

2017 PR RANKINGS ISSUE

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THE
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AWARDS



Digital “Webby Awards” honors PR firms’ work

The International Academy of Digital Arts and Scientists, a 21-year-old organization that drew 13,000 entries to its “Webby Awards” this year, has added a category that recognizes the work of PR firms.

IADAS acknowledges that “PR” firms can have as much prowess in video and digital media as ad agencies. Gaining the attention of consumers in an information-drenched society often requires sound, motion and plenty of creativity. The organization takes entries from websites, film and video, commercials, mobile sites and apps, social media and digital audio. While text can be powerful, companies are finding that video and digital are necessary to gain the public’s attention.

IADAS picked four efforts for its new “PR Category” that show the work of two PR firms and two ad/PR operations. Edelman was nominated for “Best Influencer Endorsement” for a video on the “Samsung Human Drone” showing a large drone lifting a snowboarder off a mountain. DKC was picked for an entry in the “Best Mobile Site/App-Travel” category. Ogilvy was nominated for “Best Event” for a video for Kentucky Fried Chicken. Havas was in the running with a video titled “Adios Amigos” that gives reasons why a character created to publicize Dos Equis Mexican beer was being retired after nine years as “The Most Interesting Man in the World.”

IADAS Executive Director David-Michel Davies said, “This year’s Advertising, Media and PR nominees had an added challenge of creating digital campaigns, advertising and content that would not only capture people’s attention in what was an unusually crowded — and contentious — media and advertising environment, but also potentially change perceptions.”

What’s more effective, ads or PR?

Another item of relevance to “PR” people is WPP’s announcement that it took the title of “holding company of the year” at three of the ad industry’s awards competitions — World Advertising Research Center, Cannes Lions and The Effies.

WARC clients include the world’s largest advertising and media agencies, research companies, universities and advertisers. It publishes journals including *Admap*, *Market Leader*, the *Journal of Advertising Research* and the *International Journal of Market Research*. Founded in 1985 with offices in the U.K., U.S., and Singapore, WARC is an online service tracking advertising best practices, evidence and insights from the world’s leading brands. It “helps clients grow their businesses by using proven approaches.”

The Cannes Lions hosts “the largest gathering of worldwide ad professionals, designers, digital innovators and marketers.” Founded in 1968, The Effies recognizes all forms of marketing communications that contribute to a brand’s success.

“PR” moves into “ad” space

With the legitimate news hole shrinking and media under attack from several quarters, including some of its own practitioners, as being biased in one way or another, companies are relying more and more on their own direct communications with new and prospective customers.

WPP, largest communications group with more than \$19 billion in revenues and units that include Burson-Marsteller and Hill+Knowlton Strategies, has been deemed to provide the “best results” for clients by WARC.

WPP took first place in the WARC ranking for the third straight year. Measured was the performance of its agencies in their campaigns in more than 80 effectiveness and marketing excellence competitions worldwide. The competitions require the winners to show the business impact of their work.

WPP CEO Sir Martin Sorrell said, “At a time when questions are being raised about the effectiveness of certain marketing channels, it is more important than ever that we focus on the power of creativity and ideas to deliver tangible business results for our clients.”

Firms move away from PR identity

“PR” firms have been moving away from titles with PR in them for many years. None of the ten largest firms in the 2016 *O’Dwyer’s* ranking uses the term. Only three in the top 25 do so and seven in the top 50.

PR is identified in the minds of corporate and institutional executives with press relations, press conferences and the quest for third-party endorsement. Seminar, founded in 1952 and whose members include the top communications executives at more than 200 major companies, removed “PR” from its title in 2007. Almost none of its members use PR in their titles.

Organizations are taking the position that they are the best source of information about themselves. They have many ways of reaching their “publics” besides waiting for recognition by editors. A related trend is for companies to buy space in publications for their own copy that closely matches editorial matter. This goes by the terms “branded content,” “sponsored content” and “native advertising.”

The “PR” firms tracked by the *O’Dwyer Co.* are rising to this challenge and finding new and creative ways of reaching target audiences. ○

— Jack O’Dwyer



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FTC puts influencers in the crosshairs

The Federal Trade Commission put nearly 100 influencers on notice in April, reminding them how any material connection they might have with brands should be disclosed when promoting products on social media.

By Jon Gingerich

The Federal Trade Commission in April announced that it had sent out more than 90 letters to social media influencers and marketers, reminding them to “clearly and conspicuously disclose their relationships to brands when promoting or endorsing products.”

The move comes after a growing number of citizens and advocacy groups had contacted the federal consumer agency regarding potentially deceptive marketing campaigns involving influencers, or third-party spokespersons — celebrities or athletes, for example — who partner with brands and advocate their products or services among that individual’s massive base of followers.

A December survey found that 84 percent of marketers plan to enact an influencer marketing campaign at some point this year.

The letters, which are not enforcement actions, stated that any “material connection” between the endorser and a sponsor — be it monetary payment, a business or family relationship, or a gift — should be “clearly and conspicuously disclosed,” with the exception of situations in which it’s “already clear from the context of the communication.”

The FTC also warned that influencers were not allowed to bury the disclosure in a thicket of hashtags, and that ambiguously thanking the endorser does not suffice as clear disclosure. Most noteworthy was the FTC’s mandate that influencers not place their disclosures below the “more” button on Instagram posts, which usually appear after only three lines on posts from that social media site when viewed from a mobile device.

The FTC said the crackdown was a re-



Kim Kardashian promoting Duchesnay’s anti-nausea drug Diclegis.

sponse to a petition spearheaded by consumer rights non-profit Public Citizen and other affiliated organizations, and came after the agency’s review of “numerous Instagram posts by celebrities, athletes and other influencers.” The FTC did not publicly release the letters or the names of the individuals who received them.

“Now that brands are paying a premium for influencers and driving what very well may be a bubble in the industry, it is not at all surprising that the FTC took notice,” said Stefan Pollack, President of The Pollack PR Marketing Group. “In the age of fake news, it is more important than ever that both brands and influencers are ethical and transparent with consumers. You cannot put a price on trust and credibility — not even with shares and retweets.”

It’s the first time the FCC has reached out directly to social media influencers, though the agency had formerly addressed the need for endorsers to adequately disclose brand connections. The FCC has also now published an informal business guidance document on the issue, which it said was sent to all influencers who received the April letters.

The action also comes a little more than a year after the agency updated its enforcement policy regarding online native advertising that’s deceptively formatted to look like editorial content.

“Relying on influencers to serve as brand reps is filled with peril,” Doug Simon, CEO and President of D S Simon Media, told *O’Dwyer’s*. “Trying to skirt disclosure rules will become more damaging. Paid third-party influencers are among the least authentic. A much better approach is to have influencers serve as media, interviewing your experts while fully disclosing that they are working with the brand. This allows you to turn your experts into influencers.”

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PR drives first quarter growth for congloms

Interpublic, WPP and Omnicom Group reported year-over-year gains during the first quarter of 2017, due in part to the strength of the holding companies' PR units. Publicis Groupe, meanwhile, saw growth in North America falter, though a breakout Q1 performance in Europe made up for these shortcomings.

By Jon Gingerich

Constituency Management Group, the marketing and communications portfolio owned by Interpublic Group, which includes agencies Golin, Weber Shandwick, DeVries Global, Current, Axis and Creation, saw a breakout performance in the first quarter of 2017, posting mid-single digit organic growth of 4.6 percent to \$346.3 million for the period, compared to \$340.4 million during 2016's first quarter.

Weber Shandwick CEO Andy Polansky told *O'Dwyer's* that Golin and DeVries each exhibited double-digit organic growth in the quarter, with Weber registering low single-digit organic growth compared to high-single digit organic growth seen during the first quarter of 2016.

IPG posts Q1 revenue gains

Across the ad/PR combine, Interpublic in April reported first quarter revenue of more than \$1.75 billion, a .7 percent uptick from Q1 2016's \$1.74 billion, with year-over-year organic revenue up 2.7 percent.

Revenue gains in the U.S. were notably strong, where organic revenue increased 2.9 percent for the year, compared to 2.2 percent internationally. Latin America saw impressive organic gains of 3.7 percent and Asia Pacific experienced organic increases of 2.7 percent. Growth in the U.K., meanwhile, lagged by comparison, at .2 percent.

Operating income at the holding company gained by 29.1 percent to \$29.7 million, compared to \$23 million a year ago. Operating margin increased 40 basis points compared to last year's first quarter, at 1.7 percent, compared to Q1 2016's 1.3 percent.

In an April 21 earnings statement, IPG Chairman and CEO Michael Roth said that while the first quarter "is seasonally small for us," the communications combine's Q1 results "showed solid organic revenue growth in the quarter, with contributions from across our agencies and all marketing disciplines."

PR drives WPP

PR and public affairs proved WPP's strongest division during the first quarter of the year, with revenue gains from those subsidiaries up 6.8 percent to £291 million (about \$376 million) as well as 4.4 percent on a like-for-like basis.

Growth among the British conglomerate's

PR/PA portfolio, which includes agencies Ogilvy Public Relations, Cohn & Wolfe, Burson-Marsteller, Finsbury, Hill+Knowlton Strategies and Prime Policy Group, reveals a continuing trend that began during the first half of 2016 and continued into the year's third quarter.

The British ad/PR conglomerate noted an especially strong performance by its Cohn & Wolfe unit in the U.S., which was driven primarily by consumer and healthcare spending. The holding company also highlighted H+K Strategies' performance in Europe, Africa & the Middle East and Ogilvy PR work in North America, Europe, Africa & the Middle East, as well as a strong Q1 performance by lobbying giant Glover Park Group.

Net sales for the PR/PA units were up 6.8 percent and 3.9 percent on a like-for-like basis.

All regions boasted growth, with particularly strong gains in the U.S., U.K., Western Europe and the Middle East.

Across the holding company, revenue in the first quarter was £3.59 billion (about \$4.6 billion), up 3.6 percent and .2 percent on a like-for-like basis, compared to £3.07 billion (about \$4.5 billion) during the first quarter of 2016. Like-for-like revenue growth was up in the U.K. (+ 3.2 percent) and Western Continental Europe (+5.3 percent). North America, on the other hand, saw a dip of 3 percent.

Omnicom outpaces expectations

Omnicom Group's PR properties posted organic gains of 1.8 percent during 2017's first quarter, revealing healthy Q1 revenue of \$325.3 million for its PR business, which includes agencies Porter Novelli, FleishmanHillard, Ketchum, Mercury and others, compared to \$318.8 million a year ago.

OMC's advertising units outpaced PR for the second year in a row, however, with properties in that discipline boasting healthy year-over-year organic growth of 6.4 percent, continuing the trend from Q1 2016's 7.9 percent gains.

Across the holding company, Omnicom revealed first quarter worldwide revenue of about \$3.6 billion, a 2.5 percent year-over-year uptick from the \$3.5 billion reported during Q1 2016, with organic revenue up

4.4 percent for that period.

Net income was up 10.7 percent to \$241.8 million from the \$218.4 million reported during 2016's first quarter, and operating profit was up 4.5 percent — or \$17.8 million — to \$410 million for the quarter, compared to \$392 million posted during the same period a year ago.

Growth for the ad/PR conglomerate was particularly strong in the Middle East and Africa, where that region saw impressive year-over-year organic gains of 37.9 percent. Strong yearly performances were also seen in Asia Pacific (+9.1 percent), Europe (+8.2 percent), the UK (+8.1 percent) and Latin America (+5.4 percent). In North America, OMC's largest region, organic growth was up by only 1.1 percent.

In an earnings call, OMC CEO John Wren noted that while revenue growth "exceeded our internal targets for the quarter," the communications combine "remained cautious as numerous geopolitical and macro-economic events remain unresolved," and pointed to forthcoming budget, tax reform and healthcare bills in the U.S., as well as how Britain's Brexit and upcoming elections in Europe may bode for the global economy.

Publicis picks up in Europe

Publicis Groupe in April reported revenue of €2.328 billion (about \$2.52 billion) for 2017's first quarter, a year-over-year uptick of about 1.6 percent. Organic growth, on the other hand, was down 1.2 percent for the period, a far cry from the 2.9 percent in organic gains the French ad/PR operation experienced during the first quarter of 2016.

Growth was especially strong in Europe, where the PR/ad combine saw €655 million (about \$710 million) in Q1 revenue, an organic upswing of 5.5 percent from Q1 2016's €631 million (about \$684 million).

Publicis' Latin America and Middle East / Africa regions also saw growth of 4.5 percent and 1.5 respectively. North America, on the other hand, experienced a dip in organic revenue of 5 percent, to €1.29 billion (about \$1.39 billion), compared to the €1.3 billion (about \$1.41 billion) that region experienced a year ago.

Outgoing Chairman and CEO Maurice Lévy in a statement said the figures "send out faint but encouraging signals as to the Groupe's situation," pointing to Q1 account wins that illustrate "a positive momentum" that the holding company finds "encouraging in many respects."

Publicis in January announced that longtime leader Lévy would be succeeded on June 1 by Publicis Worldwide CEO Arthur Sadoun. ○

A smarter, more valuable integrated comms. practice

What if PR agencies offered not just integrated marketing, but integrated business solutions designed to help clients identify high-potential prospects and stay one step ahead of their customers' needs? This is a conversation that needs to happen if we want to be true communication leaders.

By Michael Roth

Having worked in the communication industry for more than 20 years, I've never witnessed a term in greater need of re-examination than "integrated." On its face, "integrated" sounds like a win-win, and an agency really has nothing to lose by adding the term to its name or offering. "Integrated" is a signal to a client prospect that your agency offers a broad marketing-communication mix and integrates them into a single strategic plan, an approach that may include social, digital, content development and lead gen, in addition to traditional public relations tactics. The truth is, marketing and communications integration has become table stakes for most mid-size and large agencies. As a result, it's no longer a core differentiator. Market integration is now simply the norm, our new business model.

The kind of integration our clients most desperately need has more to do with an agency's diverse and deep bench of executives than its marketing tools. The competitive business landscape and its targets are shifting so quickly, clients are looking for a team that will help them keep pace with changing market dynamics and customer expectations. Clients need subject matter experts from sectors outside of our own that will work together to help create better programs, stronger narratives and real results.

Perhaps the best question a client prospect should ask: Will the way you "integrate" your agency employees help our company achieve its strategic business goals?

The evolution of "integrated"

The term "integrated" didn't begin in the PR industry at all, but by advertising agencies in the late 1980s and early 1990s. They began to recognize the value of comprehensive marketing plans that included a mix of communication disciplines including advertising, PR, personal selling and sales promotion. The term started to gain serious traction with PR agencies at the turn of the century, to acknowledge that digital and social media was a capability that could also be offered alongside traditional media relations.

Some PR agencies (including ours) started to use the term "integrated" as part of their name because it demonstrated that they put social and digital into the mix, but also wanted their clients to know that they could effectively integrate other atypical PR

services like content production and lead generation strategy. The word was incorporated into the name just as much for the client as the agency themselves: it was a signal both internally and externally that the integrated model was evolving quickly, in parallel with the rapid pace of technology development and the industry.

So, if most big and mid-sized agencies offer marketing integration today, why do we bother using the term "integrated" at all? And what is its function?

Integrated subject matter expertise

A core principle that has driven the service business model is that an agency's offerings must evolve to meet the business needs of its customer. And we must understand not only what it is that our client needs to be successful, but help them shape those messages. You can be literally everywhere in the media yet generate no sales without alignment between a client's evolving business objectives and its media program or content distribution.

While there are great examples of the need for integrated subject matter expertise across financial, professional, technology and consumer PR practices, the example that comes to mind as most illustrative of this shift is in modern healthcare agency practices.

From life sciences to business of health

In the last twenty-five years, most healthcare/life science agency executives had to be firmly entrenched in the fundamentals of the pharmaceutical, biotechnology, medical device and diagnostics industries. They had to be conversant in the latest clinical developments in core therapeutic areas like oncology, neurology and cardiology, while mastering FDA guidelines on promotion, Sunshine laws, social and digital media guidelines and best practices, crisis techniques, and physician and patient education. They had to assess viability of clinical abstracts, speak to top researchers with authority and decipher relevance in a competitive and increasingly difficult media environment. And often, they had clients with clinical backgrounds without a sophisticated level of understanding of healthcare communications, or the value of what we do. That is a broad and impressive skill set, and there was a great deal of seasoned professionals who were quite good at it. But the entire game gradually started to change.

Something curious started to happen in client healthcare marketing meetings. Their internal insurance reimbursement and "value" experts started to wield increasing power at the marketing table. It was no longer enough to differentiate your products for the medical community. A product could not be successful in the post-ACA healthcare economy if it didn't demonstrate value to the value committees at insurance companies and hospitals. Even a top surgeon could not unilaterally pick his or her instrument of choice anymore. Physicians could make a request to the value committee, but the product first needs to be vetted for its "value" vis-a-vis its competitors because of how the hospital or provider was now being reimbursed for care.

So, in the post-ACA age, our clients are increasingly targeting these value committees and looking for more examples in their armamentarium of "value." It could mean evidence of fewer days in the hospital, fewer return visits to the physician, fewer days away from work or even a shift to home healthcare vs. hospital care.

Integration in modern healthcare

Today, it is mission-critical to find an agency that is built for the new healthcare economy and has a deep and fundamental understanding of the business of health. The transition is not so easy for a group historically steeped only in life sciences, and some may not be equipped to venture into these technical waters regarding value-based care. But unfortunately, it is no longer an option not to pursue this expertise in the same way it is not an option for agencies to be unfamiliar with social/digital communications or lead generation. Outcomes is the name of the game, and the targets have changed. Your agency staff needs to know how to speak in this new language.

A strong healthcare agency team can no longer be built in a pyramid structure with the Alpha Dog or all-knowing account leader with his or her minions below, who learn from the teachings of that leader. Rather, teams need to have diverse capabilities.



Michael Roth

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Ten people who determine your valuation

The opinions of a few influential players in any given stock drive the behavior of the larger herd of investors, and thus, can have a profound impact on valuation as well as implications for a company's financial communications strategy.

By James R. Palczynski

There's a T-shirt popular among social psychologists — admittedly a niche market — that reads, "Stereotypes are a Real Time Saver." These scientists, many of them management professors, appreciate the ironic humor. They know, through their close study of behavior, that we're all cognitive misers with too much to do and too many things to understand.

Distilling information is essential for capital markets professionals, who typically must understand hundreds of individual companies and the constellation of personalities involved in each. The equity capital market is a complex, dynamic and nuanced system that essentially seeks to synthesize a vast array of risks and opportunities to derive a price.

It's also common wisdom that Wall Street prefers to "bet on the jockey not the horse." In our experience, valuation is largely determined by the opinions of a few influential players in any given stock. Their voices and actions in the market drive the behavior of the larger herd of investors. Their perceptions about management matter a great deal, even when they are formed too quickly. In the interest of fairness, stereotyping works both ways, particularly given the common cast of characters on Wall Street.

In that spirit: there are ten people who determine your valuation.

The Axe

Damian Lewis and his character's namesake firm on Showtime's "Billions" are a bit of an inside-baseball joke. In common Wall Street parlance, the analyst with the most influence and impact on a stock ... that's the "axe."

That analyst's reports get read first. That analyst is one who is wanted on the air by CNBC, to which most trading floors are permanently tuned. To the analyst, that is like free advertising that drives sales and trading commissions. With a "buy" rating, this is also the analyst that likely has management for a non-deal roadshow. While times have changed some, the analyst's firm is well aware that this helps them capture investment-banking business.

The axe is one of the ten, particularly if, God help you, the axe is saying sell.

The Activist

While they come in all stripes, one common variety of activists seem to embrace

Saul Alinsky's idea that "ridicule is man's most potent weapon." Activist investing is one of the most prevalent trends in capital management. They are everywhere now, advocating for change, including spare change from the company's coffer! Every public company needs to have a plan, not only to deal with an activist but, better, to make sure to not be an attractive target for one in the first place. Many times, when an activist becomes a shareholder, it is because there were too many doors left too obviously open, particularly in the areas of governance and capital allocation.

The presence of even a small position from an activist can have an impact on valuation. In a more heated situation, often involving embarrassing letters made public via 13D filings, the narrative put forth by the activist can become absolutely central to valuation. This is often true over extended periods of time. The short activist can be a particularly nasty variety that seeks to corrupt the thinking of everyone on our list to make a buck at everyone else's expense.

The activist is one of the ten people on our list, one that always requires some careful management and a good plan.

The big, long-term holder

This portfolio manager has conviction about the stock and has been in it, in size, for a long time, in many cases since the IPO. He or she knows management well, talks to colleagues about the company as a favorite idea and generally can be expected to have a deep understanding of the company and its competitors. This person can pick up the phone and call the CEO and get him or her on the line, or at least get a relatively quick call back. Unfortunately, he or she is also a bit stuck as the level of his or her confidence is on full display given the size of his or her position. Other investors will take a cue from any change or even the rumor of one.

If a company is fortunate, it'll count (and deserve) at least one and hopefully a number of these people on its list of ten.

The hedge fund manager

Bobby Axelrod himself is the extreme example here. While we know more than a few hedge fund managers that are certainly interesting characters, we haven't actually come across any actual villains! That said, it is true that most of these folks are intently focused on short-term catalysts like news,

rumor, short-term results, and fast-moving sector-level trends. They are not investors, per se. In general, hedge funds tend to create (and thrive on) volatility. While, like activists, they come in all stripes, the most prevalent are the momentum-driven hedge funds that keep buying a stock as it goes up, driving valuation beyond what most might consider intrinsic. At the same time, they tend to run for cover and sell very quickly on any sign of trouble. There are plenty that will unmercifully short a stock and do what they can to make that a self-fulfilling prophecy too.



James Palczynski

They often canvas the analysts and other holders, seeking any kind of informational edge as to what might constitute or change overall sentiment and valuation. They test other market participants with tactical trades to find the break-points on valuation set up for a bigger trade, which might be long or short depending on what they discover. Most of them tend to be agnostic on that point and some will reverse their position entirely from long to short, even intraday.

They belong on our list for their short-term influence and, because significantly increased volatility can, if persistent, have longer-term consequences for valuation.

The financial reporter

Even in this age of "fake news" and "alternative facts," there is a particular reporter recognized as the best in each industry. Usually writing for places like the *Wall Street Journal*, Bloomberg, *Fortune* or *Forbes*, or commenting regularly on CNBC, this reporter knows the sector and the players (including on Wall Street). Reporters also will tend to talk about the bigger picture, adding any public interest or other angle to heighten the interest of a particular company's story. High profile, well-written stories can help. If they take a negative slant, they can be particularly detrimental. In either case, they will certainly have an impact on perception and, therefore, on valuation.

Reporters are mindful of and value their

— Continued on page 13

relationships, particularly if they've been around a particular industry for some time. They also appreciate engagement and a helping hand with their stories. Educating them can turn their understanding toward your view of the world. Failure to engage and build relationships not only has opportunity cost in the short-term, but if that causes long-term friction, financial news can obscure your message and certainly impact perception, thus valuation.

In any event, given a clear ability to move the needle on a stock or even an entire industry, an interested and engaged financial reporter deserves a spot on our list.

The competitor

It is an axiom in the Investor Relations business that if you don't tell your story, you can bet someone else is going to tell it for you. Most executives will not talk publicly, like on an earnings conference call, about their competitors. In private conversations, however, the questions are inevitable and it would be naïve to think that many, if not most executives don't take the opportunity to undercut their competition.

Understanding who those competitors are and, just as important, who they might influence, can be critical in mitigating false narratives or, for that matter, subjective narratives that if taken as fact would be harmful to valuation. As a general policy, taking the high road is usually the right course of action, though sometimes things can get serious and ugly.

In any event, particularly if there's a story vacuum to fill, the competitor is on our list of ten.

The investment banker

Investment bankers don't communicate with the markets, but the structural finance work and the mergers and acquisitions work they do can have profound implications for valuation. While it's not perfectly true, investment bankers tend to be some of the most sophisticated and most thoroughly minded people in the capital markets. Their advisory work can make or break a company and the story it tells. They also

have tremendous access to data and analytics that can illuminate quantitative determinants of value.

The value and perspective that an engaged and knowledgeable investment banker brings to the table is, particularly in the context of any public market transaction, obviously critical for valuation.

The one for which you have the most respect goes on our list.

The management team

While we have this one far down the list, the C-suite of a company should be the most influential voice for valuation. When a CEO has a maximum level of credibility and influence, a stock can even develop what we call a "cult" valuation. Visionary leaders in the vein of Elon Musk, Steve Jobs and Mark Zuckerberg have real gravitas in the financial markets that drives valuation. In contrast, measured comments and careful language that communicates a clear view of risk are a CFO's job. The balanced message that creates, particularly when the boss is a visionary leader who sets big aspirations, is generally beneficial to valuation.

While obviously not every CEO will inspire blind devotion and a massive premium multiple, certainly every management team can aspire to have a clearly communicated strategy, a well defined corporate culture, a mission and vision that translate into value creation, a sense that their view of the world is also realistic and prudent. That's a good path to instill confidence in not only the company's investors, but also in employees, customers and other stakeholders.

Management should speak with one voice and is therefore on our list.

The securities lawyer

The public conversation that determines valuation is bounded by a dizzying range of laws and regulations, some of which have serious teeth. While we don't recommend management think of Damocles during a Q&A session, it's essential to have a securities lawyer provide some thoughtful advice on disclosure, particularly in the event an activist is present.

Of course, counsel's advice is intended to mitigate liability and, as a consequence, sometimes involves a sacrifice of disclosure. Which way to lean is sometimes a tough call as the forward-looking statements or rhetoric that worry a lawyer tend to be the same things that inspire confidence and foster improved valuation for the Street. To be sure, we recognize the importance of staying out of trouble, particularly any that involves regulatory agencies or a court of law. At the same time, if it's too tightly wrapped, the cloak of legal protection can take away management's agility to play the game well!

Disclosure policy and practice are critical to valuation and with the power to affect both, the securities lawyer is certainly on our list of ten.

The strategic communications advisor

Management and the Board are responsible for determining and executing a company's financial communications strategy. An outside advisor with broad experience across a range of companies and situations and a highly objective point of view can provide critical input to that effort. Even the best companies can fall victim to insular thinking or be guilty of believing their own press clippings. Collecting unvarnished feedback from investors and its unbiased interpretation is key to achieving and maintaining optimal valuation. Unfortunately, most investors will rarely tell a company exactly what they think for fear of offending management and limiting their access. A trusted and respected third-party advisor, ideally one that comes from Wall Street, can provide that insight. An integrated and strategic approach to all communications and constituencies, can take this insight even further. Only by addressing the participation of each of the people on our list, can a company achieve the best possible corporate reputation and, by extension, valuation.

James R. Palczynski is a Partner at ICR. ○

Integrated comms.

— Continued from page 10

ities, divergent backgrounds, and operate more like a jazz band: a scrappy and passionate group of experts all moving toward the same objective, but with differing perspectives and knowledge pools.

For example, the rhythm section holds down the beat: these are the bioscience employees who are fluid in the fundamentals of healthcare, understand the product, its differentiators, milestones, and the product market. Then you need the soloists: the strategic leads who understand the

insurance business, Medicare Advantage, Medicaid, reimbursement and value based outcomes business. These employees are all about communicating evidence, outcomes and providing analytics that tell the story of a best-in-class product.

The new "integrated" agency

I do think this next phase of subject matter or expertise "integration" will eventually become table stakes, just like social and digital integration is today. But for now, it is important for our clients to understand what we mean by this new frontier of integrated communications. Do we have B2B

insurance experts on our teams? Do we have technology and analytics wonks? Are we able to draw out a narrative, messaging and communications tactics that work for new targets? If agencies choose not to rest on their laurels as integrated marketing experts, and fully embrace the rapid and unprecedented business challenges that our clients are facing, our industry will be able to add more value to our clients than ever before.

Michael Roth is a Partner and Healthcare Practice Leader at Bliss Integrated Communication. ○

Why executive commentary on social media matters

The emergence of executive commentary on social media provides a much-needed venue for leaders to share their perspectives on critical issues in a transparent fashion.

By Cynthia Isaac

Novartis CEO Joe Jimenez is deeply interested in China's drug market. Soon, he believes, reforms to the China Food and Drug Administration will lead to the approval of many more drugs that have been tested and approved in other countries. The reforms could help Chinese patients gain access to important medicines.

How did I hear about all of this? By following Jimenez's Influencer blog on LinkedIn. Like many other healthcare professionals, I'm interested in how Western drug companies are faring in China. Ten years ago, I would've had to wait until the *New York Times* or another publication covered the topic. Thanks to social media, I can learn about it directly from the person at the top.

The emergence of LinkedIn, Twitter and other social media as platforms for executive commentary is important for at least two reasons. First, the opportunities for companies to garner the coverage they desire in mainstream media are dwindling as media outlets struggle with consolidation and financial challenges. Many top-tier journalists have left the field for higher-paid jobs. The typical media outlet is now making do with a smaller, sometimes less experienced staff.

Reporters must cover more news, under tighter deadlines, and with more competition from bloggers and other non-traditional commentators. Stories are shorter. And headlines are more provocative as media channels, news sites and aggregators compete for readers' attention. Balanced, nuanced, deeply reported company stories are a rare commodity.

The second reason I'm excited by blogging opportunities on sites such as LinkedIn — as well as less-obvious outlets like Glassdoor, Quora and Triberr — is more personal. I work in the biopharmaceutical space, where reputation has taken a heavy hit. According to a January 2017 Harris Poll, only nine percent of U.S. consumers believe pharma and biotech companies put patients over profit. Thus, companies sorely need new approaches to sharing perspective on critical issues that impact business. An executive blog can help explain the company's positions and tell a more nuanced story to impact stakeholder understanding.

Before the advent of social media, placing a well-crafted OpEd in the *Wall Street Jour-*

nal or *Washington Post* could fulfill this objective. That's still true today. But the hurdles are higher, now, and so are the risks. Much as traditional media outlets may strive for civility in their "comments" area, executives who air their opinions are vulnerable. Even where reader feedback is supportive, anonymous comments make it hard to analyze who's engaging with the content, or how much they influence others.

In contrast, I'm impressed with the transparency and refined rules of the road on professional networking sites like LinkedIn. After reading Joe Jimenez's China post, I skimmed some profiles among the 340+ individuals who "liked" the column. The visibility is remarkable. LinkedIn's business-and-jobs focus incentivizes members to interact with others and share information about their work experience and professional networks. This transparency is helpful when you run analytics to track the impact of an executive's blog. What's more, many members turn to LinkedIn to build their personal brands, which means they are more likely to maintain a demeanor appropriate to business.

An additional draw is the ability of content creators on LinkedIn to leverage their own networks. Colleagues can share the perspectives of their executives. Circles of influence widen to include external vendors, customers, and opinion leaders.

And that's just part of the picture. LinkedIn provides tools that lets authors fine-tune their outreach to disparate audiences. And the site's 2014 purchase of SlideShare enables other enhancements, such as turning blog posts into slide shows that highlight just the data and key takeaways. As of January, SlideShare boasted 70 million users and some 159 million monthly page views.

While LinkedIn is the obvious standout in the sphere of online thought leadership, there are many other platforms that promote discourse on serious topics and reward intelligent engagement. On Quora, a sprawling question-and-answer community with about 100 million monthly unique visitors, the stature of registered members rises with the volume and quality of answers they provide.

Professional stature in a technical field enhances credibility on Quora. As long as your executive concentrates on topics where she

has indisputable expertise, her stature on the site is likely to rise. Quora provides a variety of opportunities for blogging and live Q&A "sessions."

In a similar fashion, Triberr helps content creators reach audiences interested in topics that might be as broad as "nursing" or as narrow as a single drug. If nothing else, the site can help corporate thought leaders keep track of what like-minded bloggers are writing.

If a company wishes to engage job candidates, then consider a blog post on the job-search and review site Glassdoor, which attracts about 33 million unique users a month and contains data on 660,000 companies around the world, according to *Fast Company*.

Whether on LinkedIn or Glassdoor, there are simple do's and don'ts that will make your article more attractive to your readers, and to editors who may serve as gatekeepers.

Most important, an article is not a message track. Site editors and readers alike are looking for insights and information on developments in the news and trends in the industry. Stories that surprise the reader, defy conventional wisdom, and steer conversations in a new direction garner the most engagement.

Consider presenting a unique analysis on an industry trend, with original data if possible. An unusual personal narrative can also be a platform for a chief executive, especially, in healthcare, if the story involves intimate experience with illness, mortality, or recovery. A high corporate title is also a big draw.

Traditional virtues such as humility and generosity also matter in digital domains. The stakeholders an executive most wants to reach will respond best to arguments presented in a moderate tone with an abundance of persuasive detail.

There are a few examples of executives who do this right. I would point to the last five posts on Joe Jimenez's blog. Each short article illuminates a topic that's top of mind in his industry, along with an informative snapshot of Novartis's activities. Perspectives presented with intelligence and insight are the ones that resonate most.

Cynthia Isaac, Ph.D., leads the Corporate Communications practice for the public relations group of inVentiv Health Communications. ○



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Brand lessons from the Chicago Cubs

Brands, like sports teams, risk the possibility of fading away after a successful season. Here are several lessons brands can take from the Chicago Cubs on remaining innovative with a follow-up product launch or campaign.

By Tara Reid

Spring has sprung, and baseball season is underway. And what a season it's poised to be, with the Chicago Cubs odds-on favorites to win back-to-back titles — a feat no team has done since the NY Yankees were World Series champs in 1999 and 2000.

As lineups are finalized and pitching rotations set, it's impossible not to wonder how the Cubs will do after last year's Cinderella story. All eyes are on them — and for good reason. They have the talent and leadership to be successful for years to come, but anything less than winning another championship will be considered by many to be a failure.

It's not just the Cubs that face the fear of being a flash in the pan. Outside of sports, singers and authors become one-hit wonders all the time when their first album or book tops the charts only to have their second and third fall flat. Brands are no exception. While some fade away after one incredible product launch, due to constantly evolving trends and tastes, others struggle with follow-up products or line extensions that miss the mark. So, how can a brand score a home run with the launch of a follow-up product or campaign? It's a winning combination the reigning World Series champions set in motion months ago, and one that — if followed — should lead to success on and off the field.

In celebration of the return of America's favorite pastime, here are five lessons brands

can learn from the Cubs.

Success doesn't happen overnight. Well, sometimes it does, but it takes a lot of preparation behind the scenes. Becoming the 2016 World Series champs wasn't a lucky break. It was a strategically planned approach by GM Theo Epstein — from recruiting the right players to hiring the best coaches and managers. Brands need to take time to lay the foundation for continual success and have the foresight to look beyond one product launch. First, be sure to have the right team in place. From R&D to marketing, everyone needs to work together for a successful program. Also, outline an innovation pipeline early on and stick to the schedule as closely as you can. Finally, plan for an overarching campaign theme that has the potential to carry out multiple messages and products.

Stay hungry but stay humble. You've just launched the biggest product of the year. Sales and awareness have skyrocketed and your brand is a media darling. What do you do? Take a moment to let it soak in, and then get back to work ... as if it never happened. Epstein recently commented that after a World Series win you either get complacent or even hungrier because now that you've tasted it, there's no real in between. When kicking off a follow-up program, campaign or launch, be just as aggressive — or even more so. Treat each subsequent project with the same passion and excitement, as well as caution, as your first one to remain grounded. Remember the strategizing, time and dedication it took to win the first time around. While your brand might be on top of the world today, it could be a has-been as soon as tomorrow.

Take advantage of the spotlight. Find ways to keep the positive momentum going for your brand as long as you can while planning your second act. After the Cubs won, the media covered everything they did. They made the talk show rounds; team members attended a fellow player's wedding; they went to the White House; retired catcher David Rossi joined "Dancing with the Stars." And just like that, the 2017 season was here. By executing a phased marketing and PR plan that includes a media campaign, public appearances and social posts, your brand will still be buzzing by the time you're ready for your next launch.

Keep in mind what worked but evolve. When planning a follow-up launch or campaign, be sure to leverage tactics and ideas that helped yield your success. That said, don't lose sight of current consumer and societal trends that are sure to impact your brand. During the offseason, Cubs manager Joe Maddon said it's important to be uncomfortable to continue to grow and not become stagnant. This is true for both playing the game of baseball and thinking or ideating in the marketing sense. What can you do this time around that remains true to your brand but demonstrates a clear evolution? Perhaps it's pushing the creative envelope in your content creation or targeting a new group of influencers. Or consider bringing your brand or program to life on the consumer level through an experiential activation. Utilize new platforms that will resonate with your audience.

Be synonymous with October. When you think of MLB's postseason and World Series winners, teams like the Yankees and Red Sox immediately come to mind. For the Cubs, this is the end goal, and it encompasses everything they're working toward. Tech brands might take the same approach with CES, car brands with the L.A. or Detroit Auto Show, and food brands with Natural Products Expo West, whatever the biggest national stage is for your industry to show off your success.

With expectations high at these events, you must be impactful to become memorable. Once you have a few key Ws under your belt, your brand will make the climb from lucky newcomer to best of the best and may even become a marketing case study.

Only time will tell how far the Cubs make it this season. But if they stay grounded and focused, they have the potential to become one of the most dominant teams in sports history. The same can be said for a brand. It's tough to remain brilliant and innovative — it takes the right combination of components, but it can be done. By developing and following a well-thought-out and consistent game plan, you'll win with every product launch or campaign. Consumers will become fanatics and keep coming back to see what's next. And in the end, you might just create a passion brand with a passionate following.

Tara Reid is Vice President of Havas Formula's Chicago division. ○



Tara Reid

PR news brief

L.C. Williams acquires JSH&A

Chicago-based full-service agency L.C. Williams & Associates announced it has acquired Oakbrook Terrace, IL-based food and beverage shop JSH&A Communications. Terms of the acquisition, which became effective April 1, were not publicly disclosed.

LCWA executives told *O'Dwyer's* that the acquisition brings the agency extensive food and beverage expertise in media relations, social media activation and special events, and serves as a "great complement" to LCWA's consumer marketing experience.

"LCWA and JSH&A are very similar agencies, with complementary clients and expertise developed over decades in all aspects of public relations," Kim Blazek Dahlborn, president and CEO of LCWA, told *O'Dwyer's*. "We were founded on the principal of providing big agency thinking with the dedication and service of a small firm, and we will continue to uphold these core values that both agency teams share."

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Caught in the fake news crosshairs

Why preparation and truth are the best defense for a company's reputation.

By Tracy Carlson

Fake news" heightens the confusion in our cluttered media landscape. If you get caught up in a fake news firestorm, that confusion becomes a serious challenge for your brand and business.

Most U.S. adults (64 percent) agree that fake news has left them confused about basic facts of current events, according to a recent Pew Research Center survey. Also striking: only 39 percent of U.S. adults are very confident in their ability to recognize fake news, and nearly one in four have shared fake news.

Fake news is not a new phenomenon. In 1782, Ben Franklin printed a fake edition of a real Boston newspaper to strengthen America's opposition to the British. Many other newspapers then reprinted the false information.

But Americans' awareness of fake news —

and their part in spreading it — remains a real concern. Just ask Pepsi and New Balance. During the recent presidential election, misquotes of their CEOs led to boycotts and shoe burning. Coca-Cola's Dasani faced bogus reports of parasites in its water, and McDonald's dealt with the fallout from a hacked and hijacked Twitter feed.

It's enough just to be next to the fake news. Fiat Chrysler felt the heat when its programmatic native advertising aligned ads with fake news stories.

Clearly, fake news can negatively impact public sentiment. The bottom line often follows. The Pepsi issue was the event that most negatively impacted the company's reputation in 2016. A month after the incident, its stock price was still trailing its previous average.

Brands rarely have the chance to prevent their involvement in fake news. But corporate communications leaders can still prepare. Here's how:

Aggressively monitor your mentions.

Fake news spreads faster than you can imagine. One hour produces more than 1.8 billion Facebook messages, 21 million tweets and nearly 3 million Instagram photos. You need 24-hour monitoring services, with team members ready to develop responses at a moment's notice.

Incorporate fake news scenarios into your crisis planning. Preparation is everything in a crisis. Bring the teams responsible for crisis management together regularly. Hold candid conversations about vulnerabilities and red flags in your organization. What could be exploited in fake news? How have other companies responded? What resources can you put in place now? Which internal and external champions can you call on for help? Answering these questions empowers you to mount a strategic, brand-appropriate response.

Regularly remind your employees of your media and social media policies. Your employees can be your best brand advocates. You should equip them with clear guidelines and messages to support your organization. Without these tools, even the best intentions can cause damage to your reputation. I've seen this firsthand: A devoted employee took to her blog to defend her employer, which was dealing with a fake news issue. Unfortunately, she didn't have all the facts, and her commentary didn't align with that of the organization. Her well-intentioned efforts created even

more work to get the facts straight.

Train your thought leaders to vet information and media before sharing opinions. You likely have a thought leader (or five) eager to be the first to voice his/her opinion on current events. That can be an asset; if they have the appropriate support to vet media opportunities and research key information. Given the rushed nature of today's news cycle, it's easy to share incorrect or outdated information, engage with fake social media accounts or align with the wrong media outlet or reporter. Establishing best practices for your thought leaders and a process for providing them counsel will help mitigate risks.



Tracy Carlson

Invest in ongoing media relations to tell your positive stories. What pops up in a Google search on your organization? That's how you measure public opinion of your brand. It's true of reporters, too. You need search results rich in earned media, the most trusted form of communications. Earned media coverage requires an ongoing investment. You need aggressive outreach and nimble storytelling power. Your online newsroom and social channels need emotionally resonant video and graphics. These investments create a more complete, more positive picture of your organization — critical to maintaining brand trust during a fake news crisis.

Assess and provide guidelines on where your paid advertising runs. Programmatic native advertising allows organizations a broad channel to frame their stories. Unfortunately, some outlets in this channel facilitate the spread of fake news and other problematic information. Organizations must work closely with their advertising networks to ensure their ads only appear in outlets that match their values.

The spotlight on fake news also shines a spotlight on its remedy: the truth. That's a good thing. News organizations are coming back to their roots as champions for truth. They're working to mend the broken line between news and opinions, combat fake news and regain the public's trust. It's the right environment for organizations to get engaged, build media relationships and prepare for any road blocks ahead. The more you do now, the more resilient your brand will be in a fake news firestorm.

Tracy Carlson is Senior Director of Crisis and Media Relations at Padilla. ○

PR news brief

Crosby acquires production company

Annapolis, MD-based agency Crosby Marketing Communications has unveiled a new multimedia content division, the result of the firm's recent acquisition of production company Butler Films.

Butler has served clients such as Discovery Communications, National Geographic, CarMax, GE and Capital One, as well as a variety of healthcare and nonprofits. The 20-year-old Annapolis-based company is led by Director David Butler, who holds an Emmy, Addy and Telly, as well as having PRSA and Clio awards to his credit.

In light of the acquisition, Crosby has integrated its creative, social and digital teams into a new multimedia content division, with Butler named vice president of multimedia production. He'll lead an in-house team capable of creating TV spots, PSAs, short films, video series, social media assets, webcasts and multimedia presentations out of Crosby's 20,000-square-foot headquarters.

Crosby President Raymond Crosby told *O'Dwyer's* that the decision to acquire an existing production company as opposed to creating a new practice from the ground up allows the agency to begin providing a suite of internal multimedia capabilities for clients in one fell swoop, as opposed to doing so slowly over time.

Crosby also noted that his agency has had a long working relationship with Butler, having collaborated with the company for the last 15 years.

"The whole driver behind this was the need to deliver creative storytelling across every media channel, but with an agility that maximizes our ability to meet the rapid-fire pace of the world we're living in," Crosby told *O'Dwyer's*. "With David, we've got a great leader who can drive this whole division and who's got an amazing reel, strong industry contacts, and who already knows our organization and will be able to seamlessly connect with them."



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Technology PR: a tale of two coasts

A bicoastal look at the technology industry and how the integrated marketing and PR landscape compares in each region.

By Jennifer Malleo and Nikki Festa O'Brien

Navigating the technology scene is like standing in a crowded room, shouting someone's name and hoping the right person notices. It's likely a few with the same name might turn, but the noisy congestion will certainly make it hard to pinpoint where that voice is coming from.

How does the technology industry differ from coast to coast?

While the above analogy can be a reflection on either coast, we've seen a huge amount of growth on the East Coast, specifically Boston, with that city taking the lead for digital entrepreneurship, according to the U.S. Chamber of Commerce Foundation. The environment is academically charged and fueled by uplifts to some of its hometown brands' headquarters and relocations, including New Balance, Converse, Reebok and GE. There's also been a significant investment in the city's quality of life. Boston has mastered the art of having explosive growth without losing its innate charm, a strong sense of community.

The West Coast, is built on a fast-moving mentality, inspired by a highly competitive industry seeded with venture capital. It's no surprise that if we're talking technology, the Bay Area is the hub in focus, and what this area may lack in "community" it makes up for in relationship building. Knowing and finding the right people to involve in the business is a huge driver in finding success. No one does this better than the Valley, with approximately \$21.7 million in startup funding in the last 12 months (compared to \$4.5 million in Boston), according to Teleport, and more than 6,000 business launches between 2011 and 2015.

A unifying force between the two coasts that sets them apart from other cities and regions is the constant quest for superior talent. Whether it's locating your technology business steps from some of the most renowned universities in the world or networking with Silicon Valley powerhouses, it's a game each coast plays and plays to win.

Do the requests for integrated marketing and PR services differ by coast?

Simply put, the requests don't differ coast to coast. It's all about building, keeping and leveraging the relationships that matter most. The channels continue to grow and the names and faces change, but the strategy and objectives are the same. However, one aspect that has changed, especially af-

ter the economic downturn in 2007 where marketing teams became a "party of one" in many instances, is the level of education and awareness. Companies aren't looking for just a strong media relations program or an increased social following, they're looking for firms to turn them into influencers.

What should a networking strategy look like to dominate Boston and San Francisco?

Networking is key to any business and across all industries. However, the coasts draw inspiration from different sources based on the nature of each environment. It's based on preferences, like being a fan of Coke or Pepsi. Neither is better than the other, and each has its advantages.

The way each city networks is, in many ways, a reflection of the ideas coming out of the city. For example, the National Science Foundation has cited that academic institutions in Cambridge, MA, spend \$4 billion on R&D each year, compared to only \$1.3 billion for the entire Bay Area. Boston is largely idea-driven, prioritizes the user experience and likely spends a lot of time and investment on testing. San Francisco is quick to the draw, looks to produce a product that will attract investment and is inspired by the future versus the past. Both approaches need a sound networking strategy to accomplish their goals.

Do client expectations of the PR program differ by region?

Every CMO views PR as a tool to impact sales, regardless of geography. The definition of PR has been evolving for decades, and what we're seeing now is a convergence of PR, marketing and sales enablement. It's now expected that every marcom activity align with the customer journey to create measurable outcomes.

According to the USC Annenberg Center for Public Relations Global Communications Report out earlier this year, almost half of PR professionals surveyed believe PR will become more integrated with marketing over the next five years, and marketers agree: nearly 20 percent predict that PR will become a subset of marketing.

PR planning and sales coalesce around measurement. As PR practitioners, we have the opportunity to help clients set measurable objectives that influence sales and design programs to achieve those objectives.

At the implementation phase, content

and digital storytelling become the primary driver of a brand's story across owned, earned, paid and shared channels. Most often, PR has a leading role in the ideation, development and curation of that content, enabling PR professionals to influence buyer behavior at every stage of the journey.

Does cross-office collaboration help or hinder client communication?

There's little doubt that operating bi-coastal teams demands a thoughtful approach to developing effective communications practices.

Having one team span East and West Coast time zones has benefits for clients – they essentially get a 40 percent boost in attention every day, as teams operate a follow-the-sun approach to meeting demands.

East Coast workers take the early shift, getting a jump on announcements and breaking news; West Coast workers are available late into the evening.

The keys to making it work come down to investing in the right tools and people with the right attitude. Both coasts are filled with digital natives who are at home with digital innovation and easily adapt to ever-changing technology. Online collaboration is part of their DNA.

Collaboration across coasts is a game changer in providing exceptional service to clients and can drive innovation by integrating different points of view, background experiences, expectations and abilities.

Does geography matter anymore?

More than a century ago, Rudyard Kipling wrote, "East is East and West is West, and never the twain shall meet." Kipling seemed to be saying that all of us are, to some extent, unable to adapt to the ways of others.

Still, he might have gone too far in asserting that the two will never meet. As more companies straddle both coasts and blend cultures through technology, agencies have an opportunity to help clients bridge the marketing divide by offering unified insight and expertise across geographies.

Jennifer Malleo is Vice President of PAN Communications West. Nikki Festa O'Brien is Vice President of PAN Communications East. ○



Jennifer Malleo



Nikki Festa O'Brien



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PR needs a new definition

Hey Merriam-Webster: after 120 years, it's time for a change, don't you think?

By Blair Broussard

The public relations industry is celebrating a birthday. One hundred and twenty years after Ivy Lee founded PR we're at a crossroads. This \$14 billion global industry's future is uncertain as other industries and new sub-sectors take over our very mission of reaching and persuading target audiences.

Merriam Webster defines PR as the business of inducing the public to have understanding for and goodwill toward a person, firm or institution. While I do believe that public relations is still about influencing, engaging and building relationships with key stakeholders to contribute to the way an organization is perceived, this outdated definition doesn't go far enough in today's digital, big-data and multi-platform world.

Today, brands demand hard ROI in the form of numbers versus public opinion. No longer are PR firms measured by loose numbers like ad value equivalency, rather our clients want to see how we go a step further than "perception" and "goodwill." Bottom line, they want to know how we're actually getting them revenue. Therefore, the age-old definition of PR is entirely too broad, causing confusion and giving our competition leeway to begin to take over pieces of the pie that are rightfully ours.

The controversy: what is PR?

If you feel like you're always being asked this question and don't have a good enough answer — or if you don't really know how to answer it at all anymore — you're not alone. In fact, only 27 percent of agency leaders believe that by 2020 the term "public relations" will adequately describe their work. The problem was evident back in 2012, as the Public Relations Society of America sought to redefine the definition of PR.

PRSA began a huge campaign to solicit new definitions from industry organizations, professors, students, professionals and even the public at large. In just two weeks, it received almost 1,000 definitions. The initiative seemed to cause quite the stir, and after what the *New York Times* described as contentious conversation, the winner was chosen. Public relations had a new definition, according to its leading trade association: "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics."

Clearly this didn't hit the nail on the head. Since then, annual operating profits have

consistently fallen, dropping from 18.6 percent to 15.3 percent in 2016.

Just ask Old Spice and Apple circa 1997, when their profits were falling. They aggressively repositioned their brand within the marketplace to ensure long-term success. Maybe the PR industry should eat our own dog food and do the same thing?

Where did it all go wrong?

I won't bore you with an entire timeline of this industry. According to the Museum of PR, the earliest signs of public relations date back as far as 37000 B.C. But the age of mass media could be thought of as PR's golden age, from swaying the public opinion during the Great Depression to the mass adoption of televisions, leading to a whole new medium to communicate to the public. And who could forget the cyanide-laced Tylenol deaths, when Johnson & Johnson set the crisis communication standards in the early 1980s. Throughout it all, PR was there to prove itself useful. It solved a very clear pain point. Times were simpler, and public opinion was easier to gauge as people were only accessing a few mediums to receive information about everything from world news and popular culture to consumer products.

Enter the rise of integrated media in the early 2000's. Agency players like Edelman, Weber Shandwick, FleishmanHillard, and others flourished, expanding their communications scopes and markets during the early 21st century as they purchased and conglomerated many advertising, marketing and public relations firms.

Then, to shake things up even more, a few years later social media became even more prevalent. This is about the same time that other, smaller agencies cowered and allowed new sub-sectors to take over our very mission. Social media was yet another way to create long lasting relationships between businesses and buyers, not to mention it was capable of providing a two-way conversation. A few years later, social media was spun out as its own department rather than exist as an integrated service offering. The client results after that department's creation were lackluster, to say the least.

Now, social media specialty shops are a dime a dozen. A simple Google search reveals there are 20+ social media agencies on the first page in ARPR's hometown of Atlanta alone. And, there are an additional 40+ full-service marketing and advertising

agencies on that same search that proclaim social media as a core capability. Who can blame them though as *AdAge's* 2016 State of the Agency Report shows that despite total revenue and growth declining, digital revenue for U.S. agencies surged 13.5 percent in 2015 to \$19.3 billion.

That said, more and more agencies are jumping on the digital bandwagon. Yesterday it was social media, today it's content marketing and lead generation. But these tools, strategies and channels aren't the solution, they are just a means to the end that should not have been thrown so hastily to the wayside by PR practitioners. After all, we've always been the ones directly and authentically communicating with audiences, we've just been hesitant at embracing new tech to do so.

The new definition of PR

First, I believe we all need to agree this definition should be timeless and have the ability to withstand any additional technological advancements. Next, I believe we need to stop shortchanging ourselves: why are we limiting our area of expertise and allowing other industries and sub-sectors to take over and own anything that has to do with technology, analytics and hard ROI?

I believe we can all play nice and share the stage. PR, marketing and sales teams all have a significant role in communicating and influencing key audiences, yet they often lack understanding of the core functions and value of the other teams. Technology can help close the gap to create common goals, giving all three teams a holistic picture. At the end of the day, we all want the same thing — to help our businesses or clients achieve their overall goals and objectives.

I still have faith that this beloved industry of ours can change, but it has to happen now. I'm calling on industry leadership to revisit our definition. Trade associations, academia, practitioners and more; let's all gather and put a stop to the guessing, confusion and constant revisions. I can't think of a better time than the 120th year of our industry to move beyond this crossroads, choosing a path that is concise, timeless and enables us to continue to innovate and grow. PR truly is fun and flexible. It's quantifiable and trackable. It's collaborative. It's lucrative. And it's really, really impactful.

Blair Broussard is a Senior Vice President at AR|PR. ○



Blair Broussard

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Tech firms focus on social media, content creation

Several of the top tech PR firms weigh in on their strategies for growth and where they see the tech industry headed in the not-too-distant future.

By Adrienne Jordan

The top 10 firms ranked by O'Dwyer's for technology PR brought in a combined total of more than \$405 million in 2016, a 60 percent increase in tech-related fees from the top 10 agencies ranked last year. Nine of those firms were up in total billings last year, and all save one gained in tech-related fees, several by double digits.

Innovation key in tech success

All truly innovative companies have a story to tell, and an increasing number of those innovators are now seeking communications services, according to Alan Soucy, CEO of San Francisco-based tech PR specialist Spark.

Soucy said that in order to be effective today, PR services must include an integrated approach with a concise strategy for narrative development, high quality content creation, earned and paid media for amplification and measurement and reporting to ensure alignment with stated goals.

"All services must directly support a client's business goals or else they are superfluous," said Soucy. Spark sees the tech industry following markets that are ripe for disruption and innovation. "We expect to see ground breaking advances in transportation, energy, artificial intelligence, digital currency, and underlying blockchain technologies."



Alan Soucy

Some of the places where Spark envisions tech PR growing includes sectors such as FinTech, transportation, enterprise, marketing tech, AR/VR and new consumer technologies.

Spark accounted for more than \$14 million in tech-related net fees in 2016.

Social media, influence remain strong

Silicon Valley agency Highwire PR grew by nearly 38 percent overall in 2016, and accounted for more than \$14 million in tech-related net fees.

Principal Emily Borders told O'Dwyer's that tech PR industry is currently seeing strong growth in the variety of services that prospective clients and companies are looking for, "which presents an opportunity for PR professionals and agencies to expand their services offerings to meet this need."

"The biggest trends we've seen is a need

for social media, content and influencer marketing programs as companies increasingly want to engage with influencers to grow their brand awareness," Borders said.

Borders said technology is impacting more industries than ever, giving communicators who work in these spaces an opportunity to tap into markets ranging from digital health and ecommerce to consumer devices, cybersecurity and enterprise infrastructure.

"Organizations are looking for compelling ways to connect with their target audiences. Raising awareness through media, analyst and influencer relations is a key focus area, but we are also seeing more interest in customer activation campaigns, from highly curated, salon events to large-scale customer conferences," Borders said.

"More and more these companies are looking for an integrated approach to their public relations strategy," she continued. "Instead of working with multiple agencies for different areas of PR, they want to keep it all within the same team. Overall, companies want brand awareness, which they want to come in the form of an integrated program that includes everything from thought leadership programs and media relations to social media strategies and trade-show and event support."

Tools, platforms for day-to-day tasks

One of the most significant challenges and opportunities facing the tech communications industry today is the prospect of determining which tools and platforms to

use for day-to-day PR tasks. The PR industry is just beginning to see the impact of technologies such as machine learning and AI, as well as virtual and augmented reality and robotics, each of which open an untold number of doors.

Highwire recently rolled out its Highwire Labs team, an internal group dedicated to researching and reviewing the latest PR tech platforms to determine which tools the larger agency should adopt. With this new team, the agency is able to stay ahead of the curve with the latest in PR tech and test out platforms before they're introduced to clients.

"The tech industry is constantly evolving, which makes it so exciting," Borders said. "These innovations are here to stay and we will feel the reach into nearly every aspect of our lives."

Technology affects positive change

New York-based Hotwire grew by an incredible 322.2 percent last year, taking in more than \$13.2 million in tech-related net fees alone.

When it comes to the sorts of brands that are contacting technology agencies today, Hotwire Senior Vice President of Business Development and Marketing Greg Mondschein offered a simple answer: just about everyone.

"Everyone now wants to tell a technology story. Everyone wants to be on the cutting edge," Mondschein said.

"Technology is empowering every aspect of business, from operations, to IT, to mobility to sales and marketing automation. Brands from all industries want to tell that story, and technology agencies are best positioned to capitalize on this massive opportunity because it's the story they've been telling for years."

According to Mondschein, we're still battling the old guard when it comes to the siloed nature of marketing departments. Mondschein lamented that PR budgets are traditionally a fraction of the broader marketing budget, and at the same time, communicators are more and more held accountable for lead generation.

"As we all start to pitch and execute integrated campaigns, we continuously have to fight for access to new and bigger budgets," he said. "While the walls are starting to come down, there's still a disconnect between budgets, the asks and tolerance for new creative thinking." ○



Emily Borders



Greg Mondschein



O'Dwyer's technology PR rankings, p 26



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Firm	2016 Net Fees	Firm	2016 Net Fees
1. Edelman, New York, NY	\$265,316,000	35. Feintuch Communications, New York, NY	\$862,100
2. Racepoint Global, Boston, MA	23,713,740	36. Pierpont Communications, Houston, TX	832,960
3. Finn Partners, New York, NY	20,344,000	37. 360 Public Relations, Boston, MA	802,608
4. W2O Group, San Francisco, CA	19,515,000	38. Verasolve, Potomac, MD	802,000
5. Highwire PR, San Francisco, CA	14,032,125	39. Standing Partnership, St. Louis, MO	771,017
6. Spark, San Francisco, CA	14,021,737	40. Makovsky, New York, NY	657,000
7. Hotwire, New York, NY	13,247,420	41. CooperKatz & Co., New York, NY	485,060
8. ICR, New York, NY	12,735,776	42. Marketing Maven Public Relations, Camarillo, CA	454,793
9. PAN Communications, Boston, MA	11,704,377	43. Konnect Agency, Los Angeles, CA	319,290
10. Hoffman Agency, The, San Jose, CA	11,340,000	44. French West Vaughan, Raleigh, NC	310,275
11. Merritt Group, McLean, VA	11,078,745	45. Power Group, The, Dallas, TX	266,962
12. APCO Worldwide, Washington, DC	10,733,500	46. Hunter PR, New York, NY	250,000
13. Bateman Group, San Francisco, CA	10,482,117	47. McNeely Pigott & Fox Public Relations, Nashville, TN	242,524
14. Inkhouse Media + Marketing, Waltham, MA	10,375,200	48. Moore Communications Group, Tallahassee, FL	236,885
15. Padilla, Minneapolis, MN	9,898,630	49. WordWrite Communications LLC, Pittsburgh, PA	233,300
16. Walker Sands Communications, Chicago, IL	8,052,898	50. BLAZE, Santa Monica, CA	230,000
17. Fahlgren Mortine, Columbus, OH	7,955,463	51. Maccabee, Minneapolis, MN	193,886
18. 5W Public Relations, New York, NY	5,300,000	52. O'Malley Hansen Communications, Chicago, IL	191,000
19. Jackson Spalding, Atlanta, GA	4,407,649	53. Dale Curtis Communications LLC, Washington, DC	186,933
20. Havas Formula, New York, NY	4,253,000	54. Red Sky PR, Boise, ID	162,198
21. Peppercomm, New York, NY	4,082,143	55. Public Communications Inc., Chicago, IL	133,841
22. Rasky Partners, Inc., Boston, MA	2,964,147	56. Champion Management Group, Dallas, TX	129,815
23. G&S Business Communications, New York, NY	2,831,159	57. Schneider Associates, Boston, MA	124,500
24. Coyne, Parsippany, NJ	2,400,000	58. Bizcom Associates, Addison, TX	110,000
25. Idea Grove, Dallas, TX	2,298,518	59. Beehive Strategic Communication, St. Paul, MN	108,641
26. Gregory FCA, Ardmore, PA	2,000,000	60. Lavidge, Phoenix, AZ	98,695
27. Prosek Partners, New York, NY	1,910,000	61. Bob Gold & Associates, Redondo Beach, CA	70,937
28. Greenough, Boston, MA	1,350,349	62. Landis Communications, San Francisco, CA	60,000
29. AR PR, Atlanta, GA	1,340,397	63. Rosica Communications, Paramus, NJ	54,000
30. Trevelino/Keller, Atlanta, GA	1,300,000	64. SPM Communications, Dallas, TX	41,040
31. Karbo Communications, San Francisco, CA	1,240,061	65. Greentarget Global LLC, Chicago, IL	40,000
32. Lambert, Edwards & Assoc., Grand Rapids, MI	1,175,000	66. Lovell Communications, Nashville, TN	29,039
33. IW Group, Inc., West Hollywood, CA	1,053,000	67. The Buzz Agency, Delray Beach, FL	5,700
34. North 6th Agency (N6A), New York, NY	1,018,321		

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Finance firms navigate new regulations

PR firms working in the finance industry today are netting historic fees, yet find themselves besieged by historic changes affecting everything from fiduciary regulations to a reallocation of assets, all to an increased demand for digital offerings that consumers now expect when utilizing financial services.

By Adrienne Jordan

The financial communications industry will need to evolve more quickly with changes to the media and investment landscape, as other segments of communications have,” said Michael Fox, Chief Client Officer at ICR.

Fox believes Millennials’ transition into a target audience for financial communicators will become a major source of impact for the industry in the coming years.

“Digital media is simultaneously expanding and fragmenting into many more outlets for information, presenting new challenges and opportunities for companies in the way they communicate to their current and potential stakeholders,” said Fox. “The way Millennials consume information and the things that influences their behavior are very different — and financial communicators will have to adapt.”



Michael Fox

“One need only look at the recent challenges faced by United Airlines this past year to understand the true value of corporate brand reputation,” said Andy Merrill, Partner at New York-based financial firm

Prosek Partners.

Merrill said that as the value of protecting brands and leveraging them to drive the business grows, so too will the demand for strategic financial communications services.

“As that demand grows, our clients are challenging us to open, develop and build new and innovative communications channels to deploy their corporate narrative, differentiate and promote their brand and, ultimately, support the continued growth of their business,” he said.

The impact of regulations

Meg Wildrick, Managing Partner at Bliss Integrated Communication, said that her firm has discovered that new regulations — being it in banking, tax, investing, reporting or fiduciary rules — actually create as many communications opportunities they do challenges.



Andy Merrill

“Like technological change, regulatory change spurs companies

to seek out new business models, distribution channels and customer groups,” says Wildrick.

Wildrick said Bliss, whose clients consist of a mix of established players and disruptors, is seeing requests for an increasingly diverse array of services: everything from content to traditional media relations, to social media and lead generation.

The agency accounted for more than \$3.9 million in finance-related net fees last year.

“Ten years ago, regulated companies were slow to implement social media and content marketing programs,” Wildrick said. “Today, it’s rare to find a financial services company that isn’t sharing content actively on owned and social channels.”



Meg Wildrick

Digital, social communication essential

Mike Boccio, Executive Managing Director at RF | Binder Partners and Bill McBride, Senior Advisor, told *O’Dwyer’s* that an adoption of new technologies has led to a proliferation of content sharing and consumption across digital and social platforms, which presents both significant opportunities and challenges for the financial communications industry.

“Today, target audiences and constituencies including investors and shareholders are paradoxically as interconnected as ever, yet also highly fragmented — and they are becoming less reliant on traditional resources and modalities to inform their longer-term investment strategies, daily decision-making and overall perception of

brands,” Boccio said. “As a consequence, communications campaigns must be always on, fully integrated across channels and measurable to enhance efficacy.”

Richard Dukas, Chairman and CEO of Dukas Linden Public Relations, said he’s witnessed a massive reallocation of assets from active investors, everything from mutual funds to passive index funds like the SPDR 500, an ETF that closely tracks the S&P 500 index.

As baby boomers begin reaching retirement age, Dukas said we’ll simultaneously begin to witness the largest generational transfer of wealth in our country’s history.



Mike Boccio

In a low interest rate environment, cheaper index funds will tend to outperform active managers. Markets don’t go up forever, but active managers will need to work harder to convince the investing public of the value they offer despite their steeper costs, and alternative managers will need to do a better job communicating the true value these funds provide to a skeptical public and media.

“Hedge funds and other alternative asset classes have generally under-performed compared to plain, ‘vanilla’ index funds, such as the SPDR 500,” Dukas said. “These index funds and ETFs are far less expensive than hedge funds, private equity and other alternative asset classes. Now more than ever, mutual fund companies and active managers need to communicate the value they offer investors, especially over the longer term.”

“Boomers and larger institutional investors, such as pension and endowment funds, as a general rule, aren’t comfortable receiving information about investing from social media,” Dukas continued. “However, the industry will need to grapple with the challenge of how to communicate to a more tech-savvy Millennial and GenY demographic, which is more comfortable with social media.”



Richard Dukas



O’Dwyer’s financial PR rankings, p. 30



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RANKINGS OF FIRMS SPECIALIZING IN FINANCE

Firm	2016 Net Fees	Firm	2016 Net Fees
1. Edelman, New York, NY	\$73,582,000	26. 360 Public Relations, Boston, MA	\$561,825
2. ICR, New York, NY	38,698,896	27. Beehive Strategic Communication, St. Paul, MN	556,350
3. Prosek Partners, New York, NY	20,350,000	28. North 6th Agency (N6A), New York, NY	520,504
4. APCO Worldwide, Washington, DC	10,443,300	29. Havas Formula, New York, NY	506,000
5. Peppercomm, New York, NY	6,145,095	30. Greentarget Global LLC, Chicago, IL	505,000
6. Dukas Linden Public Relations, New York, NY	5,148,601	31. Trevelino/Keller, Atlanta, GA	475,000
7. RF Binder Partners, New York, NY	4,306,351	32. Inkhouse Media + Marketing, Waltham, MA	325,000
8. Gregory FCA, Ardmore, PA	4,000,000	33. rbb Communications, Miami, FL	316,280
9. Bliss Integrated Communication, New York, NY	3,904,000	34. French West Vaughan, Raleigh, NC	302,645
10. Intermarket Communications, New York, NY	3,825,000	35. Lavidge, Phoenix, AZ	276,345
11. Vested, New York, NY	3,580,000	36. Feintuch Communications, New York, NY	247,269
12. BackBay Communications, Boston, MA	2,810,365	37. McNeely Pigott & Fox PR, Nashville, TN	196,537
13. Makovsky, New York, NY	2,628,000	38. IW Group, Inc., West Hollywood, CA	177,000
14. Lambert, Edwards & Assoc., Grand Rapids, MI	2,150,000	39. PAN Communications, Boston, MA	156,058
15. Finn Partners, New York, NY	2,103,000	40. Moore Communications Group, Tallahassee, FL	112,227
16. Padilla, Minneapolis, MN	1,869,560	41. Rosica Communications, Paramus, NJ	72,100
17. G&S Business Communications, New York, NY	1,582,996	42. Landis Communications, San Francisco, CA	70,000
18. Pierpont Communications, Houston, TX	1,401,073	43. Marketing Maven Public Relations, Camarillo, CA	69,099
19. KCD Public Relations, San Diego, CA	1,095,026	44. Lovell Communications, Nashville, TN	44,939
20. Akrete, Evanston, IL	1,066,428	45. Public Communications Inc., Chicago, IL	22,320
21. CooperKatz & Co., New York, NY	1,000,805	46. Power Group, The, Dallas, TX	20,000
22. LANE, Portland, OR	969,011	47. Schneider Associates, Boston, MA	12,000
23. Rasky Partners, Inc., Boston, MA	920,600	48. O'Malley Hansen Communications, Chicago, IL	5,000
24. Jackson Spalding, Atlanta, GA	798,071	49. Standing Partnership, St. Louis, MO	1,985
25. Verasolve, Potomac, MD	730,000		

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Healthcare PR thriving in uncertain times

Our annual checkup on PR firms specializing in healthcare and medical communications reveals an industry that's alive and kicking, where a digitized landscape characterized by evolving patient roles and a range of new client engagements has emerged amid major policy shifts in Washington.

By Steve Barnes

It was a good year for PR firms boasting major healthcare practices. Each of the top 10 agencies in *O'Dwyer's* 2017 Rankings of Healthcare PR firms witnessed up-ticks in revenue in 2016 — a group including Spectrum (+34.8 percent overall, with \$20 million in healthcare revenue), Crosby Marketing (+21.7 percent, \$10.6 million healthcare revenue), ReviveHealth (+40.1 percent, \$14 million healthcare revenue), Cooney Waters Unlimited (+8.2 percent, \$15.2 million healthcare revenue) and W2O Group (+33.0 percent, \$103.2 million healthcare revenue).

Agency executives said that level of performance has its roots in the pivotal role that PR now plays in helping stakeholders across the healthcare sector deal with a range of emerging trends. Among them: an increasingly empowered and tech-savvy consumer base, an explosion in the role of personalized health data in determining the way patients manage their well-being and, perhaps most significantly, the mixed signals being sent by Washington in regards to where government healthcare policy is heading.

"2016 was a banner year for Crosby," said President and CEO Raymond Crosby. The firm, with clients that include Kaiser Permanente and the U.S. Dept. of Health and Human Services, "grew more than 20 percent, added more than 20 new staff and maintained strong client satisfaction and staff satisfaction ratings."

Crosby said two strategies continued to drive his company's success last year. "First," he said, "we stay hyper-focused on our three practice areas of healthcare, nonprofits & causes and federal government." But perhaps even more important, he notes, is the importance of delivering fully integrated communications programs. "Our company structure, strategic planning process and talent is built on true integration, which we believe is critical to maximize results."

With a major investment in beefing up its

digital and social media teams and analytics tools, Crosby looks to keep on thriving in an increasingly digitized healthcare landscape. "The continued shift to more consumer-directed care and the 'Yelpification' of patients and their family members using social media channels to rate and comment on everything from individual doctors to overall quality of care" is changing the way that organizations build customer trust, Crosby said. "This is requiring greater levels of attention and resources to protect and enhance an organization's reputation."

Timothy Bird, CEO of Cooney Waters, which is celebrating its 25th anniversary this year, said his company bounced back from a 9.1 percent dip in 2015 by building on its long-term relationships with clients as well as making its own investments in the latest communications and research tools and technology. That focus has allowed Cooney Waters to add "a range of new client engagements" across academia, healthcare technologies and diagnostics, new disease areas and international health organizations.

Patients take a more active role

Bird also emphasizes the importance of the more active stance that patients are taking toward their own care. "Being visibly in control is emerging as a powerful aspiration for consumers who want to show they are making the most out of every opportunity in their personal and professional lives," he said. One way in which PR firms can aid in achieving this goal, he adds, is by spreading information about the new tools patients can use to help give more up-to-date, accurate information to their doctors — whom he said still have a high degree of patient trust.

But encouraging patients to interact with each other is also turning out to be a key strategy for delivering the healthcare industry's message. "Consumers today are casting a wide net looking for health information," Bird said. "They have an ever-increasing appetite for new sources of infor-

mation with authentic content from those with conditions like themselves." One example of such a resource is "Parkinson's More Than Motion," a Parkinson's disease Facebook community sponsored by UCB, a Cooney Waters client. Since its launch in 2012, the community has amassed a base of over 75,000 fans.

Investing in innovation

It was also a big year for W2O, whose 2016 acquisitions included healthcare consultancy Pure Marketing and the digitally focused marketing agency Sentient Interactive. Jim Weiss, W2O Group's CEO and Founder, said the company's acquisitions, coupled with a continued emphasis on helping clients negotiate an increasingly volatile healthcare marketplace, "drove us to grow by more than 30 percent at the highest margin in our history."

Weiss said that W2O has been active in many aspects of the healthcare field over the past year. "We helped launch and support many exciting organizations and companies to launch new clinical trials, products and initiatives to help people suffering from multiple sclerosis, muscular dystrophy, heart disease, Alzheimer's disease and multiple myeloma, to name just a few," he said. That work has cemented what he said is W2O's "long-standing commitment to the healthcare sector."

Among the changes that Weiss sees in the pipeline for 2017 are continuing market pressure on drug pricing, changes in the access and reimbursement landscape and "a potentially new approach to, and funding for, the FDA and NIH."

That combination of factors is, for him, a source of excitement rather than cause for trepidation. "We are in what we believe is the most exciting era in healthcare communications," he said, "where our spirit of innovation and investment in new, more



Timothy Bird



Raymond Crosby



Jim Weiss

Continued on page 34



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Healthcare roundup

— Continued from page 32

targeted and cutting-edge approaches and ideas may finally pay off as the marketplace is more ready than ever to accept them.”

An emphasis on “guiding people through the process” of dealing with the healthcare system is an important factor for Spectrum President and CEO Jonathan Wilson. “Clients are uncertain as to what’s happening around healthcare,” Wilson said, and he notes that helping bring a level of certainty and awareness to consumer interactions with the healthcare system is one cause of Spectrum’s success.

About three-and-a-half years into what he terms a “five-year plan” for the company, Wilson has seen his vision for Spectrum pay off. Over that period, he said that revenues have jumped about 300 percent. Another clear example of growth is the rising number of employees at Spectrum—from 26 when Wilson arrived to 90 now. He also cites a constantly diversifying client base as key to his strategy, saying that 43 percent of the firm’s 2016 revenue increase stems from new business.

That diversity can also be seen in the five practice groups that are currently part of Spectrum’s approach: biopharma, smaller biotechs, consumer science, public affairs and health technology. Together, those areas constitute a broad-based strategy that Wilson said is a major part of the company’s rising fortunes.

As regards the near future, Big Data and its effects will prove to be pivotal in the transformation of the healthcare market over the next few years, Wilson adds. “We are just at the tip of the iceberg as regards how Big Data is going to affect consumers,” he said. Technology as a whole is going to keep determining the course the industry, with wearables constituting a “massive trend,” and a new range of machinery and interfaces allowing healthcare professionals to “deliver quality care in the most effective manner.” Using such methods as informational webinars, Wilson said that Spectrum is making the “Big-Data perspective” understandable through consistent messaging delivered by a talented workforce.

Offering a new range of services

At ReviveHealth, the changes taking place across the healthcare sector also represented a major opportunity for growth.

In its first year under the Weber Shandwick umbrella, the company’s strong gains were due largely to the expanding range of its services. “The agency’s revenue diversification accelerated significantly in 2016,” said ReviveHealth Founder and CEO Brandon Edwards, “with almost half of revenue now generated by digital, social, creative, advertising, and strategic planning capabilities.”

Edwards said that Revive Health has built a “content machine”—one that includes such functions as branding, advertising and social media in addition to public relations and crisis management. “One day,” he said, “we will look back on 2016 as the most pivotal year in Revive Health’s transformation from a PR firm to a full-service agency.” That transformation reflects the market that ReviveHealth serves. According to Edwards, “the massive shift in healthcare marketing currently happening in the industry (particularly in our sectors — health systems, health services and health information technology) is exactly what ReviveHealth was built to address.”

By emphasizing deep industry experience, knowledge of business-to-business dynamics and a wide range of integrated capabilities, he said that the company is well set up to continue its success. “Bringing together strategy, creativity and execution is a key value proposition for ReviveHealth since many organizations want to work with just one firm,” he notes.

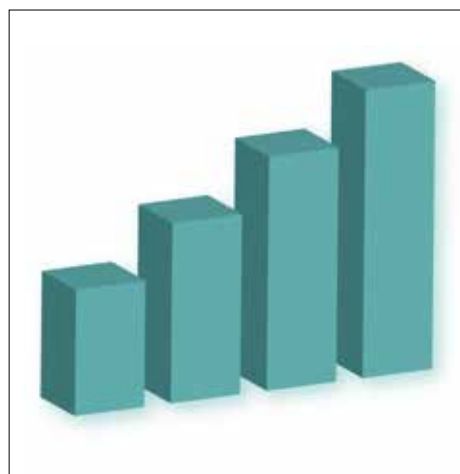
That kind of one-stop shopping has obvious benefits for agencies as well as clients. “There is a business reality in this market opportunity,” Edwards said. “We are posi-



Brandon Edwards



Jonathan Wilson



O'Dwyer's healthcare PR rankings, pg. 36

tioned for greater ‘share of wallet’ with our clients and shift our relationships from the PR budgets to the marketing budgets.”

Following Washington's lead

No discussion of the future of the healthcare sector is complete, however, without considering the questionable future of the Affordable Care Act. Spectrum has addressed the potential effects of Trumpcare with “Riding Out the First 100 Days of Trumpcare,” an infographic that highlights the major healthcare policy developments of the early days of the Trump administration. Two of its webinars, “Trumpcare: Finding a Path Forward” and “Buckle Up: Your Essential Guide to Trumpcare,” also aim to inform industry professionals about what may be facing them.

It seems that one thing that everyone can agree on is that uncertainty is the only sure thing as the history of Trumpcare progresses. “Regardless of how the policy battle over the Affordable Care Act plays out,” Crosby said, “it will create varying levels of upheaval and opportunity across the healthcare continuum.” He notes that stakeholders, from employers and healthcare providers to patient advocacy groups, will need help adapting their messaging strategies to accommodate any of the various scenarios that could face them.

Providing that help, Bird adds, is a job tailor-made for PR firms. “With our understanding of the healthcare policy and regulatory landscape and political realities,” he said, “we can help our clients navigate the new realities and position themselves wisely for long-term success.”

Weiss notes the transformations that could ensue from “a new administration looking to evolve the Affordable Care Act,” as well as make changes in regulating both drug pricing and development. But he also notes the gains that could result from those transformations. “We are innovating with our clients more than ever before,” he said, “and helping them succeed by helping them anticipate and prepare for issues and challenges,” he said.

The coming policy shifts, in addition to the many other changes in the healthcare landscape, are creating what Edwards terms “New World Order marketing.” As he sees it, New World Order marketing “recognizes the growing confluence of the various marketing communication disciplines such as marketing, branding, public relations and digital.” When all of those things come together, the result is a new way of doing business that promises to be uniquely qualified to address the developments facing the healthcare sector in 2017 and beyond. ○

A young boy with a surprised expression, wearing goggles on his head, is pouring orange liquid from a beaker into a funnel. He is in a laboratory setting with various glassware and colorful liquids (orange, yellow, green, purple) visible. The background is a bookshelf filled with books.

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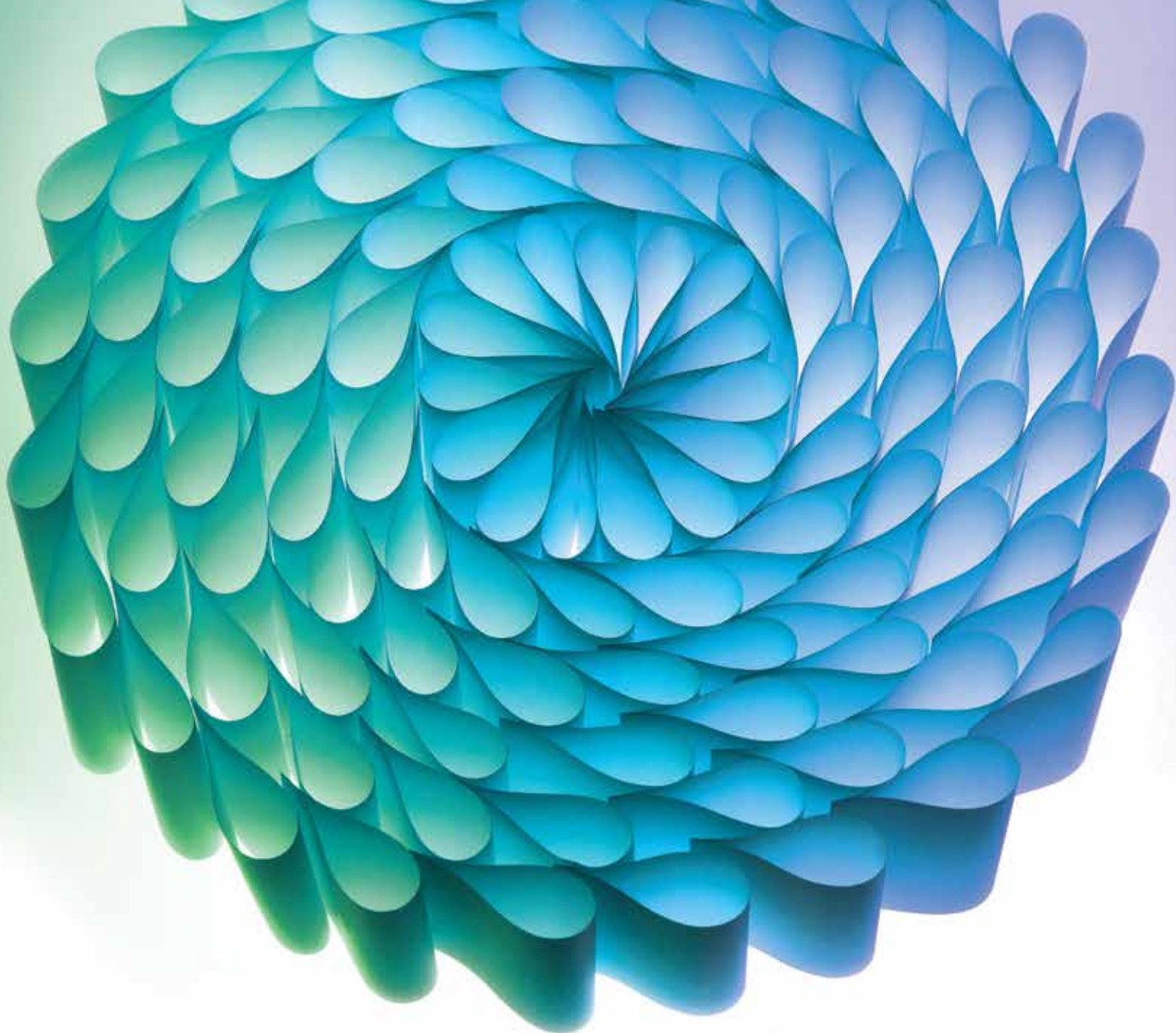
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RANKINGS OF FIRMS SPECIALIZING IN HEALTHCARE

Firm	2016 Net Fees	Firm	2016 Net Fees
1. Edelman , New York, NY	\$157,374,000	34. McNeely Pigott & Fox PR , Nashville, TN	\$1,204,393
2. W2O Group , San Francisco, CA	103,200,000	35. Gregory FCA , Ardmore, PA	1,100,000
3. APCO Worldwide , Washington, DC	28,170,400	36. Lambert, Edwards & Assoc. , Grand Rapids, MI	1,012,000
4. Spectrum , Washington, DC	20,000,000	37. CooperKatz & Co. , New York, NY	968,042
5. Cooney Waters Unlimited , New York, NY	15,169,000	38. Standing Partnership , St. Louis, MO	962,348
6. Finn Partners , New York, NY	14,728,000	39. Bliss Integrated Communication , New York, NY	866,000
7. ReviveHealth , Nashville, TN	14,008,690	40. Rosica Communications , Paramus, NJ	791,212
8. Crosby , Annapolis, MD	10,600,320	41. Havas Formula , New York, NY	783,000
9. Coyne , Parsippany, NJ	10,200,000	42. rbb Communications , Miami, FL	779,177
10. Jarrard Phillips Cate & Hancock , Brentwood, TN	8,306,314	43. Trevelino/Keller , Atlanta, GA	750,000
11. JPA Health Comms , Washington, DC	7,703,679	44. Merritt Group , McLean, VA	727,155
12. Dodge Communications , Alpharetta, GA	7,578,042	45. L.C. Williams & Associates , Chicago, IL	714,376
13. Makovsky , New York, NY	6,571,000	46. French West Vaughan , Raleigh, NC	700,000
14. Padilla , Minneapolis, MN	6,221,545	47. North 6th Agency (N6A) , New York, NY	650,630
15. KYNE , New York, NY	5,900,761	48. Moore Communications Group , Tallahassee, FL	634,969
16. Gold PR , Corona, CA	5,739,037	49. Lavidge , Phoenix, AZ	394,780
17. Lazar Partners , New York, NY	5,616,020	50. Jackson Spalding , Atlanta, GA	372,130
18. 5W Public Relations , New York, NY	4,000,000	51. Greentarget Global LLC , Chicago, IL	366,000
19. Public Communications Inc. , Chicago, IL	3,884,476	52. Maccabee , Minneapolis, MN	357,585
20. MCS Healthcare Public Relations , Bedminster, NJ	3,464,235	53. WordWrite Communications LLC , Pittsburgh, PA	314,700
21. Racepoint Global , Boston, MA	3,459,682	54. Red Sky PR , Boise, ID	274,400
22. RF Binder Partners , New York, NY	3,278,126	55. SPM Communications , Dallas, TX	235,300
23. Hunter PR , New York, NY	3,250,000	56. Marketing Maven Public Relations , Camarillo, CA	213,073
24. Rasky Partners, Inc. , Boston, MA	3,017,370	57. BLAZE , Santa Monica, CA	200,000
25. Lovell Communications , Nashville, TN	2,238,666	58. Verasolve , Potomac, MD	147,000
26. PAN Communications , Boston, MA	2,184,817	59. Power Group, The , Dallas, TX	135,690
27. LaVoieHealthScience , Boston, MA	2,184,205	60. TransMedia Group , Boca Raton, FL	105,000
28. SevenTwenty Strategies, LLC , Washington, DC	2,015,068	61. Pierpont Communications , Houston, TX	95,600
29. Greenough , Boston, MA	1,800,466	62. IW Group, Inc. , West Hollywood, CA	91,000
30. Perry Communications Group , Sacramento, CA	1,733,579	63. Schneider Associates , Boston, MA	90,751
31. Beehive Strategic Communication , St. Paul, MN	1,457,335	64. Idea Grove , Dallas, TX	81,943
32. Inkhouse Media + Marketing , Waltham, MA	1,251,400	65. O'Malley Hansen Communications , Chicago, IL	44,000
33. Landis Communications , San Francisco, CA	1,246,000	66. Fish Consulting , Hollywood, FL	24,000



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RANKINGS OF PR FIRMS SPECIALIZING IN **AGRICULTURE**

1. G&S Business Communications, New York, NY	\$15,094,777
2. Edelman, New York, NY	6,378,000
3. Padilla, Minneapolis, MN	3,729,080
4. Peppercomm, New York, NY	1,863,112
5. Pierpont Communications, Houston, TX	833,571
6. Standing Partnership, St. Louis, MO	596,429
7. Fahlgren Mortine, Columbus, OH	515,604
8. Finn Partners, New York, NY	453,000
9. French West Vaughan, Raleigh, NC	190,000
10. North 6th AgeIncy (N6A), New York, NY	108,438
11. O'Malley Hansen Communications, Chicago, IL	34,000

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

1. Edelman, New York, NY	\$23,275,000
2. French West Vaughan, Raleigh, NC	4,665,278
3. 5W Public Relations, New York, NY	4,200,000
4. Turner, a Fahlgren Mortine company, New York, NY	3,295,494
5. Gold PR, Corona, CA	3,000,000
6. Coyne, Parsippany, NJ	2,000,000
7. 360 Public Relations, Boston, MA	802,608
8. Hunter PR, New York, NY	750,000
9. Finn Partners, New York, NY	545,000
10. O'Malley Hansen Communications, Chicago, IL	462,000
11. J Public Relations, New York, NY	441,248
12. AMP3 Public Relations, New York, NY	429,251
13. Beehive Strategic Communication, St. Paul, MN	368,977
14. Quinn, New York, NY	368,200
15. Havas Formula, New York, NY	360,277
16. BLAZE, Santa Monica, CA	330,000
17. Marketing Maven Public Relations, Camarillo, CA	294,905
18. SPM Communications, Dallas, TX	227,000
19. Peppercomm, New York, NY	187,859
20. PAN Communications, Boston, MA	156,058
21. Padilla, Minneapolis, MN	145,950
22. IW Group, Inc., West Hollywood, CA	130,000
23. Rosica Communications, Paramus, NJ	94,908
24. Trevelino/Keller, Atlanta, GA	75,000
25. Lovell Communications, Nashville, TN	70,460
26. TransMedia Group, Boca Raton, FL	70,000
27. Stuntman PR, New York, NY	56,500
28. Pierpont Communications, Houston, TX	46,250
29. Fish Consulting, Hollywood, FL	46,000
30. The Buzz Agency, Delray Beach, FL	18,000
31. Schneider Associates, Boston, MA	15,000

RANKINGS OF PR FIRMS SPECIALIZING IN **ENTERTAINMENT**

1. Edelman, New York, NY	\$24,885,000
2. Finn Partners, New York, NY	7,792,000
3. Taylor, New York, NY	4,809,000
4. Peppercomm, New York, NY	1,690,636
5. 360 Public Relations, Boston, MA	1,043,391

Entertainment cont.

6. French West Vaughan, Raleigh, NC	954,550
7. Jackson Spalding, Atlanta, GA	807,541
8. Padilla, Minneapolis, MN	647,700
9. Greenough, Boston, MA	585,151
10. Public Communications Inc., Chicago, IL	542,079
11. Lavidge, Phoenix, AZ	532,953
12. Singer Associates, Inc., San Francisco, CA	306,089
13. McNeely Pigott & Fox Public Relations, Nashville, TN	295,988
14. rbb Communications, Miami, FL	263,679
15. SPM Communications, Dallas, TX	216,349
16. Intrepid Agency, Salt Lake City, UT	169,559
17. IW Group, Inc., West Hollywood, CA	163,000
18. Schneider Associates, Boston, MA	158,500
19. TransMedia Group, Boca Raton, FL	140,000
20. O'Malley Hansen Communications, Chicago, IL	137,000
21. North 6th Agency (N6A), New York, NY	130,126
22. Red Sky PR, Boise, ID	112,244
23. Rasky Partners, Inc., Boston, MA	107,610
24. WordWrite Communications LLC, Pittsburgh, PA	52,000
25. Maccabee, Minneapolis, MN	51,300
26. Hunter PR, New York, NY	50,000
27. AMP3 Public Relations, New York, NY	38,986
28. Power Group, The, Dallas, TX	35,350
29. Rosica Communications, Paramus, NJ	26,750
30. Stuntman PR, New York, NY	23,000
31. Bob Gold & Associates, Redondo Beach, CA	20,267
32. CooperKatz & Co., New York, NY	15,000
33. Standing Partnership, St. Louis, MO	5,418

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

1. Taylor, New York, NY	\$9,847,000
2. French West Vaughan, Raleigh, NC	6,118,247
3. Coyne, Parsippany, NJ	5,000,000
4. Racepoint Global, Boston, MA	1,862,951
5. Edelman, New York, NY	1,794,000
6. Havas Formula, New York, NY	1,425,900
7. APCO Worldwide, Washington, DC	1,215,000
8. Jackson Spalding, Atlanta, GA	1,029,505
9. Konnect Agency, Los Angeles, CA	893,350
10. Fish Consulting, Hollywood, FL	463,600
11. O'Malley Hansen Communications, Chicago, IL	346,000
12. Trevelino/Keller, Atlanta, GA	200,000
13. Marketing Maven Public Relations, Camarillo, CA	177,345
14. Public Communications Inc., Chicago, IL	156,719
15. McNeely Pigott & Fox Public Relations, Nashville, TN	103,577
16. Finn Partners, New York, NY	76,000
17. rbb Communications, Miami, FL	50,040
18. Power Group, The, Dallas, TX	47,710
19. TransMedia Group, Boca Raton, FL	35,000
20. Padilla, Minneapolis, MN	15,430
21. Perry Communications Group, Sacramento, CA	9,000
22. The Buzz Agency, Delray Beach, FL	9,000
23. SPM Communications, Dallas, TX	3,025

Firm	2016 Net Fees
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RANKINGS OF PR FIRMS SPECIALIZING IN HOME FURNISHINGS

1. Edelman, New York, NY	\$54,786,000
2. G&S Business Communications, New York, NY	4,719,579
3. L.C. Williams & Associates, Chicago, IL	3,426,959
4. Zimmerman Agency, Tallahassee, FL	3,200,000
5. Hunter PR, New York, NY	2,700,000
6. Finn Partners, New York, NY	1,980,000
7. 360 Public Relations, Boston, MA	1,605,217
8. Pierpont Communications, Houston, TX	1,389,246
9. 5W Public Relations, New York, NY	1,000,000
10. Padilla, Minneapolis, MN	955,290
11. rbb Communications, Miami, FL	597,012
12. Havas Formula, New York, NY	532,000
13. Maccabee, Minneapolis, MN	371,160
14. French West Vaughan, Raleigh, NC	325,000
15. McNeely Pigott & Fox Public Relations, Nashville, TN	314,544
16. Lou Hammond Group, New York, NY	288,434
17. O'Malley Hansen Communications, Chicago, IL	209,000
18. Marketing Maven Public Relations, Camarillo, CA	170,607
19. Konnect Agency, Los Angeles, CA	168,555
20. Beehive Strategic Communication, St. Paul, MN	134,646
21. Landis Communications, San Francisco, CA	125,000
22. Trevelino/Keller, Atlanta, GA	100,000
23. Rosica Communications, Paramus, NJ	71,250
24. The Buzz Agency, Delray Beach, FL	50,292
25. SPM Communications, Dallas, TX	48,000

RANKINGS OF PR FIRMS SPECIALIZING IN TRAVEL & ECONOMIC DEVELOPMENT

1. Edelman, New York, NY	\$37,352,000
2. Zimmerman Agency, Tallahassee, FL	11,300,000
3. APCO Worldwide, Washington, DC	11,209,200
4. Development Counsellors Int'l (DCI), New York, NY	10,023,512
5. Turner, a Fahlgren Mortine company, New York, NY	7,752,258
6. Lou Hammond Group, New York, NY	6,922,405
7. J Public Relations, New York, NY	6,877,459
8. Finn Partners, New York, NY	5,356,000
9. French West Vaughan, Raleigh, NC	4,640,585
10. Hawkins Int'l Public Relations, New York, NY	4,566,288
11. Quinn, New York, NY	4,036,563
12. rbb Communications, Miami, FL	3,508,293
13. Jackson Spalding, Atlanta, GA	3,297,688
14. 5W Public Relations, New York, NY	2,400,000
15. Intrepid Agency, Salt Lake City, UT	2,016,785
16. Coyne, Parsippany, NJ	2,000,000
17. Sachs Media Group, Tallahassee, FL	1,683,552
18. Hemsworth Communications, Ft. Lauderdale, FL	1,047,000
19. Red Sky PR, Boise, ID	952,152
20. Padilla, Minneapolis, MN	915,695
21. 360 Public Relations, Boston, MA	802,608
22. LANE, Portland, OR	700,334
23. North 6th Agency (N6A), New York, NY	563,879

Firm	2016 Net Fees
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Travel & Economic Development cont.

24. Public Communications Inc., Chicago, IL	239,952
25. Marketing Maven Public Relations, Camarillo, CA	184,977
26. The Buzz Agency, Delray Beach, FL	143,892
27. O'Malley Hansen Communications, Chicago, IL	141,000
28. Havas Formula, New York, NY	132,000
29. McNeely Pigott & Fox Public Relations, Nashville, TN	129,828
30. TransMedia Group, Boca Raton, FL	70,000
31. Singer Associates, Inc., San Francisco, CA	66,451
32. Stuntman PR, New York, NY	63,000
33. Maccabee, Minneapolis, MN	53,375
34. Lavidge, Phoenix, AZ	39,478
35. Peppercomm, New York, NY	15,195
36. IW Group, Inc., West Hollywood, CA	14,000
37. CooperKatz & Co., New York, NY	10,000

RANKINGS OF PR FIRMS SPECIALIZING IN ENVIRONMENTAL & PUBLIC AFFAIRS

1. APCO Worldwide, Washington, DC	32,612,500
2. Edelman, New York, NY	16,736,000
3. Davies, Santa Barbara, CA	10,184,244
4. Finn Partners, New York, NY	7,219,000
5. Cerrell Associates, Los Angeles, CA	6,098,177
6. SevenTwenty Strategies, LLC, Washington, DC	3,571,820
7. Sachs Media Group, Tallahassee, FL	3,186,500
8. Moore Communications Group, Tallahassee, FL	2,293,191
9. Lambert, Edwards & Associates, Grand Rapids, MI	2,116,000
10. Makovsky, New York, NY	1,971,000
11. Singer Associates, Inc., San Francisco, CA	1,547,225
12. Crosby, Annapolis, MD	865,754
13. Pierpont Communications, Houston, TX	757,249
14. Padilla, Minneapolis, MN	740,475
15. rbb Communications, Miami, FL	687,731
16. PAN Communications, Boston, MA	624,233
17. Inkhous Media + Marketing, Waltham, MA	520,210
18. Public Communications Inc., Chicago, IL	517,052
19. French West Vaughan, Raleigh, NC	485,000
20. Peppercomm, New York, NY	465,778
21. McNeely Pigott & Fox Public Relations, Nashville, TN	390,036
22. Perry Communications Group, Sacramento, CA	361,362
23. Greenough, Boston, MA	225,058
24. Schneider Associates, Boston, MA	198,517
25. Jackson Spalding, Atlanta, GA	189,465
26. CooperKatz & Co., New York, NY	140,942
27. Red Sky PR, Boise, ID	129,173
28. Marketing Maven Public Relations, Camarillo, CA	120,310
29. Lavidge, Phoenix, AZ	98,695
30. IW Group, Inc., West Hollywood, CA	82,000
31. Trevelino/Keller, Atlanta, GA	75,000
32. WordWrite Communications LLC, Pittsburgh, PA	52,000
33. SPM Communications, Dallas, TX	22,039

RANKINGS OF FIRMS SPECIALIZING IN PROFESSIONAL SERVICES

Firm	2016 Net Fees	Firm	2016 Net Fees
1. Edelman, New York, NY	\$96,865,000	28. Havas Formula, New York, NY	\$701,000
2. Finn Partners, New York, NY	11,005,000	29. Pierpont Communications, Houston, TX	691,309
3. Prosek Partners, New York, NY	7,170,000	30. Greenough, Boston, MA	540,142
4. Jackson Spalding, Atlanta, GA	6,540,342	31. Lavidge, Phoenix, AZ	453,997
5. Greentarget Global LLC, Chicago, IL	6,536,000	32. Beehive Strategic Communication, St. Paul, MN	408,844
6. Bliss Integrated Communication, New York, NY	4,514,400	33. Power Group, The, Dallas, TX	401,681
7. Rasky Partners, Inc., Boston, MA	4,032,202	34. Standing Partnership, St. Louis, MO	348,596
8. 5W Public Relations, New York, NY	3,700,000	35. L.C. Williams & Associates, Chicago, IL	346,563
9. Quinn, New York, NY	3,433,547	36. The Buzz Agency, Delray Beach, FL	333,596
10. Moore Communications Group, Tallahassee, FL	3,081,170	37. Public Communications Inc., Chicago, IL	302,264
11. Peppercomm, New York, NY	2,698,922	38. SPM Communications, Dallas, TX	234,044
12. rbb Communications, Miami, FL	2,695,935	39. Marketing Maven Public Relations, Camarillo, CA	222,286
13. Ripp Media/Public Relations, New York, NY	2,574,401	40. Rosica Communications, Paramus, NJ	179,833
14. Padilla, Minneapolis, MN	2,196,520	41. Maccabee, Minneapolis, MN	176,480
15. CooperKatz & Co., New York, NY	2,110,934	42. IW Group, Inc., West Hollywood, CA	144,000
16. Sachs Media Group, Tallahassee, FL	1,999,448	43. TransMedia Group, Boca Raton, FL	140,000
17. French West Vaughan, Raleigh, NC	1,966,007	44. WordWrite Communications LLC, Pittsburgh, PA	104,000
18. Schneider Associates, Boston, MA	1,805,329	45. Landis Communications, San Francisco, CA	100,000
19. Makovsky, New York, NY	1,314,000	46. Trevelino/Keller, Atlanta, GA	100,000
20. Konnect Agency, Los Angeles, CA	1,262,302	47. Akrete, Evanston, IL	70,360
21. Gregory FCA, Ardmore, PA	1,100,000	48. Lovell Communications, Nashville, TN	54,087
22. North 6th Agency (N6A), New York, NY	1,020,081	49. Intrepid Agency, Salt Lake City, UT	51,750
23. Fish Consulting, Hollywood, FL	981,000	50. Feintuch Communications, New York, NY	45,210
24. McNeely Pigott & Fox PR, Nashville, TN	855,811	51. O'Malley Hansen Communications, Chicago, IL	28,000
25. Verasolve, Potomac, MD	821,000	52. Bob Gold & Associates, Redondo Beach, CA	10,133
26. Inkhhouse Media + Marketing, Waltham, MA	805,610	53. Red Sky PR, Boise, ID	2,013
27. PAN Communications, Boston, MA	780,291		

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

Firm	2016 Net Fees	Firm	2016 Net Fees
1. Edelman , New York, NY	\$116,626,000	25. Quinn , New York, NY	\$617,460
2. Hunter PR , New York, NY	16,500,000	26. Trevelino/Keller , Atlanta, GA	600,000
3. APCO Worldwide , Washington, DC	16,283,900	27. Stuntman PR , New York, NY	541,613
4. Padilla , Minneapolis, MN	14,895,275	28. Maccabee , Minneapolis, MN	541,060
5. Havas Formula , New York, NY	8,337,000	29. Inkhouse Media + Marketing , Waltham, MA	498,300
6. Taylor , New York, NY	8,244,000	30. J Public Relations , New York, NY	466,735
7. Finn Partners , New York, NY	5,105,000	31. The Buzz Agency , Delray Beach, FL	364,945
8. Coyne , Parsippany, NJ	5,100,000	32. rbb Communications , Miami, FL	343,278
9. RF Binder Partners , New York, NY	4,915,523	33. North 6th Agency (N6A) , New York, NY	325,315
10. 5W Public Relations , New York, NY	3,700,000	34. Singer Associates, Inc. , San Francisco, CA	322,572
11. Jackson Spalding , Atlanta, GA	3,563,655	35. Power Group, The , Dallas, TX	239,275
12. French West Vaughan , Raleigh, NC	2,713,433	36. Bizcom Associates , Addison, TX	230,000
13. Konnect Agency , Los Angeles, CA	2,419,303	37. Moore Communications Group , Tallahassee, FL	184,965
14. 360 Public Relations , Boston, MA	2,407,825	38. McNeely Pigott & Fox PR , Nashville, TN	163,563
15. Fish Consulting , Hollywood, FL	1,615,000	39. Marketing Maven Public Relations , Camarillo, CA	160,010
16. SPM Communications , Dallas, TX	1,436,025	40. Rosica Communications , Paramus, NJ	145,180
17. Peppercomm , New York, NY	1,194,444	41. TransMedia Group , Boca Raton, FL	140,000
18. Champion Management Group , Dallas, TX	1,168,333	42. Lavidge , Phoenix, AZ	78,956
19. Lambert, Edwards & Assoc. , Grand Rapids, MI	1,040,000	43. Hemsworth Communications , Ft. Lauderdale, FL	69,024
20. BLAZE , Santa Monica, CA	1,020,000	44. Red Sky PR , Boise, ID	49,454
21. Gold PR , Corona, CA	1,000,000	45. WordWrite Communications LLC , Pittsburgh, PA	41,000
22. LANE , Portland, OR	889,051	46. CooperKatz & Co. , New York, NY	17,850
23. IW Group, Inc. , West Hollywood, CA	782,000	47. Lovell Communications , Nashville, TN	9,649
24. O'Malley Hansen Communications , Chicago, IL	626,000		

PR industry makes the most of big changes

As the public relations landscape faces disruptions from all sides — economic, technological and political — an increased focus on diversified services and a savvy understanding of the opportunities tech provides point the way to a wave of success that promises to continue through 2017 and beyond.

By Jon Gingerich

The proof is in the numbers. Eight of the top ten firms in *O'Dwyer's* rankings of PR firms were up this year, four of them by double digits, accounting for a combined total of more than \$1.4 billion in net fees.

And that level of success runs through the entire list. Nineteen of the top 25 firms posted year-over-year gains, with 12 showing double-digit growth. Overall, 90 of the 121 firms ranked by *O'Dwyer's* this year — or 74 percent — revealed a positive change.

In a market where the rules seem to be changing almost daily, the firms in *O'Dwyer's* rankings are showing a strong ability to keep up with those rules. They are adapting their strategies to accommodate the rapid pace of technological and economic change. New services and smartly orchestrated acquisitions are resulting in a broader, more integrated approach to delivering effective messaging for clients. In addition, a focus on quality of life and employee retention is giving a quickly transforming environment a level of stability that provides a solid basis for growth. While the specific paths to success taken by each of *O'Dwyer's* ranked firms may be different, when seen as a whole they draw a picture of an industry that is successfully weathering some rather potent storms.

Top 10 sees new additions

W2O Group was the biggest gainer in *O'Dwyer's* top ten this year, climbing 33 percent in 2016 to account for nearly \$123 million in net fees, jumping ahead of behemo-

moth APCO (which was up one percent to \$121 million) for the first time, and effectively doubling the prior 15 percent growth it experienced in 2015 from 2014.

Much of this impressive performance can be attributed to organic growth resulting from the voracious acquisition appetite the San Francisco-headquartered marketing and communications network showed in 2016. During that time it acquired Wilmington, NC-based life sciences PR agency Pure Communications, Morristown, NJ-based digital marketing shop Sentient Interactive and New Hope, PA-based digital marketing firm Marketeching Solutions.

W2O, which focuses on tech and global brands and owns agencies Brewlife, Twist Mktg and WCG, last year also launched Connect, a new service offering established to help executives' communication and leadership skills.

"Our clients are asking for a wider range of services from our firm in both communications and marketing. We don't view the market as 'communications' or 'marketing,'" said W2O Chairman and CEO Jim Weiss. "As a result, we're building an offering that can identify the precise needs of a brand via our 100+ data science experts and then develop the campaign that will lead to the best results. We are not encumbered by any legacy models or teams, which allows us to be agile in how we think, build and serve our clients."

Weiss told *O'Dwyer's* that the agency continues to receive new assignments without a formal RFP process across the board, based on its ability to diagnose a marketplace via its analytics models. It can then provide the best solutions for its clients, whether those solutions are achieved through its own efforts or via work conducted by a wider team of agencies.

"Our goal is always to make our clients smarter and ensure that our impact is wider than our agency work alone," he said.



Jim Weiss

"Whether or not we get more projects or retainers is far less relevant to us than the type of work we get and, in this regard, we are pleased with the progress of our firm."

Finn Partners also continued to win big in 2016, gaining 7.3 percent year-over-year to \$76.7 million from 2015's \$71.4 million and climbing to our #4 slot from #6 last year.

Like W2O, the global independent agency went on a relentless acquisition wave last year, picking up Portland-based shop Lane PR in August, a month after it acquired Washington, D.C.-based branding and marketing services agency Greenfield Belser. Those deals followed FP's 2015 acquisition of San Francisco-based tech agency Horn Group, its 2014 acquisition of New York-based health and education firm gabbegroup and 2013's purchase of Washington-based Widmeyer Communications.

The trend seems to be continuing in 2017, with the April acquisition of Singapore-based B2B PR and marketing agency Ying Communications.

"Our largest practice areas, health and technology, with clients in the U.S., Europe and Asia, won the most business during 2016," Finn Partners Founding Partner Peter Finn told *O'Dwyer's*. "The momentum for new client wins in both groups has continued, with technology landing more than \$1 million in new business so far this year, and health bringing in over \$2 million, including assignments with several of the world's top pharmaceutical firms."

Finn Partners last year was also the site of a preferred stock purchase from Stagwell Group, the marketing investment company headed by polling guru and former Burson-Marsteller CEO Mark Penn.

"In today's digital landscape, virtually every agency is repositioning itself," Finn said. "The holding company owned agencies may face pressure not to expand into the domain of the advertising firms and



Peter Finn



O'Dwyer's rankings of PR firms, p. 50

digital firms owned by their holding company parents. However, independent firms have an advantage in this area because they can move freely to offer fully integrated services to their clients. This has certainly been an important priority for our firm.”



Thomas Ryan

Corporate communications and investor relations giant ICR, whose ranking climbed to #5 from #8, saw its net fees slip one percent last year, to \$55.6 million from \$56.2 million in 2015.

ICR CEO Thomas Ryan told *O'Dwyer's* that the distribution of retainers across industries in 2016 was fairly similar to that in years past. However, Ryan noted that the agency saw gains in healthcare PR and rising market share in consumer-related industries as well as B2B technology, especially among companies providing products and services that make retailers and restaurants more efficient.

Ryan also said that, despite the controversy that surrounds the Trump administration, it has maintained a pro-business stance that has contributed to plenty of optimism across the agency's client base.

“Companies are actively spending and believe they have a four-to-eight-year window to truly create value for shareholders,”



Matt Kucharski

Ryan said. “PR and communications play a critical role in nurturing and maintaining an effective company narrative that supports such value creation, so we are very optimistic about the years ahead.”

Last year was one for the books for Padilla. The Minneapolis-based agency, which is now ranked #6 by *O'Dwyer's*, accounted for \$42.4 million in net fees in 2016. The midwest PR giant, which rebranded this year, purchased Chicago-based food and nutrition communications shop FoodMinds last year, effectively establishing it as one of the largest independent food and beverage agencies in the country.

“The addition of FoodMinds and rebranding to Padilla are two of the most recent moves in a long line of evolutionary steps at the agency,” Padilla President Matt Kucharski told *O'Dwyer's*. “We've diversified the capabilities we are bringing to clients across a range of industries, and are

focused on building, growing and protecting brands and reputations for great companies.”

Going forward, Kucharski said his agency continues to see an interest in research and insights that align communications and business strategy, as well as a commitment to meaningful metrics. “In addition, we'll lead our clients toward incorporating more short-form visual storytelling delivered on digital platforms,” he said.



Jennifer Prosek

Prosek Partners, which specializes in financial and professional services PR, was in the top ten for the first time this year, up more than 28 percent to \$31.2 million. The New York-based agency, which acquired Los Angeles-based corporate communications and investor relations agency Muirfield Partners last year, revealed a similar 20 percent year-over-year uptick in 2015.

Managing Partner Jennifer Prosek told *O'Dwyer's* that the agency's growth is reflective of new proactive thinking across the financial industry.

“The entire financial world — even the alternative asset managers — realize they need to be on the front foot in their approach to strategic communications,” Prosek said. “They need a narrative and brand purpose, a focus on reputation management and a proactive marketing program. They can no longer play defense. Some of these firms are new to communications so they are part of an emerging market. Prosek was built to service these kinds of firms and their needs.”



Ronn Torossian

“Truth is a luxury and building trust is more difficult than ever,” Prosek continued. “Firms will lean more heavily on PR counsel to navigate a world where former trusted sources of information are losing their dominance or influence.”

Ronn Torossian, Founder and CEO of 5W Public Relations, cited the importance of diversified services in spurring growth. “We feel that the ability to blend a mix of services to create 360-degree campaigns will continue to define public relations success moving forward,” he said.

New York-based 5W, which grew 13.2

percent last year to account for more than \$24.3 million in net fees, continued to expand in every practice area last year, including in corporate, tech, consumer brands and digital practices. The agency last year relocated its offices to The Helmsley Building Park Avenue above Grand Central Terminal.

“Integrating social media, digital marketing, SEO and creative utilizes new and different ways to reach target markets, amplifies PR programs, increases ROI and moves the needle for clients,” Torossian said.

Tech, healthcare make biggest gains

Tech, healthcare and public affairs agency Racepoint Global landed in the top ten for the first time this year, at #8. President & CEO Peter Prodromou attributed his agency's growth to an upswing in retainers in technology and healthcare, particularly the latter, with an emphasis in mobile. He also cited “an impressive amount of organic growth” last year, “thanks to our integrated model and global footprint.”

“We are accessible in key markets, and our clients are increasingly taking advantage of this,” Prodromou told *O'Dwyer's*.

When it comes to trends that will characterize the PR industry in the upcoming year and going forward, Prodromou, who was named CEO of the Boston-based agency in February, said we can expect to see more integration of content, a continued intermingling of media channels and a continued convergence of earned and paid media. Prodromou also said the need to be authentic in a era dominated by fake news era will be increasingly important for the industry.

Coming in at #9, Parsippany, NJ-based Coyne also made its first appearance in the top ten. The agency grew by nearly 27 percent to \$27.3 million last year.

“Our growth last year is really a credit to our account team leaders,” said CEO Tom Coyne. “They did a great job with retaining record numbers of clients and that, together with a strong new business year, provided strong growth and opportunity for our amazing staff.”



Tom Coyne

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O'Dwyer's rankings

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Fahlgren Mortine also was in the top 10 for the first time. The Columbus, OH-based agency, which owns New York-based travel and lifestyle shop Turner, gained nearly 19 percent last year to account for \$24.4 million in 2016 net fees.

Agency President and CEO Neil Mortine attributed the growth to the relationships the agency has built and maintained with its employees and clients.

"It is an honor that these relationships earned us a ranking along many of the best brands in our industry," Mortine said. "Our core values of collaboration, engagement and trust guide employee and client relationships in a time when retention has never been more challenging and our clients are expecting new value."

Mortine also told O'Dwyer's that more than 80 percent of the agency's growth came from current clients. Notable gains were seen in Fahlgren's tourism/economic development and B2B industry practices.

"As the needs of our clients evolve, so do their expectations of us. We're responding by focusing on the experience our clients provide their customers, and investing in marketing technologies that inform data-driven decisions," Mortine said.

New York-based consumer, food and lifestyle agency Hunter Public Relations grew by 14.6 percent in 2016 to \$23.5 million, taking the #13 spot this year, up from #21 last year.

Hunter Managing Partner Grace Leong told O'Dwyer's that growth within several of the agency's specialized services accounted for much of the agency's performance in 2016: billings at Hunter Digital were up 65 percent in 2016 year-over-year; Hunter Hispanic grew fee billings by more than 30 percent; and Hunter Entertainment, which expanded last year to Hunter Entertainment + Sports, grew fee billings by almost 20 percent. All together, those three units last year comprised almost a quarter of the agency's overall revenue.

Leong also said Hunter leveraged this



Neil Mortine

growth by making substantial progress across three key pillars: earning client relationships, earning consumer attention on behalf of the brands the firm represents, and earning staff dedication.

"We recognize that our talented staff have options," Leong said. "They do not have to work for us, but rather, we have to work from them to earn their dedication. Several major new quality of life initiatives put into place late in 2015 really began to show their impact in 2016, and we are pleased to share that voluntary turnover was reduced by almost 50 percent."

French|West|Vaughan posted net fees of \$23.3 million in 2016, an upswing of more than 10 percent from 2015's \$20.5 million. The Raleigh, NC-based agency, which maintains additional offices in New York, Los Angeles and Tampa, recorded a first earlier this year when it acquired Fetching Communications, the nation's first marketing and PR firm focused exclusively on the pet and veterinary industries.

"We are fortunate that about 95 percent of our revenue is retainer based and of that total about 60 percent falls into the consumer sector, so that is where we saw the majority of our top line growth in 2016," said Chairman and CEO Rick French.

Looking to the future, French said that it's all about content creation and digital/social media marketing.

"We expect nearly 25 percent of our revenue in 2017 to come from the creation of visual (and shareable) stories for clients," he said.

Tech and healthcare agency PAN Communications continued to ride an ongoing upward swing, gaining by 18.6 percent last year to \$15.6 million, taking O'Dwyer's #20

slot (compared to #31 last year, when it accounted for \$13.1 million after posting similar, 24 percent gains from 2014).

The Boston-headquartered agency, which maintains additional outposts in New York and Orlando, planted its flag on the west coast last year with the addition of a San Francisco office. President and CEO Philip A. Nardone, Jr. said the agency had worked diligently to better align and grow its B2B tech and healthcare portfolios, with a strategic focus on expanding in markets that continue to innovate and transform such as data, cloud, IoT, security and digital healthcare.

Nardone also said vertical tech segments — including digital health — continue to show great growth potential, especially industries that are transforming across their sectors such as insurance technology and FinTech.

"The firm's approach to integrated marketing and PR has also been very successful, largely due to the increased importance of content marketing across all forms of media. Continued investment into digital capabilities has added significant organic growth opportunities for the agency. Together, these changes have contributed to the firm seeing an increase in boomerang clients who missed our turn-on-a-dime response and who are interested in our national growth and integrated services," Nardone said.

Nardone also said the dynamic nature of the PR industry requires firms to remain agile and respond to trends at lightning speed. He believes content and personalization will become the primary factor in maintaining customer relationships, and a shift upstream into the C-suite will be imperative as brands seek to impact revenue through content and storytelling capabilities.

"Firms must understand buyers' behaviors and be capable of improving their digital experience across all channels in order to drive significant growth and rise above their crowded markets," Nardone said. "Customer demands will force PR agencies to evolve across marketing departments to keep up with the pace for 'always-on' connected content and their channel of choice for viewing. We feel we have the key ingredients to arm today's marketers with a successful blueprint for success."



Philip A. Nardone



Rick French

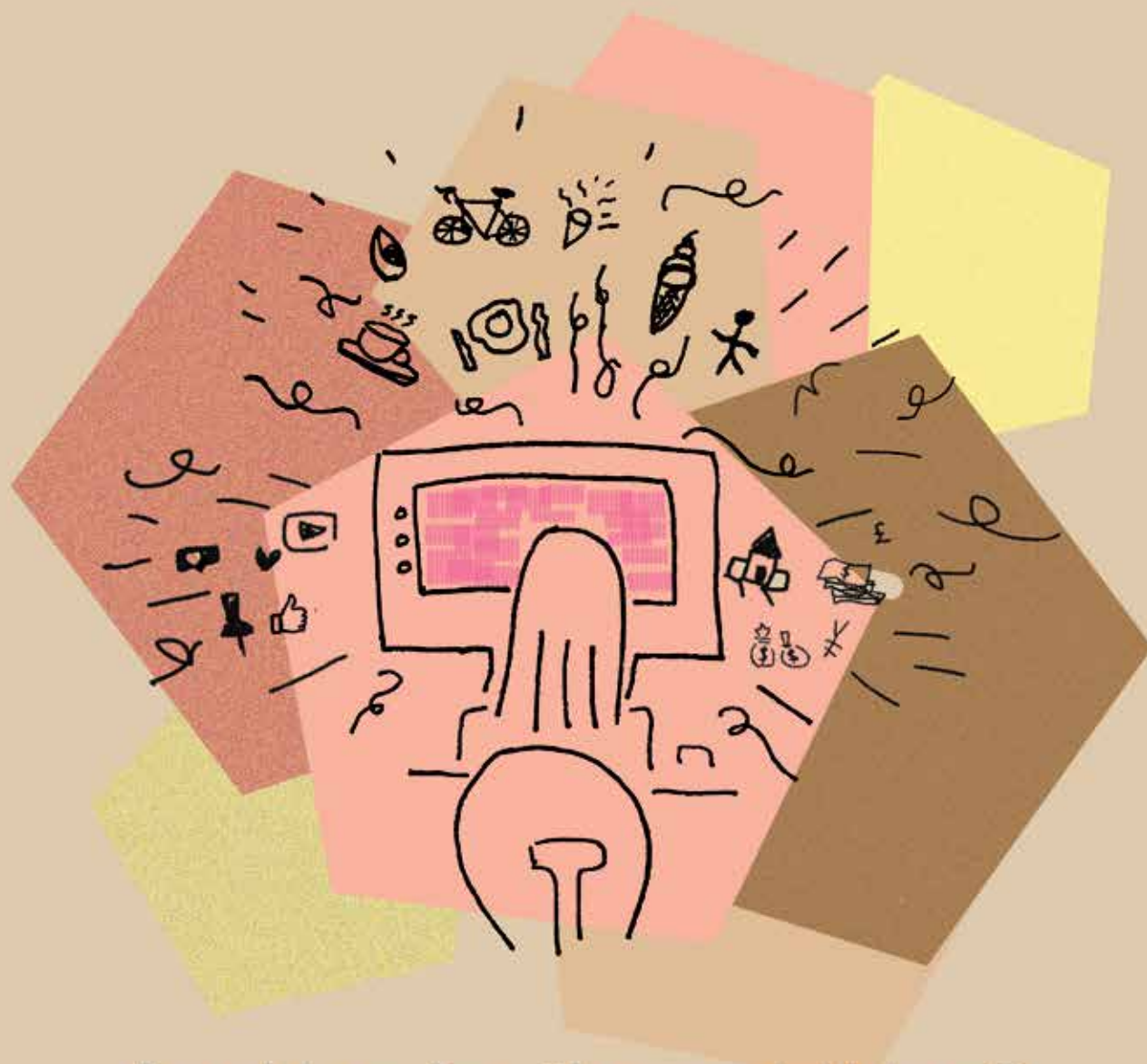


Grace Leong



O'Dwyer's rankings of top gainers, p. 52

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O'Dwyer's rankings

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"Companies and agencies are struggling to make sense of the overwhelming amount of data and the increasing consumer demand for personalization juxtaposed against a near complete collapse of loyalty. Consumer trust is gone, so all of this data is useless until consumers begin trusting again," said Steve Cody, Co-Founder and CEO of Peppercomm.



Steve Cody

That 20-year-old New York-based communications and marketing agency netted \$18.3 million in fees, landing at #18 on our list this year.

"Lastly, the traditional media world is imploding," Cody said. "Fewer journalists covering more beats makes a traditional publicist's job that much harder. But, almost every client still prefers a feature in The Wall Street Journal ahead of anything owned or paid can produce."



Carrie Jones

Washington, D.C.-based healthcare communications shop JPA Health Communications grew by 27.2 percent last year to \$7.7 million, from \$6 million the year prior. JPA Principal and Managing Director Carrie Jones said the agency's growth last year was a result of its ability to solve complex problems by delivering value to clients, which translated into sales and stock price.

"Clients are relying more heavily than ever before on their agency team to operate as an extension of them. It's going beyond traditional media relations and serving as a strategic partner," Jones said.

Jones also said the agency has noticed some health sectors adopting different billing models. Virtually all our biotech clients, for example, now prefer PR retainers.

"The most significant trend we've seen is that large, multinational companies are looking to work with smaller, mid-size agencies," Jones said. "They often cite that our senior level talent and nimbleness is a game-changer for them."

Firms gain by double, triple digits

Out of the 121 firms ranked by O'Dwyer's this year, the largest gainer was tech PR

specialist Hotwire, which grew an incredible 322.2 percent in 2016, from \$3.13 million in 2015 net fees to \$13.2 million last year, and moving up to #28 from its position of #81 the year prior.



Barbara Bates

Hotwire North America CEO Barbara Bates said much of this tremendous growth can be attributed to the London and New York-based agency's September acquisition of bi-coastal U.S. tech firm Eastwick, as well as growth in the overall tech sector and within the agency's expanded service offerings.

"Brands are increasingly placing much more emphasis on technology and innovation in their storytelling. Every company wants to be a tech company, and in order to be relevant in the marketplace you have to tell that story," Bates said. "As an agency with great depth and breadth in this area, we've been able to capitalize on a number of new and exciting opportunities — specifically, we've been able to expand consumer and health tech practices. The role of technology in business will only become more critical in the future, and the ability to build a brand around that narrative is just as important as the product or service itself."

The greatest gainer in O'Dwyer's top 25 this year was health, life sciences and public affairs firm Spectrum. That Washington, D.C.-based agency continued its multi-year wave of growth in 2016, gaining 34.8 percent last year to account for \$20 million in net fees, following an even more impressive 84 percent surge in 2015. The agency is now ranked #17.

The agency last year opened a new office in Chicago, following its groundbreaking

on new outposts in Atlanta and New York in 2015.

"Metrics and measurement are an integral part of any communications strategy," said Spectrum President and CEO Jonathan Wilson. "Our clients expect real-time reporting across paid, earned, social and owned channels, enabling them to get into the right conversations at the right time in the marketplace. Agencies that can provide real-time reporting and insights will be poised for growth in the coming years."

It was a big year for Wilson himself, as well as for Spectrum. He was chosen for the Spectrum CEO slot in December, succeeding founder John J. Seng. Last year Wilson was also named President of GLOBAL-HealthPR, the international network of independent health and science agencies that Seng founded in 2001.



Jonathan Wilson

Nashville's ReviveHealth gained by more than 40 percent, reporting more than \$14 million in 2016 net fees, compared to \$10 million in 2015. The healthcare PR and marketing shop, which was acquired by Weber Shandwick in January of last year, now ranks #26, compared to #40 last year.

"The demand for fully integrated paid/earned/owned marketing efforts is best met by a full-service agency, and we've purpose-built ReviveHealth to meet that emerging need," said ReviveHealth Founder and CEO Brandon Edwards. "We believe that clients demand deep industry expertise and knowledge of the B2B dynamics, coupled with the integrated capabilities necessary to engage all audiences through all channels."

Silicon Valley agency Highwire PR dialed up growth by 27.6 percent last year, earning the agency more than \$14 million in net fees (#24) and consequently landing in our "top gainers" rankings list for the year, as well as our top 25 agencies ranking for the first time.

The San Francisco-based shop opened a Boston outpost in December on the heels of a New York office in 2015. The latter location saw its staff roster double last year.



Brandon Edwards



O'Dwyer's rankings of firms by region, p. 54

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O'Dwyer's Industry Rankings: #8 Healthcare, #16 Environmental and #31 Overall

O'Dwyer's rankings

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Highwire Principal Carol Carrubba referred to 2016, a year highlighted by Trump, the Brexit, a cautious VC funding environment and the demise of many unicorns, as “a rollercoaster of opportunity and uncertainty,” ultimately making it difficult to know how the year would turn out for technology PR agencies.



Carol Carrubba

“Highwire benefitted from having a strong focus in enterprise infrastructure, developer technologies and cybersecurity that continued to see strong growth,” Carrubba said. “These days we see very large companies starting to recognize that they need to adopt the scrappiness and creativity of the startups that are taking their market share. The nature of ‘PR’ is also changing and needs to include a more direct conversation with constituents both digitally and in person at events and meetings. Meanwhile, there is a new and growing category of influencers who are just as or more important to key business goals as traditional media and analysts. As a PR agency partner, we see our role evolving to include business strategist, creative director, conversation starter and editorial team and we love it!”

Sachs Media Group was another big gainer this year, moving up 25.6 percent to account for nearly \$6.9 million in net fees. The Tallahassee-based agency joined global PR network Worldcom Public Relations Group in December.

“We’re proud of our aggressive, appropriate culture focused on the pursuit and delivery of consistently



Ron Sachs

excellent results and outcomes for every client through a comprehensive range of services effectively provided by the best talented team of professionals assembled across every relevant skill,” said Founder and CEO Ron Sachs. “After our best year ever, more than ever, we are the essential strategic communications partner for organizations looking to leverage any ma-

jor opportunity, overcome any significant threat, or just consistently excel and win.”

New York-based travel and lifestyle agency Quinn grew by 15.8 percent last year to \$8.4 million in net fees, putting the firm at #43 this year from #52 (\$7.3 million) in 2015.

“The buzz of a few years ago that PR was a dying industry due to the demise of print has turned into high fives that PR is the field to be in since we are the storytellers,” President Florence Quinn told O’Dwyer’s. “The need for online content is voracious. This is true in the media and among brands. Today consumer brands are the media. Clients need to



Florence Quinn

embrace this and be selling lifestyle. This is where great PR begins. Our growth has been fueled by our ability to enhance, advance and communicate a brand to its audiences coupled with our work in driving business outside of traditional media. Now and going forward the sweet spot is the co-mingling of editorial content and sales.”

19 new firms join rankings

A score of new agencies joined the O’Dwyer rankings this year. This includes Havas Formula (#19, \$17 million), Spark (#25, \$14 million), Bravo Group (#33, \$11.4 million), Lazar Partners (#62, \$5.6 million), SevenTwenty Strategies (#65, \$5 million), Greenough (#70, \$4.5 million), Vested (#74, \$3.5 million), Fish Consulting (#78, \$3.1 million), Intrepid Agency (#80, \$3 million), BackBay Communications (#81, \$2.8 million), IW Group (#84, \$2.6 million), Lavidge (#97, \$1.9 million), ARPR (#104, \$1.3 million), Hoyt Organization (#107, \$1.2 million), Akrete (#109, \$1.1 million), ScoutComms (#111, \$1 million), The Buzz Agency (#113, \$900 million), Dale Curtis Communications (#119, \$380,000) and Bob Gold & Associates (#121, \$100,000).

Newcomer agency Vested, which posted \$3.58 million in net fees in 2016, was also one of our top gainers. That New York agency accounted for more than 319 percent growth.

“2016 was a year in which Vested provided its value proposition: to provide a new

communications model for a new financial industry,” Binna Kim, Co-Founder and President of the New York-based agency, told O’Dwyer’s.

Kim said that Vested’s innovative, disruptive approach brought in an array of brands that ranged from start-up fintech companies to well-established institutions. But she also noted one main quality united those brands.

“Although the brands that we brought on board were incredibly diverse, they did share a common quality in that all had a need to communicate a unique story in a rapidly changing financial services environment,” she said. “Amidst fintech disruption, regulatory uncertainty and market volatility, all of our new clients were seeking to be better storytellers and to engage their end customer.”

Kim also stressed the deep level of change that tech is bringing to the PR industry. “Technology is going to disrupt the most low-value, able-to-be-automated activities that agencies currently still charge clients for,” she said. “As a result of this, agencies are being



Michael Olguin

pressured to deliver even greater value, and this can only be done by being more integrated in their approach. PR professionals have a duty of care to their clients to think beyond traditional media relations and problem solve by leveraging the many exciting mediums at their disposal.”

New York-headquartered Havas Formula is another new firm to rank with us. The Havas subsidiary, which maintains an additional outpost in Los Angeles, grew by 18.6 percent last year to account for more than \$17 million in net fees, placing the agency both within our top 25 agencies and as one of our “top gainers” for the year.

“2016 was a big year for us because we focused on chasing bigger brands with bigger budgets,” said Havas Formula President and CEO Michael Olguin. “While historically we have been invited to participate in bigger RFP pitches, the perception was often that we weren’t large enough to support a brand of that size. We believe brands are trending toward embracing mid-sized agencies more because they see them as large enough to feel comfortable in their ability to scale yet small enough to provide a senior team that is nimble, creative and responsive.” ●



Binna Kim

“What Americans think and feel about
a company is nearly **1.5x**
more important to driving
support than what it produces.”

Source: Forbes/RepTrak Pulse Survey, 2016

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

Firm	2016 Net Fees	Employees	% Change from 2015
1. Edelman, New York, NY	\$874,968,000	5,903	+2.4
2. W2O Group, San Francisco, CA	122,715,000	472	+33.0
3. APCO Worldwide, Washington, DC	120,622,100	672	+1.0
4. Finn Partners, New York, NY	76,706,000	485	+7.3
5. ICR, New York, NY	55,663,450	158	-1.0
6. Padilla, Minneapolis, MN	42,444,913	206	-1.9
7. Prosek Partners, New York, NY	31,250,000	127	+28.1
8. Racepoint Global, Boston, MA	29,036,374	174	+7.8
9. Coyne, Parsippany, NJ	27,300,000	159	+26.9
10. Fahlgren Mortine, Columbus, OH	24,440,092	130	+18.9
11. 5W Public Relations, New York, NY	24,311,212	138	+13.2
12. G&S Business Communications, New York, NY	24,228,511	135	-3.1
13. Hunter PR, New York, NY	23,500,000	121	+14.6
14. French West Vaughan, Raleigh, NC	23,371,021	103	+10.4
15. Taylor, New York, NY	22,900,000	110	+3.6
16. Jackson Spalding, Atlanta, GA	21,006,046	131	+15.6
17. Spectrum, Washington, DC	20,000,000	72	+34.8
18. Peppercomm, New York, NY	18,343,184	84	even
19. Havas Formula, New York, NY	17,030,177	118	+18.6
20. PAN Communications, Boston, MA	15,605,837	99	+18.6
21. Cooney Waters Unlimited, New York, NY	15,169,000	40	+8.2
22. IMRE, LLC, Baltimore, MD	15,100,000	85	+3.4
23. Zimmerman Agency, Tallahassee, FL	14,500,000	52	-9.0
24. Highwire PR, San Francisco, CA	14,032,125	73	+27.6
25. Spark, San Francisco, CA	14,021,737	55	even
26. ReviveHealth, Nashville, TN	14,008,690	65	+40.1
27. Inkhouse Media + Marketing, Waltham, MA	13,775,720	98	+13.8
28. Hotwire, New York, NY	13,247,420	62	+322.2
29. Makovsky, New York, NY	13,141,000	56	-2.7
30. RF Binder Partners, New York, NY	12,500,000	61	even
31. Crosby, Annapolis, MD	12,243,385	68	+21.7
32. Merritt Group, McLean, VA	11,805,900	58	+6.2
33. Bravo Group, Inc., Harrisburg, PA	11,473,571	57	+34.0
34. Hoffman Agency, The, San Jose, CA	11,340,000	35	+10.1
35. Rasky Partners, Inc., Boston, MA	11,041,929	40	-21.8
36. Bateman Group, San Francisco, CA	10,482,117	53	+21.2
37. Davies, Santa Barbara, CA	10,184,244	32	-2.0
38. Podesta Group, Washington, DC	10,030,212	19	+11.2
39. Development Counsellors Int'l (DCI), New York, NY	10,023,512	57	+4.2
40. Gold PR, Corona, CA	9,739,037	23	-7.4
41. Bliss Integrated Communication, New York, NY	9,284,000	48	-2.2
42. rbb Communications, Miami, FL	9,241,425	51	+21.5
43. Quinn, New York, NY	8,455,770	63	+15.8
44. Jarrard Phillips Cate & Hancock, Brentwood, TN	8,306,314	32	+11.9
45. Gregory FCA, Ardmore, PA	8,200,000	66	+9.9
46. 360 Public Relations, Boston, MA	8,079,022	39	+7.5
47. Walker Sands Communications, Chicago, IL	8,052,898	78	+16.0
48. McNeely Pigott & Fox Public Relations, Nashville, TN	7,845,354	62	+15.3
49. J Public Relations, New York, NY	7,785,442	53	+29.4
50. JPA Health Communications, Washington, DC	7,703,679	33	+27.2
51. Dodge Communications, Alpharetta, GA	7,578,042	42	even
52. Lambert, Edwards & Associates, Grand Rapids, MI	7,481,000	39	+6.0
53. Greentarget Global LLC, Chicago, IL	7,447,000	39	+9.0
54. JeffreyGroup, Miami Beach, FL	7,211,782	122	-2.6
55. Lou Hammond Group, New York, NY	7,210,839	40	+3.5
56. Sachs Media Group, Tallahassee, FL	6,869,500	31	+25.6
57. Moore Communications Group, Tallahassee, FL	6,542,410	34	+14.0
58. Public Communications Inc., Chicago, IL	6,260,124	45	+7.4
59. Cerrell Associates, Los Angeles, CA	6,098,177	28	+2.5
60. Pierpont Communications, Houston, TX	6,047,258	31	-7.0
61. KYNE, New York, NY	5,900,761	24	+28.5

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

Firm	2016 Net Fees	Employees	% Change from 2015
62. Lazar Partners, New York, NY	\$5,616,020	23	+30.8
63. Singer Associates, Inc., San Francisco, CA	5,364,538	16	+13.3
64. Dukas Linden Public Relations, New York, NY	5,148,601	21	-1.3
65. SevenTwenty Strategies, LLC, Washington, DC	5,085,112	34	+29.8
66. Konnect Agency, Los Angeles, CA	5,062,800	36	+19.5
67. CooperKatz & Co., New York, NY	4,748,633	29	-14.9
68. Hawkins Int'l Public Relations, New York, NY	4,566,288	31	+17.4
69. L.C. Williams & Associates, Chicago, IL	4,506,037	19	+1.0
70. Greenough, Boston, MA	4,501,166	25	+11.5
71. North 6th Agency (N6A), New York, NY	4,337,537	30	+28.6
72. Intermarket Communications, New York, NY	3,825,000	18	+1.9
73. Trevelino/Keller, Atlanta, GA	3,675,000	23	+27.8
74. Vested, New York, NY	3,580,000	16	+319.2
75. Standing Partnership, St. Louis, MO	3,575,609	19	-2.0
76. LANE, Portland, OR	3,518,317	19	-11.7
77. MCS Healthcare Public Relations, Bedminster, NJ	3,464,235	17	-20.2
78. Fish Consulting, Hollywood, FL	3,129,600	22	+8.2
79. Beehive Strategic Communication, St. Paul, MN	3,034,793	11	-21.3
80. Intrepid Agency, Salt Lake City, UT	3,029,014	14	-4.0
81. BackBay Communications, Boston, MA	2,810,365	14	+9.3
82. Schneider Associates, Boston, MA	2,699,331	14	-6.3
83. Cashman + Katz Company, Glastonbury, CT	2,695,000	28	+8.5
84. IW Group, Inc., West Hollywood, CA	2,636,000	15	+17.1
85. Ripp Media/Public Relations, New York, NY	2,574,401	8	even
86. Verasolve, Potomac, MD	2,500,496	17	+17.3
87. BoardroomPR, Ft. Lauderdale, FL	2,500,000	16	+8.7
88. Gatesman, Pittsburgh, PA	2,500,000	72	+17.2
89. SPM Communications, Dallas, TX	2,472,718	13	-17.8
90. Lovell Communications, Nashville, TN	2,446,840	19	+8.2
91. Idea Grove, Dallas, TX	2,380,461	20	+1.0
92. O'Malley Hansen Communications, Chicago, IL	2,223,000	18	+28.5
93. LaVoieHealthScience, Boston, MA	2,184,205	10	-13.2
94. Landis Communications, San Francisco, CA	2,114,397	8	+5.8
95. Perry Communications Group, Sacramento, CA	2,103,941	8	+25.7
96. Marketing Maven Public Relations, Camarillo, CA	2,067,409	17	+13.2
97. Lavidge, Phoenix, AZ	1,973,899	22	+13.3
98. Didit Communications, LLC, New York, NY	1,881,151	11	-15.4
99. BLAZE, Santa Monica, CA	1,783,348	10	even
100. Red Sky PR, Boise, ID	1,710,464	10	+62.5
101. Rosica Communications, Paramus, NJ	1,442,874	8	+4.9
102. Devine + Partners, Philadelphia, PA	1,417,752	7	+1.0
103. Maccabee, Minneapolis, MN	1,410,848	10	+17.7
104. AR PR, Atlanta, GA	1,340,397	10	+44.6
105. Champion Management Group, Dallas, TX	1,298,148	8	+20.0
106. Karbo Communications, San Francisco, CA	1,240,061	8	+63.5
107. Hoyt Organization Inc., The, Torrance, CA	1,200,000	9	+9.1
108. Power Group, The, Dallas, TX	1,147,168	10	-7.1
109. Akrete, Evanston, IL	1,136,788	6	+60.3
110. Hemsworth Communications, Ft. Lauderdale, FL	1,116,024	12	+66.8
111. KCD Public Relations, San Diego, CA	1,095,026	7	+7.9
112. ScoutComms, Inc., Fredericksburg, VA	1,082,890	8	+73.0
113. Feintuch Communications, New York, NY	965,368	4	+17.8
114. The Buzz Agency, Delray Beach, FL	924,821	10	-3.9
115. WordWrite Communications LLC, Pittsburgh, PA	848,654	7	+18.1
116. TransMedia Group, Boca Raton, FL	700,201	6	-30.5
117. Stuntman PR, New York, NY	684,133	4	+10.8
118. Bizcom Associates, Addison, TX	639,606	5	+7.4
119. AMP3 Public Relations, New York, NY	468,237	5	+88.4
120. Dale Curtis Communications LLC, Washington, DC	382,635	2	+99.5
121. Bob Gold & Associates, Redondo Beach, CA	101,338	8	+102.0

LEADING GAINERS AMONG PR FIRMS

Firm	2016 Net Fees	Employees	% Change from 2015
Firms in the top 25			
1. Spectrum, Washington, DC	\$20,000,000	72	+34.8
2. W2O Group, San Francisco, CA	122,715,000	472	+33.0
3. Prosek Partners, New York, NY	31,250,000	127	+28.1
4. Highwire PR, San Francisco, CA	14,032,125	73	+27.6
5. Coyne, Parsippany, NJ	27,300,000	159	+26.9
6. Fahlgren Mortine, Columbus, OH	24,440,092	130	+18.9
7. Havas Formula, New York, NY	17,030,177	118	+18.6
8. PAN Communications, Boston, MA	15,605,837	99	+18.6
9. Jackson Spalding, Atlanta, GA	21,006,046	131	+15.6
10. Hunter PR, New York, NY	23,500,000	121	+14.6
Firms ranked 26 through 50			
1. Hotwire, New York, NY	\$13,247,420	62	+322.2
2. ReviveHealth, Nashville, TN	14,008,690	65	+40.1
3. Bravo Group, Inc., Harrisburg, PA	11,473,571	57	+34.0
4. J Public Relations, New York, NY	7,785,442	53	+29.4
5. JPA Health Communications, Washington, DC	7,703,679	33	+27.2
6. Crosby, Annapolis, MD	12,243,385	68	+21.7
7. rbb Communications, Miami, FL	9,241,425	51	+21.5
8. Bateman Group, San Francisco, CA	10,482,117	53	+21.2
9. Walker Sands Communications, Chicago, IL	8,052,898	78	+16.0
10. Quinn, New York, NY	8,455,770	63	+15.8
Firms ranked 51 through 100			
1. Vested, New York, NY	\$3,580,000	16	+319.2
2. Red Sky PR, Boise, ID	1,710,464	10	+62.5
3. Lazar Partners, New York, NY	5,616,020	23	+30.8
4. SevenTwenty Strategies, LLC, Washington, DC	5,085,112	34	+29.8
5. North 6th Agency (N6A), New York, NY	4,337,537	30	+28.6
6. KYNE, New York, NY	5,900,761	24	+28.5
7. O'Malley Hansen Communications, Chicago, IL	2,223,000	18	+28.5
8. Trevelino/Keller, Atlanta, GA	3,675,000	23	+27.8
9. Perry Communications Group, Sacramento, CA	2,103,941	8	+25.7
10. Sachs Media Group, Tallahassee, FL	6,869,500	31	+25.6
Firms ranked 101 through 121			
1. Bob Gold & Associates, Redondo Beach, CA	\$101,338	8	+102.0
2. Dale Curtis Communications LLC, Washington, DC	382,635	2	+99.5
3. AMP3 Public Relations, New York, NY	468,237	5	+88.4
4. ScoutComms, Inc., Fredericksburg, VA	1,082,890	8	+73.0
5. Hemsworth Communications, Ft. Lauderdale, FL	1,116,024	12	+66.8
6. Karbo Communications, San Francisco, CA	1,240,061	8	+63.5
7. Akrete, Evanston, IL	1,136,788	6	+60.3
8. AR PR, Atlanta, GA	1,340,397	10	+44.6
9. Champion Management Group, Dallas, TX	1,298,148	8	+20.0
10. WordWrite Communications LLC, Pittsburgh, PA	848,654	7	+18.1



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RANKINGS OF PR FIRMS BY CITY/GEOGRAPHY

Firm	2016 Net Fees	Empl.	Firm	2016 Net Fees	Empl.
CONNECTICUT			NEW YORK & NEW JERSEY		
1. ICR, Norwalk	\$25,850,210	69	1. Edelman	\$874,968,000	5,903
2. Cashman + Katz Company, Glastonbury	2,695,000	28	2. Prosek Partners	31,250,000	127
CHICAGO			3. Coyne, Parsippany, NJ	27,300,000	159
1. Edelman (includes Detroit)	\$101,707,000	583	4. Finn Partners	25,242,000	185
2. Walker Sands Communications	8,052,898	78	5. 5W Public Relations	24,311,212	138
3. Greentarget Global LLC	7,447,000	39	6. Hunter PR	23,500,000	121
4. Finn Partners (includes Detroit)	7,008,000	49	7. ICR	17,398,035	62
5. Public Communications Inc.	6,260,124	45	8. Peppercomm	16,534,212	79
6. Padilla	5,719,004	21	9. Cooney Waters Unlimited	15,169,000	40
7. L.C. Williams & Associates	4,506,037	19	10. APCO Worldwide	15,113,100	54
8. G&S Business Communications	4,479,498	28	11. Taylor	13,511,000	63
9. APCO Worldwide	3,881,800	17	12. Hotwire	13,247,420	62
10. O'Malley Hansen Communications	2,223,000	18	13. Makovsky	13,141,000	56
11. Taylor	1,150,000	5	14. RF Binder Partners	12,500,000	61
12. Akrete, Evanston, IL	1,136,788	6	15. Development Counsellors Int'l (DCI)	10,023,512	57
13. Havas Formula	930,000	7	16. Bliss Integrated Communication	9,284,000	48
FLORIDA			17. J Public Relations	7,785,442	53
1. Zimmerman Agency, Tallahassee	\$14,500,000	52	18. Lou Hammond Group	7,210,839	40
2. rbb Communications, Miami	9,241,425	51	19. Quinn	6,605,591	50
3. JeffreyGroup, Miami Beach	7,211,782	122	20. Padilla	5,931,912	24
4. Sachs Media Group, Tallahassee	6,869,500	31	21. KYNE	5,900,761	24
5. Moore Comms. Group, Tallahassee	6,542,410	34	22. Lazar Partners	5,616,020	23
6. Fish Consulting, Hollywood	3,129,600	22	23. G&S Business Communications	5,485,381	36
7. BoardroomPR, Ft. Lauderdale	2,500,000	16	24. Dukas Linden Public Relations	5,148,601	21
8. Edelman, Orlando	2,188,000	11	25. CooperKatz & Co.	4,748,633	29
9. Quinn, Miami	1,850,179	13	26. Hawkins Int'l Public Relations	4,566,288	31
10. Hemsworth Comms., Ft. Lauderdale	1,116,024	12	27. North 6th Agency (N6A)	4,337,537	30
11. The Buzz Agency, Delray Beach	924,821	10	28. Havas Formula	4,200,000	32
12. Finn Partners, Ft. Lauderdale	744,000	6	29. Intermarket Communications	3,825,000	18
13. TransMedia Group, Boca Raton	700,201	6	30. Vested	3,580,000	16
BOSTON			31. MCS Healthcare PR, Bedminster, NJ	3,464,235	17
1. Racepoint Global	\$18,310,468	82	32. IMRE, LLC	3,300,000	18
2. PAN Communications	15,605,837	99	33. Ripp Media/Public Relations	2,574,401	8
3. Inkhouse Media + Marketing	13,775,720	98	34. Didit Communications, LLC	1,881,151	11
4. 360 Public Relations	8,079,022	39	35. Rosica Communications, Paramus, NJ	1,442,874	8
5. Rasky Partners, Inc.	7,472,338	33	36. Feintuch Communications	965,368	4
6. Greenough	4,501,166	25	37. Stuntman PR	684,133	4
7. ICR	3,822,353	11	38. AMP3 Public Relations	468,237	5
8. BackBay Communications	2,810,365	14	PENNSYLVANIA		
9. Schneider Associates	2,699,331	14	1. Bravo Group, Inc., Harrisburg	\$11,473,571	57
10. LaVoieHealthScience	2,184,205	10	2. Gregory FCA, Ardmore	8,200,000	66
WASHINGTON, D.C.			3. Gatesman, Pittsburgh	2,500,000	72
1. Edelman	\$66,757,000	284	4. Devine + Partners, Philadelphia	1,417,752	7
2. APCO Worldwide	41,851,600	161	5. WordWrite Communications, LLC, Pittsburgh	848,654	7
3. Spectrum	20,000,000	72	MIDWEST CITIES		
4. Finn Partners	15,873,000	67	1. Fahlgren Mortine, Columbus, OH	\$24,440,092	130
5. Crosby, Annapolis, MD	12,243,385	68	2. Padilla, Minneapolis, MN	17,928,604	96
6. Merritt Group, McLean, VA	11,805,900	58	3. Lambert, Edwards & Assoc., Grand Rapids, MI	7,481,000	39
7. Podesta Group	10,030,212	19	4. Standing Partnership, St. Louis, MO	3,575,609	19
8. IMRE, LLC, Baltimore, MD	9,600,000	61	5. Beehive Strategic Comm., St. Paul, MN	3,034,793	11
9. JPA Health Communications	7,703,679	33	6. Maccabee, Minneapolis, MN	1,410,848	10
10. SevenTwenty Strategies, LLC	5,085,112	34	TEXAS		
11. Rasky Partners, Inc.	3,569,588	7	1. Edelman (includes Dallas & Houston), Austin	\$16,958,000	80
12. Verasolve, Potomac, MD	2,500,496	17	2. Pierpont Communications, Houston	6,047,258	31
13. Racepoint Global	1,550,937	7	3. SPM Communications, Dallas	2,472,718	13
14. Padilla	1,139,074	7	4. Idea Grove, Dallas	2,380,461	20
15. ScoutComms, Inc., Fredericksburg, VA	1,082,890	8	5. Champion Management Group, Dallas	1,298,148	8
16. Dale Curtis Communications LLC	382,635	2	6. Power Group, The, Dallas	1,147,168	10
			7. Bizcom Associates, Addison	639,606	5

RANKINGS OF PR FIRMS BY CITY/GEOGRAPHY

Firm	2016 Net Fees	Empl.	Firm	2016 Net Fees	Empl.
SOUTHEAST			WESTERN CITIES		
1. French West Vaughan, Raleigh, NC	\$23,371,021	103	17. Padilla	1,600,767	6
2. Jackson Spalding, Atlanta, GA	21,006,046	131	18. APCO Worldwide, Sacramento	1,390,900	1
3. Edelman, Atlanta, GA	19,470,000	106	19. Karbo Communications	1,240,061	8
4. Zimmerman Agency, Tallahassee, FL	14,500,000	52			
5. G&S Business Comms., Raleigh, NC	14,263,632	71	WESTERN CITIES		
6. ReviveHealth, Nashville, TN	14,008,690	65	1. W2O Group, San Francisco, CA	\$122,715,000	472
7. Finn Partners, Nashville, TN	10,224,000	67	2. Edelman, Seattle, WA	36,722,000	177
8. Padilla, Richmond, VA	9,402,540	49	3. Edelman, San Francisco, CA	31,964,000	174
9. rbb Communications, Miami, FL	9,241,425	51	4. Edelman (w/Beverly Hills), Los Angeles, CA	30,480,000	137
10. Jarrard Phillips Cate & Hancock, Brentwood, TN	8,306,314	32	5. Highwire PR, San Francisco, CA	14,032,125	73
11. McNeely Pigott & Fox PR, Nashville, TN	7,845,354	62	6. Spark, San Francisco, CA	14,021,737	55
12. Dodge Communications, Alpharetta, GA	7,578,042	42	7. Hoffman Agency, The, San Jose, CA	11,340,000	35
13. Taylor, Charlotte, NC	7,218,000	32	8. Edelman (Silicon Valley), San Mateo, CA	10,945,000	40
14. JeffreyGroup, Miami Beach, FL	7,211,782	122	9. Bateman Group, San Francisco, CA	10,482,117	53
15. Sachs Media Group, Tallahassee, FL	6,869,500	31	10. Davies, Santa Barbara, CA	10,184,244	32
16. Moore Comms. Group, Tallahassee, FL	6,542,410	34	11. Gold PR, Corona, CA	9,739,037	23
17. Trevelino/Keller, Atlanta, GA	3,675,000	23	12. Edelman, Portland, OR	7,960,000	43
18. BoardroomPR, Ft. Lauderdale, FL	2,500,000	16	13. Havas Formula, San Diego, CA	7,900,000	49
19. APCO Worldwide, Raleigh, NC	2,487,200	11	14. Padilla, Los Angeles, CA	7,223,013	3
20. Lovell Communications, Nashville, TN	2,446,840	19	15. Cerrell Associates, Los Angeles, CA	6,098,177	28
21. Quinn, Miami, FL	1,850,179	13	16. Singer Associates, Inc., San Francisco, CA	5,364,538	16
22. AR PR, Atlanta, GA	1,340,397	10	17. ICR, Los Angeles, CA	5,108,617	10
23. Hemsworth Comms., Ft. Lauderdale, FL	1,116,024	12	18. Konnect Agency, Los Angeles, CA	5,062,800	36
24. IMRE, LLC, Raleigh, NC	800,000	1	19. Finn Partners, Los Angeles, CA	4,983,000	31
25. Finn Partners, Ft. Lauderdale, FL	744,000	6	20. Finn Partners, San Francisco, CA	4,891,000	25
26. TransMedia Group, Boca Raton, FL	700,201	6	21. Edelman, Sacramento, CA	4,004,000	17
			22. Havas Formula, Los Angeles, CA	4,000,000	30
LOS ANGELES			23. Inkhouse Media + Marketing, San Francisco, CA	3,872,775	29
1. Edelman includes Beverly Hills)	\$30,480,000	137	24. Finn Partners, Portland, OR	3,520,000	18
2. Davies, Santa Barbara	10,184,244	32	25. LANE, Portland, OR	3,518,317	19
3. Gold PR, Corona	9,739,037	23	26. ICR, San Francisco, CA	3,484,236	6
4. Havas Formula, San Diego	7,900,000	49	27. Intrepid Agency, Salt Lake City, UT	3,029,014	14
5. Padilla	7,223,013	3	28. IW Group, Inc., West Hollywood, CA	2,636,000	15
6. Cerrell Associates	6,098,177	28	29. Racepoint Global, San Francisco, CA	2,404,571	16
7. ICR	5,108,617	10	30. Landis Communications, San Francisco, CA	2,114,397	8
8. Konnect Agency	5,062,800	36	31. Perry Comms. Group, Sacramento, CA	2,103,941	8
9. Finn Partners	4,983,000	31	32. Marketing Maven PR, Camarillo, CA	2,067,409	17
10. Havas Formula	4,000,000	30	33. Lavidge, Phoenix, AZ	1,973,899	22
11. IW Group, Inc., West Hollywood	2,636,000	15	34. Peppercomm, San Francisco, CA	1,808,972	7
12. Marketing Maven PR, Camarillo	2,067,409	17	35. BLAZE, Santa Monica, CA	1,783,348	10
13. BLAZE, Santa Monica	1,783,348	10	36. APCO Worldwide, Seattle, WA	1,750,300	5
14. IMRE, LLC	1,400,000	5	37. Red Sky PR, Boise, ID	1,710,464	10
15. Hoyt Organization Inc., The, Torrance	1,200,000	9	38. Padilla, San Francisco, CA	1,600,767	6
16. KCD Public Relations, San Diego	1,095,026	7	39. IMRE, LLC, Los Angeles, CA	1,400,000	5
17. Taylor	1,021,000	6	40. APCO Worldwide, Sacramento, CA	1,390,900	1
18. Bob Gold & Associates, Redondo Beach	101,338	8	41. Karbo Communications, San Francisco, CA	1,240,061	8
			42. Hoyt Organization Inc., The, Torrance, CA	1,200,000	9
SAN FRANCISCO & NORTH CALIFORNIA			43. KCD Public Relations, San Diego, CA	1,095,026	7
1. W2O Group	\$122,715,000	472	44. Taylor, Los Angeles, CA	1,021,000	6
2. Edelman	31,964,000	174	45. Bob Gold & Associates, Redondo Beach, CA	101,338	8
3. Highwire PR	14,032,125	73			
4. Spark	14,021,737	55			
5. Hoffman Agency, The, San Jose	11,340,000	35			
6. Edelman (Silicon Valley), San Mateo	10,945,000	40			
7. Bateman Group	10,482,117	53			
8. Singer Associates, Inc.	5,364,538	16			
9. Finn Partners	4,891,000	25			
10. Edelman, Sacramento	4,004,000	17			
11. Inkhouse Media + Marketing	3,872,775	29			
12. ICR	3,484,236	6			
13. Racepoint Global	2,404,571	16			
14. Landis Communications	2,114,397	8			
15. Perry Communications Group, Sacramento	2,103,941	8			
16. Peppercomm	1,808,972	7			

The firms ranked in the O'Dwyer Co. rankings of PR firms have satisfied O'Dwyer's ranking rules, supporting fee and employee totals with income tax and W-3 forms and providing a current account list. The O'Dwyer rankings should be regarded as an expression of our judgment of a firm's standing within the industry, and are not warranted to comply with any specific objective standards.

Firms are added to O'Dwyer's rankings throughout the year. Go to odwyerpr.com for an up-to-date version of the rankings.

Al Golin dies at 87

Al Golin, the original public relations counsel to McDonald's and Founder of the Chicago-based firm Golin, died April 8 at age 87.

He died at his second home in Scottsdale, Arizona after a battle with prostate cancer.

McDonald's CEO Ray Kroc in 1957 called on Golin for PR help, and the relationship lasted more than 60 years. The initial contract had been for \$500 monthly. Golin Chairman Fred Cook said Golin "worked on McDonald's until the day he died."

Golin liked to say that building goodwill for the company could be like putting money in the bank. Every time the company did something to help its community, it would add up over time.

McDonald's CEO Steve Easterbrook said the company benefited for decades from Golin's wisdom and leadership, claiming in a statement that "McDonald's owes Al a tremendous debt of gratitude for all he accomplished in his partnership with us."

Golin built the firm from a small office to one with 1,200 employees and 50 offices worldwide.

He was the recipient of lifetime achievement awards from the Public Relations Society of America and the Publicity Club of Chicago, as well as numerous other honors. He was inducted into the PR Hall of Fame in 2015.

Born in 1929 in Chicago, Golin got his start in the early 1950s as a publicist for the film industry, working in the Chicago offices of MGM studios.

He is survived by June Golin, his wife of more than 55 years; their children Barry, Karen and Ellen; six grandchildren; and a great-grandson. ○



Al Golin

Lipin leaves Brunswick Group

Brunswick Group Senior Partner Steven Lipin announced that he's leaving the global M&A PR advisor after nearly 16 years.

In a Friday statement, Lipin, who led Brunswick's New York office and was responsible for the growth of the advisory

firm's practice in the U.S., said his departure "reflects a desire on my part to do something different," and announced that he plans to start his own firm.

The former *Wall Street Journal* Finance Editor, who's been stationed with Brunswick since 2001, said that his new venture would focus on critical communications, M&A, activism defense and C-suite corporate issues.

"I wish the firm and my colleagues the very best as they go from strength to strength," Lipin said in the statement. "It has been a privilege working at the firm for the past 16 years." ○



Steven Lipin

Batliner promoted to Carmichael Lynch Pres.

Creative agency Carmichael Lynch has promoted Julie Batliner to President. She'll continue in her current role as Managing Partner and President of Carmichael Lynch Relate, the PR side of the business.

In the first full year of Batliner's leadership, Carmichael Lynch Relate's revenue grew more than 47 percent and head count increased more than 50 percent with less than three percent turnover rate.

Batliner will report to Carmichael Lynch CEO, Marcus Fisher, who was previously President. ○



Julie Batliner

Joseph joins BerlinRosen

Progressive PR and public affairs shop BerlinRosen has named Sara Joseph Senior Vice President of the agency's hospitality and lifestyle practice.

Joseph joins BerlinRosen from Interpublic unit Current, where she served as Senior VP and head of its travel and lifestyle group. She was previously stationed at Weber Shandwick for a decade, where she most recently served as VP, and also

formerly served as an Associate at Burson-Marsteller. She started her career at MSNBC, where she was as Associate News and Entertainment Producer.

Joseph is charged with leading BerlinRosen's hospitality and lifestyle client business and supporting the agency's growth in the travel, hospitality and luxury sectors. The New York-based agency, which advises real estate companies, politicians and advocacy groups, counts about 100 staffers and has additional outposts in Washington and Los Angeles. ○



Sara Joseph

Khalid grabs Glover Park Health + Wellness post

Aryana Khalid has joined Democratic lobbying giant Glover Park Group, where she's been named a Managing Director of the Washington, D.C. firm's Health + Wellness practice.

Khalid joins the WPP unit from political advocacy and trade association America's Health Insurance Plans, where she served as Executive VP. Prior to that, she was Chief of Staff to the administrator for the Centers for Medicare & Medicaid Services, where she assisted the Obama administration with that Department of Health and Human Services agency's operations, policy development and oversight, including the implementation of the Affordable Care Act.

Khalid was previously Deputy Secretary of Health and Human Resources for the Commonwealth of Virginia and an Associate Administrator at healthcare facility operator Hospital Corporation of America. She was also a Legislative Assistant to Senator Mark Warner (D-VA).

At Glover Park, Khalid will provide political and legislative counsel on a broad range of issues while managing the legislative and public affairs firm's health related Government Relations practice. ○



Aryana Khalid

EXPERIENCED PROVEN JUDGMENT EFFECTIVE

In 2017, many companies and institutions will confront unforeseen events that could alter their future, pose unprecedented challenges and potentially set them on a new course that will redefine the organization and significantly impact key stakeholders.

What is required in these circumstances is an expert, experienced strategic communications partner to work with senior management and a Board of Directors to:

- ▲ Articulate a new business strategy and a vision for success
- ▲ Explain an enterprise-transforming event and its significance
- ▲ Successfully navigate complex business challenges or crises
- ▲ Build trust and support among key stakeholders
- ▲ Strengthen the organization's credibility, reputation, and brand

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O'Dwyer's guide to RANKED PR FIRMS



360PR+ interviewed New Yorkers about their grocery shopping routine, finding that most have an empty 'fridge' by mid-week and leveraging that insight to position Peapod as the solution.

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Ronn D. Torossian, President & CEO

Since 2003, New York City-based 5W Public Relations has worked with widely known and emerging brands, corporations and high-profile individuals. Our practice areas include Consumer Products & Brands, Food & Beverage, Health & Wellness, Beauty, Apparel & Accessories, Home & Housewares, Travel & Hospitality, Entertainment & Sports, Corporate, Technology, Public Affairs & Government Relations, Nonprofit, Crisis Communications, Events and Digital & Social Media. We have a 360-degree approach to PR, social media, branding and digital marketing that delivers game-changing results to our clients.

Our 150 tenacious PR practitioners know how to leverage any story and direct any conversation to our clients' advantage. We develop and execute novel campaigns that allow our clients to connect with their target audiences

in memorable ways. As a result, we measurably increase the positive results of our clients' communications efforts.

5WPR's diverse roster of clients includes Sparkling ICE, Walgreens, KRUPS, It's a 10 Haircare, Jane Iredale, JetSmarter and Zeta Global. Our innovative programs have received recognition and we have won many awards including PR Agency of the Year, PR Executive of the Year, Product Launch of the Year and Business to Business Program of the Year.

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Melinda Bonner, **Caitlin Chalke**,
Ali Kavulich, **Sean McNair**, VPs

Let's face it. The world has changed, and we've changed

with it. We know what gets people talking and how to connect brands to the conversation. Today, that means more pull than push, starting with the fresh ideas we bring and emotionally resonant storytelling we activate with our full circle approach: from stand-up-and-take-notice news moments, influencer marketing and thought-leader editorial, to experiential events and digital content that drive meaningful engagement for brands. 360PR+ is also expert in employee communications and crisis management, with a track record of helping clients across sectors successfully navigate reputation-threatening issues.

360PR+ has been recognized as one of the most creative PR agencies globally, named Boutique Agency of the Year, and earned Best Place to Work recognition multiple times. All of that enables us to attract and retain the very best talent, including a hands-on senior team of communications and digital marketing veterans who are All In with our clients every day.

Clients: Ahold USA, Avis, Crabie's Ginger Beer, Continental Mills, Drizly, Gerber Childrenswear, Hasbro, HomeAway, Honeywell Home Environment, illy, Jelly Belly, Juicy Juice, Liberty Mutual Insurance, Lightlife Foods, Meredith Publishing, Nasoya, Nin-

tendo, Pete and Gerry's Organic Eggs, Stonyfield Farm, Stride Rite, Tommee Tippee, Travelpro, Virgin Atlantic Airways, Walkers Shortbread and WellPet.

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A national content marketing and public relations firm specializing in financial services and commercial real estate, Akrete articulates and promotes business growth stories. We subscribe to a new adage: B2B + B2H. Not only are we business-to-business, we are business-to-human, making complex content more accessible. When we write, we do so understanding that content must inspire individual people to action: clients, media and influencers alike. Accept no substitute for strong content; our team can make your ideas come alive, and connect you with media outlets that matter.

No subject matter is too complex for #TeamAkrete's 20+ person team of senior storytellers. Our services range from thought leadership to digital consulting, media and public relations to CEO counsel and social media strategy. We dare to innovate, infusing our highly traditional industries with creative expression and technical accuracy. Our vibrant, strategy-shaped marketing, ghostwriting and public relations campaigns connect investors, clients and corporations.

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APCO Worldwide is a global communications consultancy. APCO's team operates in over 80 markets to help the most innova-



The ARPR team's culture is rooted in a simple motto: Believe the best IN each other. Want the best FOR each other. Expect the best FROM each other.

tive organizations adapt and thrive in this fast-moving, interconnected and complex world. We do this for all types of organizations, in all industries and all situations. We partner with clients to guide them through a changing, complex global environment, enabling them to reach their business and societal goals. We bring our clients' work to life creatively and digitally through diverse thinking and a campaign mentality that embraces a variety of integrated tactics to achieve success. APCO is a majority employee- and women-owned business. Clients include: Mars, Microsoft, IKEA, Welltower, PepsiCo, Better Medicare Alliance, McCormick, The Partnership for a Healthier America, Nuclear Energy Institute, EXPO 2017 and more.

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Evan Goldberg, VP of Client Service

ARPR was founded in 2012, and built from the ground floor up as a different agency — one fueled by a culture and an approach that works for both clients and employees. Today, ARPR is one of the

fastest growing tech PR and integrated communications agencies in the U.S. — growing 45% YoY and earning a reputation for creatively telling high-impact stories that intersect technology, innovation and business.

In 2014, ARPR was awarded National Small Agency of the Year by a panel of journalists. Then in 2016, ARPR earned recognition as one of *PR News*' TOP Places to Work, and was named *Bulldog Reporter's* Technology Agency of the Year.

With over 35 awards on its shelf, ARPR deploys a calculated combination of strategies and tactics across several disciplines including media relations, influencer marketing, social advertising, content marketing and lead generation. Just like its tech clients, ARPR is always focused on propelling what's possible.

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Bill Haynes, president & CEO

BackBay Communications is an integrated communications agency specializing in the financial services sector. BackBay takes a brand-centric, content-driven, approach to providing marketing and public relations strategy, content development, creative design and multi-channel distribution to build

London, and international agency partnerships, BackBay serves financial services companies around the world.

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Beehive Strategic Communication uses the power of communication to build better businesses for a better world. Our energized culture fuels fresh insights, creative strategies and meaningful connections that create enduring value for our clients.

Beehive's team of senior strategists and savvy specialists bring curiosity and optimism to everything we do. We have partnered with businesses locally, globally and in virtually every industry. That shortens our learning curve. And we have especially deep experience in the education, financial services, healthcare, and retail and consumer industries.

Our expertise includes research, communication strategy, brand positioning, employee engagement and internal communication, public relations, social and digital marketing, and crisis communication.



BackBay Communications: Financial Services Communications Specialists; Building Brands, Driving Growth

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Matt Kovacs, President

BLAZE is the go-to PR agency for lifestyle brands hungry for a real piece of the marketshare. Fresh and seasoned, our boutique agency is comprised of veteran practitioners who stay one step ahead of trends and will not rest on the laurels of past successes. Our media strategies are meaty, creative and on-point because they are backed by a thoughtful process that considers the particular world of each brand.

Clients include: AmaWaterways, BIOHM, Bowers Museum, Brewery Ommegang, Cocomazing, Chronic Tacos, ESPN, Everytable, Gold's Gym, Heat Holders, Marriott Hotels, NutraWise, Performance Bike, Roseshire, Simon Malls, Slater's 50/50 restaurants, Spectrum Sports, Stonefire Grill, Toridoll, Transcend Recovery, Urban Matress and Woodside Homes.

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Bliss Integrated Communication is a mid-sized, independent integrated marketing communication firm that helps healthcare, financial and professional services companies build their brand and grow sales through PR strategy and execution, messaging and content development, brand identity, issues management, and digital and social media programs.

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



Bliss Integrated Communication has emerged as one of the most influential, privately-owned communication agencies in the Nation, specializing in the professional and financial service industries, and healthcare. Bliss's collaborative approach feeds the most important form of integration — a deep and seamless understanding of your business, inside and out. A top-ranked firm, Bliss has earned numerous industry awards, including *Crain's* "Best Places to Work in NYC."

our clients' success.

Bliss' 50-member team is based in New York, but our reach is global. As a member of the Worldcom Public Relations Group, we have feet on the street in 115 cities across six continents.

Want to learn more? Contact us at elizabeth@blissintegrated.com.

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Boardroom Communications is a full-service public relations and integrated marketing agency delivering results for many of Florida's most successful professionals, corporations, entrepreneurs and non-profit organizations. Now in our 29th year, we leverage the skills and connections of our staff, which includes former journalists, seasoned PR and marketing professionals -- to secure earned media. Clients turn to us when they want creative solutions to increase visibility, establish credibility and ultimately make their phones ring.

Boardroom Communications helps bridge traditional and new media to generate newspaper, mag-

azine, trade journal, radio, television and online coverage. Our digital expertise includes website development, blog and social media management and email campaigns. Perhaps most important in today's Internet-driven economy, our online campaigns incorporate online research, search engine optimization (SEO), pay-per-click (PPC) and online reputation management (ORM). We offer full-service branding capabilities consisting of logo, ad and collateral materials design, copywriting and video production. With offices in Miami, Fort Lauderdale, West Palm Beach, Orlando and Tampa, we are positioned to serve clients across Florida and beyond.

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Bob Gold & Associates is an independent PR & marketing agency providing clients with strategies that resonate and engage, propelling businesses forward with an immediate, positive impact on the bottom line.

Our specialty is the video delivery business — from content creation to the technologies that connect consumers with brands. We are internationally recognized for our unique expertise in the telecommunications, broadcast, distribution, programming, sports,

production workflow, IT, security, and digital content sectors.

We deliver meaningful connections through integrated communications using traditional PR, social media/content marketing, advertising, special events and business development tools.

We tackle these industries from every angle. Our clients include start-ups to *Fortune* 500 brands. We are skilled at reputation management. With a team of top-caliber professionals, we are dedicated to furthering our clients' brand and communicating their unique benefits and value. Since our inception in 1997, we have consistently delivered powerful results through strategies that reflect our unparalleled connections and industry insights.

THE BUZZ AGENCY

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Julie Mullen, Co-Founder & Partner
Elizabeth Kelley Grace, Co-Founder & Partner

The Buzz Agency is an energetic, forward-thinking, women-owned communications firm with offices in Delray Beach and Palm Beach, Florida. Founded in 2009 by South Florida-based industry leaders Julie Mullen and Elizabeth Kelley

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WHO DO YOU WANT REPRESENTING YOU WHEN SO MUCH IS AT STAKE?

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“The crew from the television magazine is banging on your door. You can have the security guard throw them out and know they’ll trash you. Or you can sit down with them and figure that out of the hour you give them, they’ll use only 40 seconds on air. And those 40 seconds will make you look very guilty. Better solution, call Mike Sitrick.” - **Forbes Magazine**

“The Winston Wolf of public relations had arrived. Wolf, you will recall, was the fixer in Pulp Fiction. Played by Harvey Keitel, he washed away assassins splatter and gore. Sitrick cleans up the messes of companies, celebrities and others, and he’s a strategist who isn’t adverse to treating PR as combat.”
- **Fortune Magazine**

“Now (they) have hired Michael Sitrick, whose Los Angeles (based) public relations firm is known for going atomic on opponents, using “truth squads,” “wheel-of-pain” tactics and high profile journalists (to write profiles... That’s unbelievable (said the head of the PR firm for the opposing entity). This is the heavy artillery.” - **BusinessWeek**

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The Buzz Agency Team.

THE BUZZ AGENCY

Continued from page 60

Grace, The Buzz Agency employs a team of dynamic professionals with collective know-how to manage PR, social media and community engagement for a variety of clients, regionally and nationally. The Buzz team has generated impressive, award-winning results for clients in industries such as commercial and residential development, travel/hospitality, restaurant/retail, corporate/general business and not-for-profits.

Clients include Aviation Week Events, Hair Club, AC Hotel (Marriott), Discover The Palm Beaches, Seminole Casino Coconut Creek, Morikami Museum & Japanese Gardens, SunFest, Delray Open (ATP Tennis), Boca Raton PGA Champions Tour golf tournament, Boca West Country Club, Big Time Restaurant Group, among others.

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For over 50 years, no firm in California has made a greater impact in the public sphere than

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Cerrell creates the type of comprehensive, multilingual strategic programs that California's diverse environment demands. Our experts in government advocacy, campaigns, and public and crisis communications allow us to offer unmatched services to our clients.

Our team moves public opinion, shapes media narratives, and works with decision makers at all levels to open doors, fix problems and secure wins for our clients in today's complex and rapidly-changing public policy environment.

That's why Cerrell is the firm of choice for local, national and global organizations doing business in California.

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Karen O'Malley, President, Corkery Group Unlimited

Cooney Waters Unlimited, celebrating its 25th anniversary, is a family of strategic communications companies focused exclusively on

healthcare across many therapeutic areas and health sectors in North America and internationally. The 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 health-care, 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 strategic consulting firm specializing in issue-oriented health and medical communications.

Cooney Waters Unlimited is a part of the specialist expertise of Health Unlimited brand (www.healthunlimited.com) — an integrated healthcare agency that is a part of UK-based Unlimited Group. With a shared creative



Timothy Bird, CEO of Cooney Waters Unlimited.

philosophy, common tools and unlimited thinking at its core, Health Unlimited brings together consultants and discipline experts from across the group and beyond. This 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

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CooperKatz & Company is an award-winning, results-driven public relations agency. We combine the strategic thinking of a large agency with the client focus of a smaller firm.

Our team offers full-service public relations, digital, creative services and event production capabilities to a national client base across diverse industry sectors. Our diverse range of services include communications strategy, earned media, content marketing, digital / social strategy and execution, crisis counseling, media training, video production, and much more.

Clients include such top brands as Coldwell Banker Real Estate, Memorial Sloan Kettering Cancer Center and PwC. Numerous awards include "Agency of the Year" in our size category by *The Holmes Report* and "Best Places to Work in New York City" 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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Crosby President & CEO Raymond Crosby (center) with the firm's management team.

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Kelly Dencker, Jennifer
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Tim Schramm, Executive Vice
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Coyne PR is a public relations firm with expertise in PR, social and digital with more than 160 full-time professionals. As one of the Top 15 Independent PR Firms in the U.S., Coyne delivers programs built on a foundation of standout creative, integrated thinking and activation capabilities to effectively convey messages across paid, earned, shared and owned channels for its clients. These programs have been recognized with more than 900 industry awards since the agency's inception in 1991 and led to the agency being named the 2016 Best Agency to Work For Globally by *The Holmes Report*.

Spanning nearly 20 industry verticals, Coyne's client roster includes many of the most respected companies in the world and those who want to be, including The Walt Disney Company, Hard Rock International, Shell Oil, Chrysler, Timberland, Pfizer, VTEch, Allergan and Columbia Business School, among others. In addition to its offices in New York and New Jersey, the agency's footprint spans across 115 cities, in 49 countries on six continents through its partner-

ship in The Worldcom Public Relations Group®.

With an average agency of record client tenure exceeding five years, Coyne has consistently delivered breakthrough creative, unmatched business results and exceptional client service for more than 25 years. The agency's cornerstone and creative approach is rooted in its Results First process, where the agency always begins with the end in mind, ensuring clients are always where they want to be.

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Suresh John, Director of Digital Strategy & Analytics

The Crosby team is passionate about helping clients Inspire Actions That Matter™ – actions that positively impact people's lives and contribute to the greater good.

Crosby helps clients make powerful connections with their customers, constituents and communities to shape attitudes, inspire

behavior change, and motivate action. The firm's award-winning campaigns, which integrate paid, earned, shared and owned media, have touched the lives of virtually every American.

The firm has specialized practices in Healthcare, Government, and Nonprofits & Causes. Clients include the Agency for Healthcare Research and Quality (AHRQ), Catholic Relief Services, DAV (Disabled American Veterans), EPA ENERGY STAR program, Kaiser Permanente, Military OneSource, Pacific Western Bank, Sagepoint Senior Living, Saint Agnes Hospital, Social Security Administration, USDA, U.S. Dept. of Health & Human Services, and The Wallace Foundation.

Crosby is #31 on O'Dwyer's national ranking of PR firms, #8 for healthcare PR, and is a member of the PR Council and American Association of Advertising Agencies (4As). The firm has offices in Maryland's state capital of Annapolis and in Washington, D.C. To see case studies and capabilities, visit www.crosbymarketing.com.

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Dale Curtis Communications helps companies and causes advance their agendas through strategic, integrated communications in Washington, DC and beyond.

Founded in 2009, DCC provides public-affairs-oriented PR and content services to corporate and nonprofit clients, in the areas of advocacy, thought leadership, and marketing.

Our team brings a collective 60 years of experience, including senior positions in Congress, the White House, business and the media, and in-depth expertise in technology, telecommunications, public safety, manufacturing, energy, and nonprofit issues.

Our in-house specialties range from strategy to messaging, content, media relations, digital media, graphic design, events, and video. We also maintain a network of adjunct professionals who can be activated for specific projects.

Clients have included SAP Public Services, SAP National Security Services, InterDigital, Lyondell-Basell, NENA-The 9-1-1 Assn., IPC-The Electronics Assn., the Wireless Internet Service Providers Assn., Business Software Alliance, Bipartisan Policy Center, and Chavez Schools.

How can DCC help you? Please contact us to find out.

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Davies specializes in strategic communications and public engagement for complex or controversial projects and issues. When public opinion matters, we help shape and share your story to motivate support and calm fears.

Our proprietary research process uncovers winning messages and strategic approaches tailored to each unique community and audience. The award-winning strategic communications materials and grassroots programs created by Davies are proven to reframe the debate, earn active public support, and overcome opposition. We share our clients' goals: to earn project approvals in a timely manner and protect corporate reputation.

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Liz Burke, VP

Didit Communications is the public relations arm of integrated marketing agency Didit, which has 160 employees and offers a wide range of PR, marketing and digital services to more than 200 clients across all industry verticals. With offices in Manhattan, Long Island and Waltham, Massachusetts, Didit Communications is led by a group of senior PR professionals who enjoy hands-on work with clients to build highly recognized and respected brands. Its B2B PR specialties are comprised of technology, financial services, professional services, healthcare and real estate, and its B2C PR specialties include fashion & beauty, food & beverages, home & lifestyle, travel & tourism, healthcare and retail. With several years of experience in market entry, startup public relations and media relations for clients in North America, Europe and Asia, our team places a heavy emphasis on goals and analytics to measure progress and return on investment. For more information, visit www.didit.com.

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Dodge Communications is a leading integrated communications agency serving healthcare's innovative companies. Over the last 16 years, Dodge has worked with nearly 300 U.S.-based healthcare companies that deliver products and services to hospitals, physician practices, payer organizations and vendors. With proven programs that span PR, content, marketing, digital, creative and lead generation, we help companies accel-

erate growth, strengthen brand awareness, enhance thought leadership, build trusted relationships and drive sales through strategic, integrated campaigns that are tied to key business objectives. Dodge Communications is part of Myelin Communications, a family of companies serving the healthcare, financial services and life sciences sectors.

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DLPR is an award-winning PR agency, which is known for strategic and proactive media relations, a results-driven approach, and the involvement of senior management on all accounts.

DLPR's clients include both well-known and emerging companies in key areas of finance, including: mutual funds, ETFs, wealth management, hedge funds and private equity, institutional investing, and investment banking. DLPR also has a strong professional services practice, representing firms in law, accounting, insurance, compliance, risk management and management consulting. The firm also has strong experience in fintech and B2B technology.

The agency regularly generates coverage in the industry's most influential outlets, including the *Wall Street Journal*, *Barron's*, *Financial Times*, Bloomberg and all of the top trade publications, websites and blogs. The agency is very strong in broadcasting, averaging approximately 50 bookings per month — mainly on CNBC, Bloomberg, and Fox Business.

DLPR provides comprehensive media and presentation training, message development, editorial services, crisis communications and digital media services.

Clients: Adams Street Partners, BlueMountain Capital, Brown Advisory, Eaton Vance, EisnerAmper, Global X Management, JMP Group, Morgan Creek Capital, Muddy Waters, Navigant, Neuberger Berman and Raymond James.

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Edelman is a leading global communications marketing firm that partners with many of the world's largest and emerging businesses and organizations, helping them evolve, promote and protect their brands and reputations. Edelman owns specialty firms Edelman Intelligence (research) and United Entertainment Group (entertainment, sports, experiential), a joint venture with United Talent Agency.

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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. With approximately 200 associates and clients based all over the world, Fahlgren Mortine is headquartered in Columbus, Ohio, with locations in Cleveland, Cincinnati, Dayton and Toledo, Ohio; Charleston, W. Va.; Ft. Lauderdale, Fla.; Boise, Idaho; Denver, Colo.; Lexington, Ky.; Greenville and Myrtle Beach, S.C., Chicago and New York City. In addition to our regional offices, we have the ability to reach audiences globally through our involvement with the PR Council and membership in IPREX. Fahlgren Mortine acquired TURNER, a travel, tourism and active lifestyle public relations firm in 2014.

But what matters most to our clients is our way of doing business. Our integrated model allows us to pursue the best solution to our clients' challenges, no matter the medium. We consistently 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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www.PRWorldAlliance.com

Henry Feintuch, President
Richard Roher, Managing Partner & President, Roher PR Group
Rick Anderson, Senior Managing Director
Doug Wright, Senior Account Director

Feintuch Communications is an award-winning boutique strategic relations firm offering senior counsel, experience and tactical support to a broad range of organizations - from the *Fortune* 500 to emerging companies, non-profits and associations.

Our firm's orientation is business results; not simply press clippings or busy work to justify a monthly invoice. We're dedicated to helping our clients build distribution, sell more products or services, improve their corporate or brand image and achieve other business outcomes.

Every client engagement is managed — hands-on — by a senior practitioner who is responsible for the campaign's results. We provide clients with an integrated blend of public relations, social media, advertising/marketing, investor relations, web/digital marketing and other services to meet their business objectives. Strategic practice areas include technology; financial services and FinTech; AV; energy and clean tech; media and marketing; and professional services.

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, social media programs, awards and honors programs, speaking platforms and association marketing.

We serve on the board and are a partner in PR World Alliance (www.PRWorldAlliance.com), a global partnership of premier independent communications consultancies.

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

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SLOANE & COMPANY

Strategic Communications Firm

Corporate and Financial Communications



Public Affairs



Transaction Support



Crisis Communication Support



Business to Business

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FEINTUCH COMMUNICATIONS

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superior business partner and an outstanding strategic relations firm in each and every client engagement.

Clients include: BasisCode, Emergent Capital, HDMI Licensing Administrator, Healbe, Klarna, Leclanché, Legrand, LifeThreads, MECLABS/MarketingSherpa and MPOWER Financing.

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. The firm celebrated its 20th anniversary last month, a milestone that comes as the company makes its debut among the country's top 15 PR firms (2017 *O'Dwyer's* Ranking of Top U.S. PR Firms). FWV is also the winner of *The Holmes Report* 2016 Consumer Agency of the Year and the *Bulldog Reporter* Consumer, Midsize and North American Communications Agency of the Year.

Founded in April 1997, the firm is led by its founder, Chairman & CEO Rick French. Today, FWV employs 103 public relations, public affairs, social media, advertising and digital marketing experts between its Raleigh, N.C. headquarters and New York City, Los Angeles and Tampa offices. FWV is a partner in IPREX, a \$200 million + network of global communication agencies, with 1,500 staff and 100 offices worldwide.

In addition to ranking FWV No. 14 nationally, *O'Dwyer's* placed FWV No. 1 in the Southeast, a position it has occupied for nearly 15 years. Among the top agencies, FWV ranks second in both Beauty/Fashion and Sports Marketing, sixth in Entertainment Marketing and ninth in Travel/Tourism and Economic Development. The agency's work in Agricultural, Food & Beverage, Home Furnishings, Professional Services, and Environmental/Public Affairs also earned



Feintuch senior team members (l. to r.) Henry Feintuch, Rick Anderson, Rich Roher and Doug Wright

category rankings in the top 20.

FWV holds the distinction as the only N.C.-based integrated marketing firm to earn Agency of the Year accolades in the public relations industry – something it has accomplished on eight different occasions. In addition to four separate AOY honors in 2016, FWV was a finalist for 2016 Global Consumer Agency of the Year (*Holmes Report*) and was ranked in the Top 10 of the 2016 Global Creative Index. The agency also captured a North American Innovation SABRE Award on behalf of long-time client Wrangler in the Digital Brand Platform category.

Over two decades, FWV has represented iconic brands like Wrangler, Coca-Cola, Jack Daniels, Slim Jim, Justin Boots, Pendleton Whisky and many others, as well as the Greater Raleigh Convention & Visitors Bureau, Bassett Furniture, Saft, ABB, Teen Cancer America and the Full Frame Documentary Film Festival.

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Luke Lambert, Pres. & CEO
Mary Buhay, Sr. VP, Marketing

G&S is an independent business communications firm with head-

quarters in New York, offices in Chicago, Raleigh, N.C., and Basel, Switzerland and PROI Worldwide affiliates in 50 countries. To tackle our clients' complex businesses and value chains, G&S communicators collaborate as divergent thinkers who unlock diverse ideas and refine them to inspire action that drives results.

G&S focuses on key markets where we have deep experience and offer valuable insight: Advanced Manufacturing, Agribusiness and Food, Clean Technology and Energy, Financial and Business Services, and Home and Building Solutions.

We combine our strengths in business strategy and skills with communications and marketing

tools to offer these areas of expertise: B2B Intelligence, Branding Strategy, Content Strategy, Creative, Digital & Social, Employee Engagement, Insights & Analytics, Media Relations and Sustainability & CSR.

Partial Client Roster: Actagro, AeroVironment, Cascades, Cemex, Coeur Mining, Dow Chemical, Flexible Packaging Association, GWG, HEAD, Knowles, Littelfuse, Lord Corporation, Mannington Mills, Martin Marietta, Medical Mutual, Miele USA, Million Dollar Round Table, MonoSol, National Elevator Industry, Inc., Neolith, Neovia, Panasonic, Ply Gem, Research Triangle Cleantech Cluster, Radian Group, Schindler Elevator, and Syngenta.

GATESMAN

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Susan English, SVP, PR & social media

John Gatesman, CEO
Shannon Baker, Partner, Pres.

Gatesman 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 digital world.

Our strategic consumer-centric model puts your target audiences at the forefront to motivate action and influence behavior that increases sales, market share and brand



Gatesman team members—Front row (from left to right): Lauren Wenzel (senior account executive), Mary Kate Joyce (account supervisor), Paige Blawas (account executive), Peter Smith (assistant account executive); Back row (from left to right): Beth Thompson (account director), Desiree Bartoe (account director), Susan English (SVP, director of PR and social media) and Heather Scott (account supervisor).

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. We believe in research, so much so that we invest more than \$200,000 annually in tools and resources to benefit your business.

Founded in 2006, Gatesman is a privately held corporation owned by partners John Gatesman and Shannon Baker. Gatesman is an award-winning, full-service public relations practice that ranks nationally within the top 100 independent PR firms, and is a partner in IPREX, a global communication network.

Client roster: Camp Invention, Collegiate Inventors Competition, CONSOL Energy, Del Monte, Duquesne Light Co., FedEx Ground, Foodland, Hormel Foods; HOUSE of TSANG, Marlite/NUDO, National Institute for Newman Studies, National Inventors Hall of Fame, Northwell Health (formerly North Shore-LIJ Health System), Peoples Natural Gas, Pittsburgh Paints & Stains, PPG Optical, S&T Bank, SHOP 'n SAVE, StarKist, Tobii Dynavox, Thorntons Convenience Stores, UPMC and UPMC Health Plan.

GREENTARGET GLOBAL LLC

Chicago Board of Trade
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Greentarget is a strategic public relations firm focused exclusively on business-to-business organizations.

Founded in Chicago by John Corey and Aaron Schoenherr, Greentarget has become a destination for talent. Our world-class team is infused by the same entrepreneurial spirit that led to the firm's creation in 2004.

Our culture reflects the firm's core values: hard work, risk-taking, authenticity, individual and team growth, and creative thinking.

Our proven client-engagement process empowers Greentarget clients to direct smarter conversations that influence their audiences, drive business objectives and create value. Drawing on our deep expertise and extensive experience in crafting multi-layered communications programs, we deliver high-impact results to clients in professional services and others industries.



On top of the world: Greentarget's team directs smarter conversations from our HQ at the Chicago Board of Trade building.

Everything we do is informed and driven by our belief that business leaders who aspire to thought leadership have an obligation to elevate the conversations they're participating in. That means empathizing with their audiences and delivering valuable insights in accessible, compelling form through both earned and owned channels. Greentarget's staff of more than 30 works in our Chicago headquarters as well as our offices in New York, London, Los Angeles and San Francisco.

GREGORY FCA

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www.twitter.com/gregoryfca
www.linkedin.com/gregoryfca

Greg Matusky, Founder & President
Joe Anthony, President, Financial Services

A full-service, strategically integrated firm since 1990, Gregory FCA creates and deploys sophisticated national media relations, social media, content marketing, investor relations, and financial communications campaigns.

As one of the nation's largest PR firms, our clients include fast-growing private and publicly traded companies competing in today's digital economy. Gregory FCA's staff of 60 professionals—drawn from journalism, finance, communications, and public relations—serves many key markets, including financial services, consumer and enterprise technology,

real estate, health care and consumer products, and more.

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.

Partial Client List: ACSI Funds, Amplify ETFs, The Angel Oak Companies, Brandywine Global, CA Technologies, CBIZ, ETF Ventures, International Securities Exchange/ISE, fi360, Janney Montgomery Scott, Kimco Realty, M&T Bank, naviHealth, NFP, The Penn Mutual Life Insurance Co., Penn Mutual Asset Management, People's United Bank, Quintiq, Radware, Recovery Centers of America, Resource Real Estate, SCHOTT, SHI International, Sungard AS, SyncStream Solutions, TESSCO Technologies, United Capital Financial Partners, and Ventev Mobile.

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Michael Olguin, President & CEO

Celebrating its 25th anniversary in 2017, Havas Formula is a top-ranked, award-winning national PR firm recently named one of

the best agencies to work for by *Holmes Report*. The agency is headquartered in New York, with additional offices in Los Angeles, San Diego and Chicago. A subsidiary of Havas—one of the world's largest global communications groups—Havas Formula's service offering includes general market and Hispanic PR, social media and experiential marketing, all under one roof. Following this integrated approach and its signature storytelling process, the agency drives strategic marketing solutions that yield bottom-line results for today's passion brands. Equally adept at representing B-to-C and B-to-B brands, Havas Formula holds category expertise in food and beverage, consumer packaged goods, beer/wine/spirits, consumer and high-tech, restaurants and retail, lifestyle, beauty/fashion, travel and leisure.

Clients include: Art.com, Baskin Robbins, Bugaboo, Dunkin' Donuts, FTD, Heineken USA, Jaguar Land Rover, Justin's, Kevin Murphy, Nestle, Panda Express, Schlage, Sheraton, Shure and Wonderful Pistachios

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HEMSWORTH COMMUNICATIONS

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Samantha Jacobs, Founder & President
Michael Jacobs, COO

Headquartered in Fort Lauderdale, Florida, with offices in Atlanta, Georgia and Orlando, Florida, Hemsworth Communications is a full-service public relations agency that specializes in the branding, corporate communications and promotion of travel and hospitality companies, as well as luxury lifestyle brands. A boutique-sized firm with an impressive background and global reach, Hemsworth combines unprecedented passion, insight and connections to surpass client expectations.

Hemsworth has been hired by companies large and small, local and global, because of its track record for delivering outstanding results with a personal touch.



Hemsworth Communications
Founder and President Samantha Jacobs, at the agency's Fort Lauderdale headquarters.



The Hotwire US team together for their domestic 'bootcamp' in Austin, Texas.

The agency has received multiple awards within the PR and communications industry, as well as the national business community, and is one of the fastest growing agencies in the United States.

Capabilities, among others, include brand communications strategy, media relations, promotions, guerrilla marketing, social media, awards programming, thought leadership, cause marketing and event planning.

HIGHWIRE PR

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Highwire is a full-service communications agency built on the promise of delivering creative, results-oriented PR programs for innovative companies.

Highwire has been named agency of the year by PRWeek and top technology agency of the year by *The Holmes Report*. We've achieved this success with a simple formula: we believe in supporting our clients with results-oriented programs built on business goals.

At Highwire we transcend the "same old same old" strategies with the same zeal clients bring to their own business. And we do it with a smart, informed approach that's founded on relevance and insight. We roll up our sleeves and immerse our experts in your business, executing on your challenges and goals to generate greater awareness, growth and sales. Our client expertise spans consumer and lifestyle brands to mobility and enterprise technologies. Across our

San Francisco, New York, Chicago and Boston offices, we have more than 75 employees along with proven partnerships with international agencies that collectively and successfully drive international campaigns.

Highwire's client experience includes some of the most well known brands in technology including AliveCor, AOL's TechCrunch and Engadget, App Annie, AppDynamics, Atlassian, ForeScout, GE Power, IBM, InsideSales.com, Qualys, Sunrun, Twilio, Veracode and Wi-Fi Alliance.

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Barbara Bates, CEO, North America

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Greg Mondshein, SVP, Business Development & Marketing

Rebecca Honeyman, SVP, New York Lead

Sahana Jayaraman, SVP, Head of Digital Brand Lab

Hotwire is a global PR and communications agency dedicated to helping ambitious companies change their game, build their reputation, and stand out from the crowd. Our communications experts work in sector practice teams to provide our clients with in-depth

knowledge and experience of a number of market categories – including fintech, enterprise technology, consumer, consumer technology, e-commerce, marketing, media and entertainment. From Sydney to San Francisco, we're a team, with a "one office" mentality. Our international team works across our 22 locations, including the US, UK, France, Germany, Spain, Italy, Australia and New Zealand, together with affiliate partners. We bring the best of our knowledge, skills and experience to all of our clients wherever they are in the world.

THE HOYT ORGANIZATION

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Leeza L. Hoyt, President

One of *Los Angeles Business Journal's* Top PR Firms in LA, The Hoyt Organization, Inc. (THO) knows developing a strong strategy — supported by a curated set of tactical tools — will set the stage for any successful program.

An integrated communications agency serving industries from real estate to financial services, and healthcare to technology, THO is a trusted adviser to its clients, understanding the full spectrum of tools available and designing laser-focused plans that meet each client's distinct objectives. Founded more than 25 years ago, THO is entrenched in its core industries and has unparalleled success in making

a name for its clients through powerful and effective communication.

THO has expanded its reach as the LA partner of the Public Relations Global Network, through which the firm offers on-the-ground resources in major markets around the world. This international network enables THO to build awareness for its clients among a truly global audience.

HUNTER PUBLIC RELATIONS

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Partners: **Grace Leong, Jonathan Lyon, Mark Newman, Donetta Allen, Gigi Russo, Erin Hanson**

Hunter Public Relations is an award-winning consumer products public relations firm with offices in New York and London and a strategic footprint in markets across North America. Beginning with research-driven insights, Hunter executes strategic public relations programs that build equity, increase engagement and drive measurable business results for branded consumer products and services. A powerful blend of traditional publicity, social & digital media outreach, strategic partnerships, and influencer seeding engages the hearts, minds and spirits of target consumers.

Founded in 1989 with a specialization in food and nutrition, Hunt-



The Hoyt Organization (THO) lets off a little steam while posing for the annual company holiday card!

er has grown into one of the most respected mid-size marketing communications firms in the country, proudly serving a broad range of esteemed companies and brands in the food and beverage, home and lifestyle, and health, wellness and beauty sectors.

With more than 120 full-time staff professionals, Hunter remains committed to delivering exceptional boutique-style marketing communications services to our clients and providing a rewarding career experience for our employees. We accomplish this by focusing on three areas: earning consumer attention, earning client relationships and earning staff dedication. Our

creative approach and client service-orientation has led to some of the most enduring client relationships in the business including Tabasco Pepper Sauce (28 years), 3M (21 years), and Church & Dwight (11 years).

ICR

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Thomas Ryan, CEO
Don Duffy, President

Established in 1998, ICR part-

ners with companies to develop and execute strategic communications programs and advisory services that achieve business goals, build credibility, and enhance the long-term value of the enterprise. The firm's highly differentiated service model, which pairs capital markets veterans with senior communications professionals, brings deep sector knowledge and relationships to clients in more than 20 industries. Today, ICR is one of the largest and most experienced independent advisory firms in the world, maintaining offices in Boston, Connecticut, Los Angeles, New York, San Francisco, Hong Kong and Beijing.

Clients: Boot Barn, Chunghwa Telecom Co. Ltd., Cobalt Int'l Energy, Dave & Busters, FleetCor Technologies, Inc., Fossil, Inc., Freshpet, Genuine Parts Co., Gildan Activewear, Harman, Herbalife Ltd., HubSpot, IAC, Jarden Corp., Lazard Freres & Co. LLC, La Quinta Holdings, Inc., Legg Mason & Co., LLC, lululemon athletica, Mobileye, Michaels, Michael Kors, New Relic, Ocwen Financial Corp., Pandora Media, Inc., Paramount Group, Inc., Planet Fitness, Inc., Red Hat, Inc., Shake Shack, Starwood Property Trust, VF Corp., Williams-Sonoma, Inc., Wingstop, Workiva and Zoës Kitchen.

INKHOUSE

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Despite growing to more than 120 staffers and expanding their geographic footprint to include offices in New York and London with team members based in Miami, Los Angeles, Seattle, and Toronto, Hunter PR still comes together once a year for three days of intensive off-site creativity training and "mandatory fun."

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InkHouse CEO & Co-Founder Beth Monaghan.

INKHOUSE

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Beth Monaghan, Co-founder & CEO

InkHouse is breaking the agency mold. We're making traditional media relationships relevant again. And we're breaking down creative silos with integrated PR, content, social media, design, filmmaking and paid editorial all in one place. We value progress over process, but we also believe in the power of measurement. We're bi-coastal, 10 years old, 100 people, and one of the fastest growing agencies in the

country.

Founded in 2007 by communications veterans Beth Monaghan and Meg O'Leary, InkHouse's steady growth can be attributed to the company's longstanding reputation for solid PR and content campaigns, and deep bench of experienced communications professionals, former journalists, and creative thinkers on staff. With offices in Boston, Providence, San Francisco, and now New York, InkHouse is well-positioned to serve both national and international clients looking for dynamic, thoughtful integrated communications campaigns across the U.S. market.

Clients: Bentley University, c_space, Converse, Crucial, Ergotron, Gradifi, Hired, NAI Hunne-man, OfferUp, Perkins + Will, Raytheon, Toyota, Salesforce, Neurometrix, Liberty Mutual, Acacia Communications, Finagle A Bagel, General Catalyst, Orchard, Harvard, Zimperium and Dynatrace.

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David Jarrard, Kevin Phillips, Molly Cate, Anne Hancock Toomey, Magi Curtis, Jana Atwell, Kim Fox, Partners

Entering our second decade at Jarrard Phillips Cate & Hancock, we are a trusted advisor to many of the nation's leading and most innovative healthcare systems and providers.

Ranked a top 15 healthcare communications firm since 2010, we have guided clients in over 40 states to achieve goals in the midst of rampant change. Built on a platform of \$35 billion in M&A transactional campaigns, we have grown from an organization widely recognized for winning, issue-oriented campaigns to a healthcare strategic communications and engagement firm leading transformational long-term initiatives.

In the rapidly changing world of healthcare, you need more than "outside counsel." You need an ally with a plan. Our seasoned experts provide a tailored approach to address any issue, strategy or goal as

an extension of your team. We address an immediate need, a series of critical events or act as an ongoing collaborator. We are your thought partner and tactical resource for managing reputations, designing new departments, engaging patients and communicating change to the new normal of healthcare.

JPA HEALTH COMMUNICATIONS

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Ken Deutsch, Exec. VP, Boston
David Connolly, Senior VP,
Boston
Diane Wass, Mng. Dir., London

JPA Health Communications is an award-winning communications firm known for crafting targeted, high-impact strategic communications, advocacy and media relations programs for clients across the healthcare spectrum. By applying the influencer relations model, JPA identifies and engages key audiences that can be leveraged to most effectively deliver our clients' messages and drive change within their field.

With a team of senior strategists, 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 understands their issues and has the experience necessary to provide sound, strategic health, medical and science communications counsel, rooted in the realities of this dynamic landscape.

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

Clients: Advaxis, Bristol-Myers Squibb, College of American Pathologists, Intercept Pharmaceuticals, Intuitive Surgical, Lamaze International, Melanoma Research Foundation, National Institutes of Health, National Pharmaceutical Council, Together for Safer Roads, Takeda Pharmaceuticals and ViiV Healthcare.

J PUBLIC RELATIONS

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J Public Relations (JPR) is an international powerhouse PR and social media agency specializing



Carrie Jones, Principal and Managing Director of JPA Health Communications.



Jamie Lynn Sigler and Sarah Evans, Partners of J Public Relations (JPR).

in hospitality, travel and luxury lifestyle with offices in New York City, Los Angeles, San Diego and London. JPR is a trusted leader in strategy, trend forecasting, brand partnerships, influencer relations and unparalleled media placements worldwide.

Established in 2005, the award-winning agency has steadily risen in the ranks to become the country's fastest growing, bicoastal agency in the travel and hospitality spaces. Its global roster includes more than 100 hotels in the U.S., Canada, Mexico, Caribbean, Dubai, Europe, Asia and more. JPR steadily garners and retains stalwart accounts including Relais & Châteaux, Jumeirah Hotels & Resorts, Vail Resorts Hospitality, Grace Hotels, InterContinental Los Angeles Downtown, Newport Beach & Company, Four Seasons Lanai and 17 Ritz-Carlton Hotels & Resorts.

J Public Relations' in-house social division, 7th & Wit, works seamlessly alongside the PR masterminds to drive photography content missions, influencer part-

nerships and engagement across social platforms. They are more than community messengers; they are conversation starters with quoting power. www.seventhandwit.com.

JPR has earned awards for a reason, and most recently scored *Bulldog Reporter* Small Agency of the Year Award in addition to *SmartCEO Magazine's* Company Culture Award. Together, they recognize JPR's authority in cultivating a collaborative workplace

where client legacy is honed for the next gen.

Sampling of clients: Adventures by Disney, Aulani, a Disney Spa & Resort, Discover Baja California, Golden Oak Development by Walt Disney World Resort, Grace Hotels, Grand Hotel Tremezzo, Gurney's Newport Resort & Marina, Helena Bay, Hotel Californian, InterContinental Los Angeles Downtown, Jumeirah Hotels & Resorts, Newport Beach & Company, Rancho La Puerta, Rancho Valencia Resort & Spa, Regent Seven Seas Cruises, Relais & Châteaux, STK Restaurants, The Palms Turks & Caicos, The Resort at Pedregal, The Ritz-Carlton Hotels, The Shore Club Turks & Caicos, Triumph Hotels, Vail Resorts Hospitality, Vail Mountain Resorts, W Los Angeles and Westfield UTC.

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Sabina Gault, CEO
Monica Guzman, COO
Amanda Bialek, Vice President
Carmen Hernandez, Managing Director

With unmatched business acumen, Konnect Agency provides public relations, social media, marketing and content creation services for food & beverage, fran-

chise, lifestyle and family brands. Konnect develops strategic campaigns that keep brands relevant. We know what makes a brand attractive to its target audience and how to maximize marketing tactics to fast track growth and success. More than that, we are proactive collaborators who hustle to deliver exceptional results for lifestyle brands. Konnect is headquartered in Los Angeles with offices in NYC and Austin. Clients include: Sky Zone, The Goddard School, Nautica, The Flame Broiler, KRAVE, Coolhaus, Dave & Buster's, Kite Hill, KEEN, Nuna and Capriotti's Sandwich Shop, to name a few.

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Amanda Mulally, Michael Grela, Sr. VPs
Lisa Mehigan, Director

KYNE is an award-winning specialty health communications consultancy dedicated to helping improve and save lives. We believe that strategically deployed communication is a powerful health intervention. We develop and lead major health communications initiatives both US and globally and have deep experience working

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Headquartered in Los Angeles, with offices in New York and Austin, Texas, Konnect Agency provides PR, social media, marketing and content creation services for clients in the food & beverage, franchise, family & lifestyle arenas

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 KYNE team, February 2017.

KYNE

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with pharmaceutical and biotechnology companies, government agencies and non-profit organizations to drive meaningful change.

Whether it's helping eradicate a neglected tropical disease, ending preventable deaths from infectious diseases or raising awareness about a critical issue, we develop and execute communications programs with the power to make a difference.

Key Clients: AstraZeneca, Bioverativ, The Carter Center, Rockefeller Foundation

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Sterling Corp. Public Affairs division

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 largest statewide firm — with offices in Grand Rapids, Lansing and Detroit — LE&A serves middle-market 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 18 consecutive years of growth, been named by *Crain's* as "Coolest Company to Work for," 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. This "difference" is best illustrated in our tagline — "The PR Firm That Can Read an Income Statement."™ Our specialties and client roster span consumer products, specialty retail and

national chains, automotive, food & beverage, health care, business services, energy, manufacturing and technology.

Clients include: Bethany Christian Services, Continental Automotive, Denali Flavors/MooseTracks, Downtown Detroit Partnership, Flint Chamber, Flint Public Schools, Goodwill Industries of Greater Detroit, Greatland Corporation, Huron Capital Partners, International Automotive Components, Inventure Foods, Jamba At-Home Smoothies, Michigan Economic Development Corp., Mercantile Bank, Michigan Department of Education, MPI Research, Old Orchard Brands, Ranir Dental, Shopko Stores, Spartan Motors, Spectrum Health and Wolverine Worldwide.

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Named America's #1 PR Firm (Ragan's Ace Awards — Small Firm) and called "the Bay Area's consumer/B2B PR and marketing communications experts," San Francisco-based Landis Communications Inc. (LCI) is celebrating more than 25 years in business. LCI is a Bulldog Award winner for social media and media relations.

LCI is a full-service public relations, digital/social media, video and marketing communications agency that specializes in consumers, 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, real estate, consumer products, hospitality, food/beverage, technology, 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 Na-



LCI hams it up at a benefit for San Francisco's modern dance company, ODC.

tional 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 (www.prgn.com), with 50 affiliate agencies worldwide. Call us at: 415/561-0888 or visit LCI online at: www.landispr.com.

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Donna L. LaVoie, President & CEO; **Beth Kurth**, VP of IR; **Sharon Correia**, VP of Integrated Communications; **Lisa DeScenza**, Senior Director, Special Projects

LaVoieHealthScience provides IR and PR to build recognition, sales, and value for health science innovations. Our health science expertise uniquely positions us to help clients make their health and science innovations known, understandable, and approachable to customer audiences through carefully executed strategies and plans.

The agency has received 28 awards over the past seven years in recognition of the work it has done for emerging and established industry leaders in life sciences, pharmaceuticals, health, and government, helping our clients from development to launch to commercialization. We bring 16 years of case studies and over 300 proven strategies to our clients. We are focused on building trust and long-term relationships based on the quality of the work that we deliver. Many of our client relationships go back over a decade.

BioAxone BioSciences, Inc., Biotechnology Innovation Organization, Cydan Development Corp., Fusion Pharmaceuticals LLC, Hydra Biosciences, Imara, Inc., LaunchWorks, LEO Pharma Inc., MicroPort Orthopedics, Inc., NewLink Genetics, Newron Pharmaceuticals, Origenis GmbH, Oticon Inc., SIRION Biotech and WuXiApptec.

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Lou Hammond Group client Mike Reininger, CEO of Brightline, provides an overview to *Wired* of new trainsets built at Siemens USA.

At Lazar Partners, we don't just deliver your message; we catalyze the connections that drive business results and enhance your reputation. Our clients count on us to deliver proactive strategic recommendations as well as flawless execution. For the last 16 years, private and public companies have benefited from our proven approaches to strengthening relationships with healthcare professionals, patients, third-party organizations, the financial community, the media and business partners. Our commitment to clients is to forge trusting connections that build brand equity, increase goodwill and grow shareholder value.

Yet even companies with great reputations sometimes find themselves facing challenging situations that can harm their brand and we stand with you to manage and overcome crisis situations.

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Cheryl Georgas, **Deanna Killackey** and **Tim Young**, Senior Vice Presidents
Jay Kelly, Vice President

L.C. Williams & Associates (LCWA) is a full-service public relations agency headquartered in Chicago made up of experienced, invested and creative individuals focused on delivering meaningful results on time and on budget. We integrate communications strategies across all channels to reach and influence audiences.

Our independent agency employs 25 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.

Our teams are fully immersed in clients' businesses. We have the experience to offer thoughtful counsel, honest opinions and creative solutions.

LCWA serves clients from a wide range of industries. We are one of the top agencies specializing in home products, and have extensive experience in professional services and healthcare marketing. Our recent acquisition of PR firm JSH&A further expanded our consumer branding and food and beverage expertise. LCWA's national reach is broadened globally through our membership in the Public Relations Global Network.

Among current clients: Accredi-

tation Association for Ambulatory Health Care, American Academy of Sleep Medicine, Boise Paper, Beam Suntory, Chicago Children's Theatre, Conagra Brands, Culligan International, DAP, Ecore, Electrolux, Fashion Bed Group, First Alert, Frigidaire Professional, Labelmaster, Merit School of Music, Oster Professional, Snow Joe, Trex, UnitedHealthcare of Illinois, Urgent Care Association of America, and Weil-McLain.

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Lou Hammond Group (LHG) is the industry's most celebrated integrated marketing communications firm with offices in New York, Charleston, Miami and Los Angeles. LHG has built a legendary reputation over the past 33 years as the leading mid-sized, PR, marketing and digital services agency serving eight key industries: Destinations, Economic Development, Lifestyle, Food/Wine, Cruise/Rail, Travel/Hospitality, Real Estate and Technology.

A few things to know:

- 40 clients, 40 employees and

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LOU HAMMOND GROUP

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70+ top industry awards from 2016 alone.

- Independent: known for boundless creativity and enthusiasm
- Operates differently: no time sheets — clients get the attention they need, when they need it.
- International: founders of the PR World Network
- Trusted: considered a go-to media resource

At the end of the day, however, it's all about the results. In the past year alone LHG has:

- Arranged more than 325 visits to clients from top media and influencers.
- Secured broadcast hits from outlets such as: "Today," "Good Morning America," "CBS Sunday Morning," CNBC, Peter Greenberg Worldwide and more.
- Regularly delivered impactful results including: *Architectural Digest*, *Conde Nast Traveler*, *Departures*, *Food & Wine*, *Forbes*, *Huffington Post*, *New York Times*, *Travel + Leisure*, and many more.
- Built client's social media platforms, designed their websites and increased SEO. The firm also has the distinction of owning one of the industry's highest client retention rates.

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Also find us on LinkedIn, YouTube, Instagram, Pinterest and Vimeo.

Lovell Communications protects brand reputations and helps health-care companies build and grow their businesses with marketing creativity and strategic public relations.

With a 30-year history of delivering unparalleled client service, our team has extensive experience partnering with hospitals and health systems, academic medical centers, long term and post-acute providers, health IT companies, diagnostic laboratories, pharmaceutical companies and compounders, behavioral health providers, ambulatory centers and biotechnology companies. We have helped hundreds of clients promote their services and thought leaders, and we regularly work on crises most providers face perhaps once in a decade such as information breaches, drug diversions, union negotiations, impaired provider issues, never events and workplace violence.

Engagements span from two months to 20 years with clients including publicly held companies, startups, closely held family businesses and pre-IPO companies. Our firm — and the talented individuals who make it remarkable — has been recognized with hundreds of national, regional and local awards.

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Headquartered in New York, with an owned office in Wash-



Marketing Maven CEO & President Lindsey Carnett.

ington, D.C., Makovsky is a leading independent global 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, Consumer, Energy, Manufacturing + Sustainability and SKYLABS, an innovation laboratory. Our services include public relations, digital, social media, branding, crisis communications, change manage-

ment, investor relations and innovation.

In 2016, Makovsky won 15 company and campaign awards including the American Business Award for "Company of the Year," "Executive of the Year," "Woman of the Year" and "Human Resources Executive of the Year." Not only is our work recognized but our outstanding employees are as well. Also in 2016, three Makovsky employees were named "PR Rising 30 under 30" by *PR News*. The firm also won a 2016 "HBA Rising Star" 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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Lindsey Carnett, CEO & President
Natalie Rucker, Director of Business Development

Lovell Communications has achieved national and regional recognition for its work on behalf of hundreds of satisfied clients throughout the country.

With offices in Los Angeles and New York City, Marketing Maven's integration of PR, organic 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. Multicultural 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.

Marketing Maven is 8(a) certified by the U.S. Small Business Administration, Women's Business Enterprise (WBE), has WOSB status with the government and DBE, CUCP and CPUC certification.

Specialties include: Multicultural, beauty/fashion, professional services, travel/hospitality, home furnishings, financial PR/investor relations, healthcare, food & beverage, entertainment/sports, technology, environmental/public affairs clients and social media.

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For the last three decades, MCS has remained a constant fixture in an ever-changing media marketplace by adapting and innovating as rapidly as the science itself. From our earliest assignment celebrating the eradication of smallpox, to announcing the results of the world's first cardiovascular megatrials, to the design of PR programs that move the needles for many of today's blockbuster brands, we have amassed a deep level of scientific and journalistic expertise and earned the enduring trust and respect of the industry's top innovators, advocates and in-

fluencers.

As an independent specialty shop solely focused on healthcare, we think of ourselves as a swift boat among battleships: small but sturdy; nimble and reliable; and best-suited for operations that are difficult, demanding and unique. Everyone here shares a trademark set of skills and a desire to use their PR powers for good, both for the client and for the healthcare community. We are passionate about what we do. We are data wonks, pop-culture junkies, and nerdy, notorious spell-checkers. And we're sticklers for ensuring the availability of senior counsel, on your team and in your trenches, every day.

When it comes to media relations, we want home runs, not just hits. You have an important perspective to communicate, and only a quality article inclusive of your brand's attributes constitutes a win. As part of our daily media monitoring, we evaluate each article's impact on your brand and proactively answer the questions, "so what?" and "what now?"

We are a highly collaborative bunch that believes in the pollination of ideas across all brand communications. We welcome the opportunity to partner with your creative agencies, co-marketers and cross-functional colleagues to deliver results more efficiently and with a holistic vision of the brand's success.

NORTH 6TH AGENCY, INC.

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Launched in 2010, North 6th Agency (N6A) has grown into an award-winning brand communications agency serving a client roster of emerging, mid-sized and enterprise brands from over 30 different sectors. As the #1 Fastest-Growing Firm in its revenue category in 2016 and one of the 50 Most Powerful Agencies in the United States by the *New York Observer*, we've scaled to the next level, creating a culture of speed, service innovation and data practices for our customers, while also implementing an internal "Compete and Care" culture lauded as one of the most rewarding and unique in the agency world. Everything we do at N6A follows the six taglines that serve as our foundation: "Com-

pete & Care," "Embrace the Pace," "I Was Wrong," "Championship Months," "Start & End Strong," and "N6Accountability." Our dedicated employees are always working one step ahead, strategically collaborating to foster strong media relationships and deliver the best results to our clients. N6A practice areas include cyber security, cannabis, professional services, technology, travel, food and beverage, and healthcare, among many others.

PADILLA

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Lynn Casey, Chair and CEO

Padilla is a top 10 independent public relations and communications company comprised of 240 employee-owners. Padilla builds, grows and protects brands worldwide by creating purposeful connections with the people who matter most through public relations, advertising, digital and social marketing, investor relations and brand strategy. Padilla includes the brand consultancy of Joe Smith, the food and nutrition experts at FoodMinds and the research authorities at SMS.

Clients include 3M, Barnes & Noble Education, BASF, Bayer, Blue Cross and Blue Shield of Minnesota, GE, Hass Avocado Board, Land O'Lakes, Mayo Clinic, Prosciutto di Parma, Rockwell Automation, U.S. Highbush Blueberry Council, the Virginia Lottery and Welch's.

Padilla is a founding member of The Worldcom Public Relations Group, a partnership of 143 independently owned partner offices in 115 cities on six continents. Make a connection at PadillaCo.com.

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Darlene Doyle, Senior Vice President

Founded in 1995, PAN Communications is a data-focused integrated marketing & PR agency servicing B2B technology and healthcare brands. With offices in Boston, San Francisco, Orlando and New York, PAN delivers insight-driven, measurable public relations programs for leading and emerging brands nationally and globally such as SAP, Informatica, MediaMath, Blue Coat, Maestro Health and Fuze, to name a few.

With a staff of 100+ professionals, PAN offers the agility and personalized service of a mid-size agency while leveraging national and international relationships to manage large scale communications programs. The agency continues to experience impressive growth and provides today's modern marketers with impactful communications, influencer relations, social media and digital services that continue to expand on its brand equity.

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Ted Birkhahn, Partner & President
Ann Barlow, Partner & President, West Coast
Deborah Brown, Jacqueline Kolek, Maggie O'Neill, Partners & Managing Directors

Peppercomm is an award-winning strategic, integrated communications and marketing firm headquartered in New York City with offices in San Francisco and London. The firm connects brands, messages and people through data-driven insights, cross-channel communications and brilliant customer experience. Peppercomm employs an omni-channel approach that uses customer insights to determine the right mix of tools and platforms to help clients reach, engage and influence customers along their path to purchase. Pep-

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PEPPERCOMM, INC.

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percomm continues to heavily invest in a workplace culture that has received numerous accolades. Among its recent recognitions are: *Holmes Report's* North American Corporate/B2B Agency of the Year, *Bulldog Reporter's* Mid-sized Agency of the Year, and being named to *Fortune's* lists of 10 Best Workplaces in Advertising and Marketing, 100 Best Workplaces for Women, 50 Best Small and Medium Workplaces and 50 Best Workplaces for New College Grads.

Peppercomm has incorporated stand-up comedy into our corporate culture. Comedy is about listening to audiences, figuring out what they need, and getting them to like your brand. In short, it's storytelling — and sharpening storytelling skills makes us better able to tell clients' stories.

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

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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 public policy issues not only in Sacramento, but throughout California and the U.S. PCG tackles high-profile issues such as health care, energy and environment, finance and water.

Whether the politically savvy PCG team is managing a complicated issue, running a statewide initiative campaign, leading a high-profile coalition or helping clients communicate, shape and



Peppercomm employees gather for the company's annual Dream Day.

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. Since the company's founding, we have worked with *Fortune* 500 companies, major industry associations and charitable organizations.

PCG provides services for an array of clients including: Pharmaceutical Research & Manufacturers of America, Bonnie J. Addario Lung Cancer Foundation, Partnership to Fight Chronic Disease, California Association of Health Underwriters, My Patient Rights, and California Chronic Care Coalition

POWER GROUP, THE

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Amy Power, Founder & CEO
Sam Davis, Director of Client Development

The Power Group is a full-service public relations agency specializing in media relations, brand

development through its 20-step Brand Power process, crisis communications, social media strategy and management, content marketing, event media management and spokesperson training. Its experienced team, which includes Spanish-speaking media experts, works with clients to build PR campaigns and social media strategies that fit specific needs and deliver powerful results. We have a bulletproof reputation, making us trusted partners to our clients. Our longest-tenured client, Golden Chick, has been with us for more than 15 years. The agency's practice areas are food and beverage, commercial real estate, professional services, technology, healthcare, and new product launches.

The Power Group works with clients to set specific, measurable goals that tie into overall business objectives. The agency's unique "30-day coverage guarantee" promises each client media coverage within the first 30 days of media relations outreach, and our innovative value-based pricing model benefits both the agency and clients by offering flat rate service fees rooted in actual value instead of inefficient hourly billing. The Power Group has been consistently recognized for hard work and meaningful results throughout its 17-year history, including the honor of PR Daily's Digital PR "Best Crisis Management" award and ranking on the

Dallas Business Journal's Top 20 PR Firms in North Texas. Its founder Amy Power is a 2015 Top 25 Women in Business honoree by the *Dallas Business Journal*, a member of the *Forbes* agency council and regular contributor to *Forbes* online.

The Power Group is a member of the Dallas chapter of Entrepreneurs Organization (EO) as well as Vistage.

Clients include: Acquire BPO, Aldridge, BenefitMall, Big Thought, Children's Health, Chiu-fang Hwang, City House, Coyote Drive-In, Emerge, Frost 321, Fusion Logistics, Golden Chick, Gregory Law, iCode, Indie Beauty Expo, KidKraft, Mason-Baronet, MORE design + build, National Assn. of Corporate Directors, North Texas Chapter, OsteoStrong, Pollo Campero, Pre-senture, Rastegar Capital, Relationships First, Religion Tequila, Rightstone, Stream, Tacos 4 Life, TexPlex Park, TSP and Wellington Realty.

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Prosek Partners is among the largest independent public relations firms in the U.S., and one of the few domestic, mid-size firms that offers global capabilities through its London office and international network. We deliver an unexpected level of passion, creativity and marketing savvy to the financial and business-to-business sectors. Our "Unboxed Communications" approach brings breakthrough ideas and unmatched results to every client engagement.

We are a rare hybrid; a corporate communications firm with a fully integrated, top-ranked deal shop and a comprehensive investor relations practice inside.

Through our gateway office in London and network of partner agencies, we can deliver for clients in major business and financial centers around the world.

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PROSEK PARTNERS

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neural culture attracts and retains the most talented professionals.

Prosek currently advises \$10 trillion in client assets. This is an increase of \$3.5T in just one year.

Expanded transactions communications and issues and crisis management services, as well as ramped-up strategic digital capabilities, allow us to meet clients' evolving needs.

RACEPOINT GLOBAL

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Big Agency Results. Small Agency Touch.

Racepoint Global combines the power of worldwide reach with personal attention. Our clients expect everything to be bigger, better and bolder. They also want access to the brightest minds at all times. We have the necessary DNA to do both. We challenge our clients to do more to stay ahead and demand that they challenge us to be accountable. We drive communications that are strategically sound and strive to forge personal relationships, breakthrough results and lasting impact.

Racepoint is redefining what it means to be an intelligence-driven marketing agency. We deliver accountability based on our ability to better understand your customers, their psychology and how they consume information. The key is our proprietary software, Field-Facts. It's the industry's best tool for identifying influencers and targeting them where they engage verbally, visually and emotionally. Armed with this intelligence, we give our clients PR, advertising and precision-marketing campaigns that speak to the right people at the right time.

Racepoint Global services world-class brands including Huawei, Panasonic, Dassault Systèmes, AT&T, IBM, eClinicalWorks, Forrester Research, Harman and more.

Racepoint Global is headquartered in Boston, with offices in Washington, D.C., San Francisco, Detroit, London, Hong Kong, Beijing, Shanghai and Shenzhen.

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Rasky Partners is a nationally recognized public and government relations firm with more than a decade of experience providing exceptional client service to organizations that operate at the intersection of business, politics and media.

With offices in Boston and Washington, D.C., Rasky Partners offers a comprehensive range of services including media strategy and public relations, government relations, reputation management, crisis communication and digital media. The firm works with a wide array of clients that includes *Fortune* 100 companies, trade associations, coalitions, non-profits, think tanks and foreign governments.

As an independent firm, Rasky Partners has the flexibility and resources to address complex challenges with a commitment to serve our clients' interests first. We are dedicated to providing consistent, strategic hands-on engagement at all levels, as each client team – including the senior professionals – is highly engaged, from beginning to end of each client engagement.

RBB COMMUNICATIONS

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Zonnia Knight, Creative Director

Four-time "PR Agency of the Year," rbb Communications delivers award-winning work and best practices to clients who seek a partner with a culture of ownership and accountability that only a boutique agency can provide. As an integrated communications agency and the champion of Breakout Brands™,

rbb inspires companies with insights to create customer passion that delivers bottom line results.

Our bilingual staff excels in integrated communications, digital marketing, community relations, employee and internal communications, reputation management, influencer engagement and product introductions. The rbb family of brands also features distinct digital, web development, social media and advertising teams to create 360-degree result-driven campaigns able to reach targeted audiences through a diversified mix of traditional and digital channels. Specialty practices include consumer products/services, travel & leisure, real estate, healthcare, professional services, and higher education.

Some of rbb's Breakout Brand clients include: Adrienne Arsht Center for Performing Arts of Miami, Bank of America, Cleveland Clinic Florida, DHL Express, Disney on Ice, Dreams Resorts & Spas, Embassy Suites by Hilton, First Service Residential, Florida International University, Florida Power and Light, Hampton by Hilton, Homewood Suites by Hilton, Kaplan University, Secrets Resorts & Spas, Virgin Voyages and Vitas Health. With offices in Miami and Ft. Lauderdale, the firm also has an international network that extends across more than 60 countries through its partnership in PROI Worldwide, the largest global network of independent communications agencies. For more information, call (305) 448-7457 or visit www.rbbcommunications.com.

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Lynda Bruns, VP, Client Service

Engaging your audience requires both a broad-minded approach and wide-ranging expertise. Red Sky brings a business mindset and creative spirit to communication strategy and execution. We create and share stories that matter through scalable, measurable and integrated campaigns for government, healthcare, promotion of place, public agency, corporate communication and technology clients. We are grounded by strategy, driven by story and focused on helping you achieve your goals.

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RF|Binder is a full-service, independent communications firm based in New York City, with offices in Boston, Los Angeles, Oklahoma City and Charleston. At RF|Binder, we pride ourselves on being an agency of challengers and entrepreneurial thinkers who look beyond the status quo. We believe it is critical to push the boundaries and find new ways to address our clients' business challenges. Through this approach, we're able to build transformative communications programs that persuade people to believe in, connect with, and stand behind an organization, an issue and a brand.

We have a history of helping our clients go beyond the ordinary. We work with companies, brands and institutions that are building or seeking better solutions for people and businesses, to impact the issues and opportunities facing the food and beverage, health and wellness, education, and financial services industries. With our always-on growth mindset, we are constantly discovering new ways to achieve greater relevancy, ignite more meaningful connections, and build stronger relationships, to ultimately support and invigorate businesses' bottom line.

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When leading companies, professional services organizations and entrepreneurs seek a trusted communications partner, they turn to Schneider Associates. We are passionate about creating and executing innovative and measurable campaigns to launch, re-launch and accelerate growth for new products, services, companies, institutions and communities. We know how to craft fully integrated communications programs that create news while solving business challenges. Schneider Associates represents a wide range of consumer, corporate, public affairs and education clients from start-ups to prestigious colleges and universities to *Fortune* 500 companies. CEO Joan Schneider has written two books on launching new products, including *The NEW Launch Plan*, as well as an article for the *Harvard Business Review* entitled "Why Most Product Launches Fail."

Schneider Associates is a full-service public relations and integrated marketing communications agency specializing in Launch Public Relations®, a proprietary method of launching revitalizing iconic products, services, companies, institutions and communities to build awareness, excitement, and sales. Agency services include messaging, media relations, social media, special events, creative design, digital marketing, spokesperson training, influencer outreach and crisis communications. Learn more at www.schneiderpr.com.

Clients include: Bay Path University, Bentley University, Berkshire Choral International, Cushman & Wakefield, DYNATRAP, J. Calnan & Associates, Lehigh University, MIT Sloan School of Management, Newbury College, Northeastern University College of Engineering, Posternak Blankstein & Lund, Society for Biomaterials, Sunstar GUM®, Thompson Hennessey & Partners, UNICON Executive Education, University of Pittsburgh's Joseph M. Katz School of Business, Utica National Insurance Group, and William James College.

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ScoutComms, one of *O'Dwyer's* ten fastest-growing PR firms in 2017, is the nation's leading PR firm dedicated to providing services that support veterans and military families.

We like to think of ourselves as being a mile deep and an inch wide, providing a comprehensive suite of services — spanning the fields of communications, digital and social engagement, advocacy, philanthropic strategy and market research — to empower organizations that work with the nation's service members, veterans and military families.

ScoutComms is an award-winning Certified B Corp and Service Disabled Veteran Owned Small Business. We are one of the first B Corps in the world focused on veteran and military community issues. B Corps are for-profit entities committed to balancing business, social and environmental objectives in their work.

Clients include: GE, The Home Depot Foundation, Prudential, Service Women's Action Network, Student Veterans of America, U.S. Chamber of Commerce Foundation, USAA, Vet Tix Wounded Warrior Project.

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From startups to *Fortune* 1000, Spark specializes in helping technology-focused and innovation-minded companies transform their brands by bringing powerful narratives to life through PR, integrated communications, and strategic marketing programs. The agency's full suite of services includes Agile Narrative™: a proprietary knowledge-design methodology; creative design and content development; programmatic distribution and paid media; and data-driven insights to measure the effectiveness of all integrated marketing services driving Narrative transformations. Spark's clients have included the world's most innovative startups and industry leaders: Bloomberg, Univision, Verizon Ventures, Nasdaq, Walmart, Github, Waze, Etsy, and Skype. Spark was honored by Business Intelligence Group as a Best Place to Work in 2016. Spark

has won Bulldog Reporter Awards in 2017 for Best Media Relations Campaign, Best New Product Launch, Best General Business Campaign, and Best Technology Campaign.

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Jonathan Wilson, President & CEO

Spectrum is both one of the nation's leading health and science communications agencies and proudly independent. Health and science communications is the only thing we do. We live and breathe science and storytelling and clients reap the benefits of our relentless dedication. While many agencies have a dedicated health-care practice, Spectrum is further specialized to deliver the most relevant strategies and counsel with five unique practice areas: biotech, biopharma, consumer science, health tech and public affairs.

Our in-house teams of digital and creative experts (the LAB), Ph.D. scientists and precision communications specialists are embedded within our account teams, delivering fully integrated strategic solutions that meet clients' business goals. This breadth of experience brings a unique mix of scientific rigor and contemporary smarts to all of our work across a full suite of communications services.

Spectrum is the founder, US partner and chair of GLOBALHealth-PR, the largest independent health and science communications agency partnership worldwide. In 2016, Spectrum was named "Health-care Agency of the Year" by *The Holmes Report*, "Best Place to Work" by *PRWeek* and "Top Place to Work in PR" by *PR News*.

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Suzanne Parsonage Miller, Pres. & Founder

Founded in 1999, SPM is a Dallas-based PR agency with national reach, promoting and protecting food, restaurant, retail, lifestyle and franchise brands through media relations, social media strategy, events, brand storytelling, spokesperson training and crisis management.

SPM's cross-trained team of PR pros, media relations specialists, social media strategists, corporate communications experts and former journalists approaches each client's brand holistically. Whether the client is a category-leading national powerhouse or a startup, SPM works to build their brand through integrated, impactful campaigns that encompass paid, earned, shared and owned media elements that resonate with consumers and provide ROI measured with the most forward-thinking, ethical analysis.

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, leading to greater creativity, productivity, long-term account stability and true partnership between agency and client.

Clients include: At Home, Boulder Organic, Bruegger's Bagels, Cheddar's Casual Café, Cicis, ComForCare, Cotton Patch Café, Fiesta Restaurant Group, Gold's Gym, La Madeleine French Bakery & Café, Le Duff America, Lemi Shine, Main Event, Newk's Eatery, Pei Wei, P.F. Chang's Global, Pollo Tropical, Stubb's Legendary Bar-B-Q and Taco Cabana.

TAYLOR

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Tony Signore, CEO & Managing Partner
Bryan Harris, COO & Managing Partner

Taylor partners exclusively with category leading consumer brands that utilize lifestyle, sports, and entertainment platforms to engage

Continued on page 80

TAYLOR

— Continued from page 79

consumers and drive business growth.

Named “Consumer Agency of the Decade” by *The Holmes Report*, Taylor has more than 100 employees with headquarters in New York and offices in Los Angeles, Chicago, and Charlotte. The agency provides a full array of services including: brand planning; creative; digital strategy and social media; strategic media relations; consumer insights; measurement and evaluation; event creative and production, Hispanic/multicultural; and spokesperson procurement and training.

The agency’s roots are firmly planted in the world of sports and its legacy of developing and activating hundreds of award-winning campaigns for leading brands in support of sports sponsorships is unparalleled. From global properties like the Olympic Games and FIFA World Cup, to the crown jewels of U.S. sports — the World Series, Super Bowl, NBA Finals, and Daytona 500, among others — Taylor has long been a trusted counselor for many of the world’s most influential sports marketers. The agency has also successfully aligned its client partners’ business goals with the most recognizable properties in the entertainment industry, including the Academy Awards, Grammy Awards, Latin Grammy Awards, Sundance Film Festival, and MTV Music Video Awards.

Client partners in 2017 include: Activision, Allstate, AMB Group, Capital One, Comcast, Diageo, Keurig, Mercedes-Benz USA, NASCAR, Nestle Purina, Nike/Jordan, P&G, PVH, and Tempur-Sealy.

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Trevelino/Keller, a digital public relations and marketing firm, ranks as one of the top 10 fastest growing firms in the country, and



Taylor CEO & Managing Partner Tony Signore.

number two in the southeast. Six of its seven practices rank nationally — technology #30, health #43, financial services #32, food & beverage #26, lifestyle #24 and environment #31. Franchising, the agency’s third largest practice, is not ranked by the industry. Served by a suite of services under public relations, digital/social marketing, demand generation and creative services, the firm also boasts the industry’s best staff retention, having lost one person to any agency in 13 years. Based in Atlanta’s urban westside, the firm differentiates itself with a reputation marketing approach that integrates third party attribution with digital and social marketing. In response to a growing demand for creative and interactive needs, the firm established Groovy Studios, a creative arm that offers graphic design, web services, content development and brand identity. Since its inception, Groovy Studios has received more than 30 creative awards.

While an independent firm, Trevelino/Keller is recognized, in part, for the dynamic networks it creates to serve clients in a rapidly changing environment. Networks today include: Atlas Alliance, a global network of like-minded boutique firms that deliver in country services in Europe, Asia-Pacific, South America and the Middle East; and, WheelhouseTK, a consultant network that offers complementary services to the firm, including video production, research, brand articulation and experiential marketing.

Client work features a mix of publicly traded, middle market and startup companies, including Atlanta Bread, Atlanta Tech Village, Belgard, Bibby Financial Services,

Carvana, CycleBar, Delta Community Credit Union, Discovery Point, Factor Trust, Flying Biscuit, Genesco, Johnny Rockets, Mohawk Home, Monkey Joe’s, Smashburger, Sita, Staymobile and Verizon Wireless.

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Christine Turner, President

TURNER is a full service public relations, social media, content and digital communications agency specializing in travel and lifestyle brands. TURNER represents the world’s best hotels, resorts, destinations, fashion, active and modern outdoor brands. Our tenured teams in New York, Chicago, Denver and Miami have unmatched industry experience and continually deliver innovative and integrated marketing communications strategies, helping brands connect and engage in a smarter, more relevant manner. From the most coveted destinations, resorts and travel experiences to sought-after apparel, fitness and accessory brands, our clients include all of the places you’d like to travel, and what you’d pack for those journeys.

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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For more than 10 years, Verasolve has partnered with companies across industries to provide PR and marketing solutions that enhance brand recognition, generate qualified leads and increase closing ratios.

At Verasolve, we’re eager to share your story. We’ll help your company develop and convey a compelling narrative that breaks through the noise, enhances credibility, sparks conversation and generates unmatched buzz for your business.

Our PR approach is custom-designed to produce a wider pipeline of opportunities. We leverage our relationships with local and national media to exponentially increase the reach of your messaging. We know that positive word-of-mouth and third-party validation make it easier to improve closing ratios, take market share, recruit top talent and obtain additional financing.

From identifying thought leaders to distributing relevant messages, Verasolve is committed to building your company’s value.

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Vested, one of the fastest-growing financial communication agencies, helps companies in financial services raise their profile, improve their reputation, and drive sales. It achieves this through integrated communications: a mix of marketing, PR, social, and paid media techniques deployed in a way that achieves a positive outcome for clients.

Most financial services firms have either a messaging challenge (what they're saying isn't clear or isn't resonating) or a "megaphone" challenge (they're saying the right things but it isn't being broadcast far enough). Some encounter both. Vested uses the financial industry expertise of its people to ensure clients have the right message and its extensive network to ensure those messages are heard.

It offers to employees industry-leading benefits such as unlimited vacation days, a three-month paid sabbatical every four years, real dividend-yielding shares in the agency, commission on new business, excellent healthcare, a 401k plan, expense accounts, and use of the agency's ride-sharing account. Say hello at team@fullyvested.com.

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W2O Group is an independent network of complementary marketing, communications, research, and development firms focused on unified business solutions to drive change and growth through "pragmatic disruption" for the world's leading brands and organizations. W2O Group serves clients through a network of firms — WCG, Twist, Pure, Marketeching and Sentient — with a growing footprint of offices in the United States and Europe.

W2O Group was named 2016 Midsize Agency of the Year by *The Holmes Report*, was ranked #1 in *O'Dwyer's* ranking of Texas PR Firms and was ranked #23 in *PR Week's* Global Agency Business Report in 2015. Chairman and CEO, Jim Weiss was named a "50 Forward" outstanding alumnus for Syracuse University in 2015. He was honored as a member of *PR Week's* Global Power book list in 2015, *PR Week's* Powerlist in 2014, and was named in *In2's* Top 25 Innovators list in 2014. President Bob Pearson was named to *PR News' Hall of Fame* in 2015.

For more information, please visit www.w2ogroup.com

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Walker Sands is an agency at the forefront of the PR industry evolution. In the 16 years since our founding, we've cultivated a culture that prioritizes collaboration. While other agencies have struggled to bring PR and digital services together, we've made that our foundation.

Client CompTIA, a non-profit IT association, used our integrated approach to develop a campaign that would close the IT gender gap. The campaign resulted in 130 media placements, including 25+ feature stories in national business and consumer news outlets. The strategy triggered nearly 10,000 unique monthly website visitors, driving more than 800 e-book downloads. Organic and paid social media promotion helped generate more than 600,000 impressions and drive nearly 3,000 new followers.

So far, our approach has paid off. We're a four-time *Inc.* 5000 honoree that's grown revenues 172 percent over the last five years, increased revenue nearly 16 percent and added 21 new employees in 2016 alone. These numbers are a result of our thriving culture and consistent drive for result driven success.

This immense growth is a result of our thriving culture, which *Crain's Chicago*, *Entrepreneur* and *Inc.* have recognized in their Top Company Cultures list. We're experts in B2B and technology and have focuses in electronics, education technology, enterprise software, fintech and marketing technology to name a few. We have partnered with and built strategy

for the likes of Accenture, Worldpay, Points, Grubhub, Finicity and Dotcom Distribution.

When looking for PR and digital marketing services, you need a partner who understands your industry and is setting the precedent for integrated storytelling that delivers impactful results. Walker Sands is filled with brilliant, determined marketing scientists, but our culture revolves around more than just work. We've put the tools, programs and philosophy in place to make our agency a place where employees can live up to our core values: to constantly learn, support each other, and do exceptional work. And that's Walker Sands.

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Paul Furiga, President and CEO
Jeremy Church, VP and Partner
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Your story is your organization's most powerful marketing asset. It explains why you do what you do, why someone should buy from you, work for you, invest in you or partner with you. It drives your success.

WordWrite helps you share your great, untold stories with everyone who needs to see, hear and experience them. Ranging from start-ups to *Fortune* 100 and global firms, WordWrite clients share a fundamental belief in the value of two-way communications and authentic stories shared by fluent storytellers.

Our proprietary storytelling process taps the deep and elemental human love of stories to build two-way, ongoing relationships with the audiences you need to reach. We collaborate with you to answer the burning questions about your business and develop the fundamentals of your story. Then, we identify the best ways to share the story, and we share it in ways that are unique, compelling and memorable.

WordWrite is a member of PR Boutiques International, a worldwide collaborative network of boutique PR firms.

Our clients include Carnegie Library of Pittsburgh, Kennametal, Koppers Inc., MedExpress, Meyer, Unkovic & Scott, MPW Industrial Services, Pfizer Inc., The Waterfront, UnitedHealthcare, Waldron Private Wealth and YMCA of Greater Pittsburgh. ○

Rockefeller's speechwriting reminder

By Fraser Seitel

For close to five decades, David Rockefeller, who died last month at the age of 101, was my employer and friend. First as public affairs director of Chase Man-



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*.

hattan, the \$100 billion bank he chaired, and then as a consultant, I helped advise Mr. Rockefeller on all manner of communications.

One of my primary duties was to serve as a drafter of Mr. Rockefeller's speeches. I say "speech drafter" and not "speech writer" because the speeches were his; they were ultimately always "written" by him, not me. I

merely helped and would never presume to take credit for the great man's words. (Are

you listening Pulitzer Prize Peggy "Thousand Points of Light" Noonan?!?)

Being a "Rockefeller," David rarely showed annoyance, except for once. And the subject of that annoyance was me, because of a speech I'd "drafted." And the takeaway from that one awful speech-drafting experience is a lesson that all speech writers should take to heart.

Here's what happened.

Chairman Rockefeller was to address an international economic forum on the topical subject of bank loans to lesser developed countries. In those days of sky high oil prices, bank loans to lesser developed countries — or LDCs — were particularly worrisome. Countries like Brazil, Mexico and Argentina desperately needed money to finance their oil-dependent economies, but their ability to repay bank lenders was becoming increasingly dubious. As bank LDC debt rose, the stability of the banking system, itself, appeared imperiled.

So, Mr. Rockefeller's speech on this topic had to be meticulously crafted, to reassure bank shareholders — not to mention the world — that banks could weather the LDC

debt storm.

The chairman's speech went through 13 drafts before all concerned were satisfied that the tone was right. Earlier drafts — on hard analysis by the bankers — were too bold, offering promises to support the LDCs beyond levels many felt prudent. So, these earlier passages were stripped out and replaced by more benign assurances.

On the day of the speech, I accompanied the chairman, and a colleague passed out advance copies of the speech to the assembled members of the press. I read a version at my seat as Mr. Rockefeller delivered the speech, which he did without a flaw.

After the talk, I commended him on a job well done, and we returned triumphantly to the bank. Our satisfaction was short-lived.

The next morning, a headline in the *Wall Street Journal* read, "Passages Rockefeller's Speech Leaves Out Tell More than Those Included."

The story recounted how an earlier draft of Mr. Rockefeller's speech, containing subsequently-excised explosive passages, had mistakenly been handed to reporters. Prior to the speech, I had carefully made sure that Mr. Rockefeller had the right copy in hand but failed to double check the copies we had distributed to the press. My bad.

And Mr. Rockefeller, correctly, was not pleased. Did he belittle or scream or rant or demand (understandably) his speech drafter's head? Of course not. He was David Rockefeller, not Donald Trump!

But he was properly piqued.

Rockefeller's arched eyebrow was reminder enough to one chagrined speech drafter always to review, personally, every final draft before exposing the speech to public scrutiny.

Forty years later, the lesson remains learned. ○



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PR news brief

Tilson to open NH office

Florida-based Tilson Public Relations has expanded its footprint in New England with the forthcoming addition of a second office in Hebron, New Hampshire.

That new office, which is located in a renovated historic schoolhouse, will officially open this summer.

An initial staff of three will be stationed out of the Hebron office. Tilson's New England satellite will offer the same services as its Boca Raton headquarters, which includes traditional PR, social media and digital strategies.

"Having been raised in New England and coming back here now, it's clear that New Hampshire offers a strong opportunity for talented marketers and public relations professionals who have first-hand knowledge of the area and bring a true understanding of its unique business landscape," agency founder and president Tracy Tilson told *O'Dwyer's*.

Limiting risk on loan guarantees

By Richard Goldstein

The April 2017 issue of Buchbinder's newsletter focused on personal loan guarantees. I'm sharing most of that newsletter with you, *O'Dwyer's* readers, because at one time or another, personal loan guarantees will impact most public relations firms.

Lenders

Lenders always evaluate borrowers to predict whether or not they'll repay (What else is new?). Starting a small business or PR agency is a risky proposition, and a small business start-up loan is the riskiest loan a bank can give. Even if you can get a Small

default.

After all, if homes and bank accounts are on the line, business owners presumably will do all they can to ensure their ventures succeed. The commitment is especially important for a new business or PR agency, because the bank has limited means for evaluating its performance and likelihood of success.

Limiting risk

Although it can be difficult to entirely eliminate the need for a personal guarantee, you may be able to limit its scope by taking the following steps:

Structure when the personal guarantee would go in effect. This could be based on the number of loan payments missed, the amount of working capital of the business or the net worth of the business falling below a specified amount. Also consider requesting business days vs. actual days to give yourself more time for reporting and the ability to respond to changing circumstances.

Decrease the personal guarantee with improved business performance. You can request that the personal guarantee be reduced when your business grows and the company becomes more stable. You can also ask that the amount guaranteed decrease as you make timely repayments.

Limit a guarantee. Banks will always want an unconditional or unlimited guarantee. You should start by requesting that the amount of the guarantee be limited, either by the actual dollar amount or by a percent of the outstanding loan. If there are multiple owners, you can also seek to limit the amount of exposure by the percent ownership of each partner or owner.

Suggest terms of relief. You can ask to be relieved of the personal guarantee after a certain percentage of the loan has been repaid or your share of the business has been sold.

Modify the reporting requirements. Lenders typically require guarantors to submit personal financial statements at least annually. This is one of the ways for banks to locate and request personal assets. You can provide personal financial statements with the minimum acceptable disclosure.

Avoid "joint and several" language if possible. Ask to limit who will guarantee the obligation. If there are multiple partners or owners, try to avoid a joint and several personal guarantee. Push for an indemnification guarantee.

Do not cover more than 100 percent. State laws may vary on the ability to do this.

Try to eliminate certain assets. Request

that certain assets — such as your personal residence or stock in the business — be outside the reach of the guarantee.

Higher interest rate. Evaluate the option of paying a higher interest rate in exchange for no personal guarantee or limited guarantee.

Do not include spouse as a guarantor. It's strongly suggested not to agree to a requirement of having the spouse as a co-signer on the personal guarantee. This provides both spouses with some protection, because personal assets under the spouse's name will not be included, should the personal guarantee be called.

Personal guarantee insurance. Personal guarantee insurance can protect your personal assets. With this coverage, you can limit personal risk to a more acceptable level.

Finally, you can try running the numbers again to determine whether you can borrow a lower amount and still have enough to operate, which should also reduce the amount of the guarantee.

While many lenders require a personal guarantee when making some business loans, it is usually possible to negotiate at least some of the terms. Your legal and accounting professionals can help you understand the provisions of a personal guarantee and provide ideas for negotiating one that fits your needs. ○

PR news brief

Brunswick breaks ground on Chicago office

Corporate advisory giant Brunswick Group announced that it has expanded its footprint into the Midwest with the opening of a Chicago office.

Brunswick's Windy City digs comprises the global M&A advisor's fifth office in the U.S. and its 24th worldwide. The new Chicago outpost, which currently staffs ten, will serve as the agency's Midwestern hub, and will provide regional and global clients the agency's full suite of services, including counsel on mergers and acquisitions, IPOs, employee engagement, crisis, litigation and executive transitions, as well as market research, digital and design services.

The Chicago office will also serve as a hub for the agency's global employee engagement practice.

New York Partner and former JP Morgan analyst Jayne Rosefield will now head the Chicago outfit. She'll be joined by partner Christopher Hannegan, who joined the M&A PR advisor in October from Edelman, where he served as executive VP and led that agency's Employee Engagement offering in the U.S.

Rosefield told *O'Dwyer's* the agency has already had the privilege of working with several leading Chicago-headquartered companies, such as Kraft Heinz, Mondelez, Groupon and Walgreens Boots Alliance, and "are hugely excited to better connect our global network of experts from our Midwestern office."



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

Business Administration loan guarantee, you'll most likely still be required to sign a personal guarantee. The SBA claim "All owners of 20 percent or more of a business are asked to provide a personal guarantee" in order to obtain an SBA guarantee.

For consumer loans, there are credit scores and numerous other sources of information to help with the decision. However, businesses — especially new businesses and operations that have never borrowed — probably do not have a business-specific credit history.

With limited information, it's hard for lenders to make a decision. They would be more comfortable if they could see that you have borrowed money in the past and consistently repaid loans. When they can't make a decision based on historical information, they require some sort of security (or they charge an extremely high rate of interest). That security comes in the form of a personal guarantee, although other approaches such as pledging business assets as collateral can be used.

The personal guarantee

A personal guarantee is an unsecured written promise from a business owner and/or business executive guaranteeing payment on an equipment lease or loan, in the event the business does not pay. Since it's unsecured, a personal guarantee is not tied to a specific asset. However, in the event of non-payment, a lender can go after the guarantor's personal assets. By requiring a personal guarantee, lenders hope to limit the risk that their borrowers will

Koch kicks off lobbying salvo against GOP tax proposal

Koch Industries, the privately held conglomerate run by right-leaning billionaire brothers Charles and David Koch, has retained Gibson, Dunn & Crutcher LLP for Capitol Hill advocacy work related to U.S. income tax reform issues.

The Kochs, whose refineries comprise some of the nation's largest importers, have been highly critical in recent months of a border adjustment tax portion of the GOP's current corporate tax reform proposal which may drastically overhaul how imports are taxed in the U.S.

That border adjustment plan, originally penned by House Republicans and backed by House Speaker Paul Ryan, would allow U.S. companies to deduct exports from taxable income while levying a 20 percent tax on the import of foreign goods and materials.

Retailers and U.S. companies that rely on imported wares have derided the proposal, claiming such a move would significantly raise the cost of imported goods, and thus, increase the consumer prices of everyday items.

Advocates claim the plan would encourage companies to buy and produce more products made in the U.S., thus potentially creating more jobs. This, they claim, would eventually increase the value of the U.S. dollar, thus offsetting any increases in consumer prices as well as the new tax burden companies must pay for those foreign goods.

Several Federal Reserve economists in February expressed doubt that the plan on its own would be enough to raise the dollar's value, and noted that it could hurt U.S. foreign trade and raise domestic prices, which could make prices unattractive to foreign buyers and thus, actually slow exports rather than stimulate them.

The Koch brothers, who have publicly stated that the reforms "could be devastating" to the economy, in January circulated a Koch-financed study published by Interindustry Forecasting at the University of Maryland, which claimed that the tax proposal could cause unemployment to rise to 11 percent and result in unemployment worse than the 2008 recession.

In April, Koch-backed advocacy group Americans for Prosperity unveiled a TV ad opposing the border tax. ○

Roku retains lobbying support amid Net Neutrality revival

Consumer electronics maker Roku, Inc. has hired international law firm Hogan Lovells to advocate the video and hardware company's position on net neutrality issues in Washington.

Under the Trump administration, the Federal Communications Commission has debated turning back its landmark 2015 passage of net neutrality rules, which reclassified broadband Internet service providers as a "common carrier" telecommunications service under Title II of the Communications Act.

Passed under the watch of former FCC chairman Tom Wheeler, that measure prohibited Internet providers from discriminating against the different types of web traffic that flow through their networks. Wheeler, a Democrat, stepped down from his post with the incoming administration, and was succeeded by Trump appointee Ajit Varadaraj Pai.

Pai, along with Trump, wants to reverse the Obama-era rules



and has met with telecommunications trade groups to discuss his preliminary plans to do so. If current net neutrality rules are turned back, it could mean potential trouble for streaming services such as Netflix and Amazon, as well as streaming device makers such as Roku, which rely on an open, non-discriminatory Internet highway through which they share their content.

It's the first time the company has hired a lobbying firm. ○

NSC cyber expert Joins FTI

FTI Consulting has named Anthony J. Ferrante Senior Managing Director in the global risk and investigations practice within its forensic and litigation consulting segment.

The cyber security expert served as Director for Cyber Incident Response at the U.S. National Security Council since 2015 for both the Obama and Trump administrations. Before that he was Chief of Staff of the FBI's cyber division.

Ferrante will be based in FTI's Washington, D.C., office and bolster existing client services that include system architecture, system design, privacy notifications and programs, IT strategy, governance, program assessment and data security.

A recent FTI-sponsored survey by the Economist Intelligence Unit showed that 53 percent of executives surveyed said cyberattacks had the greatest impact on their firms' reputations. ○



Anthony Ferrante

Trump transition team member joins Rasky

Rasky Partners has added Trump transition volunteer, Jessica Tocco, to its government relations team in Washington, D.C., as Senior VP.

Tocco, who has a longstanding political relationship with Vice President Mike Pence and his team, brings extensive experience in governmental relations from time spent at BGR and Rasky Baerlein Strategic Communications. She also served as Director of the U.S. Chamber of Commerce in Vietnam and Director of the Asia Pacific Counsel of American Chambers.

David Tamasi, Managing Director of Rasky Partners in Washington, D.C., was the Trump Victory Finance Chairman. ○



Jessica Tocco

Albania elections produce lucrative D.C. lobbying pacts

Several rival Albanian political parties have signed hefty lobbying contracts in Washington D.C. recently, as that Mediterranean country prepares for a contentious series of parliamentary elections in June.

Ballard Partners, the Florida-based lobbying shop led by Trump strategist and fundraiser Brian Ballard, was retained in April by the Socialist Party of Albania to provide consulting and advocacy services in a bid to improve U.S.-Albanian bilateral relations.

The Socialist Party of Albania rose to power following its majority win in Albania's 2013 parliamentary elections. The left-leaning political body is led by Albanian Prime Minister Edi Rama, who's up for reelection in Albania's upcoming June elections. Rama has been accused by Albania's main opposition party, the Democratic Party, of attempting to rig the voting process, which has led to protests and even a recent parliamentary boycott.

The Democratic Party of Albania, meanwhile, has now retained lobbying support of its own, signing a contract with Barnes & Thornburg for government relations counsel in its quest to gain public support and draw international attention to the need for free and fair elections in Albania.

The right-of-center DPA, which was formerly Albania's leading political party until being dethroned by the Socialist Party in 2013, has retained Indianapolis-based Barnes & Thornburg for help with communication strategies and to build relationships with U.S. executive branch officials and members of Congress.

These aren't the only lobbying contracts the Albanian parliamentary elections have produced. The DPA hired public affairs giant Podesta Group last year to counsel the party on relevant U.S. policies and Congressional activities, as well as to arrange meetings with government officials in a bid to strengthen U.S.-Albania bilateral relations.

A third Albanian political group fighting for seats in the June elections, the Socialist Movement for Integration, retained The McKeon Group in January to facilitate a dialog between members of that party and the Trump Administration.

The social-democratic LSI was formed in 2004 by former Socialist Party of Albania member Ilir Meta, also a former Albanian Prime Minister.

The European Union's European Parliament has told Albanian government leaders that the 2017 elections must be "free and fair" if negotiations are to proceed for that country to gain membership into the EU, a designation which Albania has attempted to achieve since 2003.

Ballard's year-long pact for the Socialist Party of Albania, which became effective in April, continues until the end of March 2018 and fetches the agency \$20,000 per month.

Barnes & Thornburg's work for the DPA, which runs for a period of three months and ends in July, brings the firm a fixed fee of \$150,000.

LSI's six-month pact earned the McKeon Group \$90,000. **○**

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.

Geoffrey Weill Associates, Inc., New York, NY, **registered Apr. 21, 2017 for Visit Denmark**, New York, NY, regarding launch of non-stop flights from San Francisco to Copenhagen by Norwegian Airlines.

Barnes & Thornburg LLP, Indianapolis, IN **registered April 14, 2017 for His Excellency J.E. Morales, President, Republic of Guatemala**, Guatemala City, Guatemala, to foster increased trade, economic assistance and foreign aid from the U.S.

Prism Strategy, Inc., Washington, D.C., **registered Apr. 19, 2017 for Government of Japan-Japan External Trade Organization**, New York, NY, to engage U.S. government agencies, Congress and the research community on policy matters.

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.

Foley & Lardner LLP, Washington, DC, **registered Apr. 24, 2017 for Council on Sound Tax Policy**, Milwaukee, WI, regarding tax policy changes for small business loads with Members of Congress and staff.

Crossroads Strategies, LLC, Washington, D.C., **registered Apr. 27, 2017 for Amaya Inc.**, Hollywood, FL, regarding issues related to access to the Internet-based entertainment industry. Amaya operates some of the leading online poker brands.

Hogan Lovells US LLP, Washington, D.C., **registered Apr. 26, 2017 for Accenture**, Chicago, IL, regarding nuclear power plant support projects.

Capitol Tax Partners, LLP, Washington, D.C., **registered Apr. 26, 2017 for Costco Wholesale Corporation**, Issaquah, WA, regarding issues related to tax reform.

Blue Marble Strategy LLC, Washington, D.C., **registered Apr. 27, 2017 for Beagle Freedom Project**, Valley Village, CA, regarding Beagle Freedom Bill and Humane Cosmetics Act.

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