2017 PR RANKINGS ISSUE

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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.

WARC 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
IS YOUR CONTENT KEEPING PACE WITH YOUR CUSTOMER’S JOURNEY?

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PAN is an award-winning, integrated marketing & PR agency, and a trusted partner to leading B2B tech and healthcare brands striving to stay top-of-mind with key decision makers.

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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 response 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.”
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

C onstituency 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 a 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’s 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 percent 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 Group’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.

H

aving 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 generation, 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 clients need 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 capabil-

By Michael Roth
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 typical 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 who 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 coffers! 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, 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.

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.

Integrated comms.

Integrated communications, 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 work? 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.

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 in-sular 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.
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 Journal 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 dos 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 such champions set in motion months ago, and one that — if followed — should lead to success

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 to succeed 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 sink 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’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.

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.

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Tara Reid is Vice President of Havas Formula’s Chicago division. ☞
We believe that strategically deployed communication is a powerful health intervention.
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 today? 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.

**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 roadblocks 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 O’Dwyer.
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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 after 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.
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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 an 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, social 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 ARRP’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 ARPR.
Lead the way.
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.”

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 commerce 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 technology 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 Mondshein offered a simple answer: just about everyone.

“Everyone now wants to tell a technology story. Everyone wants to be on the cutting edge,” Mondshein 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 Mondshein, we’re still battling the old guard when it comes to the siloed nature of marketing departments. Mondshein 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.”
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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 influence their behavior are very different — and financial communicators will have to adapt.”

“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, Managing 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.

“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.”

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.

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 long 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.”
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(OR YOU CAN TURN THE PAGE)

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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 wider net looking for health information,” Bird said. “They have an ever-increasing appetite for new sources of information 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...
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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: bio-pharma, 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 positioned 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.
Spectrum is growing, and we’re telling great science stories and delivering world-class results for our innovative clients day in and day out. Our curiosity leads us on adventures well beyond the status quo. Come rediscover your sense of wonder with us.
### Rankings of Firms Specializing in Healthcare

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
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<tbody>
<tr>
<td>1. Edelman, New York, NY</td>
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<td>66. Fish Consulting, Hollywood, FL</td>
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</tbody>
</table>
Integrated communications from the experts in Healthcare PR

An agency that understands how to communicate and market in today’s healthcare environment is critical. Cooney Waters Unlimited and its sister agencies pair unparalleled healthcare communications experience with the highly creative and engaging professional, consumer and digital marketing offerings of Health Unlimited.

Contact us at 1-212-886-2200 or tbird@cooneywatersunlimited.com
www.healthunlimited.com

Cooney Waters Unlimited... Health Unlimited...
### RANKINGS OF PR FIRMS SPECIALIZING IN AGRICULTURE

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

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### RANKINGS OF PR FIRMS SPECIALIZING IN ENTERTAINMENT

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<td>7. 360 Public Relations, Boston, MA</td>
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<td>8. Pierpoint Communications, Houston, TX</td>
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<td>10. Padilla, Minneapolis, MN</td>
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### RANKINGS OF PR FIRMS SPECIALIZING IN TRAVEL & ECONOMIC DEVELOPMENT

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<td>7. J Public Relations, New York, NY</td>
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<td>15. Intrepid Agency, Salt Lake City, UT</td>
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<td>18. Hemsworth Communications, Pt. Lauderdale, FL</td>
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<td>23. North 6th Agency (N6A), New York, NY</td>
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### RANKINGS OF PR FIRMS SPECIALIZING IN ENVIRONMENTAL & PUBLIC AFFAIRS

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<th>2016 Net Fees</th>
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<td>6. SevenTwenty Strategies, LLC, Washington, DC</td>
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<td>7. Sachs Media Group, Tallahassee, FL</td>
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<td>8. Moore Communications Group, Tallahassee, FL</td>
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<td>18. Public Communications Inc., Chicago, IL</td>
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<td>24. O’Malley Hansen Communications, Chicago, IL</td>
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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 behemoth 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.

“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
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.

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.

O’Dwyer’s ranked #6 by 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,” 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.

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 built to service these kinds of firms and their needs.”

“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 Rapsect 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.”

_Continued on page 44_
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 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 upsweep 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 retained 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, growing 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.”
Looking for the real thing?
You can buy false fans and engagement from anywhere and anyone.

When brands look for the real thing, they come to Konnect.
We create genuine relationships between consumers and their favorite products.
“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.

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.”

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.

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 GLOBALHealthPR, the international network of independent health and science agencies that Seng founded in 2001.

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.
There is no force that compares to the human heart. Touch it, and an individual or an entire population can be moved to act.

For 40 years, we’ve created integrated communications programs that motivate positive behavior change, drive stronger outcomes, and build powerful brands. We call it Inspiring Actions That Matter.”

What can we inspire for you?

See our work for leading healthcare organizations, nonprofits, and federal agencies at crosbymarketing.com.
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.

“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 meetups. 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 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.

“Aftr our best year ever, more than ever, we are the essential strategic communications partner for organizations looking to leverage any major 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 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, $900,000), 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 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.”
“What Americans think and feel about a company is nearly 1.5x more important to driving support than what it produces.”


You have to get inVentiv to build your reputation.

To find out more about our inVentiv thinking and Corporate Communications offerings, contact Cynthia.Isaac@inventivhealth.com

Build trust with us
## O'Dwyer's Rankings of PR Firms with Major U.S. Operations

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Employees</th>
<th>% Change from 2015</th>
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## O'Dwyer’s Rankings of PR Firms with Major U.S. Operations

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<th>2016 Net Fees</th>
<th>Employees</th>
<th>% Change from 2015</th>
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<td>Landis Communications, San Francisco, CA</td>
<td>2,114,397</td>
<td>8</td>
<td>+5.8</td>
</tr>
<tr>
<td>Perry Communications Group, Sacramento, CA</td>
<td>2,103,941</td>
<td>8</td>
<td>+25.7</td>
</tr>
<tr>
<td>Marketing Maven Public Relations, Camarillo, CA</td>
<td>2,067,409</td>
<td>17</td>
<td>+13.2</td>
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<tr>
<td>Lavidge, Phoenix, AZ</td>
<td>1,973,899</td>
<td>22</td>
<td>+13.3</td>
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<tr>
<td>Didit Communications, LLC, New York, NY</td>
<td>1,881,151</td>
<td>11</td>
<td>-15.4</td>
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<tr>
<td>BLAZE, Santa Monica, CA</td>
<td>1,783,348</td>
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<td>even</td>
</tr>
<tr>
<td>Red Sky PR, Boise, ID</td>
<td>1,710,464</td>
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<td>+62.5</td>
</tr>
<tr>
<td>Rosica Communications, Paramus, NJ</td>
<td>1,442,874</td>
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<tr>
<td>Devine + Partners, Philadelphia, PA</td>
<td>1,477,752</td>
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<tr>
<td>Maccabee, Minneapolis, MN</td>
<td>1,410,848</td>
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<tr>
<td>AR</td>
<td>PR, Atlanta, GA</td>
<td>1,340,397</td>
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<tr>
<td>Champion Management Group, Dallas, TX</td>
<td>1,298,148</td>
<td>8</td>
<td>+20.0</td>
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<tr>
<td>Karbo Communications, San Francisco, CA</td>
<td>1,240,061</td>
<td>8</td>
<td>+63.5</td>
</tr>
<tr>
<td>Hoyt Organization Inc., The, Torrance, CA</td>
<td>1,200,000</td>
<td>9</td>
<td>+9.1</td>
</tr>
<tr>
<td>Power Group, The, Dallas, TX</td>
<td>1,147,168</td>
<td>10</td>
<td>-7.1</td>
</tr>
<tr>
<td>Akrete, Evanston, IL</td>
<td>1,136,788</td>
<td>6</td>
<td>+60.3</td>
</tr>
<tr>
<td>Hensworth Communications, Ft. Lauderdale, FL</td>
<td>1,116,024</td>
<td>12</td>
<td>+66.8</td>
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<tr>
<td>KCD Public Relations, San Diego, CA</td>
<td>1,095,026</td>
<td>7</td>
<td>+7.9</td>
</tr>
<tr>
<td>ScoutComms, Inc., Fredericksburg, VA</td>
<td>1,082,890</td>
<td>8</td>
<td>+73.0</td>
</tr>
<tr>
<td>Feintuch Communications, New York, NY</td>
<td>965,368</td>
<td>4</td>
<td>+17.8</td>
</tr>
<tr>
<td>The Buzz Agency, Delray Beach, FL</td>
<td>924,821</td>
<td>10</td>
<td>-3.9</td>
</tr>
<tr>
<td>WordWrite Communications LLC, Pittsburgh, PA</td>
<td>848,654</td>
<td>7</td>
<td>+18.1</td>
</tr>
<tr>
<td>TransMedia Group, Boca Raton, FL</td>
<td>700,201</td>
<td>6</td>
<td>-30.5</td>
</tr>
<tr>
<td>Stuntman PR, New York, NY</td>
<td>684,133</td>
<td>4</td>
<td>+10.8</td>
</tr>
<tr>
<td>Bizcom Associates, Addison, TX</td>
<td>639,606</td>
<td>5</td>
<td>+7.4</td>
</tr>
<tr>
<td>AMP3 Public Relations, New York, NY</td>
<td>468,237</td>
<td>5</td>
<td>+88.4</td>
</tr>
<tr>
<td>Dale Curtis Communications LLC, Washington, DC</td>
<td>382,635</td>
<td>2</td>
<td>+99.5</td>
</tr>
<tr>
<td>Bob Gold &amp; Associates, Redondo Beach, CA</td>
<td>101,338</td>
<td>8</td>
<td>+102.0</td>
</tr>
</tbody>
</table>

©Copyright 2017, J.R. O’Dwyer Co., Inc.
### LEADING Gainers AMong PR Firms

#### Firms in the top 25

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Employees</th>
<th>% Change from 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spectrum, Washington, DC</td>
<td>$20,000,000</td>
<td>72</td>
<td>+34.8</td>
</tr>
<tr>
<td>W20 Group, San Francisco, CA</td>
<td>122,715,000</td>
<td>472</td>
<td>+33.0</td>
</tr>
<tr>
<td>Prosek Partners, New York, NY</td>
<td>31,250,000</td>
<td>127</td>
<td>+28.1</td>
</tr>
<tr>
<td>Highwire PR, San Francisco, CA</td>
<td>14,032,125</td>
<td>73</td>
<td>+27.6</td>
</tr>
<tr>
<td>Coyne, Parsippany, NJ</td>
<td>27,300,000</td>
<td>159</td>
<td>+26.9</td>
</tr>
<tr>
<td>Fahlgren Mortine, Columbus, OH</td>
<td>24,440,092</td>
<td>130</td>
<td>+18.9</td>
</tr>
<tr>
<td>Havas Formula, New York, NY</td>
<td>17,030,177</td>
<td>118</td>
<td>+18.6</td>
</tr>
<tr>
<td>PAN Communications, Boston, MA</td>
<td>21,006,046</td>
<td>99</td>
<td>+15.6</td>
</tr>
<tr>
<td>Jackson Spalding, Atlanta, GA</td>
<td>23,500,000</td>
<td>121</td>
<td>+14.6</td>
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</table>

#### Firms ranked 26 through 50

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Employees</th>
<th>% Change from 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotwire, New York, NY</td>
<td>$13,247,420</td>
<td>62</td>
<td>+322.2</td>
</tr>
<tr>
<td>ReviveHealth, Nashville, TN</td>
<td>14,008,690</td>
<td>65</td>
<td>+40.1</td>
</tr>
<tr>
<td>Bravo Group, Inc., Harrisburg, PA</td>
<td>11,473,571</td>
<td>57</td>
<td>+34.0</td>
</tr>
<tr>
<td>J Public Relations, New York, NY</td>
<td>7,785,442</td>
<td>53</td>
<td>+29.4</td>
</tr>
<tr>
<td>JPA Health Communications, Washington, DC</td>
<td>7,703,679</td>
<td>33</td>
<td>+27.2</td>
</tr>
<tr>
<td>Crosby, Annapolis, MD</td>
<td>12,243,385</td>
<td>68</td>
<td>+21.7</td>
</tr>
<tr>
<td>rbb Communications, Miami, FL</td>
<td>9,241,425</td>
<td>51</td>
<td>+21.5</td>
</tr>
<tr>
<td>Bateman Group, San Francisco, CA</td>
<td>10,482,117</td>
<td>53</td>
<td>+21.2</td>
</tr>
<tr>
<td>Walker Sands Communications, Chicago, IL</td>
<td>8,052,898</td>
<td>78</td>
<td>+16.0</td>
</tr>
<tr>
<td>Quinn, New York, NY</td>
<td>8,455,770</td>
<td>63</td>
<td>+15.8</td>
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#### Firms ranked 51 through 100

<table>
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<th>2016 Net Fees</th>
<th>Employees</th>
<th>% Change from 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vested, New York, NY</td>
<td>$3,580,000</td>
<td>16</td>
<td>+319.2</td>
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<td>Red Sky PR, Boise, ID</td>
<td>1,710,464</td>
<td>10</td>
<td>+62.5</td>
</tr>
<tr>
<td>Lazar Partners, New York, NY</td>
<td>5,616,020</td>
<td>23</td>
<td>+30.8</td>
</tr>
<tr>
<td>SevenTwenty Strategies, LLC, Washington, DC</td>
<td>5,085,112</td>
<td>34</td>
<td>+29.8</td>
</tr>
<tr>
<td>North 6th Agency (N6A), New York, NY</td>
<td>4,337,537</td>
<td>30</td>
<td>+28.6</td>
</tr>
<tr>
<td>KYNE, New York, NY</td>
<td>5,900,761</td>
<td>24</td>
<td>+28.5</td>
</tr>
<tr>
<td>O’Malley Hansen Communications, Chicago, IL</td>
<td>2,223,000</td>
<td>18</td>
<td>+28.5</td>
</tr>
<tr>
<td>Trevelino/Keller, Atlanta, GA</td>
<td>3,675,000</td>
<td>23</td>
<td>+27.8</td>
</tr>
<tr>
<td>Perry Communications Group, Sacramento, CA</td>
<td>2,103,941</td>
<td>8</td>
<td>+25.7</td>
</tr>
<tr>
<td>Sachs Media Group, Tallahassee, FL</td>
<td>6,869,500</td>
<td>31</td>
<td>+25.6</td>
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#### Firms ranked 101 through 121

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Employees</th>
<th>% Change from 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bob Gold &amp; Associates, Redondo Beach, CA</td>
<td>$101,338</td>
<td>8</td>
<td>+102.0</td>
</tr>
<tr>
<td>Dale Curtis Communications LLC, Washington, DC</td>
<td>382,635</td>
<td>2</td>
<td>+99.5</td>
</tr>
<tr>
<td>AMP3 Public Relations, New York, NY</td>
<td>468,237</td>
<td>5</td>
<td>+88.4</td>
</tr>
<tr>
<td>ScoutComms, Inc., Fredericksburg, VA</td>
<td>1,082,890</td>
<td>8</td>
<td>+73.0</td>
</tr>
<tr>
<td>Hemsworth Communications, Ft. Lauderdale, FL</td>
<td>1,116,024</td>
<td>12</td>
<td>+66.8</td>
</tr>
<tr>
<td>Karbo Communications, San Francisco, CA</td>
<td>1,240,061</td>
<td>8</td>
<td>+63.5</td>
</tr>
<tr>
<td>Akrete, Evanston, IL</td>
<td>1,136,788</td>
<td>6</td>
<td>+60.3</td>
</tr>
<tr>
<td>AR</td>
<td>PR, Atlanta, GA</td>
<td>1,340,397</td>
<td>10</td>
</tr>
<tr>
<td>Champion Management Group, Dallas, TX</td>
<td>1,298,148</td>
<td>8</td>
<td>+20.0</td>
</tr>
<tr>
<td>WordWrite Communications LLC, Pittsburgh, PA</td>
<td>848,654</td>
<td>7</td>
<td>+18.1</td>
</tr>
</tbody>
</table>
766,000,000 gallons of water saved in drought-stricken California.

You’re welcome.

We helped Niagara Conservation attack the drought in California by changing the way consumers look at the old porcelain throne. Sometimes talking toilets can be incredibly purposeful. What the flush? See the story at PadillaCo.com
### RANKINGS OF PR FIRMS BY CITY/GEOGRAPHY

#### CONNECTICUT

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Empl.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ICR, Norwalk</td>
<td>$25,850,210</td>
<td>69</td>
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<tr>
<td>2. Cashman + Katz Company, Glastonbury</td>
<td>2,695,000</td>
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#### CHICAGO

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
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</tr>
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<tbody>
<tr>
<td>1. Edelman (includes Detroit)</td>
<td>$101,707,000</td>
<td>583</td>
</tr>
<tr>
<td>2. Walker Sands Communications</td>
<td>8,052,898</td>
<td>78</td>
</tr>
<tr>
<td>3. Greentarget Global LLC</td>
<td>7,447,000</td>
<td>39</td>
</tr>
<tr>
<td>4. Finn Partners (includes Detroit)</td>
<td>7,008,000</td>
<td>49</td>
</tr>
<tr>
<td>5. Public Communications Inc.</td>
<td>6,260,124</td>
<td>45</td>
</tr>
<tr>
<td>6. Padilla</td>
<td>5,719,004</td>
<td>21</td>
</tr>
<tr>
<td>7. L.C. Williams &amp; Associates</td>
<td>4,506,037</td>
<td>19</td>
</tr>
<tr>
<td>8. G&amp;K Business Communications</td>
<td>4,479,498</td>
<td>28</td>
</tr>
<tr>
<td>9. APCO Worldwide</td>
<td>3,881,800</td>
<td>17</td>
</tr>
<tr>
<td>10. O’Malley Hansen Communications</td>
<td>2,223,000</td>
<td>18</td>
</tr>
<tr>
<td>11. Taylor</td>
<td>1,150,000</td>
<td>5</td>
</tr>
<tr>
<td>12. Akrete, Evanston, IL</td>
<td>1,136,788</td>
<td>6</td>
</tr>
<tr>
<td>13. Havas Formula</td>
<td>930,000</td>
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#### FLORIDA

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<tr>
<td>1. Zimmerman Agency, Tallahassee</td>
<td>$14,500,000</td>
<td>52</td>
</tr>
<tr>
<td>2. rbb Communications, Miami</td>
<td>9,241,425</td>
<td>51</td>
</tr>
<tr>
<td>3. JeffreyGroup, Miami Beach</td>
<td>7,211,782</td>
<td>122</td>
</tr>
<tr>
<td>4. Sachs Media Group, Tallahassee</td>
<td>6,869,500</td>
<td>31</td>
</tr>
<tr>
<td>5. Moore Comms. Group, Tallahassee</td>
<td>6,542,410</td>
<td>34</td>
</tr>
<tr>
<td>6. Fish Consulting, Hollywood</td>
<td>3,129,600</td>
<td>22</td>
</tr>
<tr>
<td>7. BoardroomPR, Ft. Lauderdale</td>
<td>2,500,000</td>
<td>16</td>
</tr>
<tr>
<td>8. Edelman, Orlando</td>
<td>2,188,000</td>
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</tr>
<tr>
<td>9. Quinn, Miami</td>
<td>1,850,179</td>
<td>13</td>
</tr>
<tr>
<td>10. Hemsworth Comms., Ft. Lauderdale</td>
<td>1,116,024</td>
<td>12</td>
</tr>
<tr>
<td>11. The Buzz Agency, Delray Beach</td>
<td>924,821</td>
<td>10</td>
</tr>
<tr>
<td>12. Finn Partners, Ft. Lauderdale</td>
<td>744,000</td>
<td>6</td>
</tr>
<tr>
<td>13. TransMedia Group, Boca Raton</td>
<td>700,201</td>
<td>6</td>
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#### BOSTON

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Empl.</th>
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<tbody>
<tr>
<td>1. Racepoint Global</td>
<td>$18,310,468</td>
<td>82</td>
</tr>
<tr>
<td>2. PAN Communications</td>
<td>15,605,837</td>
<td>99</td>
</tr>
<tr>
<td>3. Inkhous Media + Marketing</td>
<td>13,775,720</td>
<td>98</td>
</tr>
<tr>
<td>4. 360 Public Relations</td>
<td>8,079,022</td>
<td>39</td>
</tr>
<tr>
<td>5. Rasky Partners, Inc.</td>
<td>7,472,338</td>
<td>33</td>
</tr>
<tr>
<td>6. Greenough</td>
<td>4,501,166</td>
<td>25</td>
</tr>
<tr>
<td>7. ICR</td>
<td>3,822,353</td>
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</tr>
<tr>
<td>8. BackBay Communications</td>
<td>2,810,365</td>
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</tr>
<tr>
<td>9. Schneider Associates</td>
<td>2,699,331</td>
<td>14</td>
</tr>
<tr>
<td>10. LaVoieHealthScience</td>
<td>2,184,205</td>
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#### PENNSYLVANIA

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Empl.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bravo Group, Inc., Harrisburg</td>
<td>$11,473,571</td>
<td>57</td>
</tr>
<tr>
<td>2. Gregory FCA, Ardmore</td>
<td>8,200,000</td>
<td>66</td>
</tr>
<tr>
<td>3. Gatesman, Pittsburgh</td>
<td>2,500,000</td>
<td>72</td>
</tr>
<tr>
<td>4. Devine + Partners, Philadelphia</td>
<td>1,417,752</td>
<td>7</td>
</tr>
<tr>
<td>5. WordWrite Communications, LLC, Pittsburgh</td>
<td>848,654</td>
<td>7</td>
</tr>
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#### MIDWEST CITIES

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<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Empl.</th>
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<tbody>
<tr>
<td>1. Edelman (includes Dallas &amp; Houston)</td>
<td>$16,958,000</td>
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<tr>
<td>2. Pierpont Communications, Houston</td>
<td>6,047,258</td>
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</tr>
<tr>
<td>3. SPM Communications, Dallas</td>
<td>2,472,718</td>
<td>13</td>
</tr>
<tr>
<td>4. Idea Grove, Dallas</td>
<td>2,380,461</td>
<td>20</td>
</tr>
<tr>
<td>5. Champion Management Group, Dallas</td>
<td>1,298,148</td>
<td>8</td>
</tr>
<tr>
<td>6. Power Group, The, Dallas</td>
<td>1,147,168</td>
<td>10</td>
</tr>
</tbody>
</table>
# RANKINGS OF PR FIRMS BY CITY/GEOGRAPHY

## SOUTHEAST

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<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Empl.</th>
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<tbody>
<tr>
<td>1. French</td>
<td>$23,371,021</td>
<td>103</td>
</tr>
<tr>
<td>2. Jackson Spalding</td>
<td>21,006,046</td>
<td>131</td>
</tr>
<tr>
<td>3. Edelman</td>
<td>19,470,000</td>
<td>106</td>
</tr>
<tr>
<td>4. Zimmerman Agency</td>
<td>14,500,000</td>
<td>52</td>
</tr>
<tr>
<td>5. G&amp;K Business Comms.,</td>
<td>14,265,632</td>
<td>71</td>
</tr>
<tr>
<td>6. ReviveHealth,</td>
<td>14,008,690</td>
<td>65</td>
</tr>
<tr>
<td>7. Finn Partners,</td>
<td>10,224,000</td>
<td>67</td>
</tr>
<tr>
<td>8. Padilla, Richmond, VA</td>
<td>9,402,540</td>
<td>49</td>
</tr>
<tr>
<td>9. rrbc Communications, Miami, FL</td>
<td>9,241,425</td>
<td>51</td>
</tr>
<tr>
<td>10. Jarrard Phillips Cate &amp; Hancock,</td>
<td>8,306,314</td>
<td>32</td>
</tr>
<tr>
<td>11. McNeely Pigott &amp; Fox PR,</td>
<td>7,854,354</td>
<td>42</td>
</tr>
<tr>
<td>12. Dodge Communications, Alpharetta, GA</td>
<td>7,578,042</td>
<td>42</td>
</tr>
<tr>
<td>13. Taylor, Charlotte, NC</td>
<td>7,218,000</td>
<td>32</td>
</tr>
<tr>
<td>14. JeffreyGroup, Miami Beach, FL</td>
<td>7,211,782</td>
<td>122</td>
</tr>
<tr>
<td>15. Sachs Media Group, Tallahassee, FL</td>
<td>6,859,600</td>
<td>31</td>
</tr>
<tr>
<td>16. Moore Comms. Group, Tallahassee, FL</td>
<td>6,542,410</td>
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<td>17. Trevellino/Keller, Atlanta, GA</td>
<td>3,675,000</td>
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<td>18. BoardroomPR, Ft. Lauderdale, FL</td>
<td>2,500,000</td>
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<td>19. APCO Worldwide, Raleigh, NC</td>
<td>2,487,200</td>
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<td>20. Lovell Communications, Nashville, TN</td>
<td>2,446,849</td>
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<tr>
<td>21. Quinn, Miami, FL</td>
<td>1,850,179</td>
<td>13</td>
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<td>22. ARJPR, Atlanta, GA</td>
<td>1,340,397</td>
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<td>23. Wavestorm Comms., Ft. Lauderdale, FL</td>
<td>1,116,024</td>
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<td>24. IMRE, LLC, Raleigh, NC</td>
<td>800,000</td>
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<td>25. Finn Partners, Ft. Lauderdale, FL</td>
<td>744,000</td>
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<tr>
<td>26. TransMedia Group, Boca Raton, FL</td>
<td>700,201</td>
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## LOS ANGELES

<table>
<thead>
<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Empl.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Edelman includes Beverly Hills</td>
<td>$30,480,000</td>
<td>137</td>
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<tr>
<td>2. Davies, Santa Barbara</td>
<td>10,184,244</td>
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<td>3. Gold PR, Corona</td>
<td>9,739,037</td>
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<tr>
<td>4. Havas Formula, San Diego</td>
<td>7,900,000</td>
<td>49</td>
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<td>5. Padilla</td>
<td>7,223,013</td>
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<td>6. Carnevale Associates</td>
<td>6,902,177</td>
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<td>7. ICR</td>
<td>5,108,617</td>
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<td>8. Connect Agency</td>
<td>5,062,800</td>
<td>36</td>
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<td>9. Finn Partners</td>
<td>4,983,000</td>
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<tr>
<td>10. Havas Formula</td>
<td>4,000,000</td>
<td>30</td>
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<td>11. IW Group, Inc., West Hollywood</td>
<td>2,636,000</td>
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<td>12. Marketing Maven PR, Camarillo</td>
<td>2,067,409</td>
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<td>13. BLAZE, Santa Monica</td>
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<tr>
<td>14. IMRE, LLC</td>
<td>1,400,000</td>
<td>5</td>
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<td>15. Hoyt Organization Inc., The, Torrance</td>
<td>1,200,000</td>
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<td>16. KCD Public Relations, San Diego</td>
<td>1,095,026</td>
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<tr>
<td>17. Taylor</td>
<td>1,021,000</td>
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## SAN FRANCISCO & NORTH CALIFORNIA

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<tr>
<th>Firm</th>
<th>2016 Net Fees</th>
<th>Empl.</th>
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<tbody>
<tr>
<td>1. W2O Group</td>
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<td>2. Edelman</td>
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<td>3. Highwire PR</td>
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<td>4. Spark</td>
<td>14,021,737</td>
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<tr>
<td>5. Hoffman Agency, The, San Jose</td>
<td>11,340,000</td>
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<td>6. Edelman (Silicon Valley), San Mateo</td>
<td>10,945,000</td>
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<td>7. Bateman Group</td>
<td>10,482,117</td>
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<td>8. Singer Associates, Inc.</td>
<td>5,364,538</td>
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<td>9. Finn Partners</td>
<td>4,891,000</td>
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<td>10. Edelman, Sacramento</td>
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<td>11. Inkhouse Media + Marketing</td>
<td>3,872,775</td>
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<tr>
<td>12. ICR</td>
<td>3,484,236</td>
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<td>13. Racepoint Global</td>
<td>2,404,571</td>
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<tr>
<td>14. Landis Communications</td>
<td>2,114,397</td>
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<tr>
<td>15. Perry Communications Group, Sacramento</td>
<td>2,103,941</td>
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</tr>
<tr>
<td>16. Peppercomm</td>
<td>1,808,972</td>
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</table>

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 warrant- ed to comply with any specific objective standards.

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

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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.

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.”

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 headcount 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.

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, politicos and advocacy groups, counts about 100 staffers and has additional outposts in Washington and Los Angeles.

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.
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

Successful execution requires superior counsel, sound judgment and expertise, broad experience, and a comprehensive, effective and intelligent approach for communicating to all stakeholders.

For over 45 years, thousands of companies and institutions around the world have selected and relied on Kekst to provide that counsel and support.

KEKST

Corporate & Financial Communications  •  Specialized Investor Relations  •  Mergers & Acquisitions  •  Shareholder Activism & Corporate Governance  •  IPOs & Spinoffs  •  Crisis Communications  •  Bankruptcy & Restructuring  •  Litigation & Regulatory Support  •  Alternative Investments  •  Research, Intelligence & Analysis
5W PUBLIC RELATIONS

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www.5wpr.com

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.

360PR+

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www.360prplus.com
www.linkedin.com/company/360prplus

Additional Offices: NYC; San Francisco; Washington, D.C.; PROI Worldwide partner

Laura Tomassetti, Founder & CEO
Rob Bratskeir, EVP
Stacey Clement, Kalley Jolly,
Caitlin Melnick, Victoria Renwick, Michael Rush, Sr. VPs
Melinda Bonner, Caitlin Chakke, 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 senior storytellers.

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.

APCO WORLDWIDE

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information@apcoworldwide.com
www.apcoworldwide.com

APCO Worldwide is a global communications consultancy. APCO’s team operates in over 80 markets to help the most innova-
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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Atlanta, GA 30308
www.arpr.com
Twitter & IG: @ar__pr
Snap: ar.pr
LinkedIn.com/company/arpr

Additional locations: New Orleans, San Francisco

Anna Ruth Williams, CEO
Blair Broussard, SVP
Renee Spurlin, VP of Analytics and Digital Marketing
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.

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 brand awareness and credibility and drive new business for our clients.

We work with a range of financial services clients including Accounting/Advisory, Asset Management, Banks, Financial Technology, Insurance, Legal, Private Equity, Venture Capital and Wealth Management.

BackBay offers a unique combination of content and creativity. Our services include public relations, branding, website development, marketing materials, videos, advertising and social media. We are highly regarded for developing thought leadership programs for clients and for our relationships with the business and trade media. With offices in Boston and London, and international agency partnerships, BackBay serves financial services companies around the world.

BEEHIVE STRATEGIC COMMUNICATION
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St. Paul, MN 55108
651/789-2232
www.beehivepr.biz

Lisa Hannum, President & CEO
Becky McNamara, CFO
Nicki Gibbs, Senior Vice President
Ayme Zemke, Senior Vice President
Rebecca Martin, Vice President

Beehive Strategic Communications 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.

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bill.haynes@backbaycommunications.com
www.BackBayCommunications.com

Bill Haynes, president & CEO

BackBay Communications: Financial Services Communications Specialists; Building Brands, Driving Growth
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310/395-5050
Santa Barbara
805/419-7960
mkovacs@blazepr.com
www.BLAZEpR.com

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.


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212/840-1661
Fax: 212/840-1663
www.blissintegrated.com
Elizabeth Sosnow, Meg Wildrick, Managing Partners
Cortney Stapleton, Partner, Professional Service Practice Leader
Michael Roth, Partner, Healthcare Practice Leader

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 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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donis@boardroompr.com
www.boardroompr.com

Julie Talenfeld, Pres.
Don Silver, COO
Todd Templin, EVP
Caren Berg, Sr. VP
Jennifer Clarin, Michelle Griffith, WPs

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, magazine, 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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Fax: 310/784-1050
bob@bobgoldpr.com
www.bobgoldpr.com

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.

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tba@thebuzzagency.net
thebuzzagency.net

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

Continued on page 62
WHO DO YOU WANT REPRESENTING YOU WHEN SO MUCH IS AT STAKE?


“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
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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Hal Dash, Chairman and Chief Executive Officer
Steve Bullock, Chief Financial Officer
Brandon Stephenson, Chief Strategic Officer

For over 50 years, no firm in California has made a greater impact in the public sphere than Cerrell. We combine the power of our legacy with an elite team of forward-thinking communicators to develop winning strategies for a diverse range of clients.

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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973/588-2000
Parsippany, NJ 07054
5 Wood Hollow Road

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 healthcare, pharmaceutical and biotechnology enterprises; Alembic Unlimited, a firm which specializes in communications programs in the area of health advocacy; and Corkery Group Unlimited, a full-service 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 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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Fax: 917/326-8997
www.cooperkatz.com

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.

COYNE PUBLIC RELATIONS

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www.coynepr.com

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New York, NY 10018
212/938-0166
Crosby President & CEO Raymond Crosby (center) with the firm’s management team.

Thomas F. Coyne, CEO
Rich Lukis, John Gogarty, Presidents
Kelly Dencker, Jennifer Kaminski, Lisa Wolleon, Tim Schramm, Executive Vice Presidents
Chris Brienza, Joe Gargiulo, Luis Hernandez, Kevin Lamb, Deborah Sierchio, Senior Vice Presidents

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.

CROSBY
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Raymond Crosby, President
Joel Machak, Executive Creative Director
Denise Aube, Healthcare Practice Leader
Jeff Rosenberg, Nonprofits & Causes Practice Leader
Meredith Williams, Government Practice Leader
Pam Atkinson, Director of Connection Planning
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 & beverage, 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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Seth Linden, Pres.
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Zach Leibowitz, Sr. VP
Stephanie Dressler, Sean Dougherty, Zack Kouwe, VPs

DPLR 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.

DPLR’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. DPLR 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.

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


EDELMAN

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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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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
Corporate and Financial Communications

Public Affairs

Transaction Support

Crisis Communication Support

Business to Business

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FEINTUCH COMMUNICATIONS

Continued from page 64

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 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 headquarters 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.


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
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.

Consumers 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.


**GREENTARGET GLOBAL LLC**
Chicago Board of Trade
141 W Jackson Blvd., Suite 3100
312/252-4100
www.greentarget.com

Greentarget is a strategic public relations firm focused exclusively on business-to-business organizations.

Founded in Chicago by John Correy 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 other industries.

Havas Formula
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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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Continued on page 68
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.

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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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 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.
Profiles of Ranked PR Firms

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, Hunter 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 partners 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.


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.”
InkHouse is a bi-coastal communications firm 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, NAH Humenman, OfferUp, Perkins + Will, Raytheon, Toyota, Salesforce, Neustromnetix, Liberty Mutual, Acacia Communications, Finagle A Bagel, General Catalyst, Orchard, Harvard, Zimpierum 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.

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Carrie Jones, Prin. & Mng. Dir.
Michael O’Brien, Exec. VP,
Washington, D.C.
Ken Deutsch, Exec. VP, Boston
David Connolly, Senior VP,
Boston
Diane Wass, Mng. Dir., London

JPA is an award-winning communications firm known for crafting targeted, high-impact strategic communications 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.


CARRIE JONES, PRINCIPAL AND MANAGING DIRECTOR OF JPA HEALTH COMMUNICATIONS
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

Profiles of Ranked PR Firms

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, bi-coastal 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, 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.

J Public Relations’ in-house social division, 7th & Wit, works seamlessly alongside the PR masterminds to drive photography content missions, influencer partnerships and engagement across social platforms. They are more than community messengers; they are conversation starters with quoting power. www.seventhandwiti.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.


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

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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, franchise, 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.

KYNE

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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

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.

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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

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.


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-
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.

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.

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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 JSHA & Associates 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.


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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...
Profiles of Ranked PR Firms

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.
- 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.

LOVELL COMMUNICATIONS

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Headquartered in New York, with an owned office in Washington, 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 management, 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.

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Lindsey Carnett, CEO & President
Natalie Rucker, Director of Business Development
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 revenue 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 programs, 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 influencers.

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.

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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: “Compete & 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’s 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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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-
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 Midsized Agency of the Year, and being named to Fortune’s lists of 10 Best Places to Work in Advertising and Marketing, 100 Best Workplaces for Women, 50 Best Small and Medium Workplaces and 50 Best Workplaces for New College Grads.

percomm 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 you build your bottom line and build your business. So get in touch. We’re all ears.

**PERRY COMMUNICATIONS GROUP**

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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, launching a statewide initiative campaign, leading a high-profile coalition or helping clients communicate, shape and influence with a mix of traditional and digital strategies, we achieve success by building strong relationships with policymakers, the media and corporate influencers. We excel at working with local and state governments. 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 strategies 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 an 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, KidsKraft, Mason-Baronet, MORE design + build, National Assn. of Corporate Directors, North Texas Chapter, OsteoStrong, Pollo Campero, Prescure, 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.

We are an “Army of Entrepreneurs™.” Our creative, entrepre...
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Omega World Travel brings 42 years of travel industry knowledge and expertise to you, combining personalized service and advanced travel technology solutions.

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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.

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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, FieldFacts. 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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Zonnie 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 Healthcare. 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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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.

Our expertise spans media relations, marketing, crisis communication, public engagement, content, branding and executive skills training. Inspiring your audience through story is what we do best.
Our clients include Avery Dennison, Boise Valley Economic Partnership, Centercal, Idaho Commerce, Micron, Treefort, Visit Concord and Visit Idaho, among others.

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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: May Hayes 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 & Lyons, 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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Spectrum is both one of the nation’s leading health and science communications agencies and a propellent 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 GLOBAL Health PR, the largest independent health science communications agency partnership worldwide. In 2016, Spectrum was named “Healthcare Agency of the Year” by The Holmes Report, “Best Place to Work” by PRWeek and “Top Place to Work in PR” by PR News.

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

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

TAYLOR

Profile of Ranked PR Firms

TREVELINO/KELLER

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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 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.

Taylor CEO & Managing Partner Tony Signore.

TURNER PUBLIC RELATIONS, INC.

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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.

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.

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Ethan Assal, CEO
Katie Jordan, Principal
Kristin Vozzo, Principal
Brooks Hunt, VP, Business Development

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.

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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, Marketing 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

**WALKER SANDS**

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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 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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**WORLDWRITE COMMUNICATIONS LLC**

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Paul Furiga, President and CEO
Jeremy Church, VP and Partner
Hollie Geitner, VP

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.

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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.

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 Manhattan, 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.

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

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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 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 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 guarantees 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.
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.

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 AsiaPacific Counsel of American Chambers.

David Tamasi, Managing Director of Rasky Partners in Washington, D.C., was the Trump Victory Finance Chairman.
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.

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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.


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.


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 wwwсенate.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.


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