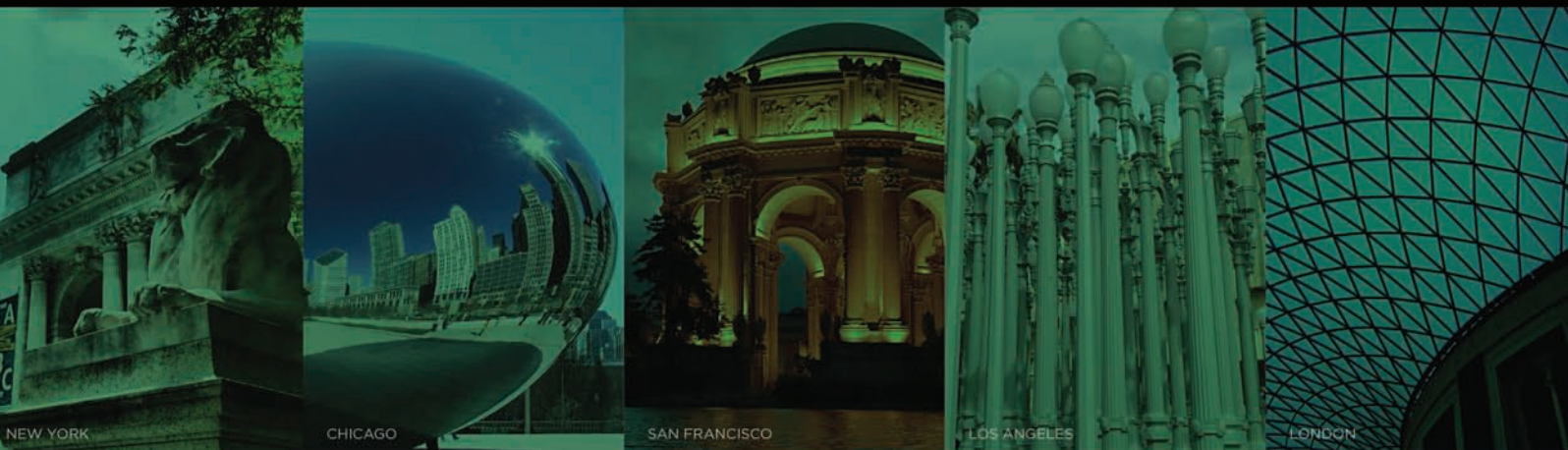


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RANKINGS OF PR FIRMS SPECIALIZING IN TECHNOLOGY

Firm	2014 Net Fees	Firm	2014 Net Fees
1. Edelman , New York, NY	\$265,147,553	37. 360 Public Relations , Boston, MA	\$1,025,679
2. Waggener Edstrom Comms. , Bellevue, WA	65,341,000	38. Hunter PR , New York, NY	1,000,000
3. APCO Worldwide , Washington, DC	22,432,599	39. M/C/C, Inc. , Dallas, TX	1,000,000
4. Racepoint Global , Boston, MA	20,314,597	40. Standing Partnership , St. Louis, MO	966,878
5. MWWPR , New York, NY	18,683,000	41. Moore Communications Group , Tallahassee, FL	913,118
6. Ruder Finn , New York, NY	17,180,890	42. Wise Public Relations , New York, NY	880,000
7. SparkPR , San Francisco, CA	16,424,750	43. Lambert, Edwards + Associates , Grand Rapids, MI	752,000
8. W2O Group , San Francisco, CA	16,175,000	44. North 6th Agency (N6A) , New York, NY	737,260
9. Finn Partners , New York, NY	12,720,766	45. Seigenthaler , part of Finn Partners, Nashville, TN	711,130
10. Zeno Group , New York, NY	11,951,973	46. Feintuch Communications , New York, NY	507,916
11. LaunchSquad , San Francisco, CA	10,401,803	47. Rasky Baerlein Strategic Comms. , Boston, MA	505,751
12. Hoffman Agency, The , San Jose, CA	10,270,000	48. rbb Public Relations , Miami, FL	483,392
13. Merritt Group , McLean, VA	9,751,230	49. RF Binder Partners , New York, NY	391,257
14. SS PR , Northfield, IL	9,085,050	50. Karbo Communications , San Francisco, CA	379,679
15. Fahlgren Mortine , Columbus, OH	7,739,983	51. Crosswind Media & Public Relations , Austin, TX	350,000
16. PadillaCRT , Minneapolis, MN	7,715,617	52. French West Vaughan , Raleigh, NC	300,000
17. HORN , San Francisco, CA	7,700,000	53. LANE , Portland, OR	281,121
18. Highwire PR , San Francisco, CA	7,563,904	54. Singer Associates, Inc. , San Francisco, CA	276,877
19. Inkhouse Media + Marketing , Waltham, MA	7,394,447	55. Beehive PR , St. Paul, MN	270,325
20. Airfoil , Southfield, MI	7,170,140	56. Red Sky PR , Boise, ID	254,614
21. Bateman Group , San Francisco, CA	6,700,000	57. CooperKatz & Co. , New York, NY	217,075
22. Pan Communications , Boston, MA	5,772,000	58. Public Communications Inc. , Chicago, IL	210,595
23. 5W Public Relations , New York, NY	4,000,000	59. Hodges Partnership, The , Richmond, VA	204,000
24. G&S Business Communications , New York, NY	3,337,304	60. Schneider Associates , Boston, MA	200,650
25. Hotwire , New York, NY	3,121,032	61. Didit Communications, LLC , New York, NY	177,785
26. LEVICK , Washington, DC	2,859,114	62. Weiss PR , Baltimore, MD	175,000
27. Vantage PR , San Francisco, CA	2,807,707	63. BLAZE , Santa Monica, CA	168,438
28. Jackson Spalding , Atlanta, GA	2,429,641	64. O'Malley Hansen Communications , Chicago, IL	160,100
29. Coyne PR , Parsippany, NJ	2,133,037	65. McNeely Pigott & Fox Public Relations , Nashville, TN	157,705
30. Peppercomm , New York, NY	2,109,779	66. Word Write Communications , Pittsburgh, PA	137,000
31. DVL , part of Finn Partners, Nashville, TN	1,931,689	67. Maccabee , Minneapolis, MN	113,450
32. Prosek Partners , New York, NY	1,900,000	68. Landis Communications , San Francisco, CA	100,000
33. Trevelino/Keller , Atlanta, GA	1,870,000	69. Konnect Public Relations , Los Angeles, CA	95,645
34. Idea Grove , Dallas, TX	1,866,941	70. Power Group, The , Dallas, TX	81,205
35. Gregory FCA , Ardmore, PA	1,370,000	71. Rosica , Paramus, NJ	55,234
36. Makovsky , New York, NY	1,100,000	72. CJ Public Relations , Southington, CT	54,000



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Finance firms show PR industry where the money's at

A booming market, a news-cycle where stakeholders are informed immediately, and a client environment characterized by a demand for a multiplicity of communications services, has financial PR and investor relations companies seeing unprecedented growth.

By Jon Gingerich

The numbers speak for themselves. The top 10 PR firms ranked in *O'Dwyer's* financial rankings took in a combined \$165 million in finance-related net fees last year, up more than \$20 million from the year prior.

Financial PR is still an emerging market. The difference today is that communicators with a hand in the finance world now believe financial services companies are finally seeing a communications plan as something they can't afford not to have. And they're also seeking out PR firms for a wider array of products and services than before.

ICR shows biggest gains

ICR revealed the most impressive financial PR gains in *O'Dwyer's* rankings this year. The company boasted finance-related fees of \$47,166,381 in 2014, an enormous surge from their \$39,692,938 earnings the year prior, and now places the firm virtually neck-and-neck with Edelman for financial PR earnings.

ICR CEO Thomas Ryan acknowledged the firm "really had an amazing year," and cited significant growth in ICR's corporate communications practice and a prolific run on new client wins as reasons for the firm's success. Ryan also said the last year was especially robust in terms of IPO activity.

In its beginnings, Ryan said ICR was essentially an investor relations firm. The company has continued to build upon its investor relations roots, but today is also recognized as a multifaceted communications partner and strategic advisor that is regularly sought out for media relations, crisis and M&A communications. When you combine multiple client wins with an increased client demand for more financial products and services, it's a perfect storm.

"What we're seeing now versus several years ago is that it used to be, clients would come to us for IR, but now it's IPOs, audits, presentation training, crisis. Clients are coming to us for multiple services instead of just one service," Ryan said.

"Our mindset has always been that any volatility a company is going to experience is going to involve communicating that volatility to the finance community and the finance media, and given the instant-

aneous nature of information today, there's a greater demand for companies that can deliver those products and services," Ryan continued. "A company's fiduciary duty is to increase holder value, and everything you communicate is going to have an effect on that value, so you need people who understand it."



O'Dwyer's financial PR rankings, pg. 34

Prosek Partners goes on PR offensive

In one of the most impressive gains this year, Prosek Partners shot from the number-five position in *O'Dwyer's* 2014 financial rankings to a coveted number-three spot this year, boasting \$15,900,000 in finance-related net fees, a gain of nearly \$3.5 million from the year prior.

Jennifer Prosek, Managing Partner at Prosek Partners, cited a healthy economy and global growth in the financial services sector as reasons for the success. Prosek also noted another theme at play, one particularly present in the asset management world, an emerging market she referred to as the "market of markets."

"There's this whole group of financial companies, particularly in asset management, who had never really taken their marketing seriously, but suddenly now they are. It's like the whole thing is bursting open," Prosek said. "A lot of financial services companies used to hire PR only for defensive reasons, but now we're seeing them go to PR for the offensive reasons as well, in areas like media relations. Financial services companies now realize there are things you can't control but there are things you can, and for the first time they're interested in products and services that play to their strengths."

Prosek also said she's seen particular growth in the M&A market, as well as IPOs and investor relations.

"I think, for a long time, the financial services industry wouldn't be called innovative or dynamic, but it certainly is now, so we need innovative dynamic firms, and those are the firms that are going to win."

Dukas enters top 10

New York-based Dukas Public Relations climbed into the top 10 of *O'Dwyer's* financial rankings for the first time this year. The company now takes the number-eight slot, boasting an impressive \$4,543,306 in finance-related fees, a big step from their number-11 position in 2014, where they revealed \$3,741,809 in finance earnings.

Dukas CEO & Chairman Richard Dukas said the firm has noticed an increase in financial services companies, both small and large, that now understand the value of having a PR strategy, and the need to employ a specialized agency to execute it. As a result, Dukas said he expects to see more financial services companies embracing PR as an integral part of their brand building and marketing efforts.

"Financial services companies, especially asset management firms, are in a very competitive environment. In order to thrive, they need to show innovation and differentiation not only in their products but also in how they interact with their customers and the public at large," Dukas said. "This is where strategic communications plays an extremely important role, especially these days, because social and digital media can carry your message to a larger and more diverse audience."

Dukas said he's witnessed a notable increase in inbound inquiries from hedge funds and private equity firms. He also expects to see more financial services companies using PR to create and publish their own content, whether it's research, videos, op-eds or blogs that speak to their audience.

"I think this part of the industry in particular is recognizing that they need to do a better job of explaining what they do and why it's important," Dukas said. "They've let others tell their stories for too long now. ○



Jennifer Prosek,
Managing Partner,
Prosek Partners



Dukas PR CEO
Richard Dukas



ICR CEO
Thomas Ryan

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Learn more about ICR at www.icrinc.com



RANKINGS OF PR FIRMS SPECIALIZING IN FINANCE

Firm	2014 Net Fees	Firm	2014 Net Fees
1. Edelman, New York, NY	\$47,575,447	26. Inkhouse Media + Marketing, Waltham, MA	\$541,057
2. ICR, New York, NY	47,166,381	27. Beehive PR, St. Paul, MN	506,431
3. Prosek Partners, New York, NY	15,900,000	28. rbb Public Relations, Miami, FL	492,188
4. Ruder Finn, New York, NY	14,891,764	29. LaunchSquad, San Francisco, CA	491,000
5. APCO Worldwide, Washington, DC	13,686,422	30. Finn Partners, New York, NY	409,560
6. Peppercomm, New York, NY	6,967,868	31. Crosswind Media & Public Relations, Austin, TX	350,000
7. MWWPR, New York, NY	5,900,000	32. Seigenthaler, part of Finn Partners, Nashville, TN	301,140
8. Dukas Public Relations, New York, NY	4,543,306	33. Trevelino/Keller, Atlanta, GA	300,000
9. RF Binder Partners, New York, NY	4,095,824	34. French West Vaughan, Raleigh, NC	298,225
10. Intermarket Communications, New York, NY	3,815,447	35. North 6th Agency (N6A), New York, NY	189,285
11. Gregory FCA, Ardmore, PA	3,710,000	36. McNeely Pigott & Fox Public Relations, Nashville, TN	185,424
12. Makovsky, New York, NY	3,650,000	37. Feintuch Communications, New York, NY	156,730
13. G&S Business Communications, New York, NY	2,514,053	38. Landis Communications, San Francisco, CA	150,000
14. Bliss Integrated Communication, New York, NY	2,229,000	39. Marketing Maven Public Relations, Camarillo, CA	143,787
15. PadillaCRT, Minneapolis, MN	1,773,478	40. Butler Associates, New York, NY	113,360
16. Lambert, Edwards + Associates, Grand Rapids, MI	1,770,000	41. IW Group, West Hollywood, CA	100,000
17. SS PR, Northfield, IL	1,397,700	42. M/C/C, Inc., Dallas, TX	100,000
18. CooperKatz & Co., New York, NY	1,085,856	43. Moore Communications Group, Tallahassee, FL	78,398
19. Zeno Group, New York, NY	1,078,005	44. Rosica, Paramus, NJ	58,015
20. LANE, Portland, OR	1,053,090	45. Weiss PR, Baltimore, MD	54,500
21. LEVICK, Washington, DC	1,052,572	46. Maccabee, Minneapolis, MN	42,015
22. Sachs Media Group, Tallahassee, FL	892,584	47. Standing Partnership, St. Louis, MO	35,490
23. Rasky Baerlein Strategic Comms., Boston, MA	783,045	48. Schneider Associates, Boston, MA	20,000
24. Jackson Spalding, Atlanta, GA	668,320	49. SPM Communications, Dallas, TX	16,065
25. KCD Public Relations, Inc., San Diego, CA	613,263		

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Healthcare PR firms ace fee income check-up

O'Dwyer's healthcare PR firms enjoyed robust growth during 2014 as each of the Top Ten ranked-firms posted solid gains in net fees.

By Kevin McCauley

Edelman, which topped the list, showed 19.4% growth to \$136.6 million as it expanded its "pharmaceutical portfolio with new marketing assignments as well as meeting demand for digital solutions, market access, public affairs, employment engagement, issues and corporate work for key clients such as AstraZeneca, Novartis, Roche and Shire," according to Kym White, the firm's Global Health Chair.

W2O Group, the second biggest health firm, chalked up an 8.9% advance in fees to \$62.2 million. "The past year was our best in terms of digesting the growth of the last five years, implementing stronger processes and infrastructure to focus on activities that will give us a competitive edge and increase value to clients in the next five years," said Jim Weiss, CEO.

The San Francisco-based firm "introduced new capabilities that grew our foundational healthcare and growing technology practices, based on market needs and a strong desire to partner with clients in deeper, more meaningful ways," added Weiss.

Crosby Marketing Communications of Annapolis, which ranked No. 9, registered the biggest percentage gain, a 66.7% surge to \$8 million. Nashville's ReviveHealth followed with a 64.1% increase in fees to \$8.8 million, while Washington's Spectrum spurred ahead 31.1% to \$8.1 million.

Edelman expands wellness

White said Edelman stepped up its push into the wellness category, most notably launching the "Lung Force" campaign for the American Lung Assoc. to educate women about lung cancer. It also handled the American Well-Being Study, which explored how different demographic groups define and achieve well-being in their lives.

On the non-pharma sector, the No. 1 firm was involved with CVS Quits!, the drug store chain's decision to stop selling tobacco products in its retail pharmacies, and the continuation of the American Heart Association's "Go Red for Women" campaign.

Edelman Health has more than 600 staff-

W2O thinks start-up mode

Weiss said though W2O employs more than 400 people and has acquired scale and critical mass after 15 years in business, management still views the firm as a start-up.

"Fueled by proprietary software-enabled products and services, we are now evolving into a software and services as a service firm focused on strategically targeting key influencers most efficiently with agile, shareable content that creates desired business outcomes," said Weiss.

W2O "pragmatically disrupts the status quo for ourselves and clients as we hire, retain and develop the smartest people and do the most creative impactful work for such clients as HP, Intel, Verizon, Merck,

Pfizer, Gilead, P&G, Medtronic, Genentech, Roche, Novartis, GSK and Genomic Health," said the CEO.

Cooney Waters rebrands

During 2014, Cooney Waters Group rebranded as Cooney Waters Unlimited to underline its position as part of the specialist expertise of Health Unlimited brand, an integrated healthcare agency that is a part of UK-based Creston Unlimited.

"Most of our growth has been achieved through a focused, collaborative cross-company business development approach," said CEO Tim Bird. "That resulted in new clients including the Center to Advance Palliative Care, Parent Project Muscular Dystrophy and a new HIV prevention client at the US Centers for Disease for Disease Control and Prevention."

The firm continued significant engagements with long-term clients such as Alere, Gilead Sciences, National Foundation for Infectious Diseases, National Meningitis Association, UCB, Inc. and United Nations agency Water Supply and Sanitation Collaborative Council.

DJM Unlimited, Cooney Waters' U.S. digital communications service, added ongoing new client

engagements with Sucampo, Bayer, and AstraZeneca; and Clearpath Health Communications, an offering with Russo Partners focused on small to mid-size biotech add-

ed new clients including Sucampo.

"Clients are responding very positively to our 'Unlimited' offer because we have a shared creative philosophy, common tools, with unlimited thinking at its core," noted Bird. "We are easy to work and we are seamlessly bringing together consultants and discipline experts from anywhere across our group to help clients solve their business problems."



O'Dwyer's rakings of healthcare PR, pg. 38

The firm's momentum continues this year. Cooney Waters added the National Association of Counties Justice Center to support the launch of a national initiative to reduce the number of people with mental illnesses in jail.

ReviveHealth adds people, clients

"A big part of our success story," said ReviveHealth CEO Brandon Edwards, "is the transformation we've made from traditional PR to a truly integrated marketing communication agency intentionally and purpose-built to deliver innovative, digitally-savvy marketing communication campaigns for our clients. Healthcare is innovating like crazy, and so are we."

In 2014, ReviveHealth added 42 new clients (notably, athenahealth, Valence Health, Accolade, Steelcase and Amedisys), 23 new professionals, expanded digital and creative services capabilities, and opened an office in Minneapolis (the firm's third).

Spectrum opens in WTC

In the aftermath of Spectrum's solid 2014 performance, CEO John Seng opened an office in New York's World Trade Center complex.

"Spectrum's culture and our approach to science and storytelling attract top talent who in turn draw dynamic clients to the firm," said Spectrum President Jonathan Wilson in announcing the March opening. The new outpost is expected to attract "new talent and ideas to Spectrum and put it closer to clients in New York and New Jersey," according to Seng.

The firm has worked for clients such as Genomic Health, CropLife America, Roche Diagnostics, Procter & Gamble and St. Jude Children's Research Hospital. ○



Kym White,
Global Sector Chair,
Health, Edelman



Brandon Edwards,
CEO of
ReviveHealth



Jim Weiss, CEO
of W2O Group

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RANKINGS OF PR FIRMS SPECIALIZING IN HEALTHCARE

Firm	2014 Net Fees	Firm	2014 Net Fees
1. Edelman , New York, NY	\$136,615,173	37. LaVoieHealthScience , Boston, MA	\$1,257,575
2. W2O Group , San Francisco, CA	62,203,000	38. McNeely Pigott & Fox Public Relations , Nashville, TN	1,071,032
3. Ruder Finn , New York, NY	29,293,412	39. Pan Communications , Boston, MA	936,000
4. APCO Worldwide , Washington, DC	27,747,903	40. L.C. Williams & Associates , Chicago, IL	933,829
5. Cooney/Waters Group , New York, NY	15,438,041	41. Seigenthaler , part of Finn Partners, Nashville, TN	915,534
6. ReviveHealth , Nashville, TN	8,780,000	42. Standing Partnership , St. Louis, MO	895,513
7. Makovsky , New York, NY	8,450,000	43. Gregory FCA , Ardmore, PA	710,000
8. Spectrum , Washington, DC	8,085,455	44. Beehive PR , St. Paul, MN	703,473
9. Crosby , Annapolis, MD	8,021,268	45. CooperKatz & Co. , New York, NY	561,216
10. Zeno Group , New York, NY	7,475,573	46. Bliss Integrated Communication , New York, NY	551,000
11. Dodge Communications , Alpharetta, GA	6,957,425	47. Rosica , Paramus, NJ	542,819
12. Waggener Edstrom Comms. , Bellevue, WA	6,117,000	48. Highwire PR , San Francisco, CA	493,243
13. Jarrard Phillips Cate & Hancock , Brentwood, TN	6,092,616	49. Crosswind Media & Public Relations , Austin, TX	437,500
14. GYMR , Washington, DC	6,004,742	50. Merritt Group , McLean, VA	435,000
15. PadillaCRT , Minneapolis, MN	5,609,562	51. Jackson Spalding , Atlanta, GA	374,260
16. Racepoint Global , Boston, MA	5,212,400	52. Trevelino/Keller , Atlanta, GA	360,000
17. JPA Health Communications , Washington, DC	4,630,541	53. BLAZE , Santa Monica, CA	336,874
18. Rasky Baerlein Strategic Comms. , Boston, MA	3,950,279	54. rbb Public Relations , Miami, FL	305,838
19. Finn Partners , New York, NY	3,679,144	55. Schneider Associates , Boston, MA	299,840
20. Coyne PR , Parsippany, NJ	3,657,459	56. Marketing Maven Public Relations , Camarillo, CA	240,426
21. Public Communications Inc. , Chicago, IL	3,565,873	57. Landis Communications , San Francisco, CA	200,000
22. MWWPR , New York, NY	3,500,000	58. Maccabee , Minneapolis, MN	180,620
23. 5W Public Relations , New York, NY	3,400,000	59. Perry Communications Group , Sacramento, CA	162,403
24. Kyne , New York, NY	3,096,952	60. Power Group, The , Dallas, TX	132,371
25. MCS Healthcare Public Relations , Bedminster, NJ	2,848,364	61. Word Write Communications , Pittsburgh, PA	126,000
26. RF Binder Partners , New York, NY	2,526,188	62. Didit Communications, LLC , New York, NY	102,184
27. Seven Twenty Strategies , Washington, DC	2,498,074	63. Idea Grove , Dallas, TX	101,684
28. Hunter PR , New York, NY	2,000,000	64. North 6th Agency (N6A) , New York, NY	59,723
29. Moore Communications Group , Tallahassee, FL	1,774,103	65. CJ Public Relations , Southington, CT	58,090
30. Singer Associates, Inc. , San Francisco, CA	1,702,290	66. O'Malley Hansen Communications , Chicago, IL	48,000
31. LEVICK , Washington, DC	1,630,468	67. Red Sky PR , Boise, ID	42,929
32. Lambert, Edwards +Associates , Grand Rapids, MI	1,477,000	68. LaunchSquad , San Francisco, CA	40,000
33. SS PR , Northfield, IL	1,397,700	69. Weiss PR , Baltimore, MD	31,000
34. Sachs Media Group , Tallahassee, FL	1,389,839	70. IW Group , West Hollywood, CA	10,000
35. DVL , part of Finn Partners, Nashville, TN	1,363,529	71. SPM Communications , Dallas, TX	8,960
36. French West Vaughan , Raleigh, NC	1,300,000		



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RANKINGS OF PR FIRMS SPECIALIZING IN **AGRICULTURE**

1. G&S Business Communications, New York, NY	\$15,125,851
2. PadillaCRT, Minneapolis, MN	4,894,676
3. Edelman, New York, NY	3,985,511
4. Peppercomm, New York, NY	1,134,309
5. Standing Partnership, St. Louis, MO	811,465
6. LEVICK, Washington, DC	390,392
7. Fahlgren Mortine, Columbus, OH	313,658
8. Red Sky PR, Boise, ID	134,179
9. French West Vaughan, Raleigh, NC	100,000
10. O'Malley Hansen Communications, Chicago, IL	84,600
11. Didit Communications, LLC, New York, NY	48,758

RANKINGS OF PR FIRMS SPECIALIZING IN **BEAUTY & FASHION**

1. Edelman, New York, NY	\$16,662,485
2. Ruder Finn, New York, NY	7,504,455
3. French West Vaughan, Raleigh, NC	4,297,243
4. 5W Public Relations, New York, NY	3,800,000
5. Turner PR, a Fahlgren Mortine company, New York, NY	2,072,791
6. Coyne PR, Parsippany, NJ	1,697,153
7. Zeno Group, New York, NY	1,502,188
8. SPM Communications, Dallas, TX	740,452
9. LaunchSquad, San Francisco, CA	730,000
10. Beehive PR, St. Paul, MN	668,221
11. Finn Partners, New York, NY	584,681
12. Current, Chicago, IL	532,966
13. Inkhouse Media + Marketing, Waltham, MA	450,880
14. Style House PR, New York, NY	408,062
15. Marketing Maven Public Relations, Camarillo, CA	352,831
16. O'Malley Hansen Communications, Chicago, IL	340,600
17. 360 Public Relations, Boston, MA	296,844
18. LEVICK, Washington, DC	221,032
19. RF Binder Partners, New York, NY	194,021
20. Peppercomm, New York, NY	177,755
21. Pan Communications, Boston, MA	156,000
22. AMP3 Public Relations, New York, NY	151,423
23. Rosica, Paramus, NJ	140,831
24. Jackson Spalding, Atlanta, GA	100,022
25. Power Group, The, Dallas, TX	78,473
26. IW Group, West Hollywood, CA	64,000
27. Maccabee, Minneapolis, MN	57,323
28. Trevelino/Keller, Atlanta, GA	50,000
29. McNeely Pigott & Fox Public Relations, Nashville, TN	22,000
30. PadillaCRT, Minneapolis, MN	21,025
31. Didit Communications, LLC, New York, NY	17,800

RANKINGS OF PR FIRMS SPECIALIZING IN **ENTERTAINMENT**

1. Edelman, New York, NY	\$14,177,296
2. Finn Partners, New York, NY	6,363,509
3. MWWPR, New York, NY	5,777,000
4. Taylor, New York, NY	3,455,000
5. Jackson Spalding, Atlanta, GA	3,011,621
6. W2O Group, San Francisco, CA	1,742,000
7. Peppercomm, New York, NY	1,457,137
8. Hunter PR, New York, NY	1,000,000
9. LaunchSquad, San Francisco, CA	895,000
10. Public Communications Inc., Chicago, IL	760,711

Entertainment cont.

11. Coyne PR, Parsippany, NJ	622,905
12. 360 Public Relations, Boston, MA	555,659
13. French West Vaughan, Raleigh, NC	505,100
14. M/C/C, Inc., Dallas, TX	500,000
15. rbb Public Relations, Miami, FL	498,323
16. IW Group, West Hollywood, CA	451,000
17. CooperKatz & Co., New York, NY	349,929
18. Zeno Group, New York, NY	275,455
19. LEVICK, Washington, DC	259,864
20. Singer Associates, Inc., San Francisco, CA	241,612
21. PadillaCRT, Minneapolis, MN	235,309
22. McNeely Pigott & Fox Public Relations, Nashville, TN	225,090
23. andis Communications, San Francisco, CA	125,000
24. SPM Communications, Dallas, TX	102,560
25. North 6th Agency (N6A), New York, NY	80,326
26. Marketing Maven Public Relations, Camarillo, CA	77,693
27. AMP3 Public Relations, New York, NY	68,813
28. Rosica, Paramus, NJ	44,000
29. Maccabee, Minneapolis, MN	42,900
30. Schneider Associates, Boston, MA	35,000
31. Standing Partnership, St. Louis, MO	24,241
32. Power Group, The, Dallas, TX	19,500
33. Didit Communications, LLC, New York, NY	12,523

RANKINGS OF PR FIRMS SPECIALIZING IN **SPORTS & LEISURE**

1. Taylor, New York, NY	\$10,365,000
2. French West Vaughan, Raleigh, NC	5,447,959
3. Edelman, New York, NY	4,120,939
4. Ruder Finn, New York, NY	3,585,191
5. Coyne PR, Parsippany, NJ	1,720,937
6. Racepoint Global, Boston, MA	1,210,500
7. Jackson Spalding, Atlanta, GA	895,189
8. LEVICK, Washington, DC	646,985
9. CooperKatz & Co., New York, NY	513,758
10. SS PR, Northfield, IL	419,310
11. BLAZE, Santa Monica, CA	336,874
12. rbb Public Relations, Miami, FL	321,563
13. Konnect Public Relations, Los Angeles, CA	307,011
14. Sachs Media Group, Tallahassee, FL	280,895
15. Finn Partners, New York, NY	275,301
16. Peppercomm, New York, NY	224,970
17. 360 Public Relations, Boston, MA	162,749
18. Trevelino/Keller, Atlanta, GA	120,000
19. PadillaCRT, Minneapolis, MN	111,898
20. Rasky Baerlein Strategic Communications, Boston, MA	97,920
21. LaunchSquad, San Francisco, CA	95,000
22. APCO Worldwide, Washington, DC	93,957
23. Rosica, Paramus, NJ	89,794
24. Zeno Group, New York, NY	78,145
25. McNeely Pigott & Fox Public Relations, Nashville, TN	44,703
26. CJ Public Relations, Southington, CT	36,136
27. Singer Associates, Inc., San Francisco, CA	12,157
28. Didit Communications, LLC, New York, NY	5,925
29. SPM Communications, Dallas, TX	4,500

RANKINGS OF PR FIRMS SPECIALIZING IN **HOME FURNISHINGS**

1. Edelman, New York, NY	\$74,094,227
2. Zeno Group, New York, NY	5,921,316
3. G&S Business Communications, New York, NY	4,461,174
4. L.C. Williams & Associates, Chicago, IL	3,144,384
5. 360 Public Relations, Boston, MA	2,557,173
6. PadillaCRT, Minneapolis, MN	1,165,367
7. Hunter PR, New York, NY	1,000,000
8. Jackson Spalding, Atlanta, GA	879,343
9. Finn Partners, New York, NY	662,892
10. Lou Hammond & Associates, New York, NY	522,310
11. LaunchSquad, San Francisco, CA	412,000
12. Konnect Public Relations, Los Angeles, CA	307,011
13. SS PR, Northfield, IL	279,540
14. McNeely Pigott & Fox Public Relations, Nashville, TN	276,899
15. French West Vaughan, Raleigh, NC	275,000
16. Rosica, Paramus, NJ	206,049
17. Pan Communications, Boston, MA	156,000
18. Landis Communications, San Francisco, CA	120,000
19. Marketing Maven Public Relations, Camarillo, CA	105,790
20. Beehive PR, St. Paul, MN	93,906
21. Didit Communications, LLC, New York, NY	91,128
22. Coyne PR, Parsippany, NJ	67,199
23. O'Malley Hansen Communications, Chicago, IL	51,800
24. Maccabee, Minneapolis, MN	41,495
25. Trevelino/Keller, Atlanta, GA	25,000
26. CJ Public Relations, Southington, CT	5,075

RANKINGS OF PR FIRMS SPECIALIZING IN **TRAVEL**

1. Edelman, New York, NY	\$21,629,346
2. Zimmerman Agency, Tallahassee, FL	9,600,000
3. Development Counsellors Int'l (DCI), New York, NY	9,079,895
4. Finn Partners, New York, NY	6,719,632
5. Lou Hammond & Associates, New York, NY	6,225,729
6. Turner PR, a Fahlgren Mortine company, New York, NY	4,755,329
7. J Public Relations, San Diego, CA	3,940,637
8. Nancy J. Friedman Public Relations, New York, NY	3,542,000
9. Hawkins Int'l, Inc., New York, NY	3,199,352
10. MWWPR, New York, NY	2,663,000
11. Zeno Group, New York, NY	2,657,774
12. French West Vaughan, Raleigh, NC	2,476,669
13. Quinn, New York, NY	2,457,212
14. APCO Worldwide, Washington, DC	2,330,990
15. Jackson Spalding, Atlanta, GA	2,201,807
16. rbb Public Relations, Miami, FL	1,646,927
17. 5W Public Relations, New York, NY	1,500,000
18. Coyne PR, Parsippany, NJ	976,602
19. PadillaCRT, Minneapolis, MN	895,954
20. Taylor, New York, NY	870,000
21. Current, Chicago, IL	867,183
22. SS PR, Northfield, IL	698,850
23. Racepoint Global, Boston, MA	542,100
24. LEVICK, Washington, DC	531,228
25. LANE, Portland, OR	525,209

Travel cont.

26. Seigenthaler, part of Finn Partners, Nashville, TN	389,057
27. Malen Yantis Public Relations, Vail, CO	335,820
28. McNeely Pigott & Fox Public Relations, Nashville, TN	297,883
29. Sachs Media Group, Tallahassee, FL	282,035
30. Moore Communications Group, Tallahassee, FL	150,757
31. Red Sky PR, Boise, ID	118,414
32. North 6th Agency (N6A), New York, NY	87,989
33. Hodges Partnership, The, Richmond, VA	84,000
24. Marketing Maven Public Relations, Camarillo, CA	51,985
35. Standing Partnership, St. Louis, MO	50,360
36. Schneider Associates, Boston, MA	28,500
37. Singer Associates, Inc., San Francisco, CA	19,949
38. Didit Communications, LLC, New York, NY	18,520
39. Maccabee, Minneapolis, MN	4,000

RANKINGS OF PR FIRMS SPECIALIZING IN **ENVIRONMENTAL & PUBLIC AFFAIRS**

1. APCO Worldwide, Washington, DC	\$29,604,799
2. Edelman, New York, NY	17,064,414
3. Davies, Santa Barbara, CA	9,992,391
4. Finn Partners, New York, NY	6,000,645
5. Cerrell Associates, Los Angeles, CA	5,015,110
6. Singer Associates, Inc., San Francisco, CA	3,336,240
7. Rasky Baerlein Strategic Comms., Boston, MA	3,281,242
8. MWWPR, New York, NY	3,075,000
9. Fiona Hutton & Associates, Los Angeles, CA	3,070,243
10. LEVICK, Washington, DC	2,202,002
11. Sachs Media Group, Tallahassee, FL	2,179,867
12. Seven Twenty Strategies, Washington, DC	2,006,379
13. Lambert, Edwards + Associates, Grand Rapids, MI	1,987,000
14. Perry Communications Group, Sacramento, CA	1,415,987
15. Crosby, Annapolis, MD	1,041,331
16. Peppercomm, New York, NY	995,882
17. PadillaCRT, Minneapolis, MN	994,850
18. Public Communications Inc., Chicago, IL	928,908
19. CooperKatz & Co., New York, NY	769,798
20. Butler Associates, New York, NY	712,457
21. McNeely Pigott & Fox Public Relations, Nashville, TN	690,377
22. Schneider Associates, Boston, MA	432,844
23. French West Vaughan, Raleigh, NC	300,000
24. Seigenthaler, part of Finn Partners, Nashville, TN	291,091
25. Moore Communications Group, Tallahassee, FL	277,104
26. Jackson Spalding, Atlanta, GA	261,776
27. Zeno Group, New York, NY	158,331
28. Landis Communications, San Francisco, CA	150,000
29. IW Group, West Hollywood, CA	142,000
30. Word Write Communications, Pittsburgh, PA	134,800
31. Rosica, Paramus, NJ	58,000
32. Beehive PR, St. Paul, MN	49,910
33. Didit Communications, LLC, New York, NY	25,050
34. Trevelino/Keller, Atlanta, GA	25,000
35. Standing Partnership, St. Louis, MO	2,000

RANKINGS OF PR FIRMS SPECIALIZING IN PROFESSIONAL SERVICES

Firm	2014 Net Fees	Firm	2014 Net Fees
1. Edelman , New York, NY	\$98,193,095	26. North 6th Agency (N6A) , New York, NY	\$786,286
2. Finn Partners , New York, NY	13,201,826	27. Singer Associates, Inc. , San Francisco, CA	694,469
3. Coyne PR , Parsippany, NJ	7,115,388	28. L.C. Williams & Associates , Chicago, IL	632,686
4. Rasky Baerlein Strategic Comms. , Boston, MA	4,571,736	29. Inkhouse Media + Marketing , Waltham, MA	631,233
5. Current , Chicago, IL	4,477,339	30. McNeely Pigott & Fox Public Relations , Nashville, TN	588,878
6. MWWPR , New York, NY	4,325,000	31. IW Group , West Hollywood, CA	546,000
7. Bliss Integrated Communication , New York, NY	4,003,000	32. Pan Communications , Boston, MA	468,000
8. Jackson Spalding , Atlanta, GA	2,944,811	33. Beehive PR , St. Paul, MN	421,225
9. 5W Public Relations , New York, NY	2,900,000	34. Public Communications Inc. , Chicago, IL	390,338
10. LEVICK , Washington, DC	2,792,963	35. Power Group, The , Dallas, TX	370,700
11. Peppercomm , New York, NY	2,725,311	36. Crosswind Media & Public Relations , Austin, TX	350,000
12. rbb Public Relations , Miami, FL	2,531,680	37. Seigenthaler , part of Finn Partners, Nashville, TN	339,422
13. Ripp Media/Public Relations , New York, NY	2,506,223	38. Weiss PR , Baltimore, MD	293,902
14. Quinn , New York, NY	2,457,212	39. Standing Partnership , St. Louis, MO	293,195
15. Zeno Group , New York, NY	2,203,500	40. Word Write Communications , Pittsburgh, PA	252,300
16. PadillaCRT , Minneapolis, MN	1,850,007	41. Wise Public Relations , New York, NY	220,000
17. Konnect Public Relations , Los Angeles, CA	1,412,739	42. Marketing Maven Public Relations , Camarillo, CA	175,705
18. Prosek Partners , New York, NY	1,400,000	43. Landis Communications , San Francisco, CA	175,000
19. Schneider Associates , Boston, MA	1,382,051	44. Maccabee , Minneapolis, MN	167,292
20. CooperKatz & Co. , New York, NY	1,293,179	45. Sachs Media Group , Tallahassee, FL	105,500
21. French West Vaughan , Raleigh, NC	1,219,935	46. M/C/C, Inc. , Dallas, TX	100,000
22. Gregory FCA , Ardmore, PA	1,010,000	47. Rosica , Paramus, NJ	61,389
23. Didit Communications, LLC , New York, NY	995,910	48. Trevelino/Keller , Atlanta, GA	50,000
24. Moore Communications Group , Tallahassee, FL	905,578	49. O'Malley Hansen Communications , Chicago, IL	27,600
25. LaunchSquad , San Francisco, CA	900,000	50. SPM Communications , Dallas, TX	20,669
		51. Perry Communications Group , Sacramento, CA	13,014

RANKINGS OF PR FIRMS SPECIALIZING IN **FOOD & BEVERAGE**

Firm	2014 Net Fees	Firm	2014 Net Fees
1. Edelman , New York, NY	\$98,062,752	27. SS PR , Northfield, IL	\$698,850
2. Hunter PR , New York, NY	15,000,000	28. LANE , Portland, OR	690,273
3. APCO Worldwide , Washington, DC	13,895,513	29. Quinn , New York, NY	546,047
4. FoodMinds , Chicago, IL	8,072,494	30. Peppercomm , New York, NY	501,715
5. MWWPR , New York, NY	7,832,000	31. O'Malley Hansen Communications , Chicago, IL	465,100
6. Taylor , New York, NY	7,010,000	32. Maccabee , Minneapolis, MN	441,545
7. Zeno Group , New York, NY	6,619,318	33. Singer Associates, Inc. , San Francisco, CA	375,305
8. PadillaCRT , Minneapolis, MN	5,587,772	34. Trevelino/Keller , Atlanta, GA	375,000
9. RF Binder Partners , New York, NY	5,443,766	35. Power Group, The , Dallas, TX	361,173
10. Coyne PR , Parsippany, NJ	5,019,321	36. BizCom Associates , Addison, TX	350,000
11. Current , Chicago, IL	4,433,907	37. McNeely Pigott & Fox Public Relations , Nashville, TN	305,949
12. 5W Public Relations , New York, NY	3,300,000	38. Seigenthaler , part of Finn Partners, Nashville, TN	245,236
13. W2O Group , San Francisco, CA	2,505,000	39. Rosica , Paramus, NJ	170,574
14. Jackson Spalding , Atlanta, GA	2,362,220	40. Pan Communications , Boston, MA	156,000
15. French West Vaughan , Raleigh, NC	2,233,616	41. Highwire PR , San Francisco, CA	151,545
16. Finn Partners , New York, NY	2,178,044	42. CJ Public Relations , Southington, CT	136,880
17. 360 Public Relations , Boston, MA	1,948,991	43. North 6th Agency (N6A) , New York, NY	129,168
18. DVL , part of Finn Partners, Nashville, TN	1,660,275	44. rbb Public Relations , Miami, FL	122,074
19. SPM Communications , Dallas, TX	1,504,373	45. LaunchSquad , San Francisco, CA	98,000
20. Ruder Finn , New York, NY	1,435,288	46. Hodges Partnership, The , Richmond, VA	96,000
21. Konnect Public Relations , Los Angeles, CA	1,209,019	47. Red Sky PR , Boise, ID	89,043
22. LEVICK , Washington, DC	1,091,507	48. Marketing Maven Public Relations , Camarillo, CA	77,876
23. IW Group , West Hollywood, CA	996,000	49. Standing Partnership , St. Louis, MO	67,019
24. J Public Relations , San Diego, CA	867,984	50. Schneider Associates , Boston, MA	54,900
25. Lambert, Edwards + Associates , Grand Rapids, MI	854,000	51. Landis Communications , San Francisco, CA	10,000
26. BLAZE , Santa Monica, CA	842,185	52. Beehive PR , St. Paul, MN	1,022

O'Dwyer's rankings reveals strength of PR industry

It was a banner year for the PR industry, as the 2015 O'Dwyer's ranking of PR firms reveals a robust 18 of its top 25 PR firms enjoyed double-digit growth in 2014.

By John O'Dwyer

This strong momentum will help power firms this year and generate more appreciation of the business.

125 firms took part in the 2015 rankings, supporting fee and employee totals with income tax and W-3 forms and providing a current account list. More than half — 57% — of the ranked firms were up by double-digits, compared to 44% of the previous year's group, and eight of the 10 largest firms had positive gains, with six posting double-digit increases.

The top ten firms were: Edelman, \$797.3 million (+8.6%); APCO Worldwide, \$118.1 million (-1.9%); Waggener Edstrom, \$106.6 million (-9.3%); W2O Group, \$86.6 million (+10.1%); Ruder Finn, \$73.8 million (+16.8%); Finn Partners, \$52.7 million (+19%); MWWPR, \$51.7 million (+7.8%); ICR, \$50.6 million (+19.4%); DKC, \$41.5 million (+26.2%); and Zeno Group, \$39.9 million (+11.2%).

Edelman dominates rankings

Edelman continues its march to be the first PR firm to crack the \$1 billion fee income mark, with \$797.3 million in fees.

The size and clout of Richard Edelman's firm benefits the PR business, which is sometimes viewed as a small potatoes add-on business to communications campaigns. Edelman changes all that.

The No. 1 firm's mastery of the digital space paid dividends in 2014 as that skill translated into a 15% growth rate in online/mobile work, more than twice the seven percent growth from "traditional" PR.

PR has moved mostly to the agency side where extensive practice areas have been built up over the past 20 years.

O'Dwyer's has the only rankings by PR specialties and Edelman came in at No. 1 in nine of the 12.

W2O Group, at \$86.6 million, is moving to join the exclusive triple-digital club of Edelman, APCO Worldwide (\$118.1 million) and Waggener Edstrom (\$106.6 million).

Peter Finn's Finn Partners reported a 19% hike in fees to \$52.7 million, edging ahead of MWWPR to take the No. 6 slot behind Ruder Finn.

FP on acquisition spree

Finn Partners acquired Johnson King, a B2B tech specialty firm in London with offices in Paris and Munich near the end of last year as well as the PR business of the

Gabbe Group, which specializes in health and higher education. And at the beginning of this year, the Nashville duo of DVL Public Relations & Advertising and Seigenthaler PR were added to its roster.



O'Dwyer's rankings of PR firms, pg. 56

FP has built up a staff of 450 with expertise in technology, education, consumer, travel, health, arts, public affairs and CSR working out of offices in the following cities: NYC headquarters, Chicago, Detroit, Fort Lauderdale, Jerusalem, London, Los Angeles, Nashville, Paris, Munich, San Francisco and Washington D.C.

Ruder Finn backs up '13 success

Ruder Finn reported a second year in a row of double-digit organic growth topping out at \$73.8M, an increase of 16.8%, besting the 13% growth in '13.

"We've experienced growth in all four of our pillars — health and wellness, corporate reputation and transformation, technology and innovation, and consumer connections — from both additional assignments with our longstanding clients and major new business wins, including Amgen, Nokia, Belkin and Richemont," Ruder Finn CEO Kathy Bloomgarden said.



Ruder Finn
CEO Kathy
Bloomgarden

A new RF service offering focuses on business transformation and helps companies evolve and change their business models, leverage new technologies, and shift product portfolios to more strategic offerings.

MWWPR's dedicated LGBT practice

MWWPR launched a national LGBT practice through the acquisition of Macias Media Group in 2014, becoming one of the largest PR firms in the nation with a practice dedicated to helping clients build and maintain relevance among the LGBT com-

munity and key stakeholders.

"LGBT consumers were once considered a niche market, but today, that couldn't be further from the truth, with a growing number of global brands increasing their investment in LGBT advertising, public relations and marketing efforts," MWWPR Pres. & CEO Michael Kempner said.

MWWPR grew 7.8% to \$51.7 million in '14. The acquisition of London's Braben Communications expanded global operations.

ICR assisted 38 IPOs in '14

2014 marked ICR's 15th consecutive year of positive growth with fees of \$50.6 million, up 19%. The firm's growth was driven by a record number of client wins including Boot Barn, FTD Holdings, Freshpet, Jackson Hewitt, La Quinta Holdings and Shake Shack.

ICR provided strategic counsel and communications services on 38 IPOs in 2014, including many of the best growth stories of the year, Freshpet [FRPT] and Zoës Kitchen [ZOES] among them.

The Annual ICR XChange investor conference in January '14 drew a record number of attendees as well as on-site reporting from CNBC.

Public affairs veteran Michael W. Robinson joined ICR as managing director and former business and financial journalist John Jannarone took a senior VP spot.

DKC, LEVICK, Spark PR, Allison+Partners & Global Strategy post big gains

DKC posted the biggest gain in the top ten with \$41.5 million in fees, up 26.2%, and bumped Zeno down to No. 10 even though it jumped 11.2% to \$39.9 million.

The outstanding performance among the top 25 was a bi-coastal affair.

LEVICK, Washington, D.C., posted a 40.4 percent gain to \$17.2 million and is No. 23.

San Francisco's Spark PR, which grew 44.6% to \$16.4 million, is No. 24. Neighboring Allison+Partners showed a 28.3% rise in fees to \$37 million to bump up from No. 13 last year to No. 11.

New York-based Global Strategy Group, new to the rankings, is right behind Allison at No. 12 with \$32.3 million in fees, up an impressive 29.5%.

Racepoint targets influencers

Racepoint Global came in at No. 14, up 14% to \$27.2 million. The firm experienced strong growth in the U.S., adding

enterprise-level clients such as Samsung, Tyco, and New Balance.

Racepoint will continue to heavily invest in technology for figuring out how to target the most impactful influencers.

"Agencies that will lead in 2015 and beyond are the ones that don't give any strategy until they've used a technology platform to track influence and define precision targeting," Peter Prodromou, President, Racepoint Global, said.



Peter Prodromou,
Racepoint Global
President

G&S posts double-digit three-peat

Newly-renamed G&S (formerly Gibbs & Soell) has enjoyed three successive years of double-digit growth with '14 fees up 13.1% to \$25.4 million and stands at No. 15.

Target areas are agribusiness and food as well as clean technology and energy, consumer, financial services, and home and building.

The G&S identity first evolved among the agency's tight-knit communities of clients, employees and partners.

"While our name and logo have changed, our talented people, culture and dedication to helping clients achieve business success remain unaltered," said Luke Lambert, G&S President and CEO.

Hunter excels in food & healthcare PR

Hunter PR has consistently ranked as the No. 2 food and beverage firm. The firm grew in this category by 12% in 2014 to \$15 million, fueled by increased business from existing clients, including McIlhenny (Tabasco), Post, Gallo, Diageo and Smithfield.

Overall, Hunter PR had a second consecutive year of double-digit growth, up 27 percent in '13 and 10% in '14 to \$20.2 million and is ranked No. 19.

Hunter PR saw 23% growth in '14 within its healthcare practice thanks to a combination of increased revenue from existing clients, including Zyrtec, Sudafed and Pepcid, and the addition of new brands, like Motrin and Premier Nutrition.

According to a recent Health Research, Inc. survey, DIY healthcare is reaching the tipping point, with more consumers embracing everything from wearable tech to mobile apps to monitor their own health and wellness, Hunter's Samara Mormar explained.

"Our challenge (and the inherent opportunity) in healthcare PR is to determine ways that our clients can insert themselves responsibly into these conversations," Mormar stressed.

"Our social and digital media practice

has experienced meteoric growth the past three years, expanding from a team of two employees to seven full-time team members — all supported by a 400% growth in fee billings since 2012," Hunter PR Business Development Manager Samara Mormar said.

Hunter picked up its first Hispanic-focused client, Buchanan's Whisky, fully supported within the firm's Hispanic Strategies and Solutions practice.

5WPR cracks top 20

Ronn Torossian's 5WPR broke into the top 20 for the first time at No. 20 with fees of \$18.9 million, up 18.4%.

"5WPR had a great 2014 and we attribute our success to outstanding staff and the ability to continually reinvent success for clients," 5WPR President & CEO Ronn Torossian said.

Torossian explained he is happy with the continued consolidations taking place across the PR and marketing landscape because he consistently sees brands seeking independently-owned, midsized firms like his that can deliver results, and are focused on clients rather than shareholders.

"I expect 2015 revenues to exceed \$20 million, onward and upward," Torossian said.

Peppercomm promotes use of Wikipedia

Peppercomm rounded out the top 25 with fees of \$16.2 million, up 14.4%.

Growth for the integrated marketing communications firm was driven by both organic and new client wins including Aeropostale, Control Group, DriveTime, FINRA, Rabobank, Spa Castle, The Hartford and Wilmington Trust.

Peppercomm partnered with The Economist Group to conduct and publicize a survey of B2B marketers and their audiences regarding brands' content strategy perception in the marketplace.

Along with a group of agencies, Peppercomm developed an ethics statement about the use of Wikipedia because some industry professionals had previously attempted to make edits to company Wikipedia pages with the appearance of objectivity.

ReviveHealth hits top 10 in healthcare

ReviveHealth had a good year. The integrated health marketing communication agency ranked No. 6 this year among 71 healthcare PR firms, posting an incredible gain of 65.7%, and picking up 42 clients including athenahealth, Valence Health, Accolade, Steelcase and Amedisys.

Staff is up to 46 with the hiring of 23 experienced in digital/creative services and a third office was opened in Minneapolis.

"We've added unprecedented strength to our bench, and digital depth and breadth to our capabilities, to help clients innovate their marketing communication strategies to align with the changing landscape for health and healthcare," ReviveHealth CEO Brandon Edwards said.

Key staff additions for for ReviveHealth were Chris Bevollo, EVP of Consumer Marketing, Chris Boyer, SVP Digital, the former AVP, Digital Strategies at New York's largest health system, Megan Pruce, VP, former Director of Corporate Communications at the Cleveland Clinic, and Kristen Klasey, VP, the former Vice President of Public Relations at Amgen.

Crosby leverages Affordable Care Act

Crosby had record growth of 34% overall to \$10.4 million with gains in its three practice areas: healthcare, federal government and nonprofits & causes.

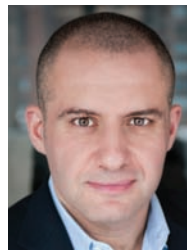
"The continued implementation of the Affordable Care Act and trends toward consumer-driven healthcare have created significant opportunities that we're leveraging for our clients, including Kaiser Permanente," Crosby President Ray Crosby explained.

Crosby created a national public awareness campaign for Disabled American Veterans while expanding work for major federal agencies, such as the Department of Health and Human Services, EPA and Social Security Administration.

"Working for an organization with such an important mission — to keep the promises made to our veterans — has been professionally and personally rewarding for our entire team," Ray Crosby said.

Makovsky is a closer

"We closed nearly one out of every four sales leads, meaning every time a prospect merely contacted the agency, there was a 23% chance they would ultimately become a client," Makovsky CEO Ken Makovsky noted.



**5W President
& CEO
Ronn Torossian**



Left to right: Executive Creative Director Joel Machak, Healthcare Practice Leader Denise Aube, and Crosby President Raymond Crosby.

— Continued on page 48

A quarter of the new programs included a social media component, according to Makovsky.

2014 was one of the most notable years in Makovsky's history. The firm came in at No. 30 with fees of \$13.2 million, and its No. 7 ranked healthcare practice that took in \$8.4 million was named "Health Agency" of the Year by the SABRE Awards.

In all, Makovsky won 39 awards from 11 different organizations in 2014 — an agency record. This included being ranked #7 on *The New York Observer's* "PR Power 50" list. The firm was featured or cited more than 500 times in national, regional or trade media throughout the year.

Spectrum heads to NYC

Spectrum, up 32.5% in '14 to \$8 million, opened a new office at 7 World Trade Center in New York City to complement its Washington, D.C. headquarters. Michelle Gross, new to the firm earlier this year, was named Managing Director of the NYC location.

Senior VPs Michelle Strier and Timothy Goddard are part of a staff increase in both Spectrum locations.

GLOBALHealthPR, a network of independent health and science agencies worldwide co-founded by Spectrum, launched Reimbursography in '14, a strategic communications program to support pharma market access.



Spectrum Founder/CEO John Seng (right) and GLOBALHEALTHPR Senior VP Tim Goddard at GHPR's 7 World Trade Center headquarters.

Cooney/Waters is "unlimited"

Cooney/Waters Group in November rebranded as Cooney/Waters Unlimited to showcase its family of strategic communications companies. The firm, which focuses exclusively on healthcare, pharmaceutical and biotechnology companies in North America and internationally, includes three sister companies: Cooney Waters Unlimited, a mid-sized firm that provides the full range of public relations and public affairs services to healthcare, pharmaceutical and biotechnology enterprises; Alembic Unlimited, a firm which specializes in communications programs in the area of health

advocacy; and Corkery Group Unlimited, a full-service public relations firm internationally recognized for its expertise in issue-oriented and product communications for some of the world's leading health organizations.

The firm came in at No. 5 in O'Dwyer's healthcare PR rankings this year, with \$15.4 million in fees, up 10.1% from the year prior.

Cooney/Waters CEO Tim Bird cited "unique, collaborative partnerships" as one contributing reason to growth, and said the firm's momentum has continued with "significant new clients won in early 2015."

The firm continues significant engagements with key long-term clients including Alere, Gilead Sciences, National Foundation for Infectious Diseases (NFID), National Meningitis Association (NMA), UCB, Inc. and United Nations agency Water Supply and Sanitation Collaborative Council (WSSCC), to name a few.

JPA: "all health, all the time"

JPA Health Communications reported a 27.6% increase in fees to \$4.6 million in '14.

"Clients recognize the value of PR firms that specialize and offer deep expertise not only in communication, but also in their industry. I believe that is one of the reasons JPA is thriving as an agency; we are all health, all the time," JPA Health Principal and Managing Director Carrie Jones said.

Jones sees continued opportunities for JPA to grow because of the importance of clearly communicating complex scientific information and addressing growing public health concerns such as diabetes, obesity and heart disease.

RF | Binder hires digital experts

RF | Binder posted fees of \$12.7 million and came in at No. 32 overall. The firm stressed how important two hires were.

David Weinstock joined as Chief Creative Officer, bringing more than 20 years of experience in advertising, design, marketing, digital, PR, experiential and content creation.

As an award-winning commercial director, Weinstock created and directed broadcast, online, and in-cinema campaigns. His directorial work has been highlighted in *Adweek's* "Ad of The Day," *Brand Freak*, and *Boards* magazine.

Chris Gee signed on as RF | Binder's Chief Digital Officer. Gee is experienced at counseling CEOs and global communications executives on how to use social media/digital strategies to enhance reputation and in-

crease advocacy.

360PR connects brands & bloggers

Boston's 360PR pointed out how it was one of the very first agencies bringing brands and bloggers together and this has evolved into powerful brand ambassador programs for clients.

The firm is ranked No. 57 overall with fees of \$6.5 million, up 6.1%.

"While we've always taken a '360' approach, we delivered integrated campaigns in new, resonant ways over the past year, propelled by truly great creative. That included a broader array of digital work and experiential events, amplified by earned and social media, to build and engage consumer audiences online and off," 360PR CEO Laura Tomasetti said.

360PR staff have access to a customizable communications dashboard that enables them to deploy frequent content and other assignments to online influencers and monitor influencer activity daily, weekly and so on.

Merritt Group focuses on content

Merritt Group saw fees jump 18.5% to \$10.1 million in '14 due to growth in tech focus areas such as cybersecurity, big data/analytics, cloud and IoT.

Other expansion occurred in Merritt's government, healthcare and energy practices.

"Our 75% win rate in new business pitches is a major source of pride throughout the agency and has enabled us to choose the right client partners," Merritt Group Executive VP and Partner Tom Rice said.

Content marketing is one of Merritt's fastest growing areas as clients increasingly need help outsourcing writing and design, distribution, and measurement.

Merritt has a strong presence in the D.C.-area and up and down the East Coast, while also seeing increased expansion on the west coast in areas such as Silicon Valley, Utah, and Seattle.


New clients in Scotland, Canada, Israel and Latvia is the result of being part of GlobalCom Network, a worldwide group of full service PR and Marketing Communications agencies in 60 countries.

DCI banks on custom research

No. 3 ranked travel PR firm Development Counsellors International saw 9.9% growth to \$9 million within its niche practice of travel and economic development marketing for cities, regions, states and countries.

New DCI clients include the Netherlands Foreign Investment Agency, Turismo Chile, Texas Economic Development Corporation, Metro Orlando Economic Development Corporation and the Thailand Convention & Exhibition Bureau.

"Major accomplishments include the



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O'Dwyer's 2015 rankings

— Continued from page 48



Susan Brake,
VP, DCI



Maureen Haley,
VP, DCI

expansion of our research division (with more custom research conducted than any point in the agency's history), launch of 'Consultant Connect' (a service designed to bring our economic development clients closer to site selection consultants), introduction of a new DCI website, www.aboutdci.com, and being named a 'best place to work' by *Outside* magazine," DCI President Andy Levine said.

Maureen Haley and Susan Brake were both promoted to well-earned VP status at

DCI this past year.

Lou Hammond grows out of birthplace

Lou Hammond & Associates celebrated its 30th year in Nov. '14. The No. 5 travel PR firm had fees of \$6.2 million in this practice area.

Founder Lou Hammond noted that recent growth prompted a move from its birthplace, an iconic townhouse on East 51st St., to new sophisticated digs on Third Ave. in Midtown East. Offices in Charleston, SC were expanded too.

"LH&A's continued vitality was signaled when the agency brought home 21 Hospitality Sales & Marketing Association International (HSMIA) Adrian Awards at the organization's 58th annual gala, including one platinum, nine golds, two silvers and nine bronzes," Lou Hammond said.

LH&A client successes in 2014 included a seven-page cover story in *Travel + Leisure* (Laucala Island), multipage culture feature in *The New York Times* (Virginia), a multipage culinary feature in *The New York Times* (Great American Steamboat Company), an in-depth destination profile on Yahoo! Travel (Fort Worth), a segment on "Live! With Kelly and Michael" (Red Mountain Resort), and a full-page lifestyle profile in *The Wall Street Journal* (Lexington, NC).

Zimmerman pushes travel PR envelope

The Zimmerman Agency, No. 2 travel PR firm with \$9.6 million, was up 10.9% overall to \$12.2 million.

"Continued growth in 2014 was a direct result of challenging the definition of traditional public relations to achieve massive results for existing clients," Zimmerman

Agency President Kerry Anne Watson said.

Watson explained how the firm linked pens to fashion in a unique partnership for Pilot Pen with New York Fashion Week, developed a pop-up hotel for Hard Rock at SXSW, and broke with convention to activate a distinctive celebrity experience for Aruba at the Sundance Film Festival.

Current Zimmerman clients including Aruba, North Carolina's Crystal Coast, Hard Rock International, and Noble House Hotels & Resorts continued to bolster the firm's bottom line.



The Zimmerman and Aruba teams at Sundance with celebrity Kellan Lutz.

New additions are destination Park City, Utah, SpringHill Suites by Marriott, Mahikal resort in Playa del Carmen, The Adolphus Hotel in Dallas, The Conrad in Chicago, and La Cantera in San Antonio.

Zimmerman also picked up A.C. Moore, one of the nation's leading arts & crafts retailers, and received the prestigious "Partner of the Year" award from Firehouse Subs.

Beehive inspires employees

Beehive PR grew 39.4% to \$2.7 million and is ranked No. 88 overall. The firm's proprietary Insights service helps organizations turn real-time, market-facing research into business strategies that produce game-changing results.

New clients include UMN Health and Builder's Association of the Twin Cities.

A certified women-owned business, the agency focuses on creating a positively brilliant experience for clients, employees and



Beehive leadership team accepting the National Psychologically Healthy Workplace Award.

Photo: Larry Canner Photography, courtesy of the American Psychological Association.

business partners.

"Delivering on our mission to be 'positively brilliant' takes an intentional investment in our team. The result is a work environment designed to inspire positive energy, creativity, productivity and accountability. And that directly translates to happy, successful employees and successful client relationships," Beehive PR CEO Lisa Hannum said.

Earlier this year, Beehive received the American Psychological Association's (APA) 2015 Psychologically Healthy Workplace Award. The agency was one of just five employers across North America to receive the award this year, and it was the only public relations firm to be recognized.

Gregory shares best practices

Gregory FCA, No. 51 overall with \$6.8 million in fees, made big strides in financial services with the launch of its website financialservicesmarketing.com, a digital property dedicated to sharing best practice financial services marketing techniques with the industry.

Joseph Anthony was named an equity partner to the firm and is a regular on the financial services speaking circuit with founder Greg Matusky, sharing communications and public relations best practices with audiences throughout the country.

Client wins include the North American contract for NICE Systems, extending the relationship with SCHOTT Glass to include their North American social media work, big data analytics player Powerlytics, and New York-based Harris & Harris.

With the addition of Penn Mutual Life Insurance Gregory FCA now represents 52 financial services clients and comes in 11th in the financial PR ranking with fees of \$3.7 million.

Gregory also ran an integrated media relations/digital communications campaign for retailer GreenDrop, helping the client open an additional five locations throughout the Eastern U.S.

Dukas helps hedge funds


Dukas PR, No. 8 among financial PR firms and No. 71 overall, had fees of \$4.5 million in '14, up 21.4%.

CEO Richard Dukas pointed out a significant increase in business from wealth management firms and independent financial advisors.

"As baby boomers continue to retire, they are looking for smart and trustworthy advisors to help them navi-



Dukas PR CEO
Richard Dukas



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gate the markets and PR can be a great way for advisors to distinguish themselves as thought leaders,” Dukas said.

Dukas PR invested significantly in senior level executives with diverse skill sets — from expert media strategists to writers and media coaches.

“Hedge funds and private equity firms have let others tell their stories for too long now. Staying in the shadows is not going to help them,” Dukas stressed.

Hawkins emphasizes storytelling

Jennifer Hawkins launched Hawkins Int'l 14 years ago from an office the size of a closet overlooking Fifth Ave. in the Chelsea section of Manhattan. In the wake of 9/11 and a recession crimping corporate and vacation travel budgets, it wasn't exactly the optimal time to start a travel PR firm.



Hawkins Int.
President
Jennifer Hawkins

Inspiration came to Hawkins a year earlier on a trip to Burma after reading George Orwell's *Burmese Days*. As she traveled the Irrawaddy River it dawned on Hawkins that she was in a country without any tourism infrastructure.

“Travel, I realized, is about more than sightseeing. It's about putting food on people's tables — tour operators, guides, boat crews, local artisans, ticket takers, chefs, waiters, flight attendants ... to name a few. All at once, I was inspired to find ways to promote what they do and draw travelers their way,” Hawkins said.

Hawkins emphasizes storytelling and this continues with the new HIPR Content Studio, designed to create compelling editorial to reach key audiences. The firm's self-generated Launch Pad strategy has introduced 25 new builds, renovated properties, and repositioned hotels and cruise ships to the North American media the past three years.

Hawkins has grown from its humble beginnings to a 28-person firm with 60 clients and \$3.4 million in overall fees, up 18.3% in '14. Travel PR represents the majority of the firm's work at \$3.1 million.

BoardroomPR changes oil

“BoardroomPR was fortunate to get through the economic downturn with a fully intact, high-quality staff and solid client roster,” COO Don Silver said.

The firm is ranked No. 93 overall with \$2.3 million in fees.

Silver explained that the fastest-growing industry practice for his firm during the past few years has been luxury real estate development, a sector that fell the quickest and the deepest during the recession, but quite surprisingly, was the first to come out of it thanks to cash-paying buyers from Central and South America.

In addition to media relations for real estate projects, BoardroomPR also puts together special events targeting brokers and prospective buyers, as well as managing social media platforms to promote engagement with clients' targeted audiences.



BoardroomPR
COO Don Silver

Silver sees growth in law firms, commercial real estate, insurance, banking, healthcare and not-for-profits.

Previously known as Boardroom Communications, the firm completed a rebranding from the ground up with a new logo, website, advertising campaign, and remodeled offices in its 25th year.

“As the old saying goes, the mechanic has to change his own oil at some point,” Silver pointed out.

Weiss hires tech expert

Weiss PR, up 37.4% to \$554,000, attributed the revenue jump to its growing technology and crisis communications practices.

“Adding Matthew Pugh, whose experience includes more than a decade working with high-growth tech companies, to lead our technology practice set the stage for us to win several new tech accounts, including Wynyard Group, Mind Over Machines, SafeNet, and TrainACE,” Weiss

President Ray Weiss said. He co-founded the firm with Jessica Tiller Trzyna in 2008.

Weiss PR expanded its relationship with DDG, a worldwide leader in planning, architecture, interiors, graphics, and design solutions. The firm is now handling work for DDG in the U.S., Turkey, Russia, and Dubai.

Marketing Maven weds PR, social media

Marketing Maven PR came in as the No. 15 ranked beauty and fashion firm with fees of \$352,000 in this specialty. Overall, the 11-person shop was up 31.2% to \$1.2 million.

CEO and President Lindsey Carnett credits her firm's success to integrating

public relations into social media campaigns and digital marketing initiatives.

“The awards we are receiving for our digital PR campaigns are helping brands to find us and seek creative approaches to reaching millennials, mothers and other key target demographics,” Carnett said.

Carnett explained that Hispanic marketing is a growing area for her firm as corporations realize the need to not only speak to but have a conversation with a multicultural audience.

Ripp works with largest law firms

Ripp Media, No. 13 among firms specializing in professional services PR with \$2.5 million in fees and No. 90 overall, works with some of the country's largest law firms in executing high-profile publicity involving major transactions, litigation matters, prominent new partners, practice development and thought leadership commentary.

Principal Allan Ripp noted his firm's concentration on legal affairs for elite law firms has kept it current working across many areas of business and financial PR: M&A, capital markets, finance, real estate, intellectual property and life sciences, privacy/cybersecurity, bankruptcy, labor-employment, health care, transportation, project finance, government contracts, legislative affairs and other areas.

Ripp Media is committed to a boutique editorial-driven practice — working closely with clients and typically operating as an adjunct to their in-house press and communications functions.

“We regularly play well above our size — witness that we're one of the smallest firms to be ranked among O'Dwyer's Top 100,” Ripp said. The firm was up 7.8%.

Didit doubles biz

Didit acquired New York's Bridge Global Strategies in February, which was founded by PR veteran Lucy Siegel in 2004.

The transaction was the second PR firm deal by the Mineola, N.Y.-headquartered shop, which acquired David Grant's LVM Group last February. As a result, fees jumped 100.1% to \$1.4 million.

Siegel told O'Dwyer's she believes her clients are best served by teaming with an agency that offers specialized expertise in a host of digital services. She first became aware of Didit during a lunch with Grant, who told her his deal was working out nicely.



Lindsey Carnett,
CEO & President of
Marketing Maven
Public Relations



Matthew Pugh,
Weiss Head of
Technology



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The background is a light-colored, heavily textured surface, possibly paper or stone, with large, expressive blue ink splatters and blotches. Overlaid on these are dark blue silhouettes of people in various dynamic poses, suggesting movement and energy. The word 'Trust' is prominently displayed in a large, white, sans-serif font, partially obscured by the blue ink.

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Top gainers ranked

While O'Dwyer's 2015 rankings of PR firm has shown the ability of firms in the top 25 (with fees close to \$20 million and up) to post incredible gains — topping over 40% in some cases — it appears a huge source of growth this year was found in firms ranked between 26 to 50, or posting net fees in the \$8-\$10 million range.

Some examples include ReviveHealth, which surged an incredible 65.7% to \$8.7 million; Inkhouse Media, which grew 41.3% to \$9 million; Highwire PR, which gained 36.3% to \$8.2 million; Crosby, which saw 34.4% increases to \$10.4 million; and Spectrum, which gained 32.5% to \$8 million.



O'Dwyer's list of top gainers, pg. 58

Firms ranked 51-100 also saw notable gains: Crosswind Media, \$1.7 million (a gain of 59.1%); MCS Healthcare, \$2.8 million, (a gain of 57.2%); Bateman Group, \$6.7 million (a gain of 52.3%); Hotwire, \$3.1 million (a gain of 47.7%); and J Public Relations, \$4.8 million (a gain of 45.4%).

According to Hotwire Associate Director Christa Conte, Hotwire's impressive 47.7% growth to \$3.1 million was fueled by a boom in digital commerce.



Christa Conte,
Digital Commerce
Practice head
at Hotwire

"Whether it's a small business looking to make a break or a major brand eager to reinvent itself, the businesses in digital commerce range from resourcing and payments, to marketing and infrastructure, which all come together to support greater economic growth,"

Hotwire Associate Director Christa Conte said.

PR is no longer about choosing from a menu of services but about discovering and planning for your clients and then

recommending the proper strategies and tactics for their needs, according to Conte.

Hotwire made major investments in both training and benefits for its employees.

"By giving staff the best tech, the latest benefits, and the freedom to be entrepreneurial no matter their skill level, we are supporting their passion for the PR industry," Conte stressed.

Perhaps most impressively, it should be noted that PR firms ranked near the bottom of O'Dwyer's 2015 rankings — 101-125 — showed the most outrageous gains of all.

Didit Comms. grew by 100.1% to \$1.4 million, Wise PR grew by 87.7% to \$1.1 million, Power Group grew by 68.8% to \$1 million, Weiss PR grew by 37.4% to \$554,000, and Marketing Maven PR grew by 32.2% to \$1.2 million.

New York City home to many firms

Eight of the top ten ranked firms overall show the largest portion of their fees generated from office locations in New York City and the immediate metro area (NJ and Conn.) with APCO (Wash., D.C.) and Waggener Edstrom (Bellevue, WA) the two exceptions.

The New York metro area ranking has 46 ranked firms, the most of any of the 13 city/regional rankings.

Next is San Francisco with 27 firms, followed by 24 in the Southeast, 24 in Los Angeles, and 14 in both Chicago and Washington, D.C.

Firms are also ranked in Boston, Texas, Florida, Connecticut, Pennsylvania, and midwest and western cities.

Feintuch works for NYC neighborhoods

CityShares, a platform for providing the opportunity to invest in appreciating New York City neighborhoods, needed help attracting investors to Brooklyn's Bed-Stuy.

Feintuch Communications, No. 118 at \$666,000, helped CityShares and its founder Seth Weissman to be featured in *Crain's New York Business*.

The story created broad interest as well as stimulating media coverage in *The Real Deal*, *Brownstoner*, *FOX 5*, *Brooklyn Downtown Star* and *New York Observer*.

"Most press clippings provide a short-term outcome; but strategic communications takes it a step further and impacts an organization's business or reputation — that's the Holy Grail and our firm's focus," Henry Feintuch said. ○



Feintuch
Communications
President
Henry Feintuch

10 reason to rank with O'Dwyer's

1. Third party endorsement is obtained.

This is the bedrock principle of PR — others recognize you. The O'Dwyer Co. has been doing PR firm rankings for 43 years.

2. It proves you are a PR firm. Complying with the ranking rules, including supplying the top page of your firm's latest corporate income tax return and W-3, establishes you as a PR firm rather than an ad agency or other type of business.

3. Promote your specialty practices. Firms are ranked by 12 specialties. Only O'Dwyer's does such rankings, which are usually at or near the top in Google searches for those categories.

4. Gain year-long visibility.

The O'Dwyer rankings are prominently displayed for a year on odwyerpr.com.

5. Associate with biggest PR firms.

Put your firm on the same list with the largest firms, virtually all of which are in the rankings. Smaller firms are also looked at since there may be account conflicts for some clients at the biggest firms.

6. Use your ranking in new business pitches, PR and advertising.

Display the O'Dwyer seal. Stories on your firm posted to odwyerpr.com or the newsletter or magazine will refer to your ranking. Publicize your ranking locally.

7. Boost your SEO and Google standing.

A link on odwyerpr.com gives you a higher search engine optimization rating since the O'Dwyer website is updated throughout the day with original content — a key fact recognized by Google and the other search engines.

8. Your recruiting is helped.

PR pros, including those entering the market, want to be with a firm that has the national recognition and data that an O'Dwyer ranking provides.

9. Clients tend to go to established firms.

The O'Dwyer rankings are the basis for scores of PR firm searches and referrals from other firms every year.

10. The rankings establish PR counseling as a solid industry, especially benefiting the ranked firms.

O'DWYER'S RANKINGS OF PR FIRMS WITH MAJOR U.S. OPERATIONS

Firm	2014 Net Fees	Employees	% Change from 2013
1. Edelman, New York, NY	\$797,328,238	5,308	+8.6
2. APCO Worldwide, Washington, D.C.	118,112,600	635	-1.9
3. Waggener Edstrom Communications, Bellevue, WA	106,676,000	705	-9.3
4. W2O Group, San Francisco, CA	82,625,000	402	+10.1
5. Ruder Finn, New York, NY	73,891,000	522	+16.8
6. Finn Partners, New York, NY	52,796,000	339	+19.0
7. MWWPR, New York, NY	51,775,000	248	+7.8
8. ICR, New York, NY	50,687,714	144	+19.4
9. DKC, New York, NY	41,500,000	199	+26.2
10. Zeno Group, New York, NY	39,921,576	276	+11.2
11. Allison+Partners, San Francisco, CA	37,000,000	207	+28.3
12. Global Strategy Group, New York, NY	32,378,000	76	+29.5
13. PadillaCRT, Minneapolis, MN	31,624,111	185	-2.2
14. Racepoint Global, Boston, MA	27,274,597	188	+14.0
15. G&S Business Communications, New York, NY	25,438,112	140	+13.1
16. Coyne PR, Parsippany, NJ	23,010,000	154	+14.8
17. Taylor, New York, NY	21,700,000	108	+2.8
18. Prosek Partners, New York, NY	20,300,000	85	+17.0
19. Hunter PR, New York, NY	20,250,000	101	+10.2
20. 5W Public Relations, New York, NY	18,961,046	112	+18.4
21. French West Vaughan, Raleigh, NC	18,753,747	87	even
22. Fahlgren Mortine, Columbus, OH	18,616,471	110	+10.5
23. LEVICK, Washington, D.C.	17,231,618	61	+40.4
24. SparkPR, San Francisco, CA	16,424,750	63	+44.6
25. Peppercomm, New York, NY	16,294,726	90	+14.4
26. Jackson Spalding, Atlanta, GA	16,129,010	115	+19.7
27. Cooney/Waters Group, New York, NY	15,438,041	52	+10.1
28. LaunchSquad, San Francisco, CA	14,062,803	103	+24.0
29. SS PR, Northfield, IL	13,977,000	74	+3.6
30. Makovsky, New York, NY	13,200,000	60	-7.4
31. Rasky Baerlein Strategic Communications, Boston, MA	13,189,973	50	+32.5
32. RF Binder Partners, New York, NY	12,700,000	77	+3.3
33. Zimmerman Agency, Tallahassee, FL	12,200,000	46	+10.9
34. Crosby, Annapolis, MD	10,438,755	49	+34.5
35. Current, Chicago, IL	10,309,101	45	+4.2
36. Hoffman Agency, The, San Jose, CA	10,270,000	30	+12.2
37. Merritt Group, McLean, VA	10,186,230	48	+18.5
38. Davies, Santa Barbara, CA	9,992,391	31	-9.0
39. Development Counsellors Int'l (DCI), New York, NY	9,079,895	44	+9.9
40. Inkhouse Media + Marketing, Waltham, MA	9,017,618	68	+41.3
41. ReviveHealth, Nashville, TN	8,780,000	46	+65.7
42. Highwire PR, San Francisco, CA	8,208,694	42	+36.3
43. Podesta Group, Washington, D.C.	8,181,127	18	+10.9
44. Spectrum, Washington, D.C.	8,085,455	35	+32.5
45. FoodMinds, Chicago, IL	8,072,494	29	+25.5
46. Pan Communications, Boston, MA	7,800,000	56	+29.8
47. HORN, San Francisco, CA	7,700,000	42	-3.8
48. Airfoil, Southfield, MI	7,170,140	47	-2.9
49. Dodge Communications, Alpharetta, GA	6,957,425	53	-1.0
50. Lambert, Edwards + Associates, Grand Rapids, MI	6,840,000	44	+10.5
51. Gregory FCA, Ardmore, PA	6,800,000	44	-6.8
52. Bliss Integrated Communication, New York, NY	6,783,000	39	+8.9
53. McNeely Pigott & Fox Public Relations, Nashville, TN	6,764,064	56	+20.7
54. Lou Hammond & Associates, New York, NY	6,748,039	40	+2.9
55. Bateman Group, San Francisco, CA	6,700,000	40	+52.3
56. Singer Associates, Inc., San Francisco, CA	6,658,905	16	+31.5
57. 360 Public Relations, Boston, MA	6,547,095	40	+6.1
58. Pierpont Communications, Houston, TX	6,434,096	36	+10.3
59. rbb Public Relations, Miami, FL	6,401,985	38	+10.2
60. Public Communications Inc., Chicago, IL	6,312,563	47	+1.6
61. DVL, part of Finn Partners, Nashville, TN	6,184,000	53	+12.4
62. Jarrard Phillips Cate & Hancock, Brentwood, TN	6,092,616	24	+20.5

O'DWYER'S RANKINGS OF PR FIRMS WITH MAJOR U.S. OPERATIONS

Firm	2014 Net Fees	Employees	% Change from 2013
63. GYMR, Washington, D.C.	\$6,004,742	23	-1.0
64. Quinn, New York, NY	5,460,472	41	+21.0
65. Sachs Media Group, Tallahassee, FL	5,130,720	27	+20.8
66. Cerrell Associates, Los Angeles, CA	5,015,110	22	+25.3
67. J Public Relations, San Diego, CA	4,808,622	37	+45.4
68. CooperKatz & Co., New York, NY	4,790,810	30	+7.3
69. L.C. Williams & Associates, Chicago, IL	4,710,899	25	+1.1
70. JPA Health Communications, Washington, D.C.	4,630,541	17	+27.6
71. Dukas Public Relations, New York, NY	4,543,306	20	+21.4
72. Seven Twenty Strategies, Washington, D.C.	4,503,628	33	-7.0
73. Seigenthaler, part of Finn Partners, Nashville, TN	4,292,620	28	+17.9
74. Paul Werth Associates, Columbus, OH	4,231,152	16	+23.1
75. Moore Communications Group, Tallahassee, FL	4,109,564	26	-1.2
76. LANE, Portland, OR	3,846,887	22	-6.4
77. Standing Partnership, St. Louis, MO	3,824,984	24	+3.3
78. Intermarket Communications, New York, NY	3,815,447	15	-7.6
79. Nancy J. Friedman Public Relations, New York, NY	3,542,000	22	+6.3
80. Hawkins Int'l, Inc., New York, NY	3,432,000	28	+18.3
81. Konnect Public Relations, Los Angeles, CA	3,229,239	29	+37.9
82. Trevelino/Keller, Atlanta, GA	3,178,744	19	+15.5
83. Hotwire, New York, NY	3,121,032	20	+47.7
84. Kyne, New York, NY	3,096,952	15	+37.7
85. Fiona Hutton & Associates, Los Angeles, CA	3,070,243	9	+30.5
86. MCS Healthcare Public Relations, Bedminster, NJ	2,848,364	17	+57.2
87. Vantage, San Francisco, CA	2,807,787	27	+18.5
88. Beehive PR, St. Paul, MN	2,714,513	11	+39.4
89. Schneider Associates, Boston, MA	2,641,524	18	-1.8
90. Ripp Media/Public Relations, New York, NY	2,506,223	8	+7.8
91. SPM Communications, Dallas, TX	2,397,828	16	+14.3
92. IW Group, West Hollywood, CA	2,309,000	12	+10.2
93. BoardroomPR, Ft. Lauderdale, FL	2,300,000	13	even
94. Cashman + Katz Integrated Comms., Glastonbury, CT	2,135,000	25	+14.5
95. North 6th Agency (N6A), New York, NY	2,070,036	13	+39.5
96. Hodges Partnership, The, Richmond, VA	2,033,497	14	+3.2
97. Idea Grove, Dallas, TX	1,959,699	22	+36.5
98. Gatesman+Dave, Pittsburgh, PA	1,800,000	72	+28.6
99. Crosswind Media & Public Relations, Austin, TX	1,750,000	15	+59.1
100. M/C/C, Inc., Dallas, TX	1,700,000	30	even
101. O'Malley Hansen Communications, Chicago, IL	1,690,000	12	+2.4
102. BLAZE, Santa Monica, CA	1,684,371	11	+6.0
103. Ward Creative Communications, Inc., Bellaire, TX	1,672,863	9	+27.1
104. Perry Communications Group, Sacramento, CA	1,591,404	9	+3.1
105. Wilbert Group, The, Atlanta, GA	1,560,021	10	even
106. Landis Communications, San Francisco, CA	1,500,000	10	+7.1
107. Didit Communications, LLC, New York, NY	1,495,583	10	+100.1
108. Rosica, Paramus, NJ	1,430,930	11	-5.5
109. LaVoieHealthScience, Boston, MA	1,257,575	8	+24.4
110. Marketing Maven Public Relations, Camarillo, CA	1,226,093	11	+31.2
111. Wise Public Relations, New York, NY	1,100,000	5	+87.7
112. Maccabee, Minneapolis, MN	1,095,868	7	+4.4
113. Red Sky PR, Boise, ID	1,056,620	9	+5.1
114. Power Group, The, Dallas, TX	1,043,422	9	+68.8
115. BizCom Associates, Addison, TX	861,222	4	-3.5
116. Butler Associates, New York, NY	825,817	6	+2.7
117. Word Write Communications, Pittsburgh, PA	695,163	6	-13.3
118. Feintuch Communications, New York, NY	666,646	4	+3.6
119. KCD Public Relations, Inc., San Diego, CA	613,263	7	+7.5
120. Weiss PR, Baltimore, MD	554,402	3	+37.4
121. Style House PR, New York, NY	408,062	4	-26.7
122. Karbo Communications, San Francisco, CA	379,679	5	even
123. Malen Yantis Public Relations, Vail, CO	335,820	2	+29.9
124. CJ Public Relations, Southington, CT	287,606	4	-18.3
125. AMP3 Public Relations, New York, NY	204,205	1	-21.9

LEADING GAINERS AMONG PR FIRMS

Firm	2014 Net Fees	Employees	% Change from 2013
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Firms in the top 25

1.	SparkPR, San Francisco, CA	\$16,424,750	63	+44.6
2.	LEVICK, Washington, DC	17,231,618	61	+40.4
3.	Global Strategy Group, New York, NY	32,378,000	76	+29.5
4.	Allison+Partners, San Francisco, CA	37,000,000	207	+28.3
5.	DKC, New York, NY	41,500,000	199	+26.2
6.	ICR, New York, NY	50,687,714	144	+19.4
7.	Finn Partners, New York, NY	52,796,000	339	+19.0
8.	5W Public Relations, New York, NY	18,961,046	112	+18.4
9.	Prosek Partners, New York, NY	20,300,000	85	+17.0
10.	Ruder Finn, New York, NY	73,891,000	522	+16.8

Firms ranked 26 through 50

1.	ReviveHealth, Nashville, TN	\$8,780,000	46	+65.7
2.	Inkhouse Media + Marketing, Waltham, MA	9,017,618	68	+41.3
3.	Highwire PR, San Francisco, CA	8,208,694	42	+36.3
4.	Crosby, Annapolis, MD	10,438,755	49	+34.5
5.	Spectrum, Washington, DC	8,085,455	35	+32.5
6.	Rasky Baerlein Strategic Communications, Boston, MA	13,189,973	50	+32.5
7.	Pan Communications, Boston, MA	7,800,000	56	+29.8
8.	LaunchSquad, San Francisco, CA	14,062,803	103	+24.0
9.	Jackson Spalding, Atlanta, GA	16,129,010	115	+19.7
10.	Merritt Group, McLean, VA	10,186,230	48	+18.5

Firms ranked 51 through 100

1.	Crosswind Media & Public Relations, Austin, TX	\$1,750,000	15	+59.1
2.	MCS Healthcare Public Relations, Bedminster, NJ	2,848,364	17	+57.2
3.	Bateman Group, San Francisco, CA	6,700,000	40	+52.3
4.	Hotwire, New York, NY	3,121,032	20	+47.7
5.	J Public Relations, San Diego, CA	4,808,622	37	+45.4
6.	North 6th Agency (N6A), New York, NY	2,070,036	13	+39.5
7.	Beehive PR, St. Paul, MN	2,714,513	11	+39.4
8.	Konnect Public Relations, Los Angeles, CA	3,229,239	29	+37.9
9.	Kyne, New York, NY	3,096,952	15	+37.7
10.	Idea Grove, Dallas, TX	1,959,699	22	+36.5

Firms ranked 101 through 130

1.	Didit Communications, LLC, New York, NY	\$1,495,583	10	+100.1
2.	Wise Public Relations, New York, NY	1,100,000	5	+87.7
3.	Power Group, The, Dallas, TX	1,043,422	9	+68.8
4.	Weiss PR, Baltimore, MD	554,402	3	+37.4
5.	Marketing Maven Public Relations, Camarillo, CA	1,226,093	11	+31.2
6.	Malen Yantis Public Relations, Vail, CO	335,820	2	+29.9
7.	Ward Creative Communications, Inc., Bellaire, TX	1,672,863	9	+27.1
8.	LaVoieHealthScience, Boston, MA	1,257,575	8	+24.4
9.	KCD Public Relations, Inc., San Diego, CA	613,263	7	+7.0
10.	BLAZE, Santa Monica, CA	1,684,371	11	+6.0



"The key to successful leadership is influence."

– Kenneth H. Blanchard, Author

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RANKINGS OF PR FIRMS BY CITY/GEOGRAPHY

Firm	2014 Net Fees	Empl.
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CONNECTICUT

1. ICR, Norwalk	\$31,776,537	69
2. Cashman + Katz Int. Comms., Glastonbury	2,135,000	25
3. CJ Public Relations, Southington	287,606	4

CHICAGO

1. Edelman	\$95,611,995	603
2. SS PR, Northfield, IL	13,977,000	74
3. Zeno Group	12,309,666	61
4. Current	10,309,101	45
5. FoodMinds	8,072,494	29
6. Public Communications Inc.	6,312,563	47
7. G&S Business Communications	5,207,265	32
8. Finn Partners	4,868,000	34
9. L.C. Williams & Associates	4,710,899	25
10. APCO Worldwide	2,165,100	9
11. MWWRP	1,700,000	8
12. O'Malley Hansen Communications	1,690,000	12
13. Taylor	962,880	4
14. W2O Group	826,250	6

FLORIDA

1. Zimmerman Agency, Tallahassee	\$12,200,000	46
2. rbb Public Relations, Miami	6,401,985	38
3. Sachs Media Group, Tallahassee	5,130,720	27
4. Moore Communications Group, Tallahassee	4,109,564	26
5. BoardroomPR, Ft. Lauderdale	2,300,000	13
6. Edelman, Orlando	1,965,632	8
7. Finn Partners, Ft. Lauderdale	944,000	10
8. Quinn, Miami	783,633	6
9. Vantage PR, Orlando	421,000	10

LOS ANGELES

1. Edelman	\$24,142,926	131
2. Davies, Santa Barbara	9,992,391	31
3. Cerrell Associates	5,015,110	22
4. Finn Partners	4,008,000	36
5. ICR	3,820,613	8
6. Konnect Public Relations	3,229,239	29
7. Fiona Hutton & Associates	3,070,243	9
8. MWWRP	2,865,000	23
9. J Public Relations, San Diego	2,859,532	20
10. W2O Group	2,478,750	11
11. IW Group, West Hollywood	2,309,000	12
12. BLAZE, Santa Monica	1,684,371	11
13. Marketing Maven Public Relations, Camarillo	1,226,093	11
14. W2O Group, San Diego	826,250	6
15. Taylor	445,625	2
16. Coyne	378,902	5

BOSTON

1. Racepoint Global	\$22,079,597	88
2. Rasky Baerlein Strategic Communications	13,189,973	50
3. Inkhouse Media + Marketing	9,017,618	68
4. Pan Communications	7,800,000	56
5. 360 Public Relations	6,547,095	40
6. ICR	4,223,825	11
7. Schneider Associates	2,641,524	18
8. W2O Group	2,478,750	10
9. LaunchSquad	1,750,461	14
10. LaVoieHealthScience	1,257,575	8

Firm	2014 Net Fees	Empl.
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11. RF Binder Partners	1,100,000	8
12. Vantage PR	5,000	3

MIDWEST CITIES

1. Fahlgren Mortine, Columbus, OH	\$18,616,471	110
2. PadillaCRT, Minneapolis, MN	18,014,458	100
3. Airfoil, Southfield, MI	7,170,140	47
4. Lambert, Edwards + Associates, Grand Rapids, MI	6,840,000	44
5. Paul Werth Associates, Columbus, OH	4,231,152	16
6. Standing Partnership, St. Louis, MO	3,824,984	24
7. Beehive PR, St. Paul, MN	2,714,513	11
8. W2O Group, Minneapolis, MN	2,478,750	11
9. Maccabee, Minneapolis, MN	1,095,868	7

NEW YORK & NEW JERSEY

1. Edelman (includes Rochester)	\$174,310,782	871
2. DKC	41,500,000	199
3. Ruder Finn	37,024,000	199
4. MWWRP	33,926,000	153
5. Global Strategy Group	32,378,000	76
6. W2O Group	27,962,039	136
7. Finn Partners	23,660,000	150
8. Prosek Partners	20,300,000	85
9. Coyne, Parsippany, NJ	20,281,499	136
10. Hunter PR	20,250,000	101
11. 5W Public Relations	18,961,046	112
12. Cooney/Waters Group	15,438,041	52
13. Peppercomm	14,567,389	85
14. Makovsky	13,200,000	60
15. Taylor	12,766,247	66
16. APCO Worldwide	12,054,200	49
17. RF Binder Partners	11,200,000	69
18. Development Counsellors Int'l (DCI)	9,079,895	44
19. ICR	7,618,617	51
20. Zeno Group	7,183,973	42
21. Bliss Integrated Communication	6,783,000	39
22. Lou Hammond & Associates	6,748,039	40
23. G&S Business Communications	6,533,873	40
24. Quinn	5,460,472	41
25. PadillaCRT	5,212,613	24
26. CooperKatz & Co.	4,790,810	30
27. Dukas Public Relations	4,543,306	20
28. Intermarket Communications	3,815,447	15
29. Nancy J. Friedman Public Relations	3,542,000	22
30. Hawkins Int'l, Inc.	3,432,000	28
31. Hotwire	3,121,032	20
32. Kyne	3,096,952	15
33. LaunchSquad	2,953,375	23
34. MCS Healthcare Public Relations, Bedminster, NJ	2,848,364	17
35. Ripp Media/Public Relations	2,506,223	8
36. Coyne	2,349,599	13
37. North 6th Agency (N6A)	2,070,036	13
38. J Public Relations	1,949,089	17
39. Didit Communications, LLC	1,495,583	10
40. Rosica, Paramus, NJ	1,430,930	11
41. Wise Public Relations	1,100,000	5
42. Butler Associates	825,817	6
43. Feintuch Communications	666,646	4
44. Style House PR	408,062	4
45. Vantage PR	224,000	2
46. AMP3 Public Relations	204,205	1



**JOELE
FRANK**

CORPORATE COMMUNICATIONS

RANKINGS OF PR FIRMS BY CITY/GEOGRAPHY

Firm	2014 Net Fees	Empl.
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PENNSYLVANIA

1. Gregory FCA, Ardmore	\$6,800,000	44
2. Gatesman+Dave, Pittsburgh	1,800,000	72
3. Word Write Communications, Pittsburgh	695,163	6

SAN FRANCISCO & NORTH CALIFORNIA

1. Allison+Partners	\$37,000,000	207
2. Edelman	29,711,952	152
3. Edelman (Silicon Valley), San Mateo, CA	19,633,928	87
4. SparkPR	16,424,750	63
5. W2O Group	16,394,539	80
6. Hoffman Agency, The, San Jose, CA	10,270,000	30
7. LaunchSquad	9,358,967	66
8. Zeno Group (Includes Santa Monica), Silicon Valley	8,805,428	39
9. Highwire PR	8,208,694	42
10. HORN	7,700,000	42
11. Bateman Group	6,700,000	40
12. Singer Associates, Inc.	6,658,905	16
13. Edelman, Sacramento, CA	3,879,413	15
14. Racepoint Global	3,500,000	16
15. ICR	3,248,121	5
16. Finn Partners	2,979,000	18
17. APCO Worldwide, Sacramento, CA	2,714,500	9
18. Vantage PR	2,106,000	12
19. Peppercomm	1,727,337	5
20. APCO Worldwide	1,651,100	5
21. Perry Communications Group, Sacramento, CA	1,591,404	9
22. Landis Communications	1,500,000	10
23. MWWPR	1,450,000	8
24. W2O Group, Sunnyvale, CA	826,250	4
25. Inkhous Media + Marketing	815,000	10
26. Ruder Finn	420,000	3
27. Karbo Communications	379,679	5

SOUTHEAST

1. French West Vaughan, Raleigh, NC	\$18,753,747	87
2. Edelman, Atlanta, GA	16,299,532	103
3. Jackson Spalding, Atlanta, GA	16,129,010	115
4. G&S Business Communications, Raleigh, NC	13,696,974	68
5. Zimmerman Agency, Tallahassee, FL	12,200,000	46
6. ReviveHealth, Nashville, TN	8,780,000	46
7. PadillaCRT, Richmond, VA	8,397,040	48
8. Taylor, Charlotte, NC	7,265,248	33
9. Dodge Communications, Alpharetta, GA	6,957,425	53
10. McNeely Pigott & Fox PR, Nashville, TN	6,764,064	56
11. rbb Public Relations, Miami, FL	6,401,985	33
12. DVL, part of Finn Partners, Nashville, TN	6,184,000	53
13. Jarrard Phillips Cate & Hancock, Brentwood, TN	6,092,616	24
14. Sachs Media Group, Tallahassee, FL	5,130,720	27
15. Seigenthaler, part of Finn Partners, Nashville, TN	4,292,620	28
16. Moore Communications Group, Tallahassee, FL	4,109,564	26
17. Trevelino/Keller, Atlanta, GA	3,178,744	19
18. BoardroomPR, Ft. Lauderdale, FL	2,300,000	13
19. Hodges Partnership, The, Richmond, VA	2,033,497	14

Firm	2014 Net Fees	Empl.
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20. Edelman, Orlando, FL	1,965,632	8
21. Wilbert Group, The, Atlanta, GA	1,560,021	10
22. Finn Partners, Ft. Lauderdale, FL	944,000	10
23. APCO Worldwide, Raleigh, NC	943,800	6
24. Quinn, Miami, FL	783,633	6

TEXAS

1. W2O Group, Austin	\$20,917,171	100
2. Edelman (includes Dallas & Houston), Austin	12,416,677	76
3. Pierpont Comms. (includes Austin & Dallas), Houston	6,434,096	36
4. MWWPR, Dallas	5,128,000	17
5. SPM Communications, Dallas	2,397,828	16
6. Idea Grove, Dallas	1,959,699	22
7. Crosswind Media & Public Relations, Austin	1,750,000	15
8. M/C/C, Inc., Dallas	1,700,000	30
9. Ward Creative Communications, Inc., Bellaire	1,672,863	9
10. Power Group, The, Dallas	1,043,422	9
11. BizCom Associates, Addison	861,222	4
12. Taylor, Austin	275,350	1

WASHINGTON, D.C.

1. Edelman	\$63,805,609	291
2. APCO Worldwide	47,343,600	176
3. LEVICK	17,231,618	61
4. Finn Partners	11,958,000	56
5. Crosby, Annapolis, MD	10,438,755	49
6. Merritt Group, McLean, VA	10,186,230	48
7. Podesta Group	8,181,127	18
8. Spectrum	8,085,455	35
9. GYMR	6,004,742	23
10. JPA Health Communications	4,630,541	17
11. Seven Twenty Strategies	4,503,628	33
12. MWWPR	3,488,000	15
13. Racepoint Global	1,700,000	9
14. Weiss PR, Baltimore, MD	554,402	3

WESTERN CITIES

1. Waggener Edstrom Comms., Bellevue, WA	\$106,676,000	705
2. Edelman, Seattle, WA	25,450,082	148
3. Edelman, Portland, OR	7,106,509	39
4. LANE, Portland, OR	3,846,887	22
5. APCO Worldwide, Seattle, WA	2,200,900	12
6. Red Sky PR, Boise, ID	1,056,620	9
7. KCD Public Relations, Inc., San Diego, CA	613,263	7
8. Malen Yantis Public Relations, Vail, CO	335,820	2

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PR best practices: putting relationships first

We've all heard it before; perhaps we've even uttered the age-old adage a time or two: "It's not what you know, it's who you know." In the field of PR and marketing, however, where relationships are a driving principle, it's more than just who you know — it's the relationship you have with them.

By Cybill Cempron

Simply knowing a person isn't a relationship. Truly understanding someone, and going above and beyond what is expected, exemplifies a successful relationship — and should always remain a PR best practice.

When it comes to marketing and public relations professionals, the bottom line often serves as the yardstick for value. Success is measured in positive return on investment, and we focus on numbers in the ROI reports. However, they don't tell the whole story. Relationships established between PR teams, journalists, marketing executives and consumers is a key component in strong, lasting and memorable PR campaigns and the success that follows.

PR teams and marketing executives

Serving as the starting point of any PR campaign is the bridge built between the PR team and marketing executives. By se-

curing a solid foundation between the PR team and the marketing executive, both sides can move forward to achieve success.

Open communication is necessary to attain that type of achievement and is a key factor in any relationship. Taking a unique form between PR teams and marketing executives, it stands high as a key component to align overall messaging, goals and strategy.

With a team-wide understanding of those components, PR teams can confidently reach out to journalists knowing the information they are sharing is reiterated by the company and the company's brand.

However, true and lasting relationships go beyond PR objectives. PR teams who establish a relationship that exemplifies their commitment proves value beyond the ROI. When PR teams and agencies engage their client on a personal level, they establish a sense of camaraderie and form a bond of friendship. It is through this friendship that PR teams can really show they believe in the brand and the people behind it.

PR and journalists

A relationship between a PR professional and journalist requires finesse acquired through experience. In a relationship that has the PR point person playing a middleman, a phase of frustration can occur. However, if they have a relationship with that journalist from personal outreach, it encourages both sides to work together.

When PR teams reach out to journalists personally and work to build relationships, it shows they understand there's a human on the other end of the email. Mail merges, though convenient when hoping to reach a large number of people, sends a message that journalists are a dime a dozen and the coverage they can produce is the only thing of value. Through personalization PR teams can highlight the journalist's work and affirm that they're not only great writers but also trusted opinion leaders in the industry.

Personalization also sets the stage for a lasting relationship between journalists and PR professionals. We all want to work with someone who sees the value in who we are and what we can bring to the table. When PR professionals highlight that value early on and throughout the time

they're coordinating logistics, journalists know that the PR contact they're working with cares for more than just the coverage and want to see both sides succeed.

Journalists and consumers

Consumers turn to magazines, websites and the news as trusted resources for which brands to trust and what to buy. With consumers holding the value of a journalist's word in high regard, journalists become the middleman between a company and their consumers.

Serving as that middleman, they are the trusted information gatekeeper. Journalists inform the public about the latest news and developments. They highlight the key features that are not only important from the company's standpoint, but to the consumer as well. In doing so, journalists drive a company's message to the masses and help marketing executives reach sales goals.

A return on relationships

The relationships built and bonded between PR teams, marketing executives, journalists and consumers drives an idea to provision. However, at the end of the day, it all comes to light with individuals who work in good faith that the person they turn to is a person to trust.

In a profession with relations in the name, it comes as no surprise that relationships hold such large stock. When dealing with the public, it's important to take a step back and remember you are dealing with people and the relationships with those people can stretch across clients and companies.

What's more, the trust that it built across all parties is carried with each individual far beyond a briefing or news coverage. By building relationships with those whom you work with and work for, you will find yourself with something far more personally profitable than a positive ROI. You find yourself with a positive return on relationships that can lead to growth and success for everyone involved.

Cybill Cempron is an Account Coordinator at Vantage PR. ○



Cybill Cempron

PR news brief

Anthem brings in top comms. executive after breach

Anthem, the top health insurance provider that is navigating the aftermath of a massive data breach, has brought in Allergan Chief Communications Officer Bonnie Jacobs as Senior VP of Corporate Communications.

Jacobs, VP of Corporate Affairs and PR for Allergan, heads Executive and Internal Comms., as well as PR for Indianapolis-based Anthem.

The company's former SVP of Corporate Communications, David Palombi, decamped for the Chief Communications Officer slot at CVS Health last August.

Jacobs was previously VP of comms. for Johnson & Johnson and held top PR roles at Bristol-Myers Squibb, Earle Palmer Browne and Dorland Global.


Ketchum is Anthem's outside PR firm. Jill Becher and Cindy Wakefield are staff VPs of communications and Kristin Blinns, VP of PR.

Anthem, the former WellPoint, posted 2014 net income of \$2.6B on revenues of \$73 billion. The company said in February that an online attack exposed data on nearly 80M people.

Jose Tomas, Executive Vice President and HR chief at Anthem, said Jacobs will be responsible for "developing and implementing our communications strategy, during a pivotal time for our organization, as we transition to become a more consumer focused company."



Jacobs



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Where Innovation Meets Awareness

Otto stresses need to retain, advance diverse talent

Procter & Gamble PR legend Charlotte Otto discussed the importance of retaining and advancing diverse talent during her acceptance speech at the April Paladin Awards dinner of the PRSA Foundation.

By Kevin McCauley

“We won’t make the progress we need without that dual focus,” Otto told *O’Dwyer’s*.

Under the leadership of Lou Capozzi, foundation President & former Manning Selvage & Lee CEO, the organization has stressed the need for greater diversity in the PR business.

During the awards ceremony, Otto praised mentoring and developing programs within both agencies and companies, but feels the effort is not enough.

The former Global External Relations Officer at Procter & Gamble said though the marketer has a long track record of diversity and inclusion, talent would leave just about when they were about to “crack the ceiling.”

She told the audience of more than 200 people at the Bryant Park Grill in Manhattan about the time a “super-star Afri-

can-American Marketing Director” was quitting Procter & Gamble.

As a member of the “save squad,” Otto experienced a “light bulb moment” after she asked for the “real reason” he was leaving.

Though the Director praised Procter & Gamble’s excellent diversity programs, “he never felt truly comfortable” at the job. He simply “didn’t feel at home.”

The 33-year Procter & Gamble veteran said, “It was small things like not being included in an impromptu lunch or party at a colleague’s home. But it was bigger things too, like not feeling like he could speak out or feeling like he was always in the spotlight.”

Otto spoke about the importance “of feeling totally comfortable being you.”

Recently, she tested the scenario when friends stayed over and Otto felt comfortable going into the kitchen “in a raggedy purple robe, no make-up and a bed-head.”

To Otto, “Feeling at home in the workplace means feeling accepted for who you are — good, bad and weird.”

It means feeling, one, “comfortable saying what you think and feel without fear of repercussions”; two, “free to experiment, ask dumb questions, and try new things and if they don’t work out you still have a place”; and three, “welcome at the family table.”

Otto recalled when she “moved into the wood-paneled office on Procter & Gamble’s hallowed 11th floor with the rest of the company officers.”

Some men expressed hostility because they believed they were more deserving of the Senior VP title, while most of the female secretaries didn’t like a female executive on the floor.

Since Otto wasn’t too good at “big-boy politics,” she made mistakes.

Things came to a head after she told a vice chair to “shush” because she wanted to hear what an underling was saying.

After that episode, her former boss, Bob Wehling, set her straight. “He told me I was terminally naïve,” said Otto. “As quickly as I took a breath to argue with him, I stopped. I knew that he had just given me a gift. He was really saying I had to become more sophisticated and confident in that rarified air.”

Now a Senior Corporate Strategist at Weber Shandwick, Otto had a tough transition

to the agency side of the business.

After Otto “dressed down a client because she wasn’t being strategic enough,” Corporate Practice Chair Micho Spring told her about the need to “pull in sharp elbows” to maintain good client relations.

Weber Shandwick staffer Carol Ballock impressed upon Otto that an “account leader doesn’t like it when you call a client directly to give counsel.”



Top (L to R): Jack O’Dwyer, Verizon Wireless Head of Corporate Comms. Torod Neptune, and Tronox Corp. Affairs & Comms. VP Bud Grebey.

Bottom (L to R): Mindful Reputation Dir. John Doorley and College of Charleston Executive-in-Residence Thomas Martin.

Photos: Sharlene Spingler



Top (L to R): Weber Shandwick CEO Andy Polansky and Honoree Charlotte Otto.

Bottom (L to R): PRSA Fnd. President Lou Capozzi and Burson-Marsteller Founder Harold Burson.

Otto told the audience to think about what they can do make people around them feel at home.

She concluded, “Reach out to someone who just feels different. Reach to someone who may be watching from the sidelines but has so much more to contribute.

“Help them feel at home. It will be worth it for your company, our industry and especially to you.” ○

DO THE RIGHT THING –

“Each of you will be tested. The test will come in the everyday things of ordinary life: Whether you are faithful to your wife, whether you are a father who puts his children before himself, whether you are honest and true with those you deal with. Most of all, it will come in those moments when you have a choice: to sit quietly on the sidelines – or to stand up for what’s right and true, especially when standing up for what is right and true means mockery and derision...”

– Wall Street Journal columnist William McGurn
addressing St. Charles Preparatory School

Young people in America are searching for values – values that transcend the popular media, values that have more depth than a 140 character tweet.

This quote is from the Borromeo Lecture series at St. Charles Borromeo Preparatory School in Columbus, Ohio.

The series presents great thinkers, from the late Avery Cardinal Dulles, S.J., to Michael Novak, Joel Klein and former Senator Olympia Snowe.

Young people can change the world for the better ... we have to give them the tools they need.

For a copy of *Values for a New Generation*,
please contact Joan Avagliano at
javagliano@dgi-nyc.com



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Growing up the son of a “Mad Man”

The son of a creative executive in the 1960s ad world recalls the industry’s golden era through his father’s work.

By Chris Pfaff

There are many memories of the so-called “golden era” of advertising that are conjured expertly by Matthew Weiner’s TV show “Mad Men” on AMC Networks. Largely, it’s the effort to create a world that somehow captures the excitement of a time that stood for unyielding possibility.

For someone like me, who was a child during those years, with a father who may have been the model for someone like Don Draper, the show is an inescapable reflection of just how great that era really was. And this is why the end of “Mad Men,” which is currently airing its final episodes, is an indelible reminder of what we have lost along the way.

My father, Warren Pfaff, was the Creative Director at J. Walter Thompson, the world’s largest ad agency at the time, for most of the 1960s. It was his work that yielded many iconic slogans, lyrics, and campaigns, from McDonald’s “You Deserve a Break Today” to the Marines “We’re Looking for a Few Good Men” to Pan Am’s “Pan Am Makes the Going Great.”

Even as a small child, I was caught up in the excitement of the advertising revolution that was occurring. The sunroom study in the house where I grew up with

my brother and sister was a mini-playback studio, with an Ampex quarter-track reel-to-reel deck, on which Dad’s demos and finished product were played.

Dad’s return from Seattle in 1968, where he shot the original ads for the Boeing 747 that Pan Am debuted, was epic: Pan Am toy planes and other trinkets were major prizes for someone who would soon become obsessed with the Apollo missions to the moon (something captured beautifully in the previous season of “Mad Men”).

One of my first visits to New York City was to visit a cutout of the 747 plane that was in the Pan Am building (now Met Life Building) just atop Grand Central Station (where we came into the city, from nearby Stamford, Connecticut), and adjacent to the Graybar Building, where my father’s office at J. Walter Thompson was located. The world of New York City, in 1968-1969, was as Olympian as it could get for a small child. We were all “going places” and it seemed that all that aggressively positive energy was somehow emanating from a place called home.

My father’s return from the Clio Award ceremony in 1970 woke me from my sleep. I went downstairs, heard the gleeful good news of his winning an award, and when he handed me the gilded trophy, I prompted dropped it on my big left toe. He spent the whole night with me, icing my toe and foot, and eating Kellogg’s Corn Flakes, while we listened to the radio. He had spent plenty of early mornings with me and my siblings having breakfast, after having spent the entire night working in a recording studio, or making a client deadline.

The Pan Am campaigns that epitomized the Madison Avenue 1960s era were a reflection of the creative power of the ad industry. Pan Am produced an album of Steve Allen’s arrangements of the “Pan Am Makes the Going Great” theme; Steve and Edie did the song in their nightclub act, and even Sammy Davis, Jr. did his own hip version of the song. Advertising didn’t need to license music for ads back then. The music industry came to the ad world for its cool.

Like many of his profession at the time,

my father came to advertising as a way to make a living when the theater and other creative arts proved far less lucrative (he acted with the likes of Zero Mostel and Burgess Meredith and was successful at greeting cards, but advertising was a noble creative endeavor with a steadier paycheck). And, in the “Mad Men” era, advertising was a creative business, well captured in the TV show (although, no creative would be caught dead wearing a full suit at work. That tie was untied, if not taken off when at work, with shirtsleeves rolled up).

My father was as much of a restless creative maverick as anyone. He left J. Walter Thompson to start Warren G. Pfaff, Inc. in 1971, launching his concept of an advertising “cartel” with a 2-page ad in *The New York Times* on April 19, 1971, with \$14,000 of his own money. He received 1,600 letters within two weeks (only one was negative). His friend and industry muse, the *New York Times*’ longtime ad columnist, Philip Dougherty, had given him major ink to help push that effort along.

Dad merged that firm with McCaffrey Ratner in 1990. His office at 505 Park Avenue — with a penthouse wrap-around terrace — had the largest round oak table in a conference room I have ever seen to this day, and standing ashtrays filled with butts, were a mainstay image. He and his small band of creative and account men even built out a screening room off the reception area that was state-of-the-art. It was the scene of a company family holiday party in 1972, where the Marx Brothers “Duck Soup” was screened.

My father’s last office was at 185 Madison Avenue, across from the old B. Altman department store. He had the last agency to have an actual Madison Avenue address, and he moved out just a few months after B. Altman had closed for good.

Dad passed away in 2004, a victim of lung cancer, but he was working on ads up until his death. I think he would have loved the portrayal of the New York ad world that “Mad Men” conjures so well (particularly the pre-1966 era). It would be almost like going home.

Chris Pfaff is CEO of Chris Pfaff Tech/Media LLC in Upper Montclair, NJ. ○



Warren Pfaff

PR news brief

Page Society reports on “Future of CCO” project

IBM PR Chief Jon Iwata outlined preliminary findings of the “future of the chief communications officer” research project during an April session of the Arthur Page Society’s spring seminar held at Manhattan’s Conrad Hotel.

Stressing the study is an evolving process, Big Blue’s senior VP-marketing & communications, told the audience CCO’s will: 1) Continue to be grounded in the enduring responsibilities of strong corporate communicators (strategic counselor, guardian of enterprise reputation, critical thinker and relationship builder); 2) Require differentiating business leadership skills (deeper business understanding, integration savvy, business leadership), and 3) Create and operate systems (leverage data, create channels/platforms that connect with individuals directly, shape not only opinion but behavior).

The IBM executive noted that software is increasingly becoming an important part of the CCO job.


That development is already in the works as Iwata pointed out more CCOs are more closely with chief information than they were five years ago.

The Society’s conference was themed “the indispensable CCO.”

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New York Los Angeles Denver

On the art of misdirection

Misdirection. Surely that word, the art, is something we understand. It's eagerly put to use by politicians, by shoplifters, and by erring husbands — or so I'm told. As a professional magician, I use more than my share of it, in my work, and — by a certain compulsion — in my personal life as well.

By James Randi

I've just used misdirection on you, my reader. You see, I am not a magician. I am a conjurer. Strictly speaking, a "magician" would really do magic: miracles, impossible feats, supernatural stuff.

A conjurer only performs what appear to be miracles, but are accomplished by trickery — largely mechanical or optical — by the use of very specially-designed pieces of equipment — or by simple misdirection.

Misdirection occurs when the spectator (we avoid those words "victim" or "sucker") has his/her attention subtly drawn away from the actions — the "moves" — of the performer, and directed to some area other than where the reality is taking place.

Only minimal explosions, crashing cymbals, flashes of light, or other blatant displays should accompany a well-designed bit of misdirection, or the subject of such a distraction might recognize having been bamboozled and we might thus fail in our deception.

Here's a basic example: I pick up a coin in my right hand and transfer it over to my left hand, which then closes over it.

Now, in actuality, I have picked up that coin but have only appeared to transfer it to my left hand. I have done this by casually seizing it — keeping up a running conversation as a minor form of misdirection! — briefly pointing a finger of my right hand toward my now-closed left fist, perhaps even shifting my grasp on the not-present coin presumed to be there in my left fist, and lifting that empty fist to a better viewing position, even though there is — now — nothing there to view, though I must believe that there is, to keep the spectator deceived.

And, while I'm handling that coin, I'm always looking at where it's supposed to be, not where it actually is, and yet I will also make eye contact with the spectator that I'm deceiving, just to keep control of his/her attention ...

Other "wider angle" misdirection on stage can be brought about by bolder approaches. During his superb full-evening show, the late, great, Harry Blackstone Senior — who taught me my very first magic trick — used to load a noisy flock of ducks into a large box painted like a doll's house, then in a loud voice shout offstage, "Bring me my re-

volver!"

This brought out a uniformed assistant bearing a tray with the demanded instrument. The apparently clumsy chap would stumble, the revolver would tumble to the stage and skid over to Mr. Blackstone, who would stop it with his foot, wag his finger at the assistant, and scold him, while the percussionist delivered great drum rolls and cymbal accompaniment. Harry would pick up the gun, fire a shot at the box of ducks, and that box would fold out flat. The ducks were gone!

That cacophony of drums covered the fact that those ducks — who'd actually been loaded into a large black bag inside the "doll's house" — had at that instant been swiftly yanked through the open back of the little house and across the stage precisely as the bumbling assistant had covered the action. The audience had been misdirected (there's that word!) and thereby quite well deceived!



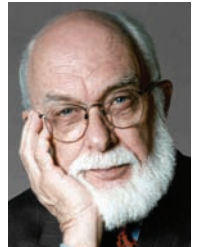
"An Honest Liar," a recent documentary about The Amazing Randi's career.

In what we call "close-up" magic, you can just as easily be hornswoggled, have no doubt of that. In many cases, much of what could give away the secrets takes place 14 to 20 inches away from your eyes, though others can often see it at a greater distance. The performer of wonder has thus much better control because attention is limited to a smaller "cone of vision."

A hand casually but openly placed on a hip can hold — and conceal — a playing card. An object moved to a different position on a table can take the observer's attention, or a handkerchief just unfolded might serve to block view of a needed change of intent — all possible elements of misdirection so subtle that Beelzebub himself might be blamed ...

Two of my good friends are Penn & Teller, a duo who regularly confound their fans in the Las Vegas jungle, a place where whirling wheels-of-chance and confounding tumbling dice separate naïve folks from their moolah.

These two experienced professional jesters, as a part of their regular stage show, completely, definitively, and clearly, offer everyone an exposure of an absolute classic of the conjurers repertoire, one perpetuated in the famous Hieronymous Bosch painting, "The Conjuror."



James Randi

It's known as the Cups & Balls trick. Despite P&T's care-

ful, open, flashy, performance on a well-lit transparent table and their running account of each of the sleights involved — as they take place! — their audience leaves the theater totally flummoxed, but hugely entertained.

Language, too, is a large part of the conjurers' process of misdirection. Simple, direct, phrasing accompanied by gestures and facial expressions can add substantially to the required distraction.

Yes, the conjuring art is a complicated and demanding one, and second, there much more to misdirection than simply "seeing the moves." They must be studied in context.

So, dear reader, cast a very wary eye — or perhaps two — on the next magician/conjurer that you see. Watch for the most innocent of glances, cute smiles, a hand waved just a bit too much or casually placed in a pocket.

Notice when you are asked bland questions, a joke is told to relax you, or a chair is uselessly re-positioned. Did the magus misdirect you? You may never know, but I sincerely hope that you were entertained, that you enjoyed being deceived, and that you would look forward to yet another such performance.

And, oh yes, I almost forgot. This 1,000-word caveat just offered you was yet another form of misdirection.

Or did you not catch my cunning — and calculated — misspelling of "percussionist?"

James Randi is a retired magician who performed with the stage name "The Amazing Randi." He now investigates paranormal phenomena and the history of magic. ○

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BATEMAN GROUP

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Fred Bateman, CEO & Founder
Bill Bourdon and Tyler Perry,
Partner & General Manager

Bateman Group is an integrated public relations and social media communications firm founded in 2004 around a compelling vision — to make a bigger market impact for a smaller, more select group of companies. Our ideal clients are companies, regardless of size, solving real problems in ground-breaking and sometimes disruptive ways that value content expertise, exceptional writing and guaranteed senior-level attention from their

communications partner above all else. Based in San Francisco with offices in New York City, Bateman Group sets out to be distinctive through its approach to planning, ability to deliver excellent results, pursuit of client satisfaction and creative program execution. Fundamentally, Bateman Group is about accountability. We understand that a well-developed communications strategy is useless if measurable returns cannot be realized. We insist on correlating every client's investment with their bottom line returns, such as improved stock valuation, market share gains and increased revenue.

Clients: Addepar, AdRoll, Animoto, App Annie, Bromium, Campaign Monitor, Code42, Fuze, Google Cloud Platform, Google for Work, HackerOne, Invoca, Light-Speed Retail, LinkedIn, Lookout, Netskope, Numerify, Percolate, Ping Identity, Prosper, Scale Venture Partners, Sharethrough, Sitecore, Sysomos, Ticketfly, Virtustream, and ZenPayroll.

BEEHIVE PR

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Lisa Hannum, President & CEO
Nicki Gibbs, Senior VP
Ayme Zemke, Vice President

Beehive PR is a strategic PR boutique with a reputation for fresh insights, big ideas and contagious energy. A certified women-owned business, the agency focuses on creating a positively brilliant experience for clients, employees and business partners.

Our team of senior strategists and savvy specialists is focused on strategic communications that create bold, positive growth for brands. Beehive has deep expertise in a range of global and niche industries: retail, beauty and fashion, food and beverage, consumer technology, sports and leisure, professional services, financial services, education, medical technology, healthcare, manufacturing and commercial real estate.

Our featured services include: media and influencer relations, employee and corporate communications, crisis communications, branding, social and digital market-

ing, education and advocacy, and sponsorship activation.

BLAZE

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Matt Kovacs, President

BLAZE is the trusted partner of choice for lifestyle challenger brands hungry for a real piece of the marketshare. BLAZE has been retained by a growing number of savvy clients who want integrated PR, influencer and social media strategies — and flawless execution. BLAZE senior level professionals play a hands-on, day-to-day role with clients. With more than two decades of relationships and a solid team founded in strategic approaches, BLAZE is adroit in advancing client objectives and nimble to the quick-changing pace of media technologies.

Clients include: Adventure City, AmaWaterways, Brewery Om-megang, Craig Realty, ESPN, designed by many, Falcon Waterfree Technologies, HelloTel, KeVita Sparkling Probiotic Beverages, Marriott Hotels, Michael's Restaurant Group, Nawgan Products, LLC, Nestdrop, NutraWise, Performance Bike, Table Tops Unlimited, and Valence Surface Technologies.

BLISS INTEGRATED COMMUNICATION

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Elizabeth Sosnow, Meg Wildrick, Mng. Partners
Cortney Stapleton, Partner
Michael Roth, Healthcare Practice Leader
Aven James, Katherine Kilpatrick, Patrick Ruppe, Vicky Aguiar, Diana Dopfel, VPs

Bliss Integrated Communication is a mid-sized, independent marketing communication firm that

helps healthcare, financial and professional services companies build reputation and grow sales through PR strategy and execution, messaging and content development, brand identity, issues management, digital and social media and analytics.

At Bliss, we focus on our clients' goals and results, not stand-alone tactics. Average tenure among large clients is eight-plus years and includes some of the most respected names in the industries served. What sets Bliss Integrated Communication apart is our strategic approach to communication and an unwavering commitment to our clients' success.

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Thomas P. Butler, President

Winner of two International Association of Firefighters (IAFF) best national P.R./Political campaign awards in 2013 and six-time IAFF award honoree. Ranked among top 10 in the New York market for its environmental and public affairs practice.

Butler Associates campaigns range from victorious *Fortune* 50 shareholder proxy battles, directing public affairs legal and public safety campaigns, to visibility for top business and financial firms and their CEOs. The Butler group includes seasoned pros, committed to their clients, who deliver consistent results. Its Litical Solutions division delivers mobile consumer engagement campaigns and award winning advertising for broadcast, online and print.

Clients: Association of BellTel Retirees Inc., Empire Government Strategies, Grandparents.com, Hunts Point Cooperative Market, Hostelworld.com, Mechanical Contractors Assoc. of New York, New York Affordable Reliable Electricity Alliance, Plumbing Foundation of New York, ProtectSeniors.Org, Siebert Brandford Shank & Co., LLC., Stamford (CT) Police Association, Stamford (CT) Professional Fire Fighters Assoc., Steamfitters Local 638, New York, Telebeam Telecommunications, and Uniformed Firefighters Assoc. (NYC).

CASHMAN + KATZ INTEGRATED COMMUNICATIONS

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Tony Cashman, Pres. & CEO
Amanda Mueller, Senior VP of PR & Social Media

For over 20 years Cashman + Katz is a full-service advertising and public relations firm that specializes in fully integrated consumer, financial, business-to-business, technology, healthcare, manufacturing, pharmaceutical, sports, entertainment and issue advocacy campaigns.

Cashman + Katz also houses one of the Northeast's Premier Focus Group Facilities, Connecticut Infocus. www.ctinfocus.com

C+K also houses at its headquarters 2 editing suites with HD surround sound, its own stable of HD cameras, and a Green Screen Studio under its sister video production company DSign Digital. www.dsigndigital.com

Clients: BIC North America, Connecticut, Connecticut Catholic Conference, Connecticut Dept. of Motor Vehicles, Connecticut Dept. of Public Health, Connecticut Dept. of Transportation, Connecticut Natural Gas, Connecticut Science Center, Dishnet, Eastern CT Health Network, Fox CT., Foxwoods Resort Casino, Gaylord Hospital, Goodwill, Hartford Courant, Mashantucket Pequot Tribal Council, MassMutual, Manufacturing Council, Quinnipiac Athletics, Saint Mary's Hospital, Saybrook Point Inn, School Nutrition Assn. of Connecticut, See Something Say Something, The Lighting Quotient, Tribune Broadcasting, United Illuminating, UTC Aerospace, and WPIX-TV 11.

CERRELL

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VP, Media and Crisis

Cerrell is one of the country's senior public relations and public affairs firms. With an extensive depth and breadth of experience throughout the U.S. and abroad, our firm has consistently delivered results for corporate, nonprofit and government clients across a wide range of industries and sectors since our founding in 1966.

Through nearly five decades of success, Cerrell has developed an unparalleled body of knowledge and experience in all facets of public affairs and public relations. But what makes our firm truly unique among our competitors is that we don't simply specialize in one specific issue area; we have specialists in core practice areas and more than 25 elite and diverse professionals with a diversity of communications experience under one roof. This allows us to provide clients with a cohesive and comprehensive public affairs and public relations strategy.

Cerrell is equipped to engage in the kind of collaborative, multifaceted strategic problem solving that delivers results our clients need in complex, rapidly changing environments. Our firm provides services in the areas of media relations and crisis communication, local government advocacy, campaigns and issues management, energy and environment and land use planning.

Our Media Relations & Crisis Communication team's expert understanding of the messages and events that move the media allows us to tell our clients' stories strategically. Successfully harnessing the power of the media is about more than just managing a story; it's about making sure that you are a part of the public narrative. Having managed a variety of highly sensitive crisis and litigation matters in partnership with the legal community, our team is expert in providing the types of sensitive and responsive communications that are critical to protecting our clients' long and short-term reputation. Whether it's telling our clients' story locally or driving an international narrative, we understand what it takes to cut through the clutter and to work in an integrated way with other ongoing public affairs efforts.

Cerrell's Energy & Environment team provides expert strategic counsel and outreach services to a wide variety of corporate, non-profit and government clients. Energy and environmental issues are some of the most challenging and complex issues facing businesses and government today. Cal-

ifornia-specific regulatory and legislative mandates for air, water and habitat make working in the state more challenging than anywhere else in the country. Our team understands this complex regulatory framework and the sensitive environmental, political and community impacts that often accompany these issues.

Our Local Government practice employs a team-oriented approach that helps our clients successfully navigate local and state government, engage decision-makers and, ultimately, achieve their desired results — securing a government contract, passing an ordinance or stopping an unfavorable action. Our local government team is composed of seasoned professionals who are former city, state and federal government staff members.

Cerrell's skilled Campaigns & Issues Management team manages every aspect of a political or issue-based campaign in a strategic manner to achieve our clients' goals — whether it's achieving success on Election Day or winning a vote before a governing body.

A part of the Worldcom Public Relations Group, Cerrell brings global expertise and a depth of relationships that are unparalleled. Both independently and through the global Worldcom network, Cerrell has helped clients deploy both tailored local and macro global strategies that have resulted in successful public affairs and public relations wins in some of the most challenging circumstances.

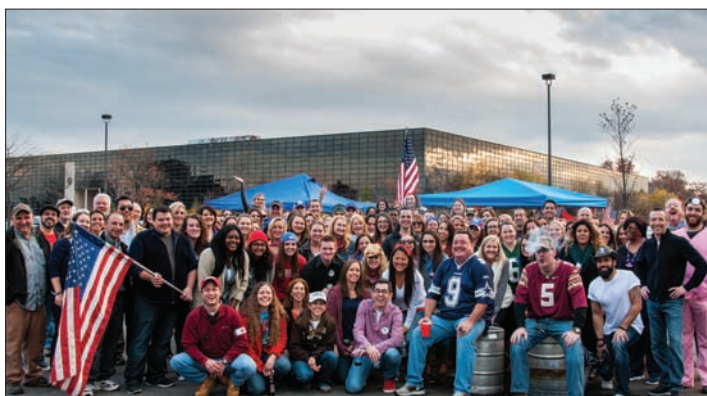
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Sherri Michelstein, President,
Alembic Unlimited
Karen O'Malley, President,
Corkery Group Unlimited

Cooney Waters Unlimited (www.cooneywatersunlimited.com) is a family of strategic communications companies focused exclusively on healthcare across many therapeutic areas and health sectors in North America and internationally. The

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Passion, strategy and creativity are at the core of who Coyne is as an agency, and we are fortunate to work with clients who let us think outside the box and deliver big results!

COONEY WATERS

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Group includes three sister companies: Cooney Waters Unlimited, a mid-sized firm that provides the full range of public relations and public affairs services to healthcare, pharmaceutical and biotechnology enterprises; Alembic Unlimited, a firm which specializes in communications programs in the area of health advocacy; and Corkery Group Unlimited, a full-service public relations firm internationally recognized for its expertise in issue-oriented and product communications for some of the world's leading health organizations.

Cooney Waters Unlimited is a part of the specialist expertise of Health Unlimited brand (www.healthunlimited.global) — an integrated healthcare agency that is a part of UK-based Creston Unlimited, a new agency brand and offer. With a shared creative philosophy, common tools and unlimited thinking at its core, Creston Unlimited brings together consultants and discipline experts from across the group and beyond. This new approach unlocks the power of creative collaboration to seize the endless opportunities that exist for

brands and businesses in today's rapidly evolving world.

Cooney Waters Unlimited provides unparalleled scope of strategic marketing and communications solutions, advocacy relations and issue-oriented communications to healthcare clients in non-profit, government and industrial sectors throughout the world.

COOPERKATZ & COMPANY, INC.

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CooperKatz & Company is a highly-regarded, results-driven public relations agency.

Independent since our founding in 1996, we offer full-service public relations, digital, creative services and event production capabilities to national clients across diverse industry sectors. Our services include brand positioning, media relations, digital / social media strategy and execution, content strategy, product introductions, training, video and event production, and much more.

We combine the strategic think-

ing of a large agency with the client focus of a smaller firm. Our clients include top brands like Coldwell Banker Real Estate and TD Bank. Our numerous awards include "Agency of the Year" in our size category by *The Holmes Report* and one of the "100 Best Places to Work in New York" by *Crain's New York Business*.

CooperKatz is a member of the PR Council and the Public Relations Global Network, a consortium of nearly 50 independent agencies from markets around the world.

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Lisa Wolleon, SVPs

Coyne is a full-service, integrated communications agency with expertise in a variety of industries. The agency represents some of the world's most well-known brands in a range of categories including, Automotive, Beauty & Fashion, Entertainment, Food & Nutrition, Health, Media & Publishing, Pet & Animal, Retail, Sports, Technology, Travel & Hospitality and Toy & Juvenile Products. Coyne has evolved far beyond its PR roots with a dedicated social media practice, an award-winning digital design group and a full advertising and marketing team.

The agency has been named Midsize Agency of the Year from *PRWeek* and *PR News*, Best Agency to Work For in America and Consumer Agency of the Year from *The Holmes Report*. These awards are a testament to the breadth and depth of our category experience, as well as a reinforcement of our agency philosophy, which is to provide best of class creativity, cli-

ent service and results in an office environment that is consistently ranked among the best employers in the industry. Coyne specializes in media relations, brand building, product launches, events & promotions, CSR, social media, corporate communications, digital creative and crisis management. The agency is also a member of the Worldcom Public Relations Group, the world's leading partnership of independently owned PR firms.

CROSBY

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Raymond Crosby, President
Tammy Ebaugh, Chief Strategy Officer
Joel Machak, Executive Creative Director
Denise Aube, Healthcare Practice Leader
Jeff Rosenberg, Nonprofits & Causes Practice Leader
Meredith Williams, Government Practice Leader

The Crosby team is passionate about creating communications programs focused on Inspiring Actions That Matter™. These actions positively impact people's lives, while also contributing to the greater good.

Crosby helps clients make powerful connections with their customers, constituents and communities by tapping the motivations that shape attitudes and inspire behavior change. The firm's award-winning campaigns, which integrate paid, earned, shared, and owned media have touched the lives of virtually everyone in America.

Crosby has specialized practices in Healthcare, Government, and Nonprofits & Causes, and ranks among the top agencies in the Mid-Atlantic region. It has headquarters in Maryland's State capital of Annapolis and offices in Washington, D.C.

Clients include: AHRQ, Capital-Source Bank, Catholic Relief Services, DAV (Disabled American Veterans), EPA's ENERGY STAR program, Kaiser Permanente, Sagepoint Senior Living Services, Saint Agnes Hospital, Social Security Administration, USDA, U.S. Dept. of Health & Human Services, Veterans Health Administration, and the Wallace Foundation.

Crosby is a member of the PR Council and American Association of Advertising Agencies (4As), and

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The Crosby team celebrates after its annual Day of Service to local non-profits.



CHANGING CONVERSATIONS



Team members at Fahlgren Mortine's Columbus, Ohio headquarters in September 2014, including president and CEO Neil Mortine (center).

CROSBY

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is proud to have industry-leading client and staff retention levels. To review case studies and a creative portfolio, visit crosbymarketing.com.

DKC

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Sean Cassidy, *President*

Established in 1991, DKC is one of the top 10 independent firms in the United States by fee revenue. Based in New York City with offices in Los Angeles, San Francisco, Chicago, Albany and Washington, DC, DKC is a full service public relations, marketing and government affairs company, providing all communications services including strategic counsel and planning, media relations, digital and social media, integrated marketing, executive positioning, crisis management, public affairs, original content development, event production, advertising and branding.

DKC was founded under the philosophy of combining strategic communications principles with creative concepts and programs executed via extensive, high-impact relationships. We operate on the principle that strategic communications — no matter the platform and regardless if the content is earned, owned or sponsored — requires a thorough understanding of the news and how to make it. We are focused on providing results that impact our clients' businesses and we are driven by our ability to create connections between our clients and the audience important to them.

Our client list is as diverse as the backgrounds of our staff, and in-

cludes some of the most prestigious global brands. From corporate to consumer, technology to travel, health care to hospitality, media properties to music labels, sports to public policy, DKC brings this diversity of industry knowledge and relationships with key media and influencers to bear for our clients. We've broken the mold of a traditional PR agency to create a bold new hybrid that combines the creativity, expertise and senior level engagement characteristic of a boutique agency, with the strategic abilities, intellectual capital and bandwidth of a large corporation.

DODGE COMMUNICATIONS

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Brad Dodge, *CEO*
Brian Parrish, *Exec. VP & Principal*
Chowning Johnson, *VP*
Elisabeth Deckon, *VP*

Dodge Communications is the nation's leading integrated communications agency serving healthcare's innovative companies. With 14 years of experience and an exclusive focus on the business-to-business side of healthcare, more than 250 companies have turned to Dodge to help grow their businesses through effective strategy and content development; public relations and social media; marketing and branding; digital and analytics; and lead generation and nurturing. Dodge's proven programs help healthcare companies strengthen their brands, enhance thought leadership and increase demand for their products and services. This single-market focus, three-pronged approach and passion for providing excellence in cli-

ent service, have been responsible for Dodge's upward client growth trajectory and retention over the years and serves as a testament to the agency's strategies that engage prospects, optimize interactions and promote business.

EDELMAN

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Ben Boyd, *President, Practices, Sectors and Offerings*
Russell Dubner, *President and CEO, Edelman U.S.*

Edelman is a leading global communications marketing firm, with more than 5,500 employees in 65 cities worldwide. Edelman partners with many of the world's largest and emerging businesses and organizations, helping them evolve, promote and protect their brands and reputations. Daniel J. Edelman founded the agency on October 1, 1952, in Chicago. His values and vision have led the firm, which remains independent and family-owned, through its 60-plus years of operation.

Edelman is comprised of six global practices which make up its core competencies: Consumer Marketing, Corporate, Digital, Public Affairs, Crisis and Risk and Business + Social Purpose, along with five global sectors offering deep industry expertise in Energy, Financial Services, Food & Beverage, Health and Technology. Edelman was awarded the Grand Prix Cannes Lion for PR in 2014 and was among Glassdoor's "Best Places to Work" for the third time in 2014. Edelman owns specialty firms Edelman Berland (research) and United Entertainment Group (entertainment, sports, experiential), a joint venture with United Talent Agency. Visit edelman.com for more information.

FAHLGREN MORTINE

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Neil Mortine, *President & CEO*

Fahlgren Mortine offers a full range of marketing and communications services, from media relations to the creative and practical application of new media, all in real-time. With more than 80 public relations professionals and clients based all over the world, Fahlgren Mortine is headquartered in Columbus, Ohio, with locations in Cleveland, Cincinnati, Dayton and Toledo, Ohio; Parkersburg and Charleston, W. Va.; Ft. Lauderdale and Tallahassee, Fla.; Boise, Idaho; Denver, Colo.; Lexington, Ky.; Greenville and Myrtle Beach, S.C.; and New York City. In addition to our regional offices, we have the ability to reach audiences globally through our involvement with the Council of Public Relations Firms and membership in IPREX. Fahlgren Mortine acquired Turner PR, a travel, tourism and active lifestyle public relations firm with offices in Denver, Colo. and New York City in January 2014. Turner PR is a wholly owned subsidiary of Fahlgren Mortine and works with many notable brands, including Bermuda Tourism Authority, Four Seasons Resorts Vail and Whistler, and Sandos Hotels and Resorts.

But what matters most to our clients is our way of doing business. We're accountable, approachable and committed to helping our clients succeed. It's enabled us to achieve a Net Promoter Score (NPS) that places us in what the creator of the NPS deems the "world-class" range, and it means our clients enthusiastically recommend us to their peers. It also helps us attract the best talent from the corporate and agency worlds who are looking for the best place to practice their profession and make a real difference with clients.

FEINTUCH COMMUNICATIONS

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Henry Feintuch, *President*

Feintuch Communications is a boutique strategic relations firm offering senior counseling, experience and hands-on support to a broad range of organizations — from the *Fortune* 500 to emerging companies, non-profits and associations. We've aligned our in-house talent and external resources around

the critical business and marketing challenges faced by businesses today — including strategic public relations, business development, investor relations, capital sourcing, partnership development, advertising and marketing. We serve on the board and are a partner in PR World Alliance (PRWorldAlliance.com), a global partnership of premier independent communications consultancies.

In our delivery of sophisticated public relations services, we focus on specific needs — such as media relations, new product launches, corporate identity and branding — as well as broader-based initiatives including industry analyst campaigns, trade and consumer outreach, awards and honors programs, speaking platforms and association marketing. Key PR practices are technology, advertising & media, financial services and clean tech/energy.

For companies looking to expand into new global markets, our JumpStart Global Advisors (www.jumpstartglobal.com) subsidiary offers a bundle of integrated services that allow them to enter those markets quickly and efficiently — everything from legal, accounting, administrative, HR and recruitment to business development and distribution services — coupled with the appropriately scaled PR and marketing initiatives to generate inquiries.

Our goal is to provide the expert service, experienced counsel and hands-on support that our clients need to meet their business objectives. Our commitment is to be a superior business partner and an outstanding strategic relations firm in each and every client engagement.

Clients: Accura Media Group, CityShares, Convene, GSI, Imperial Holdings, Listener Driven Radio, Optimal Payments, PL Developments, Secure-24, Soliddd, and Worthy.com.

FINN PARTNERS

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Richard Funness, Sr. Managing Partner
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Finn Partners is a dynamic, rapidly growing public relations agency with deep digital capabilities that infuse our work in many specialty areas. We have a team of 450 professionals with very strong expertise in tech, education, consumer, travel, health, arts, public affairs and CSR. Today the firm has 12 offices around the world, with headquarters in NY and additional offices in Chicago, Detroit, Fort Lauderdale, Jerusalem, London, LA, Nashville, Paris, Munich, San Francisco and Washington D.C.

The firm experienced strong growth in 2014 by growing existing client relationships, winning new accounts and making acquisitions. In the fall of 2014 Finn Partners acquired Johnson King, a B2B tech specialty firm in London with offices in Paris and Munich. Later that year, we also acquired the PR business of the Gabbe Group, which specializes in health and higher education. In January 2015, Finn Partners acquired DVL Advertising and PR and Seigenthaler PR, both located in Nashville. Our core philosophy is a commitment to collaboration and partnership, both internally among our colleagues and with our clients. We are very focused on creating a “best place to work”



Finn Partners' Senior Managing Partner Richard Funness (left) and Founding Partner Peter Finn (right).

environment. We believe strongly that by creating a “best place to work” culture, we will retain and attract the best talent in the industry, enabling us to do the very best work possible for our clients.

We are excited by the changes taking place in our industry and feel that the future holds enormous opportunities for companies integrating digital strategies into their communications mix. We work every day to meet and exceed our clients' expectations, and we thank each and every one of them for placing their trust in Finn Partners.

Finn Partners Clients include: Air France, AMSURG, Blue Cross Blue Shield of Michigan, Cooper Hewitt, DHL, Exxon Mobil, Electronic Recyclers International, First Five Years Fund, IEEE, I Love NY, Jack Daniels, Jamaica Tourist Board, Jamba Juice, JM Sucker Co., Logitech, M.D. Anderson, Natural Resources Defense Council, Solomon R. Guggenheim Foundation, US Consumer Product Safety Commission, Verizon

Foundation, Viacom, and W.K. Kellogg Foundation.

FOODMINDS, LLC

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FoodMinds is an award-winning consulting and communications company boldly transforming the world view of food, nutrition and health. We harness communications, science and public affairs to establish unique selling propositions and produce novel food and nutrition programs. Clients come to FoodMinds when they want to create a better story that makes a difference, and tell it in a way that achieves their objectives through



The team at FoodMinds.

— Continued on page 78



The Gatesman+Dave PR team (from L to R): Mary Kate Joyce, senior account executive; Beth Thompson, account supervisor; Desiree Bartoe, account supervisor; Meredith Klein, senior account executive; Erin Hess, account coordinator; Paige Blawas, assistant account executive; Shannon Baker, partner, executive vice president, public relations and social media; Lauren Wenzel, account executive.

FOODMINDS

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measurable results.

FoodMinds brings together the right mix of talented, seasoned and motivated professionals — from registered dietitians, consumer marketers and media strategists to PhDs, science writers and public affairs experts — to shape a new food frontier with our clients where people are healthier and happier.

Clients include: Almond Board of California, American Heart Association, Applegate, Can Manufacturers Institute, Dairy Management, Inc., General Mills, Hass Avocado Board, National Cattlemen's Beef Association, Nestlé, Sabra Dipping Company, The Walt Disney Company, and Welch's.

FRENCH/WEST/VAUGHAN

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Rick French, Chairman & CEO
David Gwyn, President / Principal
Natalie Best, Executive Vice President / Director of Client Services / Principal

French/West/Vaughan (FWV) is the Southeast's leading public relations, public affairs and brand communications agency, independent or otherwise. Founded in April 1997 by Agency Chairman & CEO Rick French, FWV now

employs 87 public relations, public affairs, social media, advertising and digital marketing experts among its Raleigh, N.C. headquarters and New York City, Los Angeles and Tampa offices.

FWV is ranked as the 21st largest independent PR firm in the U.S. and has been named the #1 PR firm in the Southeast by *O'Dwyer's* for the 11th consecutive year. FWV also places second in sports PR, third in beauty and fashion PR, 12th in travel PR and 12th in entertainment PR nationally.

The first and only N.C.-based firm to capture not one or two or three, but four coveted "National Agency of the Year" awards (*The Holmes Report* and *Bulldog Reporter*), as well as the first N.C.-based company to top the list of the world's fastest-growing agencies as measured by year-over-year percentage growth (*PR Week*), FWV's national and international clients include Wrangler, ABB, Justin Brands, Pendleton Whisky, the International Gemological Institute (IGI), Saft and Moe's Southwest Grill restaurants.

In addition to its core public relations business, FWV is home to one of the nation's top digital services practices. A leader in launching award-winning, results-driven marketing campaigns, FWV executes multifaceted digital and social media initiatives to drive valuable, relevant lead generation and fan growth, as well as stimulate product trials, influencer and targeted audience awareness and conversions on behalf of premier companies and brands, including: Riders by Lee, NATHAN, Calligaris Home Furnishing, Tweetsie

Railroad, Wilmington and Beaches CVB (N.C.), NC State University, *MOVES Magazine* and more.

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Dave Kwasnick, Partner, Exec. VP, Chief Creative Officer
Shannon Baker, Partner, Executive VP, Public Relations & Social Media

We Are Writers, Researchers and News Hounds.

Gatesman+Dave PR tackles your toughest business and communications challenges — whether it's to stand out in a competitive environment, change perception, protect your reputation or navigate the rapidly evolving social and digital world.

We motivate action and influence the behavior of your key audiences to increase sales, market share and brand affinity.

We combine critical and creative thinking to produce ideas and content that stem from research and insights to disrupt, educate and engage consumers, media and the industry.

Founded in 2006, Gatesman+Dave is a privately held corporation owned by Partners John Gatesman, Dave Kwasnick and Shannon Baker.

Our client roster:

Innovation and Technology: National Inventors Hall of Fame, Collegiate Inventors Competition, Camp Invention, Pittsburgh Life Sciences Greenhouse. Restaurant/QSR: BRGR, Grit and Grace, Willow, Spoon, Spuntino Wine Bar & Italian Tapas, Quaker Steak & Lube, Qdoba Pittsburgh. Retail: SHOP 'n SAVE, Foodland, Gabriel Brothers, Rugged Wearhouse, S&T Bank, Ruff Creek Markets, Pittsburgh Paints & Stains, Hormel Foods: HOUSE of TSANG®, Children's Museum of Pittsburgh. Healthcare: UPMC, National Multiple Sclerosis Society: Walk MS, Charcot-Marie-Tooth Association, Casey's Clubhouse. Energy: EQT, People's Natural Gas Business-to-Business: GENCO, Chromalox, U. S. Steel, NXT, Standard Bent Glass, Global Security Glazing, J.P. Mogan: LAZ Parking.

GREGORY FCA

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Gregory FCA is a full-service, strategically integrated firm providing contemporary public relations for today's digital economy. The 50th largest firm in America, Gregory FCA is celebrating its 25th anniversary, creating and deploying sophisticated national media relations, social media, content marketing, investor relations, and financial communications campaigns.

Our clients are fast-growing private and publicly traded companies who depend on us to help them build their businesses through high-profile exposure in traditional and digital media, and the capital markets.

Gregory FCA's staff of 50 professionals includes top minds in writing, public relations, and finance who service many key markets, including financial services, fintech, enterprise technology, and consumer tech.

We are experts at telling our clients' stories and driving those messages out to a proprietary network of media contacts, bloggers, consumers, investors, institutions, and other interest groups that can help our clients grow.

If your business could benefit from high-profile media exposure, social media buzz, digital and traditional communication services, or integrated investor relations capabilities, join the companies who call Gregory FCA their agency of record.

G&S BUSINESS COMMUNICATIONS

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Luke Lambert, Pres. & CEO
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G&S is an independent business

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HEALTH IS WHO WE ARE

What is health? It's what's on your plate, it's what's filling your glass, it's how we measure the way we feel. Today, health is the lens through which consumers view brands. As the definition of health expands, so too must the communications expertise on which you rely.

**Health may be a new focus in your world.
Fortunately, it's always been at the center of ours.**

Contact us to find your new point of view.
info@allidura.com



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the Worried Well: Brands that
are Succeeding" at
www.allidura.com/millennialhealth.



GYMR Partners Patrick McCabe and Sharon Reis.

G&S BUSINESS COMM.

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communications firm with headquarters in New York and offices in Chicago, Raleigh, N.C., and Basel, Switzerland. The firm's global network extends across 50 countries through its PROI Worldwide partnership. G&S integrates business and communications strategies, using a full range of communications services, to build sustainable relationships for clients along the entire value chain. We inspire action that drives results.

G&S focuses on key markets — Advanced Manufacturing, Agribusiness and Food, Clean Technology and Energy, Consumer, Financial and Professional Services, and Home and Building — where the agency has deep experience and offers valuable insight. We employ a comprehensive suite of communications and

marketing services — Content, Creative, Digital, Events, Media, and Social — delivered by account teams who are intimately involved in a client's business and become trusted advisers.

Our practice groups — Business Consulting, Employee Engagement and Sustainability Consulting — bring dedicated resources, best practices and tools to leverage business communications strategies for maximum impact.

Partial client roster: ACC/Cybersecurity, ADP, Algenol Biofuels, Arabian American Development Co., Catholic Cemeteries, CEMEX, Coeur Mining, Commonfund Group, DECA-Golf Buddy, Dow Chemical, DRI International, Firestone Building Products, Florida East Coast Railway, Firestone Building Products, GE Capital, Häfele America, Head USA, Inc., Heartland Payment Systems, Intermatic, Intertek, Kimley-Horn, LORD Corporation, Martin Mari-

etta, ME Global, Medical Mutual, Miele USA, Million Dollar Round Table, National Elevator Industry, Inc., Neolith/The Size Sintered Ceramics, Nielsen, Nomaco, Panasonic, Ply Gem, Inc., Rayovac/Spectrum Brands, Schindler Elevator, Schumacher Homes, Southern States Cooperative, Steelcase, Stericycle, Syngenta, The Energy Foundation, Trade Commission of Spain, Trudeau Corp., U.S. Grains Council, Victorinox, and Xuber Insurance.

GYMR, LLC (GETTING YOUR MESSAGE RIGHT)

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Founded in 1998, GYMR is an award winning, boutique public relations firm located in Washington, DC. We focus solely on health and healthcare and our expertise spans all aspects of strategic communications planning and implementation, including issues management, media relations, science promotion, special events, branding and positioning and more. Our clients get the best of both worlds: the skill and capabilities of a large firm with the heart and soul of a small business. We are passionate about our work, and we never forget why we do it: to produce outstanding results for our clients and bring about positive change. Our experience and collaborative environment informs and inspires our approach to getting your message right.

Partial Client List: AdvaMed, American Academy of Family Physicians American Board of Internal Medicine, American Psychiatric Association, Avalere Health, Banner Alzheimer's Institute, Brave-well Collaborative, Campaign For Tobacco-Free Kids, Digestive Disease Week, Duke University, Health Affairs, Institute of Medicine, National Institutes of Health, Peter G. Peterson Foundation, Robert Wood Johnson Foundation, Society for Healthcare Epidemiology of America The Nemours Foundation, and The Vision Council.

THE HODGES PARTNERSHIP

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Jon Newman and Josh Dare, Founders
Caroline Platt, COO

When former journalist Jon Newman and long-time corporate PR client Josh Dare founded The Hodges Partnership in 2002, they set out to create the kind of firm that their much younger selves would have liked to have worked with — an agency with smart but unpretentious people, one that puts a premium on integrity and results and that injects just the right amount of fun into the day's hard work. Since then, Richmond, Va.-based Hodges has grown beyond its core competency of media relations and strategic counsel to become a leading integrated agency, harnessing the power and efficiency of social media and brand journalism as public relations tools. While we would stack up our media relations successes against any other firm — with regular placements in national media outlets as well as particularly strong relationships within Virginia — our work in the area of sponsored content is helping clients deepen their customer relationships, raise their visibility and identify, nurture and secure new clients. A perennial recipient of awards from PRSA, Hodges was named as among the top three small businesses to work for within Virginia by *Virginia Business* magazine for the past two years.

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Steve Burkhardt, U.S. General Manager
Lydia Lau, VP, Global Operations
Steve Jursa, Vice President
Kymra Knuth, Vice President

Defining communications broadly to include digital, content marketing, thought leadership as well

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The Hoffman Agency demonstrates visual storytelling for St. Patrick's Day.

$s^2 = c^2 \Delta t^2 - \Delta x^2 - \Delta y^2 - \Delta z^2$

At B2

A HEAD FOR SCIENCE

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ARE NOT MUTUALLY
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$v = v_0 \sqrt{\frac{c-v}{c+v}}$

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Hunter Public Relations Partners (left to right) Jason Winocour, Grace Leong and Jon Lyon celebrate the firm's 25th anniversary.

THE HOFFMAN AGENCY

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as traditional PR, The Hoffman Agency knows how to differentiate brands and deliver air cover for sales. Launched in Silicon Valley with a heritage in tech PR, the firm's work today cuts across a range of industries.

While campaigns vary by client and industry, all share one theme: the creation of content that reflects the tenets of storytelling. This means developing narratives that prompt journalists to write and target audiences to read — a far cry from the “corporate speak” that might satisfy internal stakeholders. Toward this end, the firm conducts storytelling workshops for internal communicators, executives and employees.

For clients with global needs, the Agency operates in Asia Pacific, Europe as well as the United States. Unlike traditional agencies handicapped by their silo structure, The Hoffman Agency applies a collaborative approach to implementing multi-country campaigns. This leverage of content and thinking across geographies ultimately generates better results.

HUNTER PUBLIC RELATIONS

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Combine limitless creativity and enthusiasm with research-based strategic counsel, outstanding traditional media relations and social media savvy and you have Hunter Public Relations — one of the most

recognized mid-sized firms in marketing communications.

Hunter PR's long-term clients include some of the most iconic consumer packaged goods companies in America including Tabasco (our first client 26 years ago, and still a client today), Kraft Foods (24 years), and 3M (18 years). Revitalizing mature brands, creating buzz around new products and building awareness among key influencer groups are among the firm's specific areas of expertise. Specialized research, social media, Hispanic, entertainment, cause marketing, digital and graphic design services round out the agency's insight based, 360-degree approach.

Named “Consumer Agency of the Year,” “Best Digital PR Firm,” and “Best Place to Work,” Hunter PR, now a member of MDC Partners, is proud to be a communications firm where the best brand teams and companies keep their business and the best talent in the business wants to work.

ICR

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Thomas M. Ryan, CEO,
Co-Founder
Don Duffy, President

Established in 1998 and privately-held, ICR partners with companies to develop strategic communications programs that achieve business goals, manage risk, and enhance the value of the enterprise. The firm's pairing of capital markets veterans and senior communications professionals provides a highly-differentiated offering, one that continues to serve as the foundation for significant growth.

Today, ICR has approximately 500 clients across 20 industries and is one of the largest independent agencies in North America. The firm maintains offices in Boston, Connecticut, Los Angeles, New York, San Francisco and Beijing.

In 2014, ICR once again saw double digit revenue growth driven by new client wins including Weibo, La Quinta Holdings, Freshpet, Rubicon Project, Extended Stay, AltheaDx and Paramount Group, among others. In January of 2015, ICR hosted the 17th Annual ICR XChange, the firm's annual investor conference, which drew more than 150 private and public company management teams and over 2,000 attendees.

INKHOUSE

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Beth Monaghan and Meg O'Leary, Principals & Co-Founders

Founded in 2007, InkHouse is an award-winning public relations and content marketing agency for the digital age. Named one of the fastest-growing PR agencies in the U.S., with offices in Waltham, MA and San Francisco, CA, InkHouse boosts the brands of and incites interest for early-stage startups, *Fortune* 100 enterprises, and lots of companies in between. In addition to media and analyst relations, InkHouse helps its clients gain market attention through a unique content marketing practice, which includes a news bureau (consisting of former journalists from the AP, *New York Times*, *Boston Globe*, etc. who

serve as writers and brand journalists for clients) and a visual communications team (consisting of designers specializing in filmmaking, infographics, motion graphics, and electronic slideshows).

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Intermarket Communications has long been a leading independent provider of public relations and marketing services to clients in the global financial services industry. More recently, its client list has grown to encompass the fields of food and nutrition, life sciences, technology and higher education. We offer clients a combination of strategic expertise and informed execution designed to generate the media coverage and social media amplification that builds and maintains reputation, and achieves sustained results.

Founded in 1986, Intermarket Communications works with clients throughout the global business community, including investment marketplaces and exchanges, leading buy-side and sell-side institutions, banks, alternative investment providers, technology



From left to right: Meg O'Leary and Beth Monaghan, Principals and Co-Founders of InkHouse.

and service providers, as well as government and industry organizations.

Service is the key factor that sets Intermarket apart. At Intermarket, all clients work directly with a team of experienced financial communications professionals who understand your business, help shape your story, and know how to make that story resonate with the audiences you need to reach.

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**David Jarrard, Kevin Phillips,
Molly Cate, Anne Hancock
Toomey, Partners**
**Stephanie Tortorici, Managing
Director**

Jarrard Phillips Cate & Hancock is the premier strategic communications and public affairs team for any healthcare provider in the nation experiencing a time of significant change, crisis or opportunity.

Based in Nashville, with an office in Chicago, our team of journalists, political operatives and former hospital marketing executives develops and manages successful campaigns throughout the United States — from clearing the way for mergers and acquisitions, to building, protecting and using an organization's reputation, to navigating issues and change, to launching (or repositioning) a service or business, to harnessing political power through building and maintaining strong relationships with elected officials to retooling communications departments to be savvy and successful in this new era of healthcare.

We understand healthcare and the complex pressures that drive

The June issue of *O'Dwyer's* will profile International PR firms, as well as Multicultural PR firms. If you would like to be profiled, contact Editor Jon Gingerich at 646/843-2080 or jon@odwyerpr.com

the industry, and we bring intensity, intelligence and discipline — the cornerstones of every good political campaign — to the healthcare arena.

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**Ken Deutsch, Executive Vice
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Valerie Carter, Sr. Vice President
Berna Diehl, Sr. Vice President

JPA Health Communications is an award-winning PR agency known for crafting targeted, high-impact programs for non-profit, pharmaceutical and government clients. By applying the influencer relations model, JPA identifies and engages key stakeholders to most effectively deliver our clients' messages and drive change within their field.

Using proven foundational tools, JPA partners with clients to work smarter, faster and more strategically, making their influencer relations more impactful. JPA's exclusive focus on health means that clients can count on a team that has the experience and perspective to provide sound, strategic health, medical and science communications counsel, rooted in the realities of this dynamic landscape.

JPA is a woman-owned small business with offices in Washington, Boston and London; it is a member of IPRN, the world's leading independent public relations agency network.

J PUBLIC RELATIONS

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Sarah Evans, Partner

Celebrating 10 years in business, J Public Relations (JPR) is a bi-coastal force with offices in New York, Los Angeles, San Diego and Arizona. The agency is one of



The KYNE NY team, fall 2014.

the most respected brands in the competitive PR industry and has elevated the art of brand positioning and messaging through development of creative programming for global brands. JPR continues to develop and manage highly successful media relations, digital and influencer campaigns. JPR's client roster includes many of the world's most highly esteemed hospitality brands, luxury boutique properties, restaurants, spas and consumer lifestyle brands.

The agency has grown more than 80% over the past two years consistently ranking among O'Dwyer's top 100 fastest growing agencies in the U.S. JPR has also earned a spot on the *Inc.* 5000 list of fastest growing private companies, placing 12th in the nation for fastest growing private companies in travel and was ranked in 2014 among the *New York Observer's* PR Power 50 List.

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David Kyne, Founder & CEO

Founded in 2009, KYNE is an award-winning strategic health communications and advocacy agency with offices in New York, Dublin and Los Angeles. KYNE's

mission is to address unmet health needs by connecting public and private organizations in strategic partnerships and related communications programs. From identifying and engaging the right influencers, to developing robust multi-stakeholder campaigns, KYNE has deep experience in moving health issues forward and driving towards meaningful outcomes.

KYNE leads major health communications initiatives both US and globally and has a robust client roster that includes leaders in the pharmaceutical and biotechnology industry, government agencies and non-profit organizations.

KYNE was recently named honorable mention, boutique agency of the year, at the 2015 *PRWeek* Awards. Connect with KYNE on social media at www.facebook.com/KYNENYC and www.twitter.com/KYNENYC.

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**Christi Cowdin, Managing
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LE&A is a top-10 Midwest-based PR firm and a top-20 investor relations firm nationally with clients based in 20 states and six countries. As Michigan's only statewide firm — with offices in Grand Rapids, Lansing and Detroit — LE&A serves middle-mar-

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The Landis Communications staff gathers at the *San Francisco Chronicle* offices in April next to a bust of late, great journalist Herb Caen.

LAMBERT EDWARDS

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ket companies and national brands across a wide array of industries. Honored by both *PRWeek* and *PR News* as Small Agency of the Year, LE&A has posted 16 consecutive years of growth, been named by *Crain's* as "Coolest Company to Work for," earned four Silver Anvil awards, and twice won Bulldog Best Integration of PR and IR. LE&A is also a proud Partner Agency in PROI Worldwide, a global network of independent public relations agencies dedicated to delivering seamless global results.

LE&A has assembled a team of national agency, corporate and Wall Street veterans with proven expertise in delivering tangible, winning results. Our specialties and client roster span consumer products, specialty retail and national chains, food & beverage, health care, business services, manufacturing, technology, and faith-based products and services. "The PR Firm That Can Read an Income Statement."™

Clients: Agility Health, Bethany Christian Services, Blackford Capital, Blue Cross Blue Shield of Michigan, Continental Automotive, Denali Flavors/Moose-Tracks®, Downtown Detroit Partnership, DTE Energy, Greatland Corporation, Huron Capital Partners, International Automotive Components Group, Jamba At-Home Smoothies, Michigan Economic Development Corp. (MEDC), Mercantile Bank (NASDAQ:MBWM), Michigan State University, Old Orchard Brands, Ottawa Area ISD, Peak Resorts (NASDAQ:SKIS), RECARO

Seating, Shopko Stores, Spartan Motors (NASDAQ:SPAR), Trinity Health, Van Andel Institute, and Wolverine World Wide (NYSE:WW).

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LCI is a full-service public relations, digital/social media, video and marketing communications agency that specializes in consumer, consumer technology, B2B, corporate and institutional public relations campaigns that help support each business' identified goals. LCI's industry sectors include: healthcare, financial services, technology, retail, hospitality, nonprofits and more. Through its Promised Results® return-on-investment program, LCI provides tangible metrics for your PR dollars. LCI is a proud, certified member of the National Gay & Lesbian Chamber of Commerce, is an official Corporate Diversity Supplier and also is certified as a Small Business Enterprise by the City of San Francisco. LCI is the San Francisco member agency of the Public Relations Global Network, with 50 affiliate agencies worldwide. Call us at: 415/561-0888 or visit LCI online

at: www.landispr.com.

Clients: AAA, Benjamin Moore, Brain Health Registry, California Academy of Sciences, California Bank & Trust, California State Parks Foundation, Carrington College, Cartridge World, City CarShare, Clickworker, Cold Stone Creamery, DeVry University, E-greetings, Emirates Airline, Fairmont Heritage Place, GAP, Hilton Hotels, Jack London Square, Johnson & Johnson/Care4Today, Kimpton Hotels and Restaurants, KMD Architects, Levi's, Lotus Bakeries/Biscoff Cookies, The Mark Company, Match.com, Maxthon, MetLife, Mills College, Native Trails, Northstar Cemetery Group, NBC Universal, Old Navy, Partnership for Drug Free America, Pier 39, Port of San Francisco, Repost.us, San Francisco Ballet, San Francisco Convention & Visitors Bureau, San Francisco Symphony, Save the Redwoods League, Seleguity, SFJAZZ, Simon Pearce, Sisvel, Sony, Stanford University, Tiffany & Co., Tishman Speyer, Tower Two at One Rincon Hill, Troon Pacific, TRUSTe, UC Berkeley, UCSF, Vino Volo, Walmart, Whole Foods Market, Wolfe Video, and Xerox.

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Wendy Lane Stevens, *President*
Amber Roberts, *Vice President*

LANE combines deep experience, broad connections and unapologetic tenacity to deliver business-building results for clients from coast to coast.

Since 1990, LANE has served as a trusted partner to national brands in the consumer/lifestyle, food and beverage, financial services, and technology sectors. Our strategic communications counsel is grounded in a comprehensive understanding of our clients' industries and backed by exceptional client service and an unrelenting commitment to helping our clients achieve business success.

Drawing on insights garnered from firsthand experience as well as from media, influencer and consumer circles, LANE's multifaceted campaigns connect across digital and traditional platforms

to inspire people to action. Our services include integrated PR campaigns, content marketing, media and blogger relations, social campaigns, influencer programs, events and experiential marketing, internal communications, crisis communications, spokesperson training, brand messaging, investor relations, and transaction communications.

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David Connolly, *VP*
Lisa DeSzenza, *Director, Special Projects*

LaVoieHealthScience is the acknowledged leader for strategic communications, PR and IR needs in the life science and pharmaceutical industries. We help our clients engage key audiences to build value through access and reach to critical stakeholders. Through our proprietary process, LHS Immersion, we approach our clients' needs through the lens of each of their target stakeholders: patients, providers, payers, partners and investors and develop solutions to achieve their business goals and build brand value.

Founded in 2001, LaVoieHealthScience has received 22 awards over the past five years in recognition of the work it has done for emerging and established industry leaders in life sciences, pharmaceuticals and government.

If you are not working with an agency or are not 100% happy with your current IR, PR or strategic communication programs, we should talk. If you're seeking access, we can deliver it. We are focused on building trust and long-term relationships based on the quality of work that we deliver. Many of our client relationships go back over a decade.

Clients: Biotechnology Industry Organization, Cydan Development, Dara BioSciences, Dipexium Pharmaceuticals, Molecular MD, NewLink Genetics, Newron Pharmaceuticals, Novadaq Technologies Inc., SIRION Biotech, Synchronuron, Tyrogenex, Voisin Consulting, and Xcovery Group.

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L.C. Williams & Associates is a full-service public relations and communications services agency headquartered in Chicago. Our mid-sized company is made up of experienced, invested and creative individuals whose mission is to provide clients a refreshing agency experience based on trust, flexibility and the delivery of meaningful results on time and on budget.

Our independent agency employs 30 professionals whose specialties include marketing communications, media relations, social media, corporate relations, employee/labor communications, public affairs, crisis communications, special events, community relations, media training and more.

LCWA serves clients from a wide range of industries and is one of the top agencies specializing in home products. Our national reach is broadened globally by international affiliates through our membership in the Public Relations Global Network.

Among current clients: AC-GME-I, Accreditation Association for Ambulatory Health Care, American Academy of Sleep Medicine, American Association of Endodontists, American Nurses Association, Chicago Children's Theatre, Columbia College, Contigo, Eaton, Electrolux, Eureka, First Alert, Frigidaire Professional, General Growth Properties, Labelmaster, Life Fitness, Merit School of Music, Oster Professional, Paramount Theatre, Parr Insurance, PopUp Republic, Pyramid Healthcare Solutions, Response Team 1, Service Corporation Int., Snow Joe, Trex, UnitedHealthcare of Illinois, Urgent Care Association of America.

LEVICK

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LEVICK is a full-service, integrated communications agency that builds brands, protects reputations and shapes public policy for clients that span the globe. The firm specializes in high-stakes campaigns that blend state-of-art research, digital engagement, traditional media relations, grassroots outreach and high level advocacy into comprehensive, holistic solutions that help clients navigate today's top consumer, crisis, litigation, financial and public affairs issues.

From the Wall Street Crisis and the Gulf oil spill to Guantanamo Bay and the Catholic Church, the firm's advocacy has moved the needle on the highest-profile matters in recent memory. Led by veterans of the White House, the U.S. Congress, top trade associations, and *Fortune* 500 companies, LEVICK engagements have time and again been recognized as industry standouts — winning Crisis Agency of the Year, Litigation Communications Firm of the Year and Crisis Management Campaign of the Year, as well as top honors for Public Affairs and Investor Relations, among other awards.

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Lou Hammond, *Founder & Chairman*
Stephen Hammond, *CEO*
Terence Gallagher, *President*

For nearly 30 years, Lou Hammond & Associates (LH&A) has provided strategic counsel and results-driven public relations programs to clients who set the standard in the hospitality, tourism, home furnishings and lifestyle industries. Through integrated, multi-channel communications programs that can be measured to gauge effectiveness, LH&A has earned the recognition and respect of today's most influential media, its peers and most importantly, clients who rely upon the agency's service, integrity and unmatched style.

Founded by industry icon Lou Hammond, the company takes pride in its departure from business-as-usual, remaining fiercely independent and providing clients



Green River Ordinance performs at SXSW 2015 Pandora Showcase as part of an integrated marketing campaign Marketing Maven executed for their client Kingston Technology.

with fees based on an agreed-upon plan, not on time sheets. At LH&A expenses are never marked up and clients never run out of allotted time.

Headquartered in New York City with offices in Charleston and Miami, the agency boasts an exceptional roster of clients with an unmatched rate of retention. In fact, many clients have been partners for more than 15 years. Clients find powerful synergistic relationships within the LH&A community, often joining forces on programs and projects that maximize opportunities for all.

Furthering LH&A's level of integration is Hammond Digital + which is tasked with keeping a steady eye on rapidly changing markets and trends — creating strategies that engage media and consumers in key digital channels. The agency's goal is more than just likes and fans; it's creating a strong community of brand ambassadors and loyal customers.

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Ken Makovsky, *President & CEO*

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

Makovsky has specialties in Health, Financial & Professional Services, Technology and Energy & Sustainability. Our services

include public relations, digital branding, social media, crisis communications, change management and investor relations.

In 2014, Makovsky won 39 company and campaign awards including the Bulldog Stars of PR Awards for "Agency Professional of the Year," and the American Business Award for "Marketing Campaign of the Year" for health services and insurance. The firm has also been recognized for its "Overall Web Design" by the American Business Awards, "PR Firm of the Year" by *PR News* Elite Awards, "Healthcare Agency of the Year" by *The Holmes Report*, and was ranked as one of the "Top Places to Work in PR" by *PR News*. The firm also won a PRSA Bronze Anvil, three PRSA Big Apple Awards, the Financial Communications Society Portfolio Award for client campaigns and multiple Gold, Silver and Bronze Stevies.

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

MARKETING MAVEN

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Mari Escamilla, *Hispanic Media Manager*

With offices in Los Angeles and

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MARKETING MAVEN

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New York City, Marketing Maven's integration of PR, SEO and social media marketing helps provide a competitive edge to their clients. Marketing Maven helps businesses grow their revenues by developing campaigns that engage a target audience, generate sales then utilize advanced metrics to measure ROI. Their services aid national marketing campaigns and product launches with reputation management, organic SEO tracking, competitive analysis reports, key influencer identification and online product reviews to help increase revenue. Hispanic marketing is also a core competency for Marketing Maven, not only focusing on Spanish language media relations, but assisting clients with culturally relevant content for various marketing channels. Visit www.marketingmavenpr.com for more information.

Clients: Argo Marketing, Baby Trend, Better Bone Health, Brides Entertainment, Celeb Luxury, Eat Well Co., eBev, EVA Airways, Fronto, Goldman Sachs 10,000 Small Businesses, Southern California Region, Greenleaf Medical, Holster Brands, InfoTech, Inova, Intellectual Artists Management, Jabu'she, JDS Therapeutics, Kingston Technology, Listen Up Espanol, Luvic Foods, Maverick Angels, Micronutrients, No Sweat Laundry, Online Trading Academy, Oomph Innovations, Platekompaniet, Silk'n, Stalco, Urban Home, Up2Us, Vida Natural Sciences, and WaterAid America.

MCS HEALTHCARE
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Creativity. Service. Results. For three decades, MCS Healthcare Public Relations has focused solely on healthcare. Our creative and passionate team has its fingers on the pulse of the most important healthcare policy, media and technological trends shaping the

industry.

With experience in virtually every therapeutic category, our areas of expertise include product and corporate communications, issues management and crisis communication, media relations and media training, advocacy relations, business-to-business PR and social media counsel. Our agility, ingenuity and ability to anticipate opportunities and challenges helps us efficiently navigate our clients through today's evolving healthcare environment, while providing measurable and meaningful results.

Current clients include CSL Behring, Cutanea Life Sciences, Genentech (Roche), Head & Neck Cancer Alliance, Horizon Blue Cross Blue Shield of New Jersey, MannKind Corporation, Merck, Sanofi and St. Jude Medical. For more information, visit mcsprr.com.

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Thomas Rice, Exec. VP & Partner
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John Conrad, Exec. VP & Partner

Merritt Group is an award-winning strategic communications firm specializing in public relations, marketing, creative services, digital & interactive and research & measurement. We have practices at the agency focused on Technology (cybersecurity, big data analytics, mobile, networking, cloud and more), Government, Healthcare and Energy. We bring our creativity to modern PR and marketing along with our deep domain expertise to help our clients reach their awareness, marketing and lead generation goals and dominate their markets. Our client roster includes organizations ranging from large, industry-leading enterprises to emerging, venture-backed innovators.

Merritt Group's philosophy starts with understanding our clients' target audiences and markets and developing powerful messages and creative programs that create awareness for their innovations.

We pride ourselves on delivering insightful, strategic communications approaches that take full

advantage of the intersection of media, digital and creative based on analytical research. While the landscape has evolved, our passion for consistently delivering high-quality, well-executed creative campaigns is undiminished. Our goal is to help the world's most inspiring companies share viewpoints that get people talking and keep their audiences engaged.

We also have built our business on the expertise of our people by procuring and developing the industry's best talent. We foster innovation and experimentation that allows our people to develop their careers to their fullest potential and, in the process, deliver incredible service and value to our clients.

Clients: Allot Communications, Booz Allen Hamilton, Carpathia, Clarabridge, ColdLight, CrowdStrike, Cyan, Databricks, EPiServer, Heritage Provider Network, Infozen, Ionic Security, K2 Software, L-SPARK, LogicNow, MACH37, MAXIMUS, Microsoft, Monster Government Solutions, Nok Nok Labs, Novetta, PFP Cybersecurity, PhishMe, Primatics Financial, Resolution1 Security, Riverbed Government, SwitchPitch, Tableau Software, TAKE Solutions, Teradata, Unisys, Venafi, Vigilant by Deloitte, Wave Systems, Workfront

MWWPR

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Michael W. Kempner, President & CEO

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

The agency has deep expertise across sectors and specialty areas, including consumer lifestyle marketing, corporate reputation, crisis and issues management, government affairs, consumer and enterprise technology, digital and social media marketing, and data and analytics. Focus areas include

media, advertising and technology, travel and tourism, corporate social responsibility, healthcare, wellness and nutrition communications, LGBT and entertainment public relations. We adopt an earned, shared, owned and paid approach to communications and work as an agency partner to deliver the best strategy and program execution to meet our clients' business and communications goals.

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

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Nancy J. Friedman, President

NJFPR's "Leave No Stone Unturned" philosophy has catapulted the firm to the top of the category in travel and hospitality. For clients seeking senior level counsel, advocacy of their product and unrivaled media savvy, Nancy J. Friedman Public Relations is a first-stop. A self-described "media junkie with wanderlust," Nancy and her team pride themselves on long-term partnerships with clients and the ability to wring every ounce of marketing potential out of a property or destination utilizing social media, traditional media, events and creative promotions.

The Agency pioneered NY's first Hotel Week in January 2012 to great success and increased participation in 2015. This year, NJFPR opened a west coast office, launched its eponymous Hotel Week program in LA, and established a presence in Boston. The agency now offers a social media strategist to extend its marketing bandwidth to include a digital strategy.

Clients include: Borgata Hotel Casino & Spa, Atlantic City; Condado Vanderbilt, San Juan, Puerto Rico; Copamarina Beach Resort & Spa, Guanica, Puerto Rico; Farmer's Museum, Cooperstown, NY; Fenimore Art Museum, Cooperstown, NY; Gansevoort Meatpack-

ing, NYC; Gansevoort Park Avenue, NYC; Gansevoort Dominican Republic; Gansevoort Turks + Caicos; Generator Hostels; Highgate Hotels; Hotel Commonwealth, Boston; Hotel El Convento, San Juan, Puerto Rico; JW Marriott Camelback Inn Resort & Spa, Scottsdale; La Concha Resort, San Juan, Puerto Rico; Marmara Park Avenue, NYC; Margaux, NYC; Marriott Courtyard Isla Verde, Puerto Rico; Nakkas Oriental Rugs & Textiles, Istanbul; nyma, the New York Manhattan Hotel, NYC; Oasis Collections; Pier A Harbor House, NYC; Refinery Hotel, NYC; Rendezvous, St. Lucia; Sea Island, Georgia; Sheraton Hotels & Resorts; Spring Creek Ranch, Jackson Hole, Wyoming; St. Petersburg/Clearwater, Florida; The Body Holiday, St. Lucia; The Bowery Hotel, NYC; The Hotel @ Times Square, NYC; The Jade, NYC; The Jane, NYC; The Ludlow Hotel, NYC; The Maritime Hotel, NYC; The Marilton Hotel, NYC; The Pod Hotel, NYC; The Water Club, Atlantic City; The Wild Walk, Adirondacks, NY; The Williamsburg Hotel, Brooklyn; and Westin Hotels & Resorts.

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Jackie Kolek, Partner & Managing Director

Maggie O'Neill, Partner & Managing Director

Peppercomm is an award-winning strategic marketing and communications firm headquartered in New York City with offices in San Francisco, Boulder and London that listens first, last and always. We pride ourselves on listening to our clients' needs as well as the wants and needs of their various audiences. That focus on listening before engaging (or creating) inspired not only our tagline: "Listen. Engage. Repeat." but our strategic approach.

Our integrated team of spe-

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

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Kassy Perry, President/CEO
Julia Spiess Lewis, Senior Vice President

Jennifer Zins, Vice President

Perry Communications Group is an award-winning, full service strategic communications firm. Led by Kassy Perry, PCG shapes ideas, galvanizes opinions and influences decisions ultimately leading to social change. The PCG team helps clients positively impact pressing issues not only in Sacramento, but also throughout California and the U.S. PCG works for clients in the following sectors: land use and housing; health; environment; oil, natural gas and renewable energy; finance; insurance; and countless others.

Whether the politically savvy PCG team is managing a complicated public policy issue, running a statewide initiative campaign, leading a high-profile coalition or helping clients communicate, shape and influence with a mix of traditional and digital strategies, we achieve success by building strong relationships with policymakers, the media and corporate influencers. We excel at working with local and state governments, and since the company's founding have worked with *Fortune* 500 companies, major industry associations and charitable organizations.

Current clients include: Bonnie J. Addario Lung Cancer Foundation, California Automotive Wholesal-



#NJFPRStrong! The Agency celebrates a hard week's work with an energizing cycling session at Soul Cycle.

er's Association, California Craft Brewers Association, DBA International, Fan Freedom, Foundation Medicine, NAMI California, Partnership to Fight Chronic Disease, Pharmaceutical Research & Manufacturers of America, and Sierra Nevada Conservancy.

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Andy Amsler, VP & Dir. of Digital
Katie Beck, VP, Mktg. & Branding
Catherine Richards, VP & Dir. of Creative Design.

With a keen understanding of the intersection between policy and publicity and enlisting an always on approach, the Podesta Group is a top-ranked, full-service, public relations and global public affairs firm. Staunchly independent since inception, our shrewd specialists have a long and award-winning record of meeting our clients' goals, across the country and around the globe.

Informed by leading-edge data and analytics, we are adept at framing debates, developing messages that resonate with influencers and formulating strategies that drive those messages home and online, or amplify them abroad.

We do more than craft press strategy and lobby policymakers; we provide everyone from *Fortune* 500s and multinational corporations, to foreign sovereigns, to individuals, to nonprofits and trade associations with superior strategic communications counsel, savvy digital strategy, unique ingenuity and flawless execution of winning campaigns. That is why clients have come to rely on the Podesta Group's unique, one-stop brand of integrated communications and strategic consulting to move the needle for success.

Driven. Inspired. Smart. We are the Podesta Group.

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Public Communications Inc. provides strategic counsel to clients, whether we're dealing with the most serious and complex issue, a national awareness cam-

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PUBLIC COMMS. INC.

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paign or the splashiest of events — and we've been doing so for more than 50 years.

Our job is to safeguard reputations and recommend the right way for clients to communicate so what they have to say is heard and influences their audiences. We are an integrated communications firm, large enough to provide all the communications services a client might require but small enough that the firm's officers are directly involved, hands-on, in each client's program.

PCI is a founding partner of the WORLDCOM Public Relations Group, the world's leading partnership of independently owned public relations counseling firms with more offices in more cities and countries than any multinational firm.

We have a strong concentration of business in healthcare, conservation/environment, education, entertainment/culture/sports and business clients from tech to non-profits, entrepreneurs to advocacy groups.

Our clients trust us and stay with us; our business has grown primarily through referrals and word of mouth. Almost 60% of our clients have been with us five years or more; 15 and 20+ year relationships are common (and valued).

Our size and the depth of our staff enable us to manage the most sophisticated assignments while allowing us to move quickly, be flexible and change course when it makes sense.

Select clients: AIDS Foundation of Chicago, American Association of Diabetes Educators, American Board of Medical Specialties, American College of Allergy, Asthma & Immunology, American Health Information Management Association, American Society of Anesthesiologists, Association of Zoos and Aquariums, AstraZeneca Health Care Foundation, Bass Pro Shops, Chicago Zoological Society, Brookfield Zoo, Georgia Aquarium, Infectious Diseases Society of America, John G. Shedd Aquarium, Livingston International, McCormick Foundation, Museum of Science and Industry, National Society of Genetic Counselors, Radiological Society of North America, University of North Carolina Health Care System, and Walgreens.

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GLOBAL

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Racepoint Global is an integrated marketing communications agency that puts brands at the intersection of influence and action. Our powerful combination features the best in digital marketing, strategy, public relations and stakeholder communications. We start with a powerful story, then create, distribute, and activate content in places people naturally engage, affecting opinion, shaping perception, and driving decisions. To do this, we draw on a powerful network of earned and paid influencers, a deep partner network, and self-published, wholly-owned, and unbranded communities.

FieldFacts is a Racepoint Global originated and designed software platform that enables more focused relationship development for superior influencer management, marketing campaigns and direct sales appeals. The product tracks the social and real world footprint of individuals to understand how and where they engage and, based on the data, assigns an influencer score. Users can apply the influencer score to decide which individuals will yield the greatest return through engagement, either because they have large influential networks of their own or because they are the absolute right buyer for our clients' services and products. FieldFacts also combines a degree of human intelligence in its analysis engine; our work has shown that fully automated solutions still make mistakes and that with human intelligence, we can dramatically minimize the opportunity for error.

Clients in technology, healthcare, life sciences, consumer, public policy and public affairs depend on Racepoint Global's unique approach to impact key outcomes.

RBB PUBLIC
RELATIONS

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Christine Barney, CEO
Lisa Ross, President

Tina Elmowitz, Executive VP
John Quinn, Executive VP

rbb is a national marketing public relations firm with a reputation for delivering award-winning results and best practices to clients who seek and appreciate the individual attention only a boutique agency can provide. As the champion for Breakout Brands, rbb inspires companies with insights on creating customer passion to increase sales.

Four-time "PR Agency of the Year" award winner, rbb has a bilingual staff that excels in integrated marketing/public relations, community relations, internal communications, reputation management, product introductions, digital, social media and creative services. Firm capabilities encompass a variety of practice areas, including consumer products, education, food & beverage, financial & professional services, health & fitness, real estate, family entertainment, and travel & leisure.

Some of rbb's Breakout Brand clients include: Adrienne Arsht Center for Performing Arts of Miami, American Council of Exercise, Bank of America, Cleveland Clinic, Cross Country Home Services, DHL Express, Disney on Ice, Dreams Resorts & Spas, First Service Residential, Florida International University, Florida Power and Light, Hampton Inn & Suites, Homewood Suites by Hilton, Kaplan University, Norwegian Cruise Line, Ringling Bros. and Barnum & Bailey Circus, Secrets Resorts & Spas, Thomson Reuters, and Vitas. For more information, call 305/448-7457 or visit www.rbbpr.com

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Josh Gitelson, Exec. Mng. Dir.
Chris Gee, Chief Digital Officer

RF|Binder spun itself off from Ruder Finn thirteen years ago to pursue its belief that digital technology would revolutionize public relations, just as television had transformed advertising.

We promised our clients that

we would help them aggressively embrace digital technology and that our senior account leadership would focus exclusively on their business. At the same time, we adopted an operating model that maximizes internal knowledge sharing and keeps us on the leading edge of change.

Today, as Walter Isaacson has said, personal computers and the Internet have given us content sharing, online communities, and social networking on a grand scale. Anyone, anywhere can create, share and access information. And we can now speak directly to people on behalf of our clients! As a result, public relations is more powerful than ever before.

As an agency, our focus is those high-interest, issue-laden client engagements where the flow of information and opinion can critically influence decision-making — whether those decisions involve a purchase, an investment, a vote, or a policy choice — in sectors as diverse as financial services, food and nutrition, education, and technology.

We support brand marketing, corporate communications, sustainability issues, social responsibility, and issue and crisis management initiatives. Our subject matter expertise includes media relations, digital and social media, advertising, research analytics and experiential marketing.

Our clients are *Fortune* 500 corporations, entrepreneurial ventures, non-profit organizations and special interest groups. The one constant they share is their recognition that public relations and public opinion are strategically critical to their success.

ROSICA
COMMUNICATIONS

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Chris Rosica, President

Founded in 1980, Rosica Communications provides content and media relations support to bolster its clients' communications, SEO and online reputation management initiatives. The agency's mission is to promote and protect its clients and support their sales and online marketing efforts. Rosica

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ROSICA COMMUNICATIONS

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offers brand positioning, crisis communications, cause marketing and blogger outreach services to a B2B and B2C clientele. Industry focus includes healthcare, food and beverage, technology, media and agency, animal health, and beauty. We combine our core strength of strategic media relations with fresh content development to manage perception and build brands. The firm's social media services include follower acquisition and sweepstakes, reputation monitoring, branding and content creation, optimization and syndication.

Clients: Aiya America, American Flatbread Pizza, Bank of New Jersey, Behrman House Publishing, Bridor USA, Burgess Group, Cosmedicine, Exergen, Finally Light Bulb Company, Infocore, Juventio, Lockhard & Wechsler, Nice Pak/PDI, Nutramax Laboratories, and PetMate.

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Peggy Walsh, Global Chief Financial Officer
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Scott Schneider, Chief Digital Officer
Susan Goldstein, Global Head of Health & Wellness

Ruder Finn is one of the largest independent global communications agencies with offices across North America, Europe and Asia. With approximately 570 employees globally, Ruder Finn combines a global understanding of the innovations and trends driving business with localized knowledge to deliver transformational results. We concentrate on high-impact, global assignments that are strategic for growing both our clients' business and our own. Our independence, deep bench of talent, entrepreneurial spirit and roots in the arts, dating back to our founding in 1948, drives us to bring a "creative edge," which we see as the freedom of imagination to see things in a new way and the sharp-

ness of thinking to our global clients.

Ruder Finn is focused on helping businesses and institutions transform the way they do business, go to market and communicate with the people that matter most. Our work spans four pillars — Corporate Reputation & Transformation, Health & Wellness, Technology & Innovation and Consumer Connections — with a focus in corporate reputation and media counsel, healthcare communications, C-suite thought leadership, business transformation, financial communications, crisis and issues management, employee engagement, technology communications, community building and in cause-related work. Underpinning all of our offerings is a consistent focus on digital content and strategy through our award-winning full-service digital practice, RFI Studios.

We pride ourselves on our entrepreneurial culture, where every employee is empowered and encouraged to contribute at the highest level. Senior leaders at Ruder Finn, many of whom have been with the agency for over a decade, are deeply involved in all accounts. The agency has also won awards for being a best place to work in PR.

SEVENTWENTY STRATEGIES

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SevenTwenty Strategies is an integrated public relations and public affairs agency based in Washington, D.C. that specializes in helping America's top brands listen to and engage their most important stakeholders — online and off. The nation's most dynamic *Fortune* 500 companies and their trade associations turn to Seventy to help shape their influence leveraging a savvy mix of public relations and public affairs, corporate social responsibility, digital grassroots and digital marketing, community based organizing, social media advocacy, internal employee communications, media re-

lations, issues management, PAC management and external relations. To learn more, visit Seventy Strategies at www.720strategies.com.

Clients: Aetna, American Assn. of Nurse Practitioners, Endo Pharmaceuticals, National Assn. of REALTORS®, Novo Nordisk, Pharmaceutical Research & Manufacturers of America (PhRMA), Property Casualty Insurers Assn. of America, Southwest Airlines, and UCB Pharma.

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Suzanne Parsonage Miller, President & Founder

Founded in 1999, SPM is a thriving Dallas-based PR agency with national reach, promoting and protecting iconic food, restaurant, retail, lifestyle and franchise brands through media relations, social media strategy, spokesperson training and crisis management. Our "No Jerks" policy, which was featured in *The Wall Street Journal*, is the core of SPM's culture. It means we foster an atmosphere of mutual respect and trust among clients, team members and company leaders.

From former newspaper reporters and TV journalists to social media strategists, media relations specialists and corporate communications experts, our team is made up of experienced professionals who approach each client's brand holistically. Whether the client is a category-leading national powerhouse or a start-up, SPM works to build businesses by creatively telling clients' stories in many voices to many audiences to not only resonate with consumers, but provide measurable ROI.

TURNER PUBLIC RELATIONS, INC.

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Christine Turner, President

Turner PR is a progressive communications agency dedicated to

the intersection of earned, owned and paid media strategy. Specializing in travel and lifestyle brands, we represent some of the world's best hotel, resort, destination, fashion, active and modern outdoor brands. Our clients include all of the places you'd like to travel, and what you'd pack for those journeys.

We have two U.S. offices in New York and Denver to best service our worldwide clients based in the U.S., Canada, Mexico, Europe, Caribbean and South America. Founded in 1997, our tenured team of talented, full-time veterans has a passion for travel and active lifestyles. We live and breathe our clients' cultures and deliver meaningful results from our deep industry relationships with journalists and influencers.

Our dedicated 360 approach to delivering integrated public relations, digital, content and social media campaigns continues to deliver bottom-line results for our clients through powerful media exposure, influencer followings and consumer engagement. We are a relationship agency, acting as in-house support for our clients, and we are proud of our culture — we work hard, we get results and we give back.

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Ilene Adler, CEO
Robert Adler, SVP

Driven by a passion to deliver outstanding results, Vantage PR is an award-winning tech public relations agency that goes the extra mile for clients. Our customers value the top-tier connections that we have, and appreciate the personalized experience that we offer.

Over 25 years, we have expanded across the US, and now have offices in San Francisco, Boston, New York and Orlando. Our presence on both coasts enables us to seamlessly service clients across the US, Europe and Asia.

We have a range of B2B and B2C clients across multiple practice areas, including enterprise, security, mobile, adtech, consumer tech, cleantech, biotech and medtech.

We have been recognized with

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Wise Public Relations staff and friends showing support at the 5th Annual NYC Bowling for Breastcancer.org fundraiser.

VANTAGE PR

— Continued from page 90

numerous industry awards for our ability to deliver creative campaigns that drive results. If you are looking to raise your company profile and drive leads, please contact us at info@vantagepr.com or vantagepr.com.

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W2O GROUP

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W2O Group provides integrated communications, business and technology services to diverse organizations in industries ranging from healthcare to consumer goods, entertainment, automotive, aviation and technology.

W2O Group is an independent network of complementary marketing, communications, research,

and development firms focused on integrated business solutions to drive change and growth through “pragmatic disruption” for the world’s leading brands and organizations. W2O Group serves clients through a network of firms — WCG, Twist Mktg, and BrewLife — through offices in Austin, Boston, Chicago, London, Los Angeles, Minneapolis, New York, San Francisco, San Diego, Seattle, and Sunnyvale.

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Founded in 2008, Weiss PR, Inc. helps businesses and non-profit organizations reach, engage, and influence the right audiences in order to achieve their communications and business objectives.

We serve organizations in five key industry sectors — Construction (including commercial real estate development, architecture, design, and engineering); Healthcare and Employee Benefits; Professional Services; Technology; and Nonprofit Organizations. While the specific services we offer vary by client, we focus primarily on media and influencer relations, social media, and marketing services, all of which are

anchored by strategic communications planning.

In addition, we have extensive experience in crisis communications, including strategy development and rapid response implementation for both corporations and individual executives. Our background features work on crises for government agencies, nationally-recognized corporations, commercial real estate firms, and healthcare organizations, among others.

At Weiss PR, you’ll find ideas built on strategy — not egos — from a team of senior-level public relations professionals who are committed to providing exceptional service, great work, and measurable results.

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Harrison Wise, Founder & President
John McCartney, Managing Director, SF
Tracey Boudine, Director of Media Relations

At Wise Public Relations, we use our collective expertise, industry knowledge, experience and vast networks to create bespoke, effective, strategic and inspiring earned and owned media campaigns for the disruptors, big thinkers, innovators, game changers, influencers and problem solvers that are pushing the boundaries of the industries that they serve.

Wise Public Relations has proven expertise and experience helping both B2B and B2C businesses achieve tangible growth. We deliver commercially focused PR and content marketing programs, which is essential to an effective market-making, growth or exit strategy. And, we make a measurable impact — our clients’ profits grew significantly from previous years, establishing many of them as fixtures on the 2014 *Inc.* 500 fastest growing companies list — or they were better positioned for exits totaling more than \$1.5BN: 3Q Digital acquired by Harte Hanks (2015); LiveRail acquired by Facebook (2014); Spindle ac-

quired by Twitter (2013); Admeld acquired by Google (2011).

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Carrie Zimmerman, President

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The Zimmerman Agency blurs the lines of traditional public relations, attracting some of America’s most iconic brands, in and out of the world of hospitality. ○

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Hail to the humble press release

By Fraser Seitel

So you think you're a big time, big deal PR executive?

Well then, surely you must know how to write a news release.



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*.

I know. I know. The news release is dead, an anachronism, a reminder of a simpler time, before Twitter, Instagram, Facebook, and Meerkat took over the social communication landscape.

But if you really do wish to be respected as a trusted PR professional by your management or clients, then you simply must demonstrate that you can write

better than they can.

And the most understandable, practi-

cal, straightforward and ubiquitous mode of writing is still the "who, what, where, when, why and how" news release style.

So take the following test, identify the dozen errors in the copy and prove your PR professionalism.

Boffo Corporation

Contact: Garston "Gar" Klix

Release Date: Embargoed for release, May 1, 2015

Boffo Corp. Announces Leading Edge Digital Watch

Englewood, May 1, 2015 — Boffo Corp., the nation's most creative watch maker announced they would begin marketing a cutting edge digital clock, capable of keeping more efficient and effective time for longer periods than any competing watch on the market.

The new watch, described by industry observers as "truly an amazing timepiece," was the result of 10 years

of study in Boffo's Englewood, NJ laboratory. It was market tested in Boffo's manufacturing center in Englewood, CO and universally hailed by test subjects.

According to Boffo's Angus McNulty, "This revolutionary watch will clearly pace the market, because it's that unique."

The new watch, which comes in two styles — a "Deep Sea" version for \$57.70 and a "Sports Pro" for \$645.80 — will be available for purchase in December in retail stores and online in November exclusively at their website.

Did you spot the 10 errors?

Here they are:

1. No need for "Gar" in contact name. Reporter doesn't care what they call you; she wants news.

2. "Embargoes" are no longer honored by net-oriented journalists, eager to be first with a scoop. Avoid them.

3. "Leading edge" in the headline is a taboo term that can't be substantiated and could turn a reporter off.

4. Englewood dateline needs a state. Is it New Jersey, Colorado, California, where?

5. "Most creative watch maker." Who says? Prove it. You can't? Then get it out of there.

6. Boffo Corporation is an "it" not a "they."

7. What does "more efficient and more effective time" mean? Define your terms.

8. Is it a "clock" or a "watch?" Make up your mind.

9. Who are the "industry observers?" Tell us or we'll doubt you.

10. Again, which Englewood is it? And if I'm confused, then I ain't writing no stinkin' story.

11. Who is this "Angus McNulty" making this fatuous quote? Identify him. Provide his title.

12. Why the stunning difference in prices between the two styles? Tell us for goddsakes!

How'd ya' do?

Grading Scale

- Ten or more right, and you're a budding PR star.

- Six to nine right, and you better study up if you want management to respect you.

- Less than six right, not even a Ph.D. in hashtagology could salvage your sorry behind. ○



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Demonstrating PR value, performance to clients

By Richard Goldstein

I usually write about financial or tax matters. This month I went through my archives and found a column on demonstrating PR value to clients.



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

Is this subject financial management? Sure, you need to demonstrate “value” to keep clients. How many solid PR agencies get a call from one of their great clients and are told they want to make a change or go through a RFP process? Is it possible the agency is somehow not communicating value to your client?

Better yet, the arbiter of value is not you but your client. How about finding out from the client how they perceive value. Here is a simple question to ask: “What will you need to see six months from now to know you made the right decision to engage us?” Listen and go beyond their expectations!

If you ever took a basic “Introduction to PR” course in college — I never did — you probably learned somewhere that public relations has the power to accomplish two things: change attitudes and influence behavior. So, if you are going to demonstrate the value of PR to your clients, you will be ahead of the game by demonstrating how your program helped clients change attitudes or influence behavior.

Your clients may be halfway satisfied with a large clipping book as demonstration of results. However, they will be overjoyed when you demonstrate something beyond that. Here are two situations from Al Croft showing how PR indeed did change attitudes and behavior.

Influence behavior

The Weber Corporation had promoted its well-known charcoal grill to women, using women’s magazines and newspaper “food” pages, and even sending a home economist on the road demonstrating the Weber grill on women’s TV cooking shows. But now Weber was about to introduce a new up-scale grill using only PR. Applying common sense and a little Weber research, the PR agency asked “who buys and uses outdoor grills?” Men of course, was the answer.

The PR agency convinced Weber’s marketing VP to approve a plan to introduce new gas grills using only men’s publications and newspaper columns aimed at men. (Of course, today this would be expanded to the internet.) Kicked off with a New York press conference to which only men’s publications were invited, the campaign was a huge success. Moral of the story: value can be demonstrated by switching consumer advertising campaigns to reach audiences a brand intendeds to influence.

Change attitudes

Harley Davidson, the only U.S. manufacturer of heavyweight motorcycles, was drowning in a sea of underpriced Japanese bikes. To starve off disaster, Harley petitioned the U.S. international Trade Commission to impose tariffs on imported heavyweight motorcycles.

PR had conflicting dual assignments: (1) Convenience the trade commission that Harley might go out of business unless it received relief by tariffs being imposed on Japanese bikes; and (2) Assure Harley bankers, dealers, customers and employees that no matter what the trade commission did, Harley would not go out of business. The result: the trade commission imposed the tariffs that Harley needed. The PR agencies contact at the Commission was told that the decision had largely been swayed by the PR campaign. In addition, the campaign won a PRSA Silver Anvil.

The question being asked of you is this: What have you done lately to prove to your clients that you have changed attitudes and influenced behavior?

Agency performance audit

Over the years that I have known Al, we have developed many techniques to improve agency performance. One of these is the APA. You can use the agency APA to gauge how well you are serving your clients and managing business.

Each performance area has an arbitrary 10–point value with a total of 160 points. Give your firm an objective and honest score in each area. A 10 means you are doing everything you should and/or as well as you possibly could in the area. Total the point and look at your firm in the mirror.

Ask your staff members to rate your firm the same way; combine and average the scores. They may not be able to answer all the questions. However, their opinions will be revealing. Compare the way staffers rate your agency with your own opinion. This may be even more revealing. The results can be discussed at staff meetings or re-

treats.

Performance factors

- Creativity on behalf of clients.
- Innovation on behalf of clients.
- Strategic planning for clients.
- Concern for client’s interest.
- Success in producing client results.
- Success in retaining clients.
- Agency long range planning.
- Agency strategic positioning.
- New business effectiveness.
- Account management.
- Agency financial management.
- Agency personnel management.
- Vendor relations.
- Facilities and equipment.
- Rate of profit/ income growth.
- Agency general reputation.

When you are done ranking each question 1 to 10 (I guess zero is OK), total the score. 140 and above is excellent. 120-139 is pretty good. 100-119, fair. 80-99, woeful. 60-79, awful. Below 60? Get a new job.

After you look at your firm in the mirror, on a separate piece of paper, write down the action required to improve each area that scored lower than seven or eight. Indicate the person responsible for the action, if it isn’t you. Follow up to make sure the action is taken. Six months from now, grade your firm again. Repeat the test every six to twelve months. ○

PR news brief

Report: billionaire slates pension reform PR campaign

John Arnold, the billionaire head of hedge fund Centaurus Advisors, sought proposals from PR firms for a national pension reform campaign, according to a report by Reuters.

The Laura and John Arnold Foundation, the philanthropic entity of the former Enron energy trader, released an RFP in September with an April 2015 launch date for a campaign touting an overhaul of public pensions, the news agency said.

Reuters, which said it could not confirm whether a firm was ever hired, noted that Arnold has become the dominant figure driving pension reform efforts and has largely sought to cut benefits, drawing the ire of public sector workers.

“State and local budgets across the nation continue to face considerable financial strain, and the structure of public employee benefits in most states and communities is unsustainable,” says the website of the foundation, which “dominates” the pension reform debate, according to Inside Philanthropy.

Former San Antonio TV news reporter Leila Walsh heads communications for the foundation.

Arnold’s foundation also focuses on criminal justice and education reform, and research integrity.

Congressman moves to close “revolving door”

Rep. Rod Blum has introduced the “No Golden Parachutes for Public Service Act,” which would ban Members of Congress from ever becoming federal lobbyists once they leave office.

The Iowa Republican, who believes serving constituents should be reward enough for his colleagues, wants to “close the revolving door between Congress and special interest groups,” according to his statement.

If the measure becomes into law, Blum believes politicians will “focus on representing their constituents instead of catering to lobbying groups who offer a lucrative post-electoral career.”

The no golden parachutes effort is the first bill introduced by first-term Congressman Blum.

On a related note, Blum formed the Congressional Term Limits Caucus earlier last month with Texas Democrat Beto O’Rourke.

Blum aims to weed out politicians “who are incentivized by the system to care more about retaining their position than doing what is best for the country.”

He said: “Our founding fathers never intended for public service to be a career, rather, serving in Congress was designed to be a temporary sacrifice made for the public good.”

Before joining Congress, Blum was CEO of Eagle Point Software and Owner of Digital Canal software company. ○

CDC to review huge anti-tobacco campaign

The Centers for Disease Control and Prevention is preparing a review of its multimillion-dollar anti-tobacco campaign.

The \$50 million-a-year account is handled by a group led by Plowshare Group, including Havas, GolinHarris, Toluna USA, the American Legacy Foundation, Arnold Worldwide and Elevation. It was last put out for review in 2012 and the resulting pact with options expires this year.

The account is funded by the Prevention and Public Health Fund of the Affordable Care Act, which has about \$110 million earmarked for anti-tobacco efforts like a media campaign and quitting hotlines.

GH’s digital and media relations focus is estimated to be worth about \$900,000 per year as the bulk of the pact, \$29 million-plus, is slated for media buys through Havas. The American Legacy Foundation also works earned media and other promotions.

The CDC said an RFP is forthcoming and that any firm, regardless of size, will be able to submit a proposal. ○

Adm. Kirby takes command of State Department’s PA

Rear Admiral John Kirby, who left his spokesperson job at the Defense Dept. in March, is expected to take the same job at State Dept. following Jen Psaki’s move to become President Obama’s Communications Director.

He’ll make the move when his retirement becomes official.

Kirby left DOD shortly following Ash Carter’s confirmation as Secretary of Defense on Feb. 17.

Carter reportedly was uneasy with a military man doing communications work for policies created by civilian leadership.



Kirby



The DOD post is still vacant.

Kirby, who took heat at the DOD over Obama’s military decisions, was commissioned in 1986.

He was the Navy’s Chief of Information and a PA Officer for Joint Chief of Staff Adm. Mike Mullen. ○

Clinton spokesman McKenna to Uber PR post

Matt McKenna, spokesman for President Bill Clinton for the past eight years, is joining car service Uber to head North American communications.

McKenna was a Senate staffer from Montana and served as Aide and later Communications Director for Sen. Jon Tester (D-Mt.) before joining Clinton’s post-presidency office.

He will relocate from Montana to San Francisco for the new post.

The New York Times first reported the move.

In a statement, the former President said of McKenna, “This is an amazing opportunity for him, and well deserved. While I’m sad to see him leave, I am both happy for his bright future and extremely proud of him.”

Uber last summer brought in Obama aide and Hillary Clinton Campaign Advisor David Plouffe in a role overseeing communications, policy and branding for the disruptive service that has faced some PR challenges amid rapid growth. ○



McKenna

Lott lobbies for safe campuses

Former Senate Majority Leader Trent Lott has spearheaded a Squire Patton Boggs lobbying push for the Safe Campus Coalition, a group representing national fraternities and sororities.

SPC members include the National Panhellenic Conference, North American Interfraternity Conference, Kapa Alpha Order, Alpha Tau Omega Fraternity and Sigma Nu Fraternity.

Members seek input into proposals concerning sexual assault when Congress considers reauthorization of the Higher Education Act.

Jean Mrasek, NPC Chairman, said in a “special message” on advocacy efforts that alumni leaders from fraternities and sororities will visit DC on April 29 to build support for the Collegiate Housing Infrastructure Act, preservation of single sex exception status as part of Title IX and countering sexual violence on campuses.

Lott is joined in the lobbying push by Greg Louer, former Policy Director to Congressman Marsha Blackburn; Emily Zammit Jacobs, ex-Legislator Coordinator for Congressman Lincoln Diaz-Balart, and Hannibal Kemerer; one-time Counsel at the Senate Judiciary Committee. ○

Saudi Arabia ups D.C. arsenal

Saudi Arabia has signed DLA Piper to a nine-month \$450,000 contract to cement its ties with the U.S.

In its engagement letter to Adel Al Jubeir, who was Kingdom's U.S. Ambassador, DLA Piper said it will work to help strengthen the ability of Saudi Arabia and the U.S. to "advance mutual security interests."

The firm notes both countries "confront a confluence of ongoing events" that heighten security concerns.

DLA added: "Both nations have benefitted from an enduring strategic alliance."

The firm's agreement includes a "conflicts waiver" clause, which states DLA Piper "may, now or if the future, represent other persons or entities on matters adverse to you."

The U.S. has provided weapons and logistical support for Saudi Arabia's campaign in Yemen designed to thwart factions supported by Iran.

Qorvis, which is now part of France's Publicis Groupe, has been Saudi Arabia's go-to PR firm since the aftermath of the 9/11 terror attack. ○

Podesta's \$840K Burma pact

Burma has hired Podesta Group to an \$840,000 one-year contract to keep it updated on U.S. policies and the overall political scene. The country has been without DC representation for more than a decade.

The firm also will do outreach to U.S. Congressional staffs, media and non-governmental agencies for the country formally known as Myanmar. Myanmar says it is committed to a transition to democratic rule. Elections are slated for November.

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.

Quinn & Co. of NY LTD., New York, NY, **registered Apr. 21, 2015 for Hangzhou Tourism Commission** through Guru Online, Hong Kong, China, to publicize the Hangzhou tourism destination campaign which includes the shortlisting of finalists for a once-in-a-lifetime trip, announcement of US offline events to international media, and the gaining of global media coverage access in North America, Western Europe and Australia.

Finn Partners, Inc., New York, NY, **registered Apr. 15, 2015 for Korea International Trade Association**, New York, NY, to help build awareness of KITA which is the largest business organization in Korea with over 73,000 member companies representing the interests of Korea's global traders.

Marathon Strategies, LLC, New York, NY, **registered Apr. 16, 2015 for Consulate General of Japan** in New York, New York, NY, for daily media monitoring and analysis, media research and strategic media counsel, proactive messaging recommendations and support, and key influencer mapping.

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.

Decker Garman Sullivan and Associates, LLC, Alexandria, VA, **registered Apr. 23, 2015 for Innovation Reform Action Project**, Arlington, VA, regarding energy innovation including advanced nuclear energy, carbon capture for fossil energy, advanced renewable energy and grid technologies.

Kelley Drye & Warren LLP, Washington, D.C., **registered Apr. 23, 2015 for Kelley Drye & Warren LLP**, Culver City, CA, regarding federal policy on broadband deployment and telemedicine.

Wilmer Cutler Pickering Hale and Dorr LLP, Washington, D.C., **registered Apr. 22, 2015 for ReWalk Robotics, Inc.**, Marlboro, MA, to counsel and advocate for the company before the VA and Congress in connection with certain medical device technology.

DGSR, LLC, Washington, D.C., **registered Apr. 21, 2015 for Americans for Limited Government**, Fairfax, VA, regarding fiscal year 2016 House and Senate Appropriations bills and amendments to reduce/curtail federal spending.

With then-Secretary of State Hillary Clinton, President Obama visited Myanmar in 2012.

He was the first sitting U.S. President to visit the once-isolated nation that was dominated by a ruthless military junta. Obama returned last year.

Podesta's Mark Tavarides, former National Security Council Legislative Affairs Director in the Clinton White House, and John Anderson, ex-*Washington Post* Foreign Correspondent and Politico Editor, handle Myanmar's D.C. work. ○

Ebola-ravaged Sierra Leone hires Glover Park

Sierra Leone, which was hard hit by the Ebola outbreak, has hired Glover Park Group to promote its role as a regional leader in western Africa.

The WPP property also will promote Sierra Leone's bilateral relations with the U.S.

The \$50,000 project for the Ministry of Finance and Economic Development began March 9 and runs through the end of May.

The World Health Organization on April 10 said the Ebola crisis that killed more than 10,500 people in Sierra Leone, Guinea and Liberia during the past year and remains an international crisis though the number of new cases has declined dramatically.

School children in Sierra Leone returned to class on April 14 after staying at home for the last nine months because of the outbreak.

The U.S. Centers for Disease Control, Sierra's Health Ministry and Sierra Leone's College of Medicine began testing an experimental Ebola vaccine this week.

Merck & Co. and NewLink Genetics have licensed the vaccine called rVSV-EBOV. ○

PR Buyer's Guide

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Contact John O'Dwyer, john@odwyerpr.com

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NEWS CORP CALLS IN EDELMAN
Embarked News Corp. has called in Edelman to handle fallout from its phone hacking scandal that has engulfed its British operation.
The No. 1 independent PR firm is providing communications and PR counsel to News International's management and standards committee handling the internal inquiry into the hacking of a murdered 15-year-old girl's voicemail, allegations of snooping into the calls of family members of soldiers killed in Afghanistan and victims of the London terror attacks.
Alex Higg, Edelman's managing director for corporate affairs, and James Landis, managing director for PR, handle the account.
They report to Will Lewis, general manager of News International, which is responsible for Rupert Murdoch's British papers.
(More on the News Corp. crisis on page 3)

THEME PARK OPERATORS SEEK PROPOSALS
The Virginia-based, global trade group for amusement park operators is on the hunt for a PR firm with an RFP open through Aug. 3.
The International Association of Amusement Parks and Attractions represents the interests of 4,000 individual members from entities like zoos, theme and amusement parks, museums and aquariums.
The Alexandria-based group, led by new CEO Chip Clancy, is looking for media relations support with experience in crisis communications and the travel/tourism PR sector as it proactively engages consumers through the media and reacts to situations ranging from financial, legislative and operational issues. The IAAP wants two on-site staffers to assist its press team and one team member versed in crisis support.
Colleen Mangione, manager of media relations, is taking pitches with in-person meetings slated for mid-August in Virginia for potential key account personnel. Work is expected to begin in early December.
Download the RFP at odwyerpr.com/rfp.

APCO Worldwide has recruited Collin Mackay, former communications and partnerships director at the European Federation of Pharmaceutical Industries and Associations, as director of its healthcare practice in Brussels. Mackay is a 20-year veteran of the healthcare scene, holding posts at Weber Shandwick, Avenir and Chugent Laboratories.

F-H SHUFFLES MANAGEMENT DECK
Fishburne-Hilland named Jack Modzelewski to the newly created position of the Americas post to coordinate activity of the unit chief of regions in the U.S., Canada and Latin America.
The founding general manager of F-H Chicago also served as COO for Europe and South Africa.
Modzelewski was president of client relations since 2004 with responsibility for F-H's practice groups and strategic planning.
F-H CEO Dave Sney also appointed J.J. Carter, GM/Sales Francisco, to the U.S. western president slot. Nancy Seliger, executive VP and former senior president assumes global client relations duties. Bob Winslow, managing director for global technology, is now in charge of F-H's more than 30 practice groups and new product development.

CHIME RINGS UP HEALTHCARE DEAL
Chime Communications has acquired healthcare specialist Reynolds-Mackenzie for an initial payment \$4M, a package of \$2.5M cash and stock.
R-M says it generated \$2.4M in revenues last year and earned an operating profit of \$1.2M.
It's the firm of Allison MacKenzie and Eva Reynolds. The duo counsels clients such as Pfizer, Amgen, Bristol-Myers Squibb, Roche and Moderna. R-M will be part of Chime's OPEN Health group that was formed in January.
The acquisition could cost Chime up to \$11M based on R-M's performance. Lord Bell's operation retains the right to pay up to a quarter of that contingent comp in newly issued shares.
Chime is parent of Bell Pottinger.

DISCOVERY BAY DISCOVERS MWV
Discovery Bay Games, the Seattle-based company that produces games, apps and accessories for Apple's iPad, has selected MWV Group as agency of record.
DBG is developer of Duo, the first integrated device for iPad. Duo makes it possible for multi-person games such as "Smithsonian Artifact or Fiction." MWV is to position the client as the top brand of gaming "appreciators" for the Apple tablet.
Craig Olson, CEO of DBG, said it hired MWV for its "proven record of crafting communications programs that directly influence the bottom line."
DBG becomes part of MWV's consumer tech practice with Nanusang, Nikan and Celestino, among others.

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