

O'Dwyer's

Communications & new media

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The technology issue



The next big
tech towns

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climate science are wrong

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start-ups

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in the tech industry?



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EDITORIAL

The 2012 election showed the extent of corporate influence in politics.

PR, MARKETING SEE Q3 SLOWDOWN

Global marketing and PR conglomerates, as well as services companies, saw revenues slump, amid a few surprise gains.

EDELMAN CELEBRATES 60TH ANNIVERSARY

Richard Edelman paid tribute to the company started by his father at a party celebrating the firm's 60th anniversary.

SCIENCE SLAMS MEDIA'S TAKE ON CLIMATE CHANGE

Members of the science community are fighting back in response to media's mistreatment of climate change.

A STARTUP'S GUIDE TO PR SUCCESS

Many great startups have failed because marketing efforts didn't align with ideas invested in development.

WHAT'S THE NEXT BIG TOWN FOR TECH?

A few regions are emerging to potentially compete with Silicon Valley as the tech mecca of tomorrow.

DOES LOCATION TRUMP INNOVATION IN TECH?

The coastal hubs for technology have created a misconception that innovation is limited to these regions.

PR HELPS PHARMA'S CHANGING LANDSCAPE

PR pros should recognize opportunities to aid consumers amid changing federal regulations in healthcare.

NEW SERVICE OFFERS SELF-PUBLISH PLATFORM

A father and son team have formed a self-publishing platform where PR firms can write their own news items.

B2B SOCIAL MEDIA: IT STARTS WITH THE BLOG

Social media in the business-to-business space is an opportunity for reaching customers and establishing influence.

NEWSWEEK'S PRINT DEMISE IS PUBLICATION'S OWN FAULT

Newsweek is the victim of poor management, weak content and changing consumer reading habits.

MONSTER MOUNTS CRISIS DEFENSE

Monster is relying on PR support after an FDA probe into deaths and illnesses possibly linked to the energy drink.

WHEN TECH MEETS THE TIME-LESS CRAFT OF REPUTATION

As demand elevates the roles of tech companies in the public eye, reputation management becomes paramount.

PROFILES OF HIGH-TECH & TECHNOLOGY PR FIRMS

RANKINGS OF TOP HIGH-TECH & TECHNOLOGY PR FIRMS

WASHINGTON REPORT

COLUMNS

PROFESSIONAL DEVELOPMENT

Fraser Seitel

FINANCIAL MANAGEMENT

Richard Goldstein

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February: *Environmental & P.A.*
March: *Food & Beverage*
April: *Broadcast & Social Media*
May: *PR Firm Rankings*
June: *Global & Multicultural*
July: *Travel & Tourism*
August: *Financial/I.R.*
September: *Beauty & Fashion*
October: *Healthcare & Medical*
November: *High-Tech*
December: *Entertainment & Sports*

ADVERTISERS

Atomic.....11	KEF Media.....3	NAPS.....INSIDE FRONT COVER	Premiere TV.....13
Catapult.....20	Live Star.....17	Ogilvy.....BACK COVER	Ruder Finn.....19
Finn Partners....INSIDE BACK COVER	Log-On.....23	Omega World Travel.....27	Trevelino/Keller.....15
Kaplow.....5	Matter Communications.....21	Open Channels Group.....7	TV Access.....38

KAPLOW



Knowing what's coming next
is the key to success.

Elections, democracy: meet your corporate sponsors

The 2012 presidential election drew more political and financial influence from U.S. corporations than any other in history. It soon became clear that it wasn't the political candidates, their advisory teams, the media or the public who steered the course of 2012's political discourse, but a handful of powerful political action committees and their armory of corporate sponsors. A barrage of divisive campaign ads sent a clear message, albeit one that wasn't intended: corporate interest has become the most resounding voice in U.S. politics. We've been conditioned to vote not for the candidate who shares our beliefs, but to support the candidate who promises to acquiesce to the private sector. In this sense, corporate and political objectives have become virtually inseparable. A vote for one is simply a vote for the other by proxy.

It's not like we didn't warn you. The deluge of commercial speech in the 2012 election was a direct result of the Supreme Court's historic 2010 Citizens United decision, which removed spending limits by independent campaign supporters, essentially allowing corporations to engage in limitless political fundraising efforts as long as they didn't work directly with those candidates. Total outside spending during the 2012 election reached an astounding \$1.1 billion, according to a report by OpenSecrets. Super PAC spending alone was \$465 million, according to an October report by the *Wall Street Journal*. Compare these figures to the 2010 Midterms — the first election to occur after Citizens United, where spending by interest groups accounted for only about \$300 million, already more than four times 2006 Midterm election spending — and it's clear Citizens United was a watershed for what's now become the election standard. Nearly half the money raised in the 2010 election was done so by only 10 groups. In 2012, the largest five Super PACs raised as much. The largest — Restore Our Future (\$118 million), Priorities USA Action (\$54 million) and American Crossroads (\$41 million) — each reported campaign contributions and spending that would have dwarfed total campaigns in elections only a decade prior.

Corporations are incapable of participating in nuanced, balanced conversations. In fact, corporations only "talk" when it serves their bottom lines. With corporate speech now unchained in the political arena, the barons of U.S. enterprise have denigrated our political discourse with meaningless in-house patter that selectively appeals to faith, values and reason only when it serves their interests. The language of even the most vicious attack ads are simply profit motives couched in partisan politics or vague appeals to no-duh morality. Interest groups scare the public on the future of their jobs or the state of the country, hoping that by repeating these fears enough the dumbest will seek guidance from the messengers. They achieve consensus the same way they get anything else: by paying for it. Meanwhile, the actual messages under these tactics are clear: charity is anathema, taxes on the wealthy are an attack on free enterprise, and trickle-down economics works, despite decades of evidence that says otherwise.

In the best cases, their messages have resulted in comedy gold. Campaign for American Values PAC produced a hilarious piece of fear-mongering schlock in an ad that claimed "Obama is trying to force gay marriage on this country." American Crossroads PAC ran an ad that claimed Obama's "celebrity" persona had left a nation damaged by slacker aplomb. Things were just as ridiculous on the other side. Priorities USA Action, the largest of the pro-Obama Super PACs, famously ran an ad that said Romney was indirectly responsible for a woman's death from cancer after her husband was laid off at a steel plant. Obama Super PAC American Bridge 21st Century flooded the airwaves with a series of stupid Big Bird ads, making Obama's political directives seem frivolous simply by dint of association.

In the worse case, commercial language bypasses disseminating false information and attempts to threaten voters outright. David Siegel, billionaire CEO and Founder of Westgate Resorts, warned employees of mass layoffs if Obama was reelected. Mike White, CEO of industrial manufacturer Rite-Hite, threatened employees with "personal consequences" if Obama remained President. Jack DeWitt, CEO of Request Foods, wrote a missive in his company's newsletter in which he urged his workers to vote for Romney. Arthur Allen of ASG Software Solutions suggested employees might lose their jobs if Obama was reelected.

Like it or not, this is the future of U.S. politics. The elections of tomorrow won't be battlegrounds of ideas as much as milestones in corporate control, where vague promises of new ideas are parlayed through the company puppets who exemplify these sponsors on a political stage. Maybe in fifty years or so we'll be honest enough to bypass political officials altogether and vote for the real candidates: McDonald's versus Whole Foods, Coke versus Starbucks, News Corp. versus NBCUniversal. Pundits will then wax on the brave communications strategies executed in these campaigns, what thinly veiled commercial talking points were especially effective at duping the masses, who was buttressed by the most funds, or which campaign had the best celebrity endorsements. If you think the 2012 election was ugly, just wait. ●

— Jon Gingerich



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The background is a dark blue field filled with a collage of various digital and communication icons in lighter blue. These icons include a camera, a smartphone, a Wi-Fi signal, a house, a mail envelope, a person icon, a computer monitor, a Twitter bird, a magnifying glass, a paperclip, a microphone, a star, a globe, and a shopping cart. The icons are arranged in a layered, overlapping fashion, creating a sense of depth and connectivity.

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PR, marketing see Q3 slowdown

Global marketing and PR conglomerates, as well as services companies, saw revenues slump, in some cases markedly, during the latter part of the third quarter after solid gains through the summer. But Interpublic offered a glimmer of positive news as its robust PR operation propped up flagging revenues elsewhere in its marketing orbit.

By Greg Hazley and Kevin McCauley

Paris-based Publicis' organic growth slipped in the third quarter to 2% as budget cuts triggered by sluggish economies in Europe stalled strong summer revenues.

North America, Publicis' largest market, ticked up 3.2% over Q3 2011 to 805 million euro (\$1 billion), below expectations, while overall the advertising, PR and marketing conglomerate saw revenue of 1.6 billion (\$2.1 billion) euro.

Organic growth of 2% was below earlier expectations.

Chairman and CEO Maurice Levy called it a "summer of contrasts" where July and August trended upward until a sudden downturn in September — "as sharp as it was unexpected" — centered on Europe.

"September bore the full brunt of budget cuts triggered by the marked downturn in economies: instead of the 6.6% growth forecast for September, the month ended with negative growth of -1.6%, mainly as a result of Europe.

Levy said North America remains "resilient" and believes the factors that hurt revenue in Q3 — loss of GM's media and search account, as well as cuts to healthcare and retail budgets — are "more non-recurrent than structural."

The first slide of Levy's investor presentation for the Q3 results included a collage of headlines about economic troubles in Europe, U.S. and China.

Big wins for MSLGroup included Wal-Mart (Hong Kong) and Taitra (Taiwan).

PR perks up IPG

Despite a strong PR performance, Interpublic in October reported a 3.2% slide in Q3 revenues to \$1.7 billion and a 24.1% drop in operating income to \$131.4 million.

CEO Michael Roth said the "year has proven to be more challenging on the revenue front than anticipated." A key hurdle was "incremental client caution being felt across our industry," according to Roth. U.S. revenues fell 5.5% to \$940.5 million, while international was flat at \$729.9 million.

Roth added "we continue to manage the business effectively and will deliver

increased full-year profitability relative to 2011."

Interpublic's PR units turned in a "terrific" performance and see more opportunities ahead (e.g., content-creation, social media), Harris Diamond, Chief of the constituency management group, told *O'Dwyer's*.

He said PR combined for a 5.9% "organic" growth rate during the 3Q period, which compares to an overall 0.9% decline at the corporate level.

Weber Shandwick, GolinHarris, DeVries PR, Rogers & Cowan and PMK*BNC spearhead IPG's PR unit.

For the nine-month period, IPG showed a one-percent decline in revenues to \$4.9 billion and an 11.1% dip in operating income to \$268.4.

WPP: Q3 revenues slow, cuts outlook

WPP reported third quarter revenue rose 1.6% to £2.5 billion amid a slowdown in North America and Continental Europe which hit advertising, media, PR and public affairs.

In dollars, revenues were nearly flat at just under \$4 billion.

"Functionally, both consumer insight and public relations and public affairs experienced slower growth than in the first half, again particularly in September," WPP Chief Martin Sorrell said in a statement, which noted a "difficult" quarter in the sector.

PR and public affairs ticked up 2.3% to £227 million, but fell by 1.7% over Q3 of 2011 on a like-for-like basis (excluding acquisitions and currency fluctuations). North America was down in Q3 across all of the PR group's brands, which include Ogilvy PR, Burson-Marsteller and Hill+Knowlton Strategies, offset by growth in the U.K., Latin America and Africa.

Through the first three quarters, PR and public affairs revenues were flat (+0.1%) on a like-for-like basis at £686 million.

WPP sees revenue growth slowing for Q4 in North America, Europe and Latin America, particularly in PR, PA, branding/identity, healthcare and other specialty communications.

For North America, revenues on a like-for-like basis were down 0.4% at £885.

WPP cut its like-for-like revenue outlook for the year from 3.5% forecast in August to the range of 2.5% to 3.0%.

PR software providers see Q3 gains amid weakness

PR and marketing software providers Vocus and Cision saw third quarter gains while noting weakness and slower growth in North America and PR.

Maryland-based software giant Vocus reported third quarter revenues rose 57% to \$45.2 million as the PR and marketing software provider chalked up a net loss of \$3.8 million for the quarter. Vocus, which does not break out acquisition-related gains, paid \$169 million in Q2 for email marketing company iContact.

CEO Rick Rudman said Vocus' marketing suite and iContact acquisition showed momentum for the quarter, but its large market PR customers and France operation came in below expectations. "We saw some overall weakness in bookings in these areas, and we made some operational improvements that we believe will lead to improving performance going forward," he said.

Vocus said it added 1,015 net new annual subscription customers during Q3, as well as an additional 63 sales reps for a total of 474. It ended the quarter with 15,131 annual subscription customers.

Looking ahead, Rudman said Vocus will focus on marketing automation, social CRM (customer interactions, contacts), and mobile marketing in 2013.

Cision, which is reworking its U.S. operations after the third quarter sale of its print monitoring business to BurrellesLuce for \$2 million, said Q3 organic growth rose two percent to SEK 240 million as North America growth slowed over the first quarters.

CEO Hans Gieskes said the company is "significantly transforming" its U.S. business, centered on the CisionPoint PR software service, this year after overhauls in Europe over the past two years.

Net profit for the quarter rose 9.5% to 23 million SEK.

North American revenue rose organically by 4% but the company warned its "healthy rate" of growth will be more difficult to repeat amid the divestment of its print monitoring unit, which came weeks after a multimillion-dollar settlement with Dow Jones after a copyright infringement claim. The sale, to be completed in Q4, will shed 150 staffers at Cision.

Through the first three quarters, Cision revenue is up five percent to 745 million SEK compared with 2011.

Cision has nearly 13,000 customers. ●

Edelman celebrates 60th anniversary

Edelman CEO Richard Edelman paid tribute to his father and firm founder Dan, as well as Chicago, hometown of the No. 1 independent, during an October talk to celebrate the 60th anniversary of the firm.

By Kevin McCauley

Speaking before a packed audience at the stately University Club of Chicago, Edelman called himself a proud Chicagoan who committed “an act of treason” when he moved to New York to head up the Big Apple office. A reason for the shift: “People in Chicago keep calling me Dan,” he joked.

Chicago, according to Edelman, brims with creativity and recognition of the importance of client service that make it “one of the best cities in the world for a communications firm.”

Ever the shrewd businessman, Dan saw an opportunity to work with many of Chicago’s ad agencies to extend the reach and credibility of their advertising, said Edelman.

That led to the firm’s collaboration with Leo Burnett to promote the presidential candidacy of Morris the Cat, spokesperson for 9-Lives.

Said Edelman: “Believe it or not, Morris had more base name recognition than candidate Michael Dukakis.”

Creator of media tour

Native New Yorker Dan moved to Chicago in 1948 as PR director of the Toni Co., maker of the do-it-yourself permanent.

It was there that he created the “first-ever product media tour to capture the attention of news editors and consumers across the country through a 70-city tour featuring six sets of real-life twins,” his son said.

As the twins traveled throughout the U.S., politicians would line up to get their names in the papers by kissing the Toni twins. “Dan even managed to get

varying vice-presidential candidates — Alvin Barkley and Earl Warren — to kiss the twins,” said Richard.

He told how a visit to Tulsa resulted in the arrest of the twins due to a local ordinance banning the practice of cosmetology without a license.

When contacted by the Tulsa police, Edelman joyfully jumped at the PR gift and called the Associated Press.

The resulting stories about the arrest received huge play coast-to-coast.

Richard said the Toni campaign was the first time that PR, which was mostly dealing with corporate reputations, was so closely aligned with a product.

He said the firm follows Dan’s operating principles of hire the best talent, work hard to retain staffers by offering entrepreneurial opportunities, invest in intellectual capital,

expand in new markets through re-investing earnings and avoid debt.

Richard said “as long as you’re independent and family-owned, you’ll serve no one’s interests before those of your clients’.

The 92-year-old Dan Edelman could not attend the anniversary party. He’s been hospitalized since early August.

Into the future

Edelman spoke about the changing communications scene that presents great opportunities for firms that can help clients evolve from “rules-based leadership to principles-based leadership.”

For instance, Edelman said that “instead of waiting for government to respond and regulate, business must address the issues and challenges of



GolinHarris co-founder Al Golin with Ruth Edelman.



Richard Edelman speaks in Chicago.

Photos: Kevin McCauley



Richard Edelman praised sister Renee for the firm's growth in technology.

our time. It should move from license to operate, to license to lead, setting the agenda on issues like fracking, establishing the context and then proving performance through transparency.”

PR, at its best, can help move business and society forward in a complex world. “Let’s compete not just with other PR firms but with ad agencies and digital firms for budgets and for ideas that are catalysts for change,” urged Richard.

There’s a need for PR to lead under the public engagement framework. “Fittingly, it’s the leadership Dan always believed that PR should have. He believed it sat above advertising in the communications hierarchy,” said Richard.

Personal thank-you’s

Richard thanked the many clients in the audience and members of his family. He praised mother, Ruth, “who in every sense of the word has been my dad’s business partner in building Edelman from the beginning. No one believed more or gave more than she has.”

Ruth received a rousing standing ovation.

He commended brother, John, for “starting our human resources function a decade ago, then helping us continue our involvement in the community,” and sister, Renee, for “championing the technology sector at Edelman, now our second-largest line of business.”

He concluded: “To Dan, it is a rare gift to find work that sustains you, and keeps you curious for a lifetime. But it is rarer yet to share that gift for 34 years with your father.”

Richard expressed gratitude to the audience and “to the city of Chicago for all that you have given us.” ●

Scientists slam media's treatment of climate change

A study by a leading science industry group has found an alarming disconnect between the U.S. media's treatment of climate change and scientific consensus. Now members of the science community are banding together to set the record straight.

By Jon Gingerich

The Union of Concerned Scientists, a science-based nonprofit organization headquartered in Cambridge, Massachusetts, released a report in September titled "Is News Corp. Failing Science?" UCS examined two popular news outlets owned by News Corporation — Fox News Channel and the opinion pages of the *Wall Street Journal* — recording and analyzing every mention of the term "climate change" over a six-month period. The group's findings concluded what many have suspected for a long time: that both outlets "heavily misinterpret" facts surrounding climate science more often than they make statements grounded in scientific fact.

In all occurrences in which climate change was mentioned on Fox News during this period, 93% were misleading, or about 37 out of every 40 references, according to the report. Regarding the *Wall Street Journal's* opinion section, 81% of occurrences mentioning climate change were misleading, or about 39 out of every 48 references.

The study found that not only is it standard fare for News Corp.'s media properties to make misrepresenting or inaccurate claims regarding climate science, in many cases these outlets made claims designed to denigrate climate science or professionals who believe in global warming (according to the report: "The most common form of criticism regarding climate science on Fox News Channel was to broadly dismiss the scientific conclusion that climate change is occurring or human-induced."). The study also found Fox News and the opinion pages of the *Wall Street Journal* often frame the notion of climate science in terms of mere opinion or ideology, choosing to ignore an overwhelming corpus of evidence in scientific research that goes back decades. The study concludes that while it remains to be seen if some in-house policy is responsible for shaping opinion on climate science at these news organizations, the repeatedly incorrect information offered by these outlets could potentially misled a broad swath of the public on this issue.

Not surprisingly, the UCS study is seen as a disturbing trend by members of the

scientific community.

"It's like they're talking and writing about a parallel universe," said UCS climate scientist Brenda Ekwurzel. "Their viewers and readers simply aren't getting an accurate story on climate science."

On September 21, the UCS held a press conference and media panel at the New York Public Library's Science, Industry and Business Library to discuss the report's findings. Joining them were James McCarthy, UCS Board President and a Professor of Biological Oceanography at Harvard University, as well as *Time* Senior Writer Bryan Walsh.

Speaking to a room of scientists, reporters and curious members of the public, McCarthy said there is far more consensus regarding climate change in the scientific community that the public might be led to believe.

"If you look at any society that climate scientists belong to, you'll find our statements on this issue are consistent. That's why there's a confidence on our end of the conversation. What we know about climate change is a lot clearer than it appears to be," he said.

However, McCarthy believes one of the main problems in the debate surrounding climate change is that the science community isn't particularly adept at sharing its findings with the public. Moreover, McCarthy noted there's a discord between what the press wants in a story and the highly nuanced nature of science. Climate change is a complex issue, but because it's also a divisive issue, the onus is on the scientific community to speak out.

"A lot of scientists won't pick up the phone if there's a reporter on the other end. There are a lot of uncertainties in science, and reporters don't like uncertainties. Reporters want a quick quote, and as a result these issues are often put in stark arrangement," he said. "But most of the public doesn't get to have conversations with scientists. The people they do speak with are people close to them, who often



Dr. James McCarthy, a Harvard University Professor and Chair of the Union of Concerned Scientists, stamps the phrase "Not Science" on a copy of a recent misleading Wall Street Journal editorial regarding global warming.

Photo by Desdemona Burgin.

aren't terribly informed. As people, we're just not very good at dealing with long-term issues. It's not just climate change. Look at the financial crisis. It's hard for us to focus and respond to the long term."

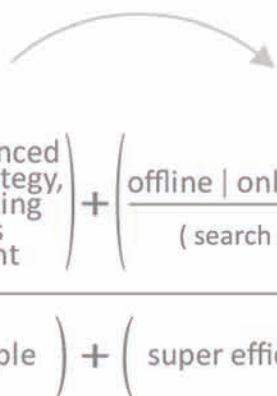
"Those who are the most skeptical tend to be the loudest," said Walsh. "One of the things that complicates climate change is that it's a chronic tradition. It's long term and that's hard to visualize. We still have to serve the public function by reporting while being sensational."

McCarthy believes there are ways to change the conversation, and it involves discussing the benefits of climate change awareness: benefits to health, national security, appeal to religious convictions or how lives could be saved by awareness of the harmful effects of pollution. Walsh believes both parties might find a broader base of agreement by aiming at business objectives, such as ideas of clean energy.

After the panel, UCS members and attendees convened in Bryant Park to participate in a "Stand Up for Science" rally. UCS staff handed out postcards addressed to News Corp.'s New York headquarters, with the words "not science" emblazoned across Fox News and *Wall Street Journal* logos. On the other side of the cards, the public could pen personal letters to the company, asking them to improve their standards for science coverage.

The panel was moderated by Angela Anderson, Director of UCS' Climate and Energy Program. ●

Alternative PR energy


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A startup's guide to PR success

The roads of the Valley are littered with companies that believed that having the best technology would automatically ensure market success. If only it were that simple. Many great products or services have failed because the associated marketing efforts did not match the thought and labor invested in product development.

By Julie Karbo

When I began my career in 1981 at Atari, tech marketing was a nascent field. We tried our best to apply tried-and-true marketing principles to a new game. One of Atari's last acts was to hire consumer packaged goods marketing experts, believing that the principles that guided marketing for those products would hold for tech.

Nothing could have been further from the truth. It failed miserably. We know better now, and over time some key truths have emerged that all savvy startups can learn from. We'll start by reviewing a few important things you should consider as you search for your agency partner.

Tech PR is its own beast. There are complicated nuances, a myriad of best practices, landmines, important skills and strategic judgments that are acquired over a long period of time. Hire PR agency senior advisors that not only have at least twenty years of tech PR experience, but also have their fingers on the pulse of today's constantly evolving PR ecosystem.

Make sure the leaders of the firm are working on your business every day. I can't tell you how many horror stories my partner, Dave Fonkalsrud and

I have heard from Marketing VPs or CEOs about hiring an agency. After the big guns have come in to pitch the business — enthusiastically promising their day to day involvement — these startups find themselves with a well-meaning junior person with a couple of years of experience running their PR efforts. When you get references, ask the agency's clients, "Who works on your business every day?"

Look at a person or agency's track record. There should be frequent examples of companies in similar situations to yours that have been taken to market leadership.

Once you find the best partner, it's important to remain diligent in your efforts to secure the greatest value from each PR dollar spent.

Make sure your PR team has access to your marketing and business plans as well as important primary and secondary research. The belief that a PR agency doesn't require the same business and market data that you need to make effective decisions is antiquated and will ultimately hamper the efficacy of your PR efforts. Over share rather than under share. If available, K/F required reading includes business plans, investor, partner and customer presentations, marketing plans, target and customer demographic and psychographic profiles, focus group or other primary research, competitive analyses, outside market research reports, MRDs, etc.

Ask your agency to recommend PR objectives that will help the company achieve articulated business and marketing goals. Discuss customized methods to measure the efficacy of PR programs. Be prepared to help your agency measure success. For example, if a critical objective is to help to drive sales — which it should be — establish tools with which you can determine if incoming leads are due to specific PR efforts. Or if an objective is to drive a certain number of people to the website, be prepared to provide a breakdown of visitor

traffic and visitor characteristics around significant PR events.

Reference partners and customers are absolutely essential to the success of your long term PR efforts. Many reporters won't write about your products if they can't validate company claims by speaking to your customers or partners. Of course there are exceptions, but don't severely handicap your important announcements by not providing a number of customer references for reporters.

As the CEO or VP of Marketing, you should serve as a conduit between the company and your agency. Participate in strategic decisions; serve as the company representative in press activities. On the back end, ensure that you are getting value from the relationship. Micromanaging your account team, however, is not a good use of your time, nor will it ensure you get the most out of your agency. When you're tempted to help write PR plans, draft press releases, dictate PR tactics and review pitches, just remember the wise saying — "The person that represents himself in court has a fool for a lawyer."

Savvy tech executives realize the value of PR over and above many of the other promotional elements of the marketing mix. Bringing in a top notch agency early in the process and devoting the time and financial resources necessary to succeed will be a determining factor in whether or not your company not only achieves your short term objectives, but survives. The smartest founders and executives bring the best talent to the table and set a course to conquer the market.

Julie Karbo is Partner and Co-Founder of K/F Communications, Inc. in San Francisco. ●



Julie Karbo

Media briefs

CONDE NAST LAYOFFS HIT EDITORIAL, PR

Company-wide layoffs at *Conde Nast* have hit most of the company's media properties as well as corporate communications, according to a reports.

Among the 60 or so staffers let go was VP of Media Relations and Digital Corporate Communications Strategy Susan Portnoy, a six-year *Conde Nast* vet and former PR director for Oscar de la Renta, according to CN's *Women's Wear Daily*.

The *New York Post* reported Oct. 5 that the company slashed budgets by about 10 percent for the current fiscal year and is mulling budget cuts for next year with a goal of another five percent.

WWD said Portnoy and another comms. staffer were that unit's casualties. Portnoy's duties will fall to senior VP/Corporate Comms. Patricia Steele.

What's the next big town for tech?

For years, Silicon Valley has been the clear winner when it comes to tech hotspots in the US, but more recently, many up-and-coming regions are emerging to challenge the Northern California hub for the tech throne.

By Justin Nunez

It's a topic that sparks never-ending debate, but when one of the most powerful CEOs publicly regrets not building his company outside of the Bay Area and a slew of others painting a bleak picture for the sustainability of Silicon Valley, the relocation of the current tech scene seems inevitable.

As CEOs continue to urge for geographic change and startups endlessly searching for the next best place to thrive, we decided to look beyond the normal data and figures to highlight a few regions that could become the next Silicon Valley.

Washington, DC — The politicization of software

Granted, everyone knows that DC is and will always be known as the political hub of the US, but a 21 percent rise in high-tech employment since 2001 is reason enough for this political capital to make the LEWIS 360 shortlist. Add

that to the trend of tech giants and startups increasing lobbying efforts, and it is no surprise that Washington is becoming a prime location for corporate growth. Where else can a CEO spend the morning negotiating the next big merger, then walk a few blocks to legislative debates that will potentially impact billions of dollars in tech spending?

Raleigh, North Carolina – Tech meets southern hospitality

Raleigh is an easy contender based on the corporate data pointing to an upward trend in economic success, specifically in tech. Combine the fastest growing job market and the fastest growing city (according to the 2010 Census) with a dedicated push for more tech and innovation-based companies, and the city has a proven recipe for success. While this southern city may not have the size and infrastructure that many other big-city contenders boast,

the relative youth and public backing in the tech market makes it one of the most exciting locations to watch.

San Diego, California — Endless sun, endless profits

The final city on the list comes as no surprise to some. San Diego has been on the high-tech watch list for the past decade, largely thanks to the growth of biotech and life sciences in the region. With so much tech talent located in one, climate-friendly location, this Southern California city is capitalizing on a diverse range of tech industries to drive growth and draw companies down from the north.

While the same state business laws that Bay Area CEOs dislike still play a role in overall growth, the climate, tech culture and broad industry knowledge keep this city growing toward the top.

Justin Nunez is Senior Account Executive at Lewis PR. ●



Justin Nunez

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Tech and recognition: does location trump innovation?

Despite the myriad changes that have affected both the tech industry and the media that covers it, a geographical perception remains: that U.S. coasts are the primary hubs for tech activity and recognition.

By Dennis Brown

Not surprisingly, the media tech companies target are typically clustered where the action is. This includes the mainstream business press with influential tech coverage, such as *The Wall Street Journal*, *New York Times*, and *Business Week*; the IT trade media that grew up with the industry (*InformationWeek*, *eWeek* and others); and popular tech blogs such as TechCrunch and GigaOM.

Other than a few exceptions, building relationships with these media requires making connections with reporters and editors on the coasts. Does this put companies that aren't located in these hotbeds at a disadvantage?

"I wouldn't say disadvantage," said Vince McMorro, APR, a media relations specialist at Fahlgren Mortine. "But they may have a smaller margin of error. They can't afford missteps, particularly early in the relationship."

Two challenges, in particular, should be considered: proximity and perception.

To think there is no benefit to being located in the same physical community as the media that is covering you, to share the same local news outlets and, in some cases, the same roads on the daily commute, is dangerous. Media are naturally going to be more aware of companies that are emerging in their backyard than they are of those across the country.

In addition, there's the perception that, if the company is a serious player, it would be located on the coasts rather than in the Midwest. Like most biases, this one is often subtle and exists to varying degrees within the PR industry itself and with venture capitalists and the tech media.

Fortunately it's less prevalent today than it was during the dot-com boom, when there was a high premium on style and image. Today the premium is firmly on substance. Dave Kishler is a tech PR veteran who has worked with industry leaders and startups before, during and after the boom and is now Director of Industry Relations in the Dublin, Ohio office of Overland Park. "One result of the dot-com frenzy and subsequent fallout is that tech and industry media now look more closely at the context of acquisition, partnership and product announcements," he said.

In some cases, an existing bias can even create opportunity. This has been the case for TechColumbus, a tech incubator located exactly where the name suggests. "Our story is about our location," said Tim Haynes, Vice President of TechColumbus. "We stress the advantages of our location in the form of an educated workforce fed by the second-largest collegiate population in the U.S., funding and infrastructure support from the city and state, great research organizations and tremendous collaboration among those. National writers on both coasts have been surprised by what is happening here, and they have turned that surprise into some good stories."

The lesson? Regardless of location, the right story at the right time is still essential to generating coverage. "Overall, a good story angle and knowledgeable sources outweigh geographical location," said Kishler.

McMorro agreed, but encouraged clients not to underestimate the challenges of coverage, particularly for companies with whom the target media is unfamiliar. "You have to realize you are competing with every other company in your space and related spaces," McMorro said. "It's like being an undrafted free agent in an NFL training camp. Those guys have to work extra hard just to make the roster and they can't afford the mistakes a high draft pick can get away with. But if they can play, it usually gets recognized, as once undrafted free agents who became NFL Pro Bowlers Antonio Gates, Wes Welker and Josh Cribbs demonstrate."

It's also important to ensure that third-party validation is integrated into the story. "It's always better to have a third-party tell your story whenever possible," McMorro said. "With no track record, the media has no reason to take your word for anything." This can create a chicken-and-egg situation for those at an emerging business who feel they need media coverage to get customers, while their PR firm is telling them they need customers to get media coverage. But that's the reality. If you can't sell potential customers, you probably aren't ready for the media.

One way to build credibility is to take advantage of the opportunities that exist with local or niche media. Resources may be scarce, particularly with a startup, but it

can be short-sighted to take too limited a view of media relations and focus only on top-tier publications. TechColumbus attributes some of its success to being willing to "climb the ladder." The organization took advantage of local and regional media opportunities to enhance credibility and build momentum that led to coverage in *The Wall Street Journal*. It also has leveraged a broader community-wide initiative aimed at increasing national awareness of Columbus and its economic development efforts, believing that successes there — including recent *New York Times* and *Time* features — confirmed and reinforced the TechColumbus story.

These low-hanging opportunities can also provide necessary encouragement to keep going. Persistence is paramount. Here, technology can be an ally. "Technology has erased barriers," Kishler said. "Editors can instantly access all kinds of information about companies and their customers regardless of their location. With social media and other new media, PR professionals have multiple ways of getting the attention of editors for awareness and story cultivation."

Still, nothing cements relationships like meaningful face-to-face engagement. This can be accomplished through desk-side briefings or at conferences and trade shows. "Even with all the technology available, a face-to-face briefing, in the right situation, can take a relationship to a different level," McMorro said. "Expenses are higher for a company that needs to travel, but it often pays dividends well into the future."

So, are Midwest companies at a disadvantage in the battle for tech media coverage? Few will admit it. They are based where they are for a reason, and any challenges created by physical distance from their target media are small compared to the benefits their location provides.

Better still, the solution to overcoming those challenges — strengthening the story, gaining third-party support, being persistent, optimizing every opportunity and strengthening relationships — create a solid foundation for any PR program.

Dennis Brown is Senior Vice President of Fahlgren Mortine in Columbus, Ohio. ●



Dennis Brown

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In a changing Pharma landscape, PR offers solutions

As a result of new federal regulations, people suffering from life-threatening diseases can now have access to ground-breaking therapies sooner. Pros working in the public relations industry should recognize the opportunity to now play a key role in this process.

By Valerie Carter

The latest addition to the U.S. Food and Drug Administration's accelerated review options, "Breakthrough Therapies," has created a new vehicle that will lessen the time it takes for patients to receive potentially lifesaving therapies. The new "breakthrough" category is intended to assure that drugs with extraordinary Phase I results follow the shortest path to prove safety and efficacy. It also aims to minimize the number of patients whose only options are treatments that are, for them, weak or ineffective.

"Breakthrough Therapies" is the newest of several programs being implemented by FDA to bring promising drugs to patients faster. Of course, there are pros and cons that come with a quicker FDA approval process. For many people living with deadly diseases, new thera-

pies still in the pipeline are the only chance they have to extend their life. But, they don't have time to wait. Patient advocates have praised the accelerated processes as a way to "shave years" off of the traditional regulatory course. The groups argue that many living with incurable diseases would gladly take on the added risks if the therapy shows promise for effective treatment, and in many cases, prolonged survival.

The challenge, however, is the potential negative side effects of these therapies that could later emerge and provide fodder for public backlash. Drug-safety experts have voiced concerns that the accelerated review effort is bringing drugs to patients without a proper analysis, compromising prescription-drug safety. Every time an adverse event associated with an accelerated therapy hits the public domain, the opportunity for negative media exposure is great.

While pharmaceutical companies work quickly to identify and submit drugs for review — using this new accelerated process — they need to carefully consider their communication programs. There are clear benefits to educating patients, providers and the public about balancing risk and benefit and preparing to address possible consequences that could come from later adverse events.

Outlined below are four ways pharmaceutical companies can partner with advocacy organizations and regulatory savvy public relations experts to provide proactive communications and prepare for any reactive communications needs associated with expedited review.

Partner with advocates

Public education on the benefits of the accelerated review process can be done proactively, before pharmaceutical companies are permitted to promote the drug to patients. Companies can work with FDA and patient groups to educate the public about the importance of the balance between risk and benefit of accelerated therapies to patients dealing with life-threatening diseases.

Begin communications early

When companies move through any accelerated application process, ensuring communications are fluid and everyone is on the same page can be a challenge. Public relations professionals can lead communications throughout the application and approval process to ensure internal and external stakeholders are aligned, while meeting FDA's requirements.

Engage key influencers

By proactively identifying and engaging with a group of top stakeholders, pharmaceutical companies can share information with key groups and individuals, field direct questions and open up opportunities for dialogue. An advisory board can work to report and discuss challenges that arise post-approval, before they reach the crisis point. Forging relationships with influencers early on will also allow pharmaceutical companies to form allies to call on for support throughout the approval process and during times of crisis.

Prepare for crisis

A detailed crisis communications plan outlining varying scenarios will allow pharmaceutical companies to prepare in advance and be nimble in response to any surfacing side effects of the therapy. They can then take action to respond quickly to negative media stories, drawing on the allies identified and secured through the proactive communications process.

While many patients are willing to balance the risk with the benefit of accelerated reviewed therapies, any adverse event that occurs as a result provides critics with an opportunity to highlight the challenges of these processes — thus pointing to the therapy and company as villains. By proactively communicating about the benefits of expedited review, pharmaceutical companies are laying the groundwork to position themselves to move promising therapies through the process and address any negative backlash that may result when adverse events arise.

Valerie Carter is Senior Vice President of JPA in Washington, D.C. ●



Valerie Carter

PR news briefs

ARMSTRONG CAMPAIGN DROPPED BY NIKE

Lance Armstrong is stepping down as head of Livestrong, the cancer patient support juggernaut he founded in 1997 that became one of the world's most recognizable charity brands.

"I have had the great honor of serving as this foundation's chairman for the last five years and its mission and success are my top priorities," he said in a statement Oct. 17. "Today therefore, to spare the foundation any negative effects as a result of controversy surrounding my cycling career, I will conclude my chairmanship."

Armstrong, who started the organization after a bout with testicular cancer, last month pulled the plug on his years-long legal and PR fight against doping charges as the World Anti-Doping Agency closed in on the seven-time Tour de France winner. The organization in October released a report containing significant evidence and testimony from teammates that Armstrong led a doping scheme for his racing teams.

His resignation from the charity sparked one of his biggest corporate backers, Nike, to end its longstanding relationship with the cyclist.

The *New York Daily News* reported in October that Nike paid \$500,000 to cover a positive test for Armstrong, an allegation the company said it "vehemently denies."

New service offers free self-publishing platform

The father and son team of Brian and Trace Cohen have founded www.launch.it, a free self-publishing platform that allows users to write their own headlines for new products and services.

By Jack O'Dwyer

“Our vision is that new products and services should be easy to find and share,” said Trace Cohen. “Entrepreneurs and big brands alike will no longer be challenged to present themselves honestly and fully to deserving customers,” he added. The slogan of the site is “If it’s new, it’s here first.”

Products posted on the site will be subjected to reviews by users.

“You can call this tough love or detox for overhyping marketing executives but the emphasis is on getting the truth well told,” said Brian Cohen, who founded Technology Solutions, Inc., in 1983 and sold it to the McCann Erickson World Group in 1997, becoming its Vice Chairman.

He pioneered in founding computer publications including *Computer Systems News* and *InformationWeek* magazine. He chairs the New York Angels investment group that has put \$45 million into start-up companies.

Firms write own stories

Product launchers write their own stories “but readers have the ultimate power to make or break your new product,” said Brian Cohen.

He added: “Launch.it will create better marketers based on their willingness to listen to their customer base and change their habits. We are filling a void since there was no single destination site for all news of the new.”

An “Action Box” on launch.it lets readers comment. Users can also buy products via a “buy” button next to the editorial content. Not only will visibility

be obtained, but possibly financing for worthwhile ideas, said Cohen.

The site will be “community-curated by multiple horizontal and verticals so that the most popular news will rise to the top.”

A social network lets users follow their favorite product launchers and companies. Partnerships for syndication to leading publications are available.

Once a news release is posted, the issuers can access a wide range of analytics such as page views, comments, demographics, infographics and psychographics.

Launch.it has already obtained key placements for itself including features in *Business Insider* and the *New York Times*.



The launch.it site launched in October. It promises a community-sourced solution to product and service launches, where PR professionals and entrepreneurs can write about and share new product releases in their own words.

PR people who sign up can post their news in less than ten minutes, said Trace Cohen. “No new product, service or idea will ever get left behind,” he added. ●

Media briefs

ICR UPS SHUTTERSTOCK IPO

Shutterstock, the digital imagery giant, is working with ICR for investor relations counsel on its \$76.5 million Oct. 11 initial public offering.

ICR Senior VP Denise Garcia, who handles the firm's Internet and e-commerce clients, is heading the IR account.

The nine-year-old New York-based stock photo company in March tapped Ogilvy PR as its PR agency of record.

Shutterstock's shares debuted — selling 4.5 million shares at \$17 — on the New York Stock Exchange under S5TK.

The company claims a database of 20 million photos, vector graphics and illustrations, adding about 80,000 each week.



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B2B social media: why it all starts with the blog

Social media in the business-to-business space is a growing opportunity for reaching customers, as well as establishing influence and thought leadership. In recent years, enterprise companies in the technology, health care and clean energy spaces have begun adopting social media strategies in a much broader way.

By Mike Sullivan

According to a Social Media B2B report, 65% of B2B marketers believe social media is critical to the success of their business, and 41% of those companies are prepared to increase their budgets to further leverage social media in 2013.

Content is king in this market, and 65% of B2B marketers have turned to blogging as the chosen form of content creation. The Content Marketing Institute reported that almost 75% of the content created by B2B companies is marketed across social media channels. This movement to a style of self-publishing is understandable, given the rampant changes in the media landscape, with news rooms and news holes shrinking dramatically.

According to the American Society of News Editors, which conducts an annual census of daily newspapers, the population of daily newspaper reporters has dwindled by 14,400 since 2007. And the journalists who are still writing for well-established publications are covering a variety of beats, rather than honing in on a specific technology or sector. The content supplied through blogs, Twitter, Facebook, LinkedIn, YouTube and, more recently, Pinterest, can give B2B organizations opportunities to share their stories with targeted audiences while also providing context and content for short-staffed publications.

Can you spell RFID?

It's possible that eight out of 10 people wouldn't know what Radio Frequency Identification Readers are, but it's likely 10 out of 10 of those same people rely on its technology at least once a day. RFID is the use of radio frequency electromagnetic fields to transfer data from a tag to an object. How is it used? Well, if you've been to your local library recently, the librarian used RFID to check the book out. Have you run a road race recently? If so, when you crossed the finish line your time was recorded using an RFID tag embedded in your race bib. When you drive through a toll on a highway, the toll is collected via the RFID tag inside the SmartPass transponder.

This B2B company needed to promote the benefits of RFID technology — in the face of industry confusion and distortion

— across industries ranging from health-care to construction to retail to hospitality. The strategy was not to promote its own technology, but to educate and influence about the benefits of this category of technology, providing an overall understanding of RFID that would dispel the pervasive myths.

The company's blog was the focal point for a social media strategy that highlighted the 100 uses of RFID, with each representing a blog post over 100 business days that were then promoted across Twitter and YouTube. Some examples were Macy's use of RFID for tracking restockable items, tracking large amounts of laundry (i.e. professional sports teams and hotel linens) via RFID, and paying for goods and services with Google wallet through RFID. A dedicated landing page on the company's website brought attention back to the company itself, establishing its spokespeople as thought leaders and go-to sources on this technology.

The campaign resulted in a 40% increase in visits to the company's website, a 20% increase in its blog subscribers, close to 9,700 blog page views in the final 30 days of the campaign, a 230% increase in Twitter followers, 58 lists on Twitter following ThingMagic and a 16% increase in lead generation during the program.

Grab attention with strong viewpoints

Similar to the RFID company, an emerging security vendor with several high-profile contacts within the federal government and enterprise markets, faced a communications quandary. Despite great customer successes, the company was often unable to discuss the specifics of its work given its mission critical and confidential nature. Its customers were similarly constrained from talking specifically about the company's work for them.

Given these constraints, a strategy was devised to launch a corporate thought leadership blog with content that would be attractive to core security and IT media, as well business press. The goals for the blog were to highlight the company's security expertise and leadership; provide a catalyst for media coverage; respond quickly to security industry events, offering a solid point of view; and

create a channel for the CEO to discuss his thoughts on issues facing the industry.

A team of executives, who would make up the stable of contributors to the blog, was assembled and assigned coverage areas based on their areas of expertise. Ultimately, the goal was to make the blog a destination for parties interested in learning more about key issues affecting the network security industry. To achieve this, the bloggers were chartered to be aggressive in tackling sensitive topics and offering provocative opinions.

As the famous line in the movie, "Field of Dreams" states, "If you build it, they will come."

Since it was launched just over a year ago, this blog has drawn, on average, more than 1,000 weekly site visits. It ranks in the top 10 of Google SEO rankings for 33 of the company's top 50 SEO keywords, and has eclipsed the company's own corporate site as the highest ranking authority in this area of expertise. Additionally, it has garnered coverage from Bloomberg, Xconomy, *SC Magazine*, *Dark Reading*, *Government Security News*, *Network World* and many others.

The advantages of using social media in the B2B world aren't just for driving coverage and thought-leadership metrics. More than 56% of B2B companies were able to develop new business partnerships through use of social media; 60% of these companies witnessed enhanced search rankings through the use of social media; and almost 70% of B2B companies were able to gather more intelligence into their respective marketplaces from their social media efforts.

Social media is not a present day trend; it's a new medium for reaching out to targeted audiences, to share specific messaging and the future of how business will be conducted. And B2B companies are definitely on board and driving forward.

Mike Sullivan is Strategic Media manager at Lois Paul and Partners in Boston. ●



Mike Sullivan

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Newsweek's print demise is publication's own fault

Newsweek's recent announcement that it will end its print edition in December marked another sign of its troubled history. The news publication enjoyed some successes here and there during its 79 years in print, but always lagged behind Time and never found its identity. Newsweek is mostly a victim of poor management, poor editing and weak content, as well as the changing reading habits of Americans.

By David E. Sumner

The magazine started on the road to its demise in 2008 when the Washington Post Co. sold it to new owners for a total of \$1. That move translated as, "Thank you very much for taking this magazine off our hands — and good luck."

The next tragic step came with the hiring of its most recent editor, Tina Brown, a celebrity editor known for producing controversial, push-the-envelope covers, but who brought no news or reporting experience when she arrived two years ago. The magazine spiraled out of control, losing a reported \$40 million a year during her tenure. Its Oct. 29 issue contains just 54 pages — compared with *Time's* 79 — for the same price of \$4.99. Samir Husni, a journalism professor and magazine expert from the University of

Mississippi, wrote on his blog: "Print is not dead. *Newsweek* is committing suicide that is leading to its death in print first, and demise second. The magazine lost its DNA [and] stopped giving the audience the intellectual stimulation magazines of that genre are in the business of giving."

In fact, news magazines are competing with the Internet, which provides news as a free commodity with thousands of outlets. Between 2001-2010, *Newsweek* lost 53% of its readers; *U.S. News and World Report* (which ended its print edition in 2010) lost 51%; and *Time* lost only 21%.

But, *Newsweek's* closing does not mean that print is dying. Magazine circulation and advertising revenue surpassed that of newspapers in 2008 and is predicted to rise 2.6% this year to \$18.3 billion, according to research firm eMarketer.

That's the third increase in three years.

Last May, I presented "American Magazine Winners and Losers, 2001 to 2010" at the International Conference on Communication and Media in Istanbul, Turkey. My paper summarized the decade's circulation trends for 168 leading magazines in 20 special interest sectors, and found that while total circulation did decline by about 10%, the great majority of those 168 magazines grew. Total losses were accounted for by just six publications, including the top three news magazines.



David E. Sumner

Yet there is a clear indication that magazines are offering information on subjects we want to read about. For example, food, gardening, travel, health and fitness magazines grew by 20% or more. Other growth sectors included music, sports, women's and Hispanic magazines. Go to any retail magazine display and those are about the only kinds of titles you will see.

Americans have turned increasingly towards leisure interests in print magazine reading habits. We want service magazines that benefit us personally — telling us how to cook, exercise, garden, dress, groom ourselves, take care of our children and pursue our hobbies. We want magazines that offer tips on where to dine, travel and be entertained. We do not as frequently read magazines that interpret the latest news or debate political and social topics.

The passing of *Newsweek's* print edition is sad. But *Newsweek* was a victim of its own mismanagement as well as an indication of our changing reading habits — and not a sign of the decline of the magazine industry.

David E. Sumner is a professor of journalism and head of the magazine program at Ball State University. He is the author of "The Magazine Century: American Magazines since 1900." ♦



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Monster beverage mounts crisis defense

Monster Beverage Corp. is relying on PR support as the energy drink titan copes with a lawsuit and Food and Drug Administration probe into five deaths and other illnesses possibly linked to its products.

Los Angeles-based Pondel Wilkinson, which has handled investor relations for the publicly traded company, is working the PR front and speaking for Monster. PW VPs Evan Pondel, a former journalist and son of PW founder Roger Pondel, and Judy Lin Sfetcu, are serving as spokesmen for the company, which changed its name from Hansen Natural in January.

A negligence lawsuit was filed this month against Corona, Calif.-based Monster by the family of a 14-year-old girl, Anais Fournier, who died last year from a heart arrhythmia after drinking Monster beverages. The suit accuses the company of failing to warn of the risks of its drinks.

A Freedom of Information Act request related to the suit revealed the FDA inci-

dent reports, which date back to 2004. The *New York Times* reported the deaths have occurred in the last three years, however.



“Monster does not believe that its products are in any way responsible for the death of Ms. Fournier and intends to vigorously defend the lawsuit,” the company said. “The FDA has made it clear that it has not established any causal link between Monster Energy drinks and the reports it has received.”

Monster notes that “tens of billions” of energy drinks have been sold and safely consumed for the past 25 years, including eight billion cans of Monster Energy since 2002.

An FDA director told the *Times* that

energy drinks are not defined by any regulation and noted the phrase is a “marketing term.”

But the American Beverage Association says energy drinks, like all foods and beverages, are regulated by the FDA, adding they contain half the caffeine of a similar size cup of coffee.

The Washington, D.C.-based American Association for Justice, the trial lawyer trade group formerly known as the Association of Trial Lawyers of America, is helping to publicize the Fournier lawsuit and pushing for oversight of the products.

“I was shocked to learn the FDA can regulate caffeine in a can of soda, but not these huge energy drinks,” Fournier’s mother, Wendy Crossland, said in a statement. “With their bright colors and names like Monster, Rockstar, and Full Throttle, these drinks are targeting teenagers with no oversight or accountability.”

Monster shares surged more than 12%, up \$5 to \$46.15, in morning trading Oct. 24. ●

News briefs

MULTIVITAMIN MAKERS LEVERAGE PRODUCT STUDY

Multivitamin makers are cheering a 13-year study published in October in the *Journal of the American Medical Association*, which found men who took Pfizer’s Centrum showed a reduced cancer risk of eight percent.

Pfizer Consumer Healthcare and agency Ketchum are jumping on the study, which used its Centrum Silver multivitamin.

The PR victory for Pfizer came just months after the company removed claims related to breast and colon health on advertising and labels for Centrum products, after pressure by the Center for Science in the Public Interest.

The new study, published Oct. 17 in the *Journal of the American Medical Association*, saw researchers track 14,641 men, all doctors, from 1997-2011, finding “daily multivitamin supplementation modestly but significantly reduced the risk of total cancer.”

The study was conducted by researchers at the Brigham and Women’s Hospital and Harvard Medical School.

The Council for Responsible Nutrition, the trade group for dietary supplement makers, said the study is a key endorsement for its members’ products. Duffy MacKay, VP of scientific and regulatory affairs, added that the study “pushes the door and the windows wide open to the benefits and safety of multivitamins.”

The findings are being presented this week at the 11th Annual AACR International Conference on Frontiers in Cancer Prevention Research in Anaheim.

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COMMUNICATIONS

New technologies require timeless craft of reputation

Fads in the communications industry come and go. As consumer demand elevates the roles of technology companies in the public consciousness however, the notion of preserving, protecting and promoting clients' reputations becomes paramount.

By Dean Trevelino

I don't think anyone would refute that in the last 15 years, technology has been a benchmark industry for our economy. As a result, it's been nothing short of a catalyst for significant growth and renewed optimism within the public relations industry. When I speak about technology, I use the term as loosely as the brainiacs in Silicon Valley; technology refers to everything from enterprise technologies to hardware and infrastructure to Internet and ecommerce to mobile applications and consumer electronics. It's become a bit of a catchall — one deserved due to its reputation — but now more than ever technology resides at the center of our universe, no matter how hard or soft the solution, the product or the service.

Despite all the good, the bad and the ugly we've witnessed in the last 15 years — and public relation's impact on the reputation of marquee brands and segments of the technology industry — we seem to have failed to embrace the increasingly important relevance between public relations and reputation. Moreover, we seem to have left our invitations on the table, for others to wine and dine and outmaneuver us for budget when we should be feasting on bottomless dishes of start-ups, category disruptors and aging giants. I don't have an explanation for why we seem to look the other way other than to hypothesize that we are still enamored with this notion that content is king and thought leaders pay the bills.

Just look at what we, as an industry, are selling: storytelling, building awareness, driving recognition, establishing brand narratives and starting new conversations. I'm paraphrasing, but for the most part those are literal sentiments from some of the most "reputable" firms in the country. That's not to say that these industry pros aren't focused on reputation, but within the tech sector no one is standing on the shoulders of the rest pontificating the

relevance of protecting, preserving and promoting a company's reputation. Admittedly, we've lined up with the rest of the tech-focused firms, preaching the importance of getting influencers talking about the brand, its leadership, its products and services.

I believe we live in a "social economy," where everyone has a shot at your reputation. Today the world is full of both ambassadors and bridge trolls, each proselytizing from their Facebook or LinkedIn or Twitter pages. It's no longer good versus evil, or big versus small. A simple misstep from an otherwise good company confronted by an angry customer can create a mob mentality. That's where the notion of "protect" comes into play. If you're serious about reputation, at the very least you should have a "protect our reputation" strategy. More often, quick responding PR professionals can silence those bridge trolls. Without said strategy however, you'll find the resulting stories that cover the social mobs' take on your brand to be the most offensive, damaging and long-lasting.

Tech brands of reputation

If tech agencies aren't paying attention to reputation, should we assume some technology companies have little regard for it as well? I can't say conclusively other than to share some data from *Forbes* and its "Global RepTrak Pulse," which ranks what it refers to as "pure" technology and consumer electronic companies. Apple (#5), Google (#6), Microsoft (#7), Intel (#16) and IBM (#19) lead this cause for the industry. On paper, it seems as if these companies have a thoughtful reputation strategy, that their boardroom decisions involve high-ranking communications professionals, and that their agencies are talk about the importance of protecting, preserving and promoting their reputations.

Let's assume that everyone agrees that reputation is important and that a socially negative epidemic can cause

catastrophic impact on your brand overnight. The first step in developing a reputation strategy is to know where you stand in what we call the "threat zone." Factors like corporate status (public versus private), size, industry sector, product mix, years in business and audience weigh in on your risk management. Take Apple or Microsoft for instance. Both companies are similar in that they are large, public, in their 40s, and offer predicts for both business-to-business and business-to-consumer audiences. Yet

when Apple launches the iPhone 5 with a major snafu like a failed Maps app, life goes on because its reputation is intact. However, this would have crushed a start-up or undermined the integrity of a company with a lesser reputation. Now, if we look at Microsoft, the company took a media and blogger beating this summer with its much-anticipated Surface product. Its history with hardware can't weather an Apple-like fiasco, no doubt due in part to a poor reputation associated with hardware devices like Zune.

Could it be that our industry is so attached to generating media attention and building social community that the complexity around protecting, preserving and promoting a company's reputation is simply too complicated? I don't know. But I do believe the days of selling thought leadership, storytelling and brand awareness seem dated. I know these ideas won't save many brands. But I know if Microsoft has a hiccup with its Xbox, I can forgive and forget because its target audience — my 13-year-old son — says they've nailed it with products in the past.

Fortunately for the PR industry, the ball is ready to drop on 2013, and I can't think of a better time to re-think your position on public relations, where reputation is front and center. Call it a mission statement.

Dean Trevelino is Principal of Trevelino/Keller. ●



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O'Dwyer's Guide to: HIGH-TECH AND TECHNOLOGY PR

11.12



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Affect is an award-winning public relations and social media agency specializing in B2B and B2C technology and professional communications services. We combine smart people, creative ideas and hard work to achieve stellar results for our clients.

Our team's shared love for and experience in technology public relations allows us to bring a deep technical comprehension to every engagement. We're an agency

designed to feel like a true extension of your team, and we're known for our ability to translate highly technical stories into meaningful coverage in vertical markets, business press, and even for consumer audiences.

Affect's work has earned recognition and awards from some of the public relations industry's most respected associations and publications including *Bulldog Reporter*, *O'Dwyer's*, *Hermes*, *BtoB Magazine* and the Public Relations Society of America.

Affect is also part of the Global Reach PR Network, a worldwide community of award-winning technology PR consultancies.

For more information on Affect and our clients, please visit www.affect.com.

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Airfoil is an independent marketing communications firm that has served as the perceptual architect for many of the world's best-known technology brands. With offices in tech-rich regions including Silicon Valley, Detroit and London, Airfoil is recognized for delivering strategic solutions built upon market insights and calculated, creative communication risks. The firm develops strategies that maximize clients' competitive advantages in local, national and global business arenas, and with target audiences through traditional and emerging channels.

Airfoil's team of progressive account professionals and vital global partners apply a multi-disciplinary lens to client communication challenges, providing content development, design, digital marketing, market research, mobile marketing, public relations and social media services to help meet their objectives.

The firm elevates positioning for brands across consumer, enterprise, health care, cleantech and industrial segments.

Since its founding in 2000, Airfoil has built a reputation for results and earned its placement on prestigious industry lists like *O'Dwyer's* "Top 50 Independent Public Relations Firms," *The Holmes Report* "Top 12 Technology Firms," and *Advertising Age* "Best Places to Work." The firm has earned numerous accolades including *PRNews* "Small Agency of the Year," PRSA's "Silver Anvil Award of Excellence" and "Bronze Anvil Award of Commendation," and multiple Hermes Creative awards.

Airfoil Client List: ABB, Altair Engineering, Inc., Brookstone, CiRBA, Inc., eBay,

Faurecia, FordDirect, LinkedIn, Microsoft, NVIDIA, Parrot, Plex Systems, SurveyMonkey.

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Andy Getsey, *Co-Founder & CEO*
James Hannon, *Co-Founder & CIO*

Atomic tuned its approach working with top technology, consumer & entertainment brands — re-energizing programs, repositioning established brands & launching new companies and products. Using sophisticated analytics to guide campaigns for more than 10 years, we've learned important things about mass & niche media, digital & social media. And the interplay between digital and physical activities. It's a different model that makes a real difference; often 100%+ across numerous kinds of results you can measure.

Atomic PR has powered numerous breakthrough campaigns for progressive consumer, technology and entertainment brands from exciting start-ups like Mint.com, LivingSocial, Dropbox, and Smule, to larger brands and leading publicly traded companies including SONY, Verizon, Intuit, IMAX, LinkedIn, Polaroid and Pioneer.

Atomic has offices in San Francisco, New York, Los Angeles, Orange County, London and Munich. Atomic is part of Grayling, a leading global agency with 73 offices in 40 countries across the world. More information: www.atomicpr.com. Follow Atomic on Twitter: www.twitter.com/AtomicPR and like us on Facebook: www.facebook.com/AtomicPR.

The December issue of *O'Dwyer's* will profile PR firms that specialize in sports and entertainment. If you would like your firm to be listed, contact Editor Jon Gingerich at 646/843-2080 or jon@odwyerpr.com

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Bateman Group, Inc. is a full-service public relations and social media communications firm focused on disruptive companies re-shaping the way we work, live and play.

Differentiated by genuine content expertise, exceptional writing skills and a senior-level staffing model, Bateman Group's objective is to make a bigger market impact for a smaller, more select group of companies. Bateman Group was among the first to architect

a truly integrated service offering combining traditional PR best practices with the latest techniques in social media marketing. Clients turn to Bateman Group to improve customer connectivity, corporate reputation and sales lead generation as well as nurture individual opinions and attitudes about their brands. The firm is headquartered in San Francisco with additional offices in Brooklyn, NY.

Clients include: Antenna Software, Adchemy, Animoto, App Annie, Baynote, Cambium Networks, CoreMedia, edo, Get Satisfaction, Greenstart, Heroku LifeStreet Media, MemSQL, The Open Group, Payfone, Qualys, Recyclebank, Sociable Labs and Zenprise.

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Emily Borders, Co-Founder & Principal
Kathleen Gratehouse, Co-Founder & Principal
Carol Carrubba, Principal

Borders + Gratehouse is a technology and consumer focused communications firm that offers a unique combination of drive, imagination and experience that only comes from decades of success in PR and journalism. With key practice areas ranging from cloud computing/infrastructure, consumer applications to green tech, Borders + Gratehouse's service offerings include media and influencer relations, social media programs, research and measurement, crisis counsel and issues management, media training, global account management, quantitative market research, infographic development and event support.

Since its founding in 2008, Borders + Gratehouse has emerged as a leader in high-tech public relations and has been growing rapidly ever since. At Borders + Gratehouse, we begin with the end in mind — meeting your business

objectives through strategic communications. We transcend the "same old same old" PR strategies with the same zeal you bring to your 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, turning your challenges and goals into greater awareness, growth and sales.

Our client expertise spans consumer and lifestyle brands to mobility and enterprise technologies. Borders + Gratehouse was the second biggest gainer in this year's *O'Dwyer's* Top 100 Independent PR Firms category and the firm was recently named one of Small Business Technologies' Small Business Influencers.

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Terri Douglas, Co-Founder and Principal

Ranked the leading technology PR agency in Colorado, Catapult PR-IR helps B-2-B technology companies establish market-leading positions through strategic positioning and messaging, aggressive media and industry analyst relations, and social media and community building.

Hence the name, "Catapult," is expert at coordinating and executing high-impact company/product launches. It strongly believes that relationships still matter and that it is vital for companies of all sizes and types to connect with key influencers on a personal level. The result is clear and consistent messaging to the market, and an ongoing "win-win" relationship that benefits both parties.

Catapult's success stems from its personal and professional service, along with partner-level account involvement and strategy. It is the preferred agency for technology companies looking to establish and build market-leading positions.



The Borders + Gratehouse team (from top): Carol Carrubba, Principal; Kathleen Gratehouse, Co-Founder & Principal; Emily Borders, Co-Founder & Principal.



Terri Douglas, Co-Founder and Principal of Catapult PR-IR.



To re-establish Casio America's leadership, Coyne executed an integrated PR campaign to introduce the new XW-G1 Groove Synthesizer, which included leveraging celebrity endorsers The Crystal Method and Enferno, publicizing retail launch events for enthusiasts and traditional product publicity. The efforts generated more than 135 million media impressions and reminded the music world of Casio's role inventing the electronic keyboard in 1980.

COOPERKATZ & COMPANY INC.

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Andy Cooper, *Principal*
Ralph Katz, *Principal*
Anne Green, *President, CEO*

CooperKatz & Company has a 16-year track record of developing creative, high-impact, technology-focused marketing and public relations programs and initiatives for clients such as AWS Weatherbug, Capgemini, Carrier, Invest Northern Ireland, S1, Telcordia Technologies, Teliris, TowerGroup, MSN, Otis Elevator Company, Polar, Virgin Mobile USA, Windows Phone, Ziff Davis and Zipcar. Our award-winning firm serves a range of needs including brand positioning, media relations, analyst relations, social media / digital strategy and execution (through our dedicated Digital practice), editorial services, new product introductions, meeting planning and execution, special events, advertising, video production and collateral materials design. Find CooperKatz on the Web, Facebook, Twitter, YouTube and LinkedIn.

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Coyne Public Relations has established itself as one of the leading independent full-service public relations firms in the country representing an impressive collection of international corporations, top national brands and first-class organizations. No agency possesses a better combination of strategic perspective, business and technology experience, unbridled creativity, and client-centered service than our nationally recognized firm.

Coyne's Business and Technology group has extensive experience representing clients in a variety of sectors, including: consumer and enterprise technology, business and finan-



Neil Mortine, President and CEO of Fahlgren Mortine.

cial communications, technology infrastructure and applications, professional and consulting services, health care information technology, mobility and consumer electronics. Our team possesses a wealth of business and technology experience, which connects key influencers and audiences across the entire business and technology spectrum.

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Dorothy Crenshaw, *CEO*

Crenshaw Communications, created to meet clients' needs for creative public relations in the digital age, specializes in making technology attributes relevant and translating proprietary differences into customer benefits. Our roots are in consumer technology, video gaming, and CE. For 13 years we acted as AOR for Sharp Electronics, deeply immersed in key product categories of display; MFPs/business systems; appliance; and solar energy, and handling successful project engagements for Call2Recycle (battery recycling) Gamestop, avast! and more. In

recent years we have expanded into digital and mobile services; digital content; software; and media. Current digital technology and tech services clients include Verizon Wireless, Kantar Media, skobbler, Silverpop, Netpage, and TechMediaNetwork.

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Established in 1996, Edge Communications, Inc. is an innovative all-star team of senior-level communications professionals, unified by a no-nonsense approach that builds companies, brands and reputations. Through "better thinking and relentless execution," we express our work ethic and our core value of premium, personal service. We complement our media relations expertise with a full suite of writing services. Our clients range from startups to members of the *Fortune* 1000 — in technology, professional services, emerging media and consumer products.

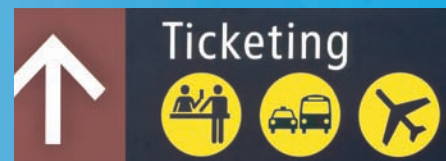


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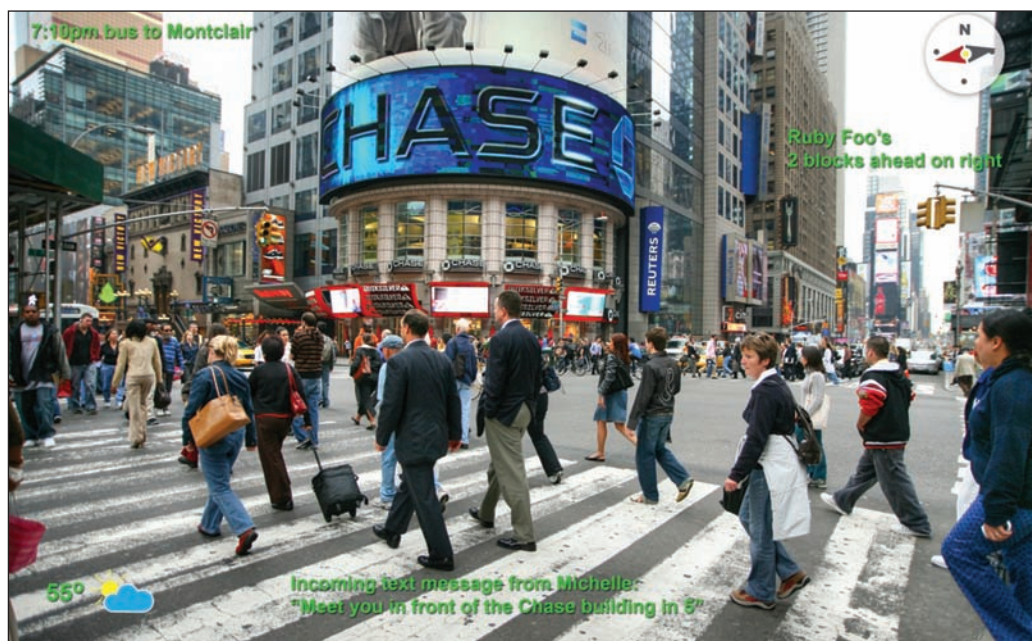
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Feintuch Communications helped OLED microdisplay client eMagin Corp. promote its new augmented reality headset technology by creating this mock-up photo showing the user experience.



Luica Mak, Managing Director of Hoffman's European operations.

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Julie Russo, *SVP, Technology*

Fahlgren Mortine brings a new perspective to technology public relations and marketing driven by a service philosophy that reflects our Midwestern roots and a solutions-oriented approach that enables us to "think wider." In addition to results-oriented media relations programs, which represent the core of our public relations offering, Fahlgren Mortine specializes in helping technology companies (and B2B companies differentiating on the basis of technology) crystallize their messages and develop content that supports inbound marketing, drives media relations success, and fuels social media engagement. Our Social Media Opportunity Research and Evaluation (SMORE) tool creates a competitive benchmark to prioritize and shape social media plans, while our custom listening posts allow us to monitor activity around issues and brands across platforms. Our public relations services are supported by a full complement of advertising and digital capabilities.

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Henry Feintuch, *President*

The recipe for smart and impactful technology public relations isn't complex — develop a clear and concise message, target it carefully, tell a story and engage with your audience.

Our team has specialized in tech PR for nearly three decades — from yesterday's bag phones, room-sized supercomputers and mainframe voice response systems to today's cutting edge mobile apps, security solutions, ad tech, biotech, fintech and green tech.

Feintuch Communications is a boutique strategic relations firm which develops and delivers integrated plans — from PR to business development, investor relations to sales and marketing and beyond. For us, it's not about selling a particular tactic — it's all about the business result that delivers ROI.

Our team enjoys helping our clients think through their business challenges and developing smart solutions that impact their business. We welcome the opportunity to think through your needs.

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At Finn Partners, 90 of our communications professionals are focused in technology, and we pride ourselves on our in-depth expertise with nearly 200 years of combined experience. Clients, a majority of which have been with us for several years, include some of the biggest and most respected names in the sector, including Logitech, IEEE, AVG, Rovi, Fujitsu, Exact Target, StubHub, Irdeto, Marvell Technology and Vonage.

We believe traditional PR alone will no longer reach audiences as effectively as it once did, and we seek to combine our traditional expertise with forward-looking creative solutions and social media, to connect clients with influencers who will understand and propel their story into the mainstream.

Our expertise spans the gamut and includes consumer marketing, enterprise, networking, and the industry's only dedicated practice to mobile technologies. We have

deep expertise in key vertical markets, including manufacturing, financial services, education, government, healthcare and telecommunications.

Specific services include: CEO positioning, thought-leadership, new product launches, technical and non-technical writing, social media program development and execution, industry analyst relations, trade show and event support, competitive monitoring and issues management. As one of the industry's fastest growing PR agencies, our technology practice has been key to our growth, so Finn Partners is looking forward to continuing our good work by collaborating with you to grow your business in 2013 and beyond.

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The Hoffman Agency advises companies on applying communications to build brands, fortify reputations and sell products/services.

With a heritage in the technology sector, the firm today focuses on markets of complexity.

In contrast to the mega shops, all of our senior consultants man-

age and are actively engaged in client work. Our senior people both oversee and contribute to the implementation of client programs. Everyone, including our managing directors, vice presidents and general managers, uses his or her relationships and assets to drive the success of our clients' programs.

We take a holistic approach in creating communication campaigns as opposed to solely depending on media relations. Our work often combines social media, digital, search engine optimization (SEO), thought leadership as well as traditional PR. Such an approach puts a premium on not just building content, but building the "right" content. Toward this end, the Agency embraces storytelling techniques and even conducts workshops on storytelling (for both in-house communicators and executives).

For clients with global needs, The Hoffman Agency's operation extends across Asia Pacific, Europe and the United States. By taking a collaborative approach to implementing programs, the company can leverage content and thinking across geographies. This mentality is further cultivated by a financial structure that does not place P/L at the individual office level.

In short, our work reflects the sophistication of a large agency with the handcrafted execution excellence of a boutique.

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Hunter Public Relations is an award-winning consumer products public relations agency with deep experience in the consumer technology sector. In business for 23 years, the 80-person, independently owned and operated agency offers strategic marketing PR services including creative brainstorming and facilitation, consumer research & insights, traditional and digital media relations, social media marketing, special event production, new

product introductions, local market events, spokesperson tours and crisis counseling.

Hunter PR's experience in the tech sector has been driven by public relations campaigns as innovative as the products we represent, including groundbreaking developments from category leaders such as 3M and Motorola. A strong foundation in traditional media layered with the viral power of social platforms delivers clients with the kind of hard-hitting, buzz-building placements that move product, build brands and redefine categories.

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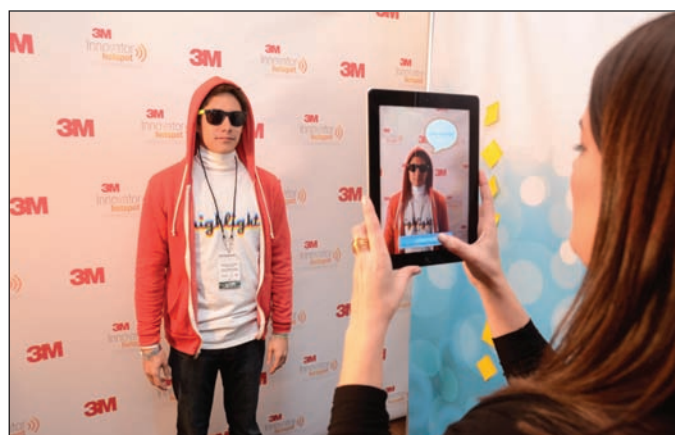
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As an independent, award-winning public relations firm, Kaplow helps best-in-class companies tell their stories and change conversations.

For more than two decades, the firm has cultivated brand identities and reputations that nurture happy, loyal consumers. Kaplow's holistic communications programs leverage the best of traditional media relations and digital/social campaigns to ensure that our clients' brands are front and center with their target consumers and the influencers who matter the most.

With a world class media relations team, and in-house social media and video production divisions, Kaplow exists for a singular reason: to create emotional connections between brand and consumer. Our new Knext business unit focuses on the strategic communications challenges of agile, young and driven entrepreneurial brands that have the opportunity to become household names. Knext turns great ideas into engaging stories that bring a new brand to life.

Some of our recent technology experience includes: Skype, Kynetic, Case-Mate, TheFind, Enterpoid, Peekseed, Sequoia Capital and New York Angels. Other best-in-class clients include: Target, CVS/Pharmacy, Avon mark & Avon Foundation, Timex, Unilever (Nexxus & St. Ives), Shiseido, Gurwitch (Laura Mercier and RéVive), Kellwood and CEW.



At South by Southwest, Hunter PR worked with 3M to display some of their most innovative technologies, including 3M virtual presenter, 3M Multi-touch displays and 3M Mobile Screen Protectors for mobile devices. As a way for millennials to engage with the 3M brand and position 3M as the innovation company, Hunter PR developed a novel augmented reality app where attendees could submit ideas they heard at the SXSW conference, take a photo of themselves, and then share it via social networks and a virtual augmented reality wall.

K/F COMMUNICATIONS INC.

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www.kfcomm.com

Julie Karbo & Dave Fonkalsrud, Partners

K/F Communications is a respected, award-winning PR firm specializing in technology, with an exceptional track record of establishing clients as market leaders. From consumer tech to networking and enterprise software, K/F has consistently helped to drive many of the top tech trends.

Client experience includes Chomp, Intel, Digg, Apple, TagWhat, HipGeo, TechBargains, TwitVid, Edgewater Networks, Recurly, SimpleGeo, Equinix, Composite Software, Oracle, FairCom, Revision3, Billeo, Covia Labs, Alacritech, Talari Networks, and the Peninsula Traffic Congestion Relief Alliance. Senior staff personally lead each account's day-to-day efforts in collaboration with client teams.

K/F employs a proprietary methodology that results in a differentiated market positioning and strategic, well executed programs that focus on our clients' specific

business goals, such as increasing revenues, maximizing valuation, creating industry-leading stature for the company and executives, and attracting employees, partners and funding.

LAUNCHSQUAD

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Jason Mandell, Jesse Odell and Jason Throckmorton, Co-Founders and Partners
Brett Weiner, Partner
Jeff Davis, Editorial Director
Brian Omlor, Creative Director
Gavin Skillman, SVP
Mike Farber, General Manager

LaunchSquad partners with innovative and fast-growing companies by sharing their stories with the world, which fosters business growth and emerging market leaders. The firm has 80 professionals in San Francisco (headquarters), New York and Boston, and provides a suite of both traditional and digital PR services, including video and content production. Founded in

Continued on page 30

LAUNCHSQUAD

Continued from page 27

2000, LaunchSquad was named the 2009 Boutique PR Agency of the Year and Crunchies Finalist for Best Tech PR Firm in 2010. The LaunchSquad portfolio is diverse and their approach is handcrafted to suit the needs of their clients, which include innovators in software, consumer technology, entertainment, mobile and infrastructure, lifestyle and more. They have partnered with incredible companies such as AOL, Coursera, Evernote, J. Hilburn, LevelUp, Monitise and Wine.com.

MATTER COMMUNICATIONS

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Scott Signore, *Principal & CEO*
Patty Barry, *Principal*

Matter Communications, an award-winning, full-service public relations agency specializing in consumer and high technology markets, works with clients across the U.S. and Europe to deliver creative and effective programs that generate business.

Matter provides a full suite of strategic public relations services — from traditional corporate communications work, to company/product launches, product reviews programs, analyst and media relations, blogger and ambassador programs, social media programs (content and management), and thought leadership campaigns. In addition, Matter offers services for clients with focused PR needs through its Precision group, and a full range of creative, video production and graphics services with its Studio-C group.

Matter Communications is headquartered north of Boston in historic Newburyport, MA with an office in Providence, RI, and is recognized by clients and partners as a results-focused public relations agency. Among others, clients include: Cartera, CommVault, Crimson Hexagon, CVS/pharmacy, Harris

Corporation, Lexar and Verizon Wireless of New England. For more information please visit www.matternow.com.

M/C/C

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Mike Crawford, *President*
Pam Watkins, *SVP, Business & Media Strategy*
Jim Terry, *SVP, Account Service*

M/C/C has spent the past 26 years creating quality and successful PR strategies for the best and brightest companies in enterprise information technology, the public switched network, the wireless network infrastructure, the electronics OEM and mobile service markets. M/C/C has served high-tech clients Raytheon, Ericsson, Trilogy Circuits, Accudata, L-3, Privus Mobile, AEG Power Solutions, Harris CapRock and ImageVision to name a few.

M/C/C is dedicated to meeting technology clients' business objectives through insightful public relations strategy and execution. Because M/C/C knows who's who in the technology sector, the agency is able to provide step-by-step solutions that connect clients with industry influencers.

The agency's mantra, "living the unexpected," has not only helped clients exceed their marketing goals, but has also consistently made M/C/C one of the top PR, social media and ad agencies in Dallas for 25 years.

MERRITT GROUP

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Ben Merritt, *CEO*
Alisa Valudes Whyte, *Senior Partner & COO*

With offices in Reston, Virginia and San Francisco, Merritt Group helps create and move markets for forward thinking companies. Merritt Group determines the right mix of communications channels — PR, marketing, digital, social

media, Web — and implements strategic campaigns to make our clients' messages resonate in the marketplace. Bringing innovation and creativity to our client engagements, Merritt Group places a premium on building long-standing relationships with our clients. Our expertise is focused in six practice areas — Enterprise Technology, Security, Communications & Networking, Government, Healthcare, and Energy. Some of our clients include Microsoft Public Sector, Booz Allen Hamilton, U.S. Pharmacopeia, (ISC)² and Teradata.

MWW

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Michael W. Kempner, *President / CEO*
Ephraim Cohen, *EVP, Technology and Digital Content*
Eric Villines, *Senior VP, General Manager, Deputy Head Technology*

MWW is one of the nation's top mid-sized public relations firms and one of the ten largest independent global agencies. At a strategic level, MWW's technology and digital content practice is driven by expertise that focuses on how consumer electronics, enterprise IT and digital content have become fully integrated. At a tactical level, our core team delivers true 360 expertise combined with meaningful influencer relationships and true subject matter knowledge. As a result, we not only know how to find the influencers most relevant to your brand, but how to engage them in a meaningful dialogue.

Our technology and digital content expertise includes: Strategy Planning; Consumer, Business and Trade Media Relations; Industry Analyst Relations; Industry Speaker's Bureaus, Trade Show Marketing; Consumer and Industry Custom Events for Product Marketing and Leadership; Online/Offline Community Building; Media Meetup Programs; Tech and Content Influencer Social Media Outreach; and Custom News and Content Hub Sites.

OPEN CHANNELS GROUP

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Tonya Veasey, *President & CEO*

Based in Fort Worth, Texas, Open Channels Group (OCG) is a full-service public relations agency specializing in digital, multicultural communications and public participation. Our team works in collaborative partnerships with our clients to connect with the diverse communities and customers they serve.

Digital communication is a key component to successful, well-rounded public relations. Our digital experience includes comprehensive online strategy and branding; email marketing; social media strategy, training, consulting, and community management; video production; and website strategy, copywriting, design, and development. With our experience in multicultural communications, we are especially adept at devising digital strategies to reach diverse audiences.

We take time to get to know each client and customize our approach based on your needs and objectives. OCG will help you harness the power of digital to extend your brand directly to your audience and achieve results.

PADILLA SPEER BEARDSLEY

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Matt Kucharski, *EVP*
Amy Fisher, *Senior Director*

Padilla Speer Beardsley is a nationally recognized integrated communications firm with headquarters in Minneapolis and an office in New York City. Our firm has extensive technology experience in both B2C and B2B marketing with award-winning capabilities in advertising and branding, digital and social media, cri-

sis/critical issues management, investor relations, media and community relations, corporate communications and market research.

Padilla understands that cutting-edge marketing and communications for technology organizations requires a blend of technical aptitude, strategic marketing expertise and the ability to execute. Whether counseling consumer or business-to-business organizations, Padilla is adept at developing and managing marketing programs that include sales support, events, media relations, interactive and social media, research, investor relations and public affairs.

Current clients vary in size and geographic reach, including SAP, Microsoft, Rockwell Automation, Five9, Fuzion Analytics, Direct Source, Tyco Retail Solutions, Restaurant Technologies and others.

As a founding member of the Worldcom Public Relations Group, our global clients have access to the local-market knowledge of our 108 partner firms in 96 cities on six continents. Worldcom technology clients include: IBM/Tivoli Systems, Mazor Surgical Technologies, Fujitsu, Flextronics, Sony Ericsson, Xerox, Verbatim, Computer Sciences Corporation (CSC), Panasonic, Travelex and others.

RFIBINDER

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Amy Binder, CEO

Over the past decade, technology has shifted from being the domain of engineers to being something that comfortably permeates and enhances all of our day-to-day lives. Technology PR has undergone a similar sea of change. Today, companies must communicate to a broader set of audiences with more personalized messages and calls to action than ever before. Whether you're in the cloud, mobile or virtual (or all three), whether you're in big data or a small device, RF|Binder provides the technologies, strategies and tactics you need to effectively communicate today.

RF|Binder's technology and innovation practice combines

deep technology expertise, business acumen and communications excellence to deliver programs that significantly influence consumer and business-buyer beliefs and behavior. We work closely with our clients to effectively communicate their messages through words, images, sounds and experiences. We help technology companies transcend traditional product-centric PR in a way that builds both sales and lasting market value.

Our clients run the gamut — from the world's leading multinationals to venture-backed start-ups who are upending or creating new industries. Regardless of your size, RF|Binder will work with you to develop the communications program that meets your specific business and marketing goals.

ROGERS AND COWAN

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Tom Tardio, CEO
Sallie Olmsted, Executive Vice President

Rogers & Cowan specializes in working with emerging and established technology brands whose products and services are at the intersection of technology, entertainment, digital content and healthy lifestyles.

Our dedicated team of specialists has in-depth knowledge and experience working with consumer electronics hardware, mobile content/devices, embedded and core technologies and software, distribution technologies, video game products, consumer health and wellness, sustainable / green technologies, and social / digital media companies to introduce their products and services to the trade, business and entertainment communities as well as ultimate end-users.

We take a 360 degree approach to helping our clients introduce technologies, products and services to current as well as new industry sectors. Our clients benefit from senior level counsel and advisory services

derived from decades of hands-on work, including new category introductions.

From concept creation to trade and B2B outreach and consumer launch to sustaining critical mass and momentum, we maximize media exposure, brand positioning and consumer buzz for our clients' digital content, services and devices. We are adept at translating buzzwords and jargon to into "Plain English" to deliver marketing solutions that can be clearly understood and absorbed by both B2B and consumer target audiences.

Representative clients/projects have included: Rdio, Sonos, Kobo, Amazon Studios, Microsoft, Myspace, Voggle, YooToo Social TV, IMAX, 3D Entertainment Summits, Multiscreen Summit, NVIDIA, Razer, Cie Studios, 505 Games, GenAudio, Laser Light Engines, Warner Bros Interactive Entertainment, Rentrak Corporation, Shangri-La Industries, GlaxoSmithKline, University Medical Pharmaceuticals and TEDMED conferences.

RUDER FINN, INC.

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Kathy Bloomgarden, CEO
Rachel Spielman, Global Head of Corporate Communications
Jen Long, Director of Technology & Innovation

Whether you're powering the cloud, connecting people to real-

time information or paving the way for entirely new computing models, our team of passionate storytellers is committed to helping innovative technology companies develop and tell their stories. Ruder Finn has deep knowledge of the technology sector with strong expertise in key verticals across the spectrum, from aerospace to healthcare, and manufacturing to mobile and consumer technologies. Ruder Finn works with some of the world's leading technology companies to create meaningful content, including engaging visuals and videos, and dynamic stories for digital and traditional mediums that resonate with important stakeholders. Ruder Finn also specializes in working with technology companies around important corporate milestones, including financial earnings and IPOs.

Ruder Finn's expertise lies in helping technology clients, whether their lesser-known start ups or some of the largest global software providers enhance their positioning in competitive markets. Ruder Finn works with technology clients on corporate reputation, brand awareness, stakeholder mapping, C-suite thought leadership, global media relations, new product and services launches, industry analyst relations, marketing communications, corporate social responsibility, online engagement and mobile marketing to establish consistent brand communications and build awareness with consumers, thought leaders, journalists and other key stakeholders.

RANKINGS OF PR FIRMS SPECIALIZING IN AGRICULTURE

1.	Edelman	New York	\$39,843,916
2.	Gibbs & Soell	New York	7,674,914
3.	Morgan & Myers	Jefferson, WI	4,934,650
4.	Padilla Speer Beardsley	Minneapolis	4,008,110
5.	Standing Partnership	St. Louis	703,353
6.	French West Vaughan	Raleigh	212,000
7.	Levick Strategic Comms.	Wash., D.C.	199,366
8.	Guthrie/Mayes & Associates	Louisville	90,687
9.	Feintuch Comms.	New York	34,650

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Bryan Scanlon, President

Schwartz MSL is a full-service global PR and engagement agency specializing in technology, healthcare and energy innovations. Part of MSLGROUP, one of the five largest agencies in the world, Schwartz MSL designs and executes award-winning communications programs combining the best of traditional media and influencer relations with social, digital and content marketing. We help innovators of all sizes in medical devices and diagnostics; biotechnology; healthcare IT; information security; data center and cloud innovations; sustainability; and consumer, B2B and enterprise software, hardware and services. No one does a better job of driving influence across public relations

channels — from the dailies to the digital — that deliver real business and brand impact at every turn. Current and past clients include: GE Healthcare, Kimberly-Clark, Lexis Nexis, MicroStrategy, Imation, FiServ, RetailMeNot, BillMeLater, Netezza, Boston Scientific, Blue Coat, Ancestry.com, Software AG, Dow Corning, E Ink, Medtronic, Epocrates, LifeLock, VMware, Red Hat, Thales, Borrego Solar, Elster and National Grid. Follow our story at www.schwartzmsl.com

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Jodi Shelton, President & CEO
Stacey Gaswirth, Exec. Vice President, PR
Katie Olivier, Vice President, PR

Shelton Group is a full-service, strategic PR and IR agency providing customized programs and services to public and privately held companies across multiple industries. Shelton offers a team of professionals with diverse backgrounds that uniquely blend



Melissa Waggener Zorkin, CEO, President and Founder of Waggener Edstrom Worldwide.

business acumen with creativity to deliver the highest quality of service. Applying an integrated approach to corporate communications, Shelton Group delivers a company's unified story to all targeted audiences. Through a dedication to value-added service and a national network of key strategic relationships, Shelton Group has built a trusted reputation with the media, industry experts and the financial community that produces immediate results for emerging and established companies. The company has offices in Texas, California and Taiwan. For more information visit www.sheltongroup.com.

SPARKPR

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Alan Soucy, CEO
Donna Sokolsky Burke, Co-Founder & Managing Partner

Sparkpr celebrates over 12 years as one of the world's top independent PR agencies. Working with businesses that range from stealth start-ups to global public companies, Sparkpr has been built by a team of enthusiastic, brainy individuals with a knack for cultivating some of the best media and influencer relationships in the industry.

Known for cutting-edge social and traditional media, Sparkpr's

services are designed to help clients achieve their business goals through creative, well-executed and sometimes unconventional public relations campaigns. The company's track record for results has earned a number of industry awards, including *The Holmes Report* "Tech Agency of the Year 2012" Award, *San Francisco Business Times* "Best Places to Work in San Francisco Award" from 2010-2012, PRSourcecode's #1 Mid-size Agency Award, and a top 10 spot in *O'Dwyer's* rankings of PR firm revenue gainers, for two years running.

Sparkpr's clients span across numerous areas of expertise including Advertising & Media, Consumer / Lifestyle, Consumer Electronics, Embedded Technologies, Enterprise & Open Source, Entertainment, Gaming, Green Tech, Mobile & Wireless, Social Media & Networking, Venture Capital and Financial Services. We maintain an elite team of more than 45 PR professionals and are headquartered in San Francisco, CA, with offices in New York, London, Los Angeles, and Cape Town.

Clients in our current account roster include: Barclaycard US, Blinkx, DuPont Innovalight, Etsy, Good Technology, Greylock Partners, Hootsuite, iHealth, Intelius, Love Home Swap, NEA, Nielsen, Pinnacle Engines, Rdio, Spiceworks, SugarCRM, The Today Show, Vevo, and Virgin Green Fund.

ORDER PR'S MOST USEFUL DIRECTORY!

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O'Dwyer's Directory gives you quick access to large, medium-sized, and small PR firms and even experienced freelancers who work out of their homes. Whether you seek a long-term, worldwide relationship or need extra help on a project, O'Dwyer's Directory is the place to shop.

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1,600 FIRMS LISTED IN 2012 DIRECTORY

"O'Dwyer's Directory of PR firms is the finest source of information on PR firms."

- Howard Rubenstein, President, Rubenstein Assocs.

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- Stan Beals, Jones Lundin Beals

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- Art Stevens, Managing Partner, StevensGouldPincus LLC

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- Robert L. Dilenschneider, The Dilenschneider Group

"A phenomenal job-seeking aid."

- Marie Raperto, The Cantor Concern

"Single most important source of information on PR firms."

- Thomas L. Harris, Author, *Choosing and Working with your PR firm*

Why O'Dwyer's Directory of PR Firms is so popular ...

- ✓ Has brought billions of dollars in business to PR firms.
- ✓ Authoritative industry rankings, based on CPA statements, tax returns.
- ✓ Separate rankings for independent and ad agency-related PR operations.
- ✓ Firms ranked by 16 geographical regions in the U.S.
- ✓ Leaders ranked in 12 specialized categories: agriculture, beauty & fashion, entertainment, environmental/PA, financial, food & beverage, healthcare, home furnishings, professional svcs., sports/leisure, technology and travel.
- ✓ Easy-to-use, PR firms sorted geographically and by 21 types of PR specialties. Firms listed alphabetically.
- ✓ Articles on how to hire and use a PR firm by industry experts Jack O'Dwyer and Fraser Seitel.
- ✓ 7,000+ clients are cross-indexed. O'Dwyer's Directory of PR firms is the only place you can look up a company and determine its outside counsel.

TREVELINO / KELLER

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Dean Trevelino & Genna Keller,
Principals

Trevelino/Keller, a full-service public relations, social media and marketing firm, features one of the Southeast's largest technology practices. It works with established and emerging brands on a regional, national and international level. Client experience includes telecommunications, wireless, manufacturing, network security, software, SaaS, SAP, retail technology, business intelligence, e-commerce, online applications, fintech and consumer electronics. Services include media relations, analyst relations, executive visibility, crisis preparedness, award programs, trade show representation, social media, mobile app launches, online communities, SEO, brand identity, marketing collateral and interactive.

As an independent PR firm, Trevelino/Keller is recognized for proprietary methodologies and value-added partnerships. In 2005, it created the Atlas Alliance, a group of like-minded boutique firms that deliver integrated marketing and public relations services domestically and in Europe, Asia-Pacific and the Middle East. In 2006, it created the Start-Up Council, focused on supporting start-up companies by delivering multi-disciplined counsel in a gratis environment. In 2009, it launched PR Starbase, which has become one of the industry's largest talent portals. In 2010, it launched Wheelhouse, an extended community of experts who offer complementary services to the firm, including video production, interactive programming and SEO and PPC. Recognized as a Best Places to Work firm in Georgia and Atlanta, it's also recognized as one of the 30 best firms to work for in North America.

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Lloyd P. Trufelman, *President*

Since 1990 Trylon SMR has been an innovator in developing and implementing successful strategic media relations campaigns specifically for clients in the technology, media, telecom and related industries, utilizing a wide portfolio of integrated new, social, digital and mainstream media strategies. Trylon SMR develops and implements individually designed, cost-effective communications campaigns based on precise strategic planning and tactical execution that consistently produce tangible results. The agency's process is based on a proprietary "reverse reporting" model. Trylon SMR serves domestic and international clients from its headquarters in New York City, leveraging its knowledge of, and relationships with, top national, consumer, business and trade media/blogs, all without strict billable hours or long term contracts.

WAGGENER EDSTROM WORLDWIDE

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Waggener Edstrom Worldwide (WE) is a global, integrated communications agency. For more than 25 years the independently owned firm has developed strategic communications programs for innovative and world-changing clients, working to influence markets, inspire people and improve lives. With more than 850 employees in 19 offices around the world, and its Global Alliance partners which expand the agency's reach to more than 80 additional international markets, WE leverages Integrated Influence, its planning, execution and measurement methodology that uses channels of earned, paid and owned media to help clients make a positive impact and achieve their business outcomes. To learn more, visit www.WaggenerEdstrom.com.

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Jim Weiss, *Founder and CEO*
Bob Pearson, *President*
Tim Marklein, *Practice Leader-Technology & Analytics*

WCG is a global communications agency offering integrated creative, interactive and marketing communications services to clients in healthcare, technology, consumer products, and entertainment. WCG is creating the positive future of communications by focusing on the corporate, product marketing and communications needs of the world's leading companies.

Established in 2001 by Jim Weiss, a 25 year veteran in healthcare communications, the agency has grown to 289 employees serving clients globally with offices in San Francisco, New York, Chicago, Washington, D.C., Austin, Los Angeles and London.

WCG's seasoned professionals remain the greatest asset we offer our clients. Our teams specialize in branding, design, digital, social media, interactive, social and traditional marketing, location based marketing, corporate and product PR, media, investor and advocacy relations, clinical trial recruitment and grassroots direct-to-patient communications.

For more information, visit our website at www.wcgworld.com or follow us on Twitter @WCGWorld.

WEBER SHANDWICK

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Brad Williams, *President, North American Technology Practice*

Technology is transforming every business, every industry and every life. And every story: Tech has gone mainstream.

To be meaningful and relevant in the engagement era, technology needs context. So today, we tell human stories about innovation's impact. We talk technology with a human accent.

Weber Shandwick's Technology Practice delivers impact for technology clients across all the major industry verticals: consumer electronics, digital media and entertainment, e-commerce, telecommuni-

cations & mobility, enterprise & consumer software, cloud services, security, storage, clean-tech/sustainability and more. And increasingly, we work with non-tech companies to showcase their innovative applications of technology — telling the stories of critical investments in business transformation.

Our global network of specialists serves large and emerging technology clients around the world. Our people deliver best-in-class public relations, digital, social and mobile marketing, content development and strategy and reputation management services.

Weber Shandwick technology clients include Amazon.com, American Airlines, Bank of America, Capgemini, Concur, General Motors, GSMA, Honeywell, Iron Mountain, Microsoft, Motorola Mobility, NCR, NetApp, Samsung, Sonos, Symantec, VeriSign, Verizon and Zipcar.

ZENO GROUP

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Barby Siegel, *CEO (New York)*
Todd Irwin, *Managing Director, Technology (Silicon Valley)*

Zeno Group's technology practice was reinvigorated in the past year with the opening of its Silicon Valley office in December 2011. Since then, the firm has won several significant engagements, including Micron, Brocade and McAfee. The firm represents business-to-business tech and consumer tech companies, implementing campaigns that integrate traditional PR with social media. Zeno represents clients in online entertainment and services, clean energy, enterprise hardware and software, and embedded systems. It also represents venture capital and private equity firms focused on technology investments. Zeno's Silicon Valley, Los Angeles, Chicago and New York offices work together in a single P&L on tech clients, including Wargaming, VeriFone, Webtrends, Expion, and more, and does pro bono PR for the Churchill Club, a Silicon Valley thought leadership forum. Zeno recently announced a significant international expansion in the UK, Singapore, India and Indonesia, with China pending, making it a mid-sized agency option for global engagements. ●

O'DWYER'S RANKINGS

TOP HIGH-TECH & TECHNOLOGY PR FIRMS

1.	Edelman	New York	\$126,752,418
2.	Waggener Edstrom	Bellevue, WA	59,305,000
3.	Text 100 Global PR	New York	50,425,771
4.	APCO Worldwide	Wash., D.C.	31,080,000
5.	Atomic PR	San Francisco	12,006,603
6.	Qorvis Communications	Wash., D.C.	10,458,650
7.	Sparkpr	San Francisco	10,396,043
8.	The Hoffman Agency	San Jose	9,150,000
9.	Davies Murphy Group	Burlington, MA	8,883,415
10.	Finn Partners	New York	8,700,000
11.	Airfoil PR	Detroit	8,127,627
12.	Horn Group	San Francisco	7,900,000
13.	MWW Group	E. Rutherford, NJ	7,603,000
14.	LaunchSquad	San Francisco	7,573,405
15.	Merritt Group	Reston, VA	6,573,638
16.	Allison+Partners	San Francisco	6,300,000
17.	Padilla Speer Beardsley	Minneapolis	6,026,509
18.	Matter Communications	Boston	5,750,000
19.	Fahlgren Mortine	Columbus	5,527,786
20.	Shelton Group	Dallas	3,398,270
21.	Formula PR	San Diego	3,395,989
22.	Coyne PR	Parsippany, NJ	3,373,000
23.	Jackson Spalding	Atlanta	3,250,339
24.	Gibbs & Soell	New York	3,125,853
25.	Makovsky + Co.	New York	3,000,000
26.	Borders + Gratehouse	San Francisco	2,982,627
27.	Bateman Group	San Francisco	2,337,557
28.	Kaplow	New York	2,100,000
29.	Black Twig Communications	St. Louis	2,050,000
30.	Ruder Finn	New York	2,044,000
31.	WCG	San Francisco	2,001,200
32.	CJP Communications	New York	1,886,160
33.	Trylon SMR	New York	1,881,321
34.	Gregory FCA	Ardmore, PA	1,750,000
35.	Levick Strategic Comms.	Wash., D.C.	1,679,969
36.	Lambert, Edwards & Assocs.	Grand Rapids, MI	1,250,000
37.	Trevelino/Keller Comms.	Atlanta	1,150,000

38.	CRT/tanaka	Richmond, VA	1,144,460
39.	Zeno Group	New York	1,132,920
40.	5W PR	New York	1,100,000
41.	Schneider Associates	Boston	1,098,013
42.	Catapult PR-IR	Boulder, CO	1,044,924
43.	Maloney & Fox	New York	957,500
44.	Bender/Helper Impact	Los Angeles	944,635
45.	RF Binder Partners	New York	920,000
46.	Open Channels Group	Ft. Worth	842,058
47.	Nyhus Communications	Seattle	827,104
48.	Dye, Van Mol & Lawrence	Nasville	802,267
49.	K/F Communications	San Francisco	779,169
50.	Hunter PR	New York	776,520
51.	Linhart Public Relations	Denver	719,709
52.	Guthrie/Mayes & Associates	Louisville	714,211
53.	Phillips & Co.	Austin	702,775
54.	Feintuch Communications	New York	665,220
55.	Moore Consulting Group	Tallahassee	651,027
56.	Casey Communications	St. Louis	556,171
57.	CooperKatz & Co.	New York	471,185
58.	Rasky Baerlein Strategic Comms.	Boston	403,030
59.	L.C. Williams & Assocs.	Chicago	349,170
60.	Dukas Public Relations	New York	345,000
61.	Lane PR	Portland, OR	343,370
62.	Seigenthaler PR	Nashville	298,000
63.	Beehive PR	St. Paul	234,558
64.	Kohnstamm Comms.	St. Paul	232,080
65.	French West Vaughan	Raleigh	225,000
66.	Public Communications	Chicago	194,583
67.	McNeely Pigott & Fox	Nashville	126,266
68.	Rosica Comms.	Paramus, NJ	80,937
69.	CJ Public Relations	Farmington, CT	61,875
70.	Red Sky Public Relations	Boise	58,300
71.	O'Malley Hanson Comms.	Chicago	51,000
72.	Stuntman PR	New York	41,700
73.	Furia Rubel Communications	Doylestown, PA	39,150

Silence grants the point

By Fraser Seitel

Last month, Greg Smith's eagerly-anticipated memoir, "Why I Quit Goldman Sachs," hit the book stores — or Amazon.coms or whatever books are hitting these days.



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

Smith, of course, is the erstwhile Goldman Sachs vice president who, disheartened and exasperated over the deteriorating culture at his grand old firm, walked away from his \$500,000 job and spilled his guts in a *New York Times* op-ed.

Almost immediately, Smith received a \$1.5 million book deal, which no doubt cushioned the blow of the 12 years he had invested in the tiresome first class flights and four-star hotel stays that is the thankless lot of a Goldman equities salesman.

Smith was all set for a rip-roaring publicity tour when a funny thing happened.

Goldman answered back.

The normally tight-lipped investment bank — the softest political punching bag this side of Big Bird — launched its own campaign to discredit Mr. Smith and his meritorious musings.

- Smith, said one Goldman source, regularly received performance ratings in the bottom half of the company's scale, even though he, himself, picked the reviewers.

- Although Smith claimed that Goldman executives called their clients "muppets," the company produced a nine-page document that turned up a lot of references to the Muppets movie, but no systematic discussion of clients as muppets.

- The coup de grace, said Goldman, was that three months before his poison pen letter in the *Times* — Smith demanded to be paid more than \$1 million and sought a promotion from vice president to managing director.

It was all deliciously diabolical. And whether you're a Goldman "fan" or, more likely, "despiser," you've got to

admire the company for striking back in the face of an antagonist.

More often than not, closed-mouth companies and their CEOs — fearful of fighting back — choose the coward's way out, hiding behind oppressive attorneys who always counsel, "Say nothing."

But "silence," as they say in politics, "grants the point."

And in the 21st century in the minds of most, "no comment" generally means you're "guilty."

Just ask Steve Ells and Montgomery F. Moran, Co-Chief Executive Officers of Chipotle Mexico Grill, Inc. Notwithstanding the fact that it's usually never a good idea to have "co-CEOs," Ells and Moran run a hot Mexican restaurant chain (and I'm not just talking about the burritos!)

Chipotle, with 1,350 restaurants and a decade of business experience, is a real company and a high-flying stock. And I know because, full disclosure, I'm a shareholder.

Chipotle was doing just fine until a month or so ago when it ran into a human wrecking ball by the name of David Einhorn.

Einhorn, a notorious short-seller who runs a hedge fund named Greenlight Capital, got in trouble several years ago as a board member of crooked sub-prime lender New Century Corp. After the New Century went bankrupt, Einhorn joined 12 others in ponying up \$90 million to settle various lawsuits against the company.

While traditional hedge fund managers shun publicity and make their fortunes quietly, Einhorn represents a new breed. He bathes in the limelight, relishes notoriety and commands carte blanche entrée to CNBC and other outlets, which roll over when he deigns to honor them with his presence.

When Einhorn appears, it's for one purpose — to promote his personal portfolio. Most famously, he was the first to bad mouth Lehman Brothers, greasing that company's skids to extinction.

In a prior day, outspoken short-sellers like Einhorn would have been ostracized for "talking their book" — publicly extolling their investment positions — but today, with lowered journalistic standards and a toothless Securities and Exchange Commission,

such individuals freely roam the airwaves touting their bets.

So one day in early October, when Einhorn went after Chipotle, it wasn't entirely unexpected. But what was unexpected was the nature of his criticism; rather than citing financial reasons for knocking the company, his argument was gastronomic.

Chipotle competitor Yum Brand's Taco Bell, said the short seller-turned-food critic, "has a new 'Cantina Bell' menu, which features items closer to Chipotle's menu than the typical Taco Bell offering and is going to be a big hit and draw away customers."

The fact that Einhorn likely was long Yum and short Chipotle didn't faze friendly CNBC, which plugged the comments incessantly. When a number of other reporters, including those at the *Wall Street Journal*, challenged Einhorn's epicurean assumptions, the stage was set for Chipotle management to lash out at the tout, pummel him with facts, punish him for conjecturing on areas about which he knew little, and expose him for the blatant self-interest that drove his comments.

But sadly, Chipotle said nothing in its own defense. With the company silent, its stock — yes, my stock! — plummeted.

Finally, two weeks after the Einhorn eruption had caused all the damage, the company announced earnings that were up 20% but fell short of expectations, and the stock plunged further. Lost in the earnings announcement was an obtuse, throwaway comment from Co-CEO Moran:

"There was a lot of noise during the quarter about somebody taking market share away from us. They did a lot of very, very heavy advertising. A lot of the advertising was intended to attract our customers for obvious reasons, but our transaction trends in the second quarter, when none of that advertising happened, were identical to the third quarter when there was very, very heavy advertising in the quarter. So we're not seeing any kind of loss whatsoever in our transactions moving from us to any other competitor."

In other words, Einhorn's bloviating was blatant baloney; the short seller was wrong.

But it didn't matter. Chipotle was crushed; its silence had granted the point. ●

How to obtain higher profitability — part III

By Richard Goldstein

Last month I discussed the concept of job costing. This month I will explain the procedures necessary to implement a job costing system to understand how client profitability is analyzed. There are six steps that need to be implemented on the road to profitability.

Step 1: Identify the job that is the chosen cost object



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

This is simple, the cost object is a PR project or other engagement (hereinafter referred to as a "job"). Note we are focusing on the cost of one cost object that will be expanded to all clients of the PR agency.

Step 2: Identify direct costs for the engagement

Usually in a professional service organization there is only one significant direct cost — professional labor. Each PR professional keeps a daily time record for tracing professional labor hours to individual PR jobs. There may be other direct costs associated with the job. They key is keep track of these costs by client and posting the costs to the time and billing system. If this is not or cannot be easily accomplished, the costs will be considered and indirect cost. For future reference, let's assume a job incurs 800 professional hours at an average direct cost rate of \$51 per hour.

Step 3: Identify indirect cost pools associated with the project

Most PR agencies group all their indirect costs into a single cost pool called job support. This represents all costs associated with supporting the PR job. The cost pool consists of a variety of individual costs, such as IT services, secretarial services, delivery services, that are less predictable and less traceable to jobs than direct labor. One way of looking at indirect costs is to consider all costs that cannot be directly traced to an engagement as an indirect cost. Therefore, the actual indirect cost rate can only be computed on an actual basis at the end of the year. For purposes of this

example, I am considering total indirect costs to be \$1,269,000 (\$499,000 for other labor related costs and \$770,000 for nonlabor related costs).

Step 4: Select the cost allocation base to use in allocating each indirect cost to a job

The allocation base selected for the job support indirect cost pool is professional labor hours, but can be expanded (to be discussed in a subsequent column). For purposes of this column, I will assume that actual professional labor hours worked were 27,000 hours.

Step 5: Develop the rate per unit of the cost allocation base used to allocate indirect costs to the job

The actual indirect cost rate for this PR agency is \$47 per professional labor hour:

$$\begin{array}{rcl} \text{Actual indirect} & & \text{Actual total costs in} \\ \text{cost rate} & = & \text{the indirect cost pool} \\ & & \text{Actual total quantity} \\ & & \text{of cost allocation base} \\ & = & \frac{\$499,000 + \$770,000}{27,000} \\ & = & \$47 \text{ per professional} \\ & & \text{labor hour} \end{array}$$

The actual indirect costs allocated to this specific job are \$37,600 (\$47 x 800).

Step 6: Assign the costs to the cost object by adding all direct costs and all indirect costs

The information from steps 1 to 5 can now be used to compute the actual cost of a PR job:

$$\begin{array}{rcl} \text{Direct costs traced} & \$51 \times 800 = & \$40,800 \\ \text{- professional labor} & & + \\ \text{Indirect job costs} & \$47 \times 800 = & \$37,600 \\ \text{allocated for PR} & & \\ \text{support} & & \hline & & \$78,400 \end{array}$$

Assuming that the fee to perform this job was \$86,000, the costing system shows a \$7,600 operating profit. The key is to cost the job before you quote a fee, not wait to the end to determine profitability. In order to do this two concepts are discussed: normal costing and extended normal costing.

Normal costing

A normal costing method traces direct costs to a cost object (job) by using the actual direct cost rate(s) multiplied by the actual quantity of the direct cost input and allocates indirect costs based on the

budgeted indirect cost rate(s) multiplied the actual quantity of the cost allocation base. Therefore, both actual costing and normal costing trace direct costs to the jobs in the same way. The difference between the actual costing and normal costing methods is that actual costing uses an actual indirect cost rate while normal costing used a budgeted indirect cost rate to cost jobs.

Normal costing uses actual direct costs because these costs are known and can be quickly traced to a job. Indirect costs, by definition, cannot be traced to jobs. Moreover, actual indirect costs are less predictable and not known until the end of the year. Normal costing uses the budgeted rates for indirect costs to estimate or approximate the actual indirect costs of a job soon after the job is completed.

Extended normal costing

Different firms design their own variations of normal costing systems. These systems aim at obtaining approximations of actual costs of jobs, but they use average costing rates in an assortment of ways. For example, in the example given, actual direct labor costs may be difficult to trace to jobs as they are completed. This is because actual labor costs may include profit based bonuses that are only known at the end of the year. Also, hours may vary depending on the number of working days in each month and the demand from clients.

In extended normal costing or budgeted costing, budgeted labor rates are used. Therefore, budgeted rates are used for both direct and indirect costs and are calculated at the beginning of the accounting period. This type of information is especially useful when bidding on future jobs.

In practice, costing systems will not always map neatly into one of the cost systems described above. For example, a PR agency may have some of its actual direct costs traced to jobs as incurred, and other direct costs allocated to jobs using a budgeted rate such as office support costs.

The key

The key to understanding client profitability is to understand your cost structure and prepare a detailed budget with detailed assumptions. Based on actual input, the budget forecast can be changed. Next month, an understanding of activity based costing can go a long way to making your agency competitive and profitable. ●

MSLGroup gives Winkler health/corp. post

MSLGroup has named Shellie Winkler, most recently General Manager of Edelman/New York's corporate and PA group, Director of its North America health and corporate practices.

That puts her in charge of health clients such as Eli Lilly, Shriners Hospitals for Children, Bayer, and Trius Therapeutics. United Technologies, Sealed Air, Marsh & McLennan, GM and Vivendi are members of the corporate collection.

Winkler handled Edelman blue-chips like GE Healthmagination, Dannon, Johnson & Johnson, Merck and MeadWestvaco.

Prior to the stint at the No. 1 independent firm, Winkler was managing director of the corporate communications practice & chief learning officer of Ogilvy PR Worldwide, and executive managing director of Hill &



Winkler

Knowlton's global health and pharmaceutical practices.

MSLGroup is part of Publicis Groupe. ●

Sustainability pro Drucker joins PT

Cindy Drucker, who was in charge of global sustainability at S.C. Johnson & Sons, has joined Weber Shandwick's Powell Tate unit.

As Executive VP in the Social Impact practice, Drucker will counsel clients on creation of CSR and "green" strategies.

At S.C. Johnson, Drucker rolled sustainable programs for top brands including Windex, OFF!, Ziploc and Glade.

Earlier, Drucker was Director of Public Engagement for the Presidential National Commission on the BP Deepwater Horizon Oil Spill and senior advisor to the CEO of the World Wildlife Fund on climate change, energy and conservation measures.



Drucker

Goodyear rolls with new global PR chief

Paul Fitzhenry, VP of Corporate Communications for Tyco International, joined Goodyear Tire & Rubber Co. on Oct. 8 as its Chief Communications Officer.

Fitzhenry, 53, who takes a Senior VP, global comms. title, moved to Tyco in 2007 from Pfizer as the then-\$41 billion conglomerate reorganized after a split into three companies. He oversees global comms., as well as operations of Goodyear's iconic airships.

Fitzhenry started out as a reporter in Toronto before moving to PR. Earlier stints included The Upjohn Company and Pharmacia with postings in U.S., Canada and Europe.

Goodyear, based in Akron, Ohio, had 2011 revenue of \$22.8 billion. ●



Fitzhenry

Cuomo plugs in NBC vet for communications

Allison Gollust, who left the executive VP/corporate communications slot at NBC Universal after its merger with Comcast in 2010, was named director of communications for New York Governor Andrew Cuomo.

Richard Bamberger, who previously worked for Cuomo since 2008 when the governor was attorney general of New York, is stepping down from the governor's office after nearly two years in the post.

Gollust, a 14-year NBC vet, was chief spokeswoman for NBCU and CEO Jeff Zucker, who also left after the Comcast merger, after stints heading NBC News communications.

"Allison is a consummate professional who has a wealth of experience in communications and management," Cuomo said in a statement. ●



Gollust



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July 18, 2011 Vol. 44 No. 27

F-H SHUFFLES MANAGEMENT DECK
Fishman-Hillman named Jack Modzelewski to the newly created position of the American post to coordinate activity of the unit chief of regions in the U.S., Canada and Latin America.

The founding general manager of F-H Chicago also served as COO for Europe and South Africa. Modzelewski was president of client relations since 2004 with responsibility for F-H's practice groups and strategic planning.

F-H CEO Dave Sney also added J.J. Carter, GM/San Francisco, to the U.S. western president. Nancy Seligman, executive VP and former eastern president assumes global client relations duties. Bob Winslow, managing director for global technology, is now in charge of F-H's more than 30 practice groups and new product development.

CHIME RINGS UP HEALTHCARE DEAL
Chime Communications has acquired healthcare specialist Reynolds/MacKenzie for an initial payment of \$4M, a package of \$2.5M cash and stock. R-M says it generated \$2.4M in revenue last year and earned an operating profit of \$1.2M.

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

The acquisition could cost Chime up to \$11M based on R-M's performance. Lord Bell's operation retains the right to pay up to a quarter of that contingent comp in newly issued shares.

Chime is a parent of Bell Pottinger.

DISCOVERY BAY DISCOVERS MWW
Discovery Bay Games, the Seattle-based company that produces game, apps and accessories for Apple's iPad, has selected MWW Group as agency of record. DBG is developer of Duo, the first integrated device for iPad. Duo makes it possible for multi-person games such as "Simultaneous Artifact or Fiction." MWW is to position the client as the top brand of gaming "appreciators" for the Apple tablet.

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

DBG becomes part of MWW's consumer tech practice with Samsung, Nikon and Celestion, among others.

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NEWS CORP. CALLS IN EDELMAN
Embattled News Corp. has called in Edelman to handle fallout from its phone hacking scandal that has engulfed in British operation.

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

Alex Higg, Edelman's managing director for corporate affairs, and James Landis, managing director for PR, handle the account.

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

(More on the News Corp. crisis on page 3)

THEME PARK OPERATORS SEEK PROPOSALS
The Virginia-based, global trade group for amusement park operators is on the hunt for a PR firm with an RFP open through Aug. 3.

The International Association of Amusement Parks and Attractions represents the interests of 4,000 independent members from entities like zoos, theme and amusement parks, museums and aquariums.

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

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

Download the RFP at odwyerpr.com/rfp.

APCO Worldwide has recruited Collin Mackay, former communication and partnerships director at the European Federation of Pharmaceutical Industries and Associations, as director of its healthcare practice in Brussels. Mackay is a 20-year veteran of the healthcare scene, holding posts at Weber Shandwick, Avanti and Organizational Laboratories.

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

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



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"I got a steady flow of new business leads from my listing, some of which have resulted in business for the firm. The O'Dwyer listing has paid for itself."

—John Smith, Smith & Jones, LLC



Integrated Thinking

O'Dwyer's Newsletter - August 8, 2011 - Vol. 44 - No. 30 (Download PDF version)

Page 1, 2, 3, 4, 5, 6, 7, 8

ISRAEL DRAFTS TOURISM RFP
Israel's Ministry of Tourism has drafted an RFP for PR services in North America to develop and implement a strategic PR plan for the Jewish state.

A copy of the RFP, dated July 25, was forwarded to O'Dwyer's, via email. Israel's commissioner for tourism for North and South America, is listed as overseeing the agency search. He should not be reached.

The RFP calls for proposals targeting the general Jewish and state agencies to promote travel to the country "in an effort to increase the number of image perceptions." Proposals are due Aug. 26.

The ministry of tourism has six branches in the Americas, including Los Angeles, New York, Atlanta, Chicago, Toronto and Brazil.

For U.S. airlines and Air Canada fly directly to Tel Aviv.

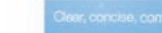
To pitch the account, agencies must have at least:

- A track record of successful PR campaigns for the Jewish state.
- A track record of successful PR campaigns for the Jewish state.
- A track record of successful PR campaigns for the Jewish state.



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—Joe Hargrave, Joe Hargrave & Associates, LLC



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Handbook Aug. 15, 2011

RFPs and Other Solicitations for PR Services

Send RFPs to pr@odwyerpr.com for rating. Note: RFPs are subject to changes and additions, so contact the issuer for any updates. "Send" RFPs free to business opening.

Category	State	Agency	Deadline	Status	PR Firms	Branches	Website
Search Services	FL	APR - RFP	08/01/11	Open	Yes	None	---
Marketing	SC	RFP	08/01/11	Open	Yes	None	---
Search Services	FL	APR - RFP	08/01/11	Open	Yes	None	---
Marketing	SC	RFP	08/01/11	Open	Yes	None	---
Search Services	FL	APR - RFP	08/01/11	Open	Yes	None	---
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Huawei dials up Apco, F-H

APCO Worldwide and Fleishman-Hillard work the lobbying beat for Huawei Technologies, subject of a scathing Congressional report that charges the Chinese telecom company poses a risk to U.S. national security.

APCO, which began work for Huawei in 2010, collected \$180,000 of the company's \$820,000 in first-half lobbying outlays. It handles foreign investment and security-related issues, as well as contact with the U.S.-China Economic and Security Review Commission.

APCO's team includes Barry Schumacher, senior director of international policy who joined the D.C. PR firm in '87 after working trade policy issues for Florida Governor Bob Graham.

He's assisted by former Congressman Don Bonker (D-WA) and Brian McLaughlin, who was a research assistant for Sen. Richard Durbin and for the Senate Homeland Security Committee.

F-H picked up Huawei earlier this year for the "Congressional review of cybersecurity procedures of telecommunications manufacturers and any legislative proposals of federal agency policies regarding cybersecurity and foreign telecommunications manufacturers" according to its filing statement.

Bill Black, Co-Chair of F-H's global PA practice, leads the Huawei push.

China's Commerce Dept. today slapped the House Intelligence Committee report as "based on subjective conjecture and untrue foundations." It believes the Committee has "made made groundless accusations against China."

Huawei blistered the House findings as "China bashing." •

FCC revamps communications

Justin Cole, U.S. corporate communications manager for Indian telecom and outsourcing giant Tata Communications, has joined the Federal Communications Commission as press secretary.

Neil Grace, a Burson-Marsteller alum who held the press secretary post at FCC since May 2011, is moving to a senior communications advisory role under chairman Julius Genachowski. He was director of B-M's issues and crisis unit in D.C., handling tech and telecom clients.

Cole joins the FCC after a year and a half at Tata. He was previously a journalist, working as an energy and business reporter for Dow Jones Newswires, AFX News and Agence-France Presse, before moving to Fitch Ratings in an editorial corporate comms. role. Tammy Sun remains Director of Communications at the FCC.

Genachowski, a Harvard Law School classmate of Barack Obama, is in his third year as FCC chair. •

Teetering Toyota hands keys to BGR

Toyota, which is in the midst of a massive 7.5 million car recall, has hired BGR Government Affairs to provide guidance on federal, regulatory and administrative actions on energy, technology, manufacturing, tax and safety issues.

A faulty door switch that could lead to car fires is the Japanese automaker's biggest recall since the sudden acceleration recalls of 2009 and 2010.



USA Today (Oct. 11) reported that the recall, which includes 2.5 million cars in the U.S., is a "new black eye" for the company and "another blemish on Toyota's reputation for quality."

BGR has rolled out the heavy guns for Toyota. That team includes Haley Barbour (former Mississippi Governor and Republican party bigwig), Loren Monroe (aide to former New Mexico Senator Pete Domenici), Erskine Wells (ex-Deputy Chief of Staff for Mississippi Senator Roger Wicker), Jennifer Larkin Lukawski (Legislative Director for former Congressman Bob Dornan), Russell Roberts (ex-Chief of Staff to Florida Congresswoman Ileana Ros-Lehtinen) and Jonathan Mantz (National Finance Director for Hillary Clinton's presidential run). •

Gephardt grabs GOP player

Rob Epplin, who has nearly 25 years of experience working for Republican politicos, has joined Gephardt Government Affairs as VP.

Most recently, Epplin was Legislative Director for Maine Senator Sue Collins and staffer on the Senate Finance Committee.

Earlier, he handled tax and trade matters for Gordon Smith of Oregon, worked as analyst in the Office of Management and Budget and was staffer at the Dept. of Education under Lamar Alexander.

GGA, which is the firm of former House Majority Leader and Democratic presidential contender Dick Gephardt, is the home of Republican strategists Scott Brenner (ex-Federal Aviation Administration spokesperson) and Tom Blank (Transportation Security Administration alum). •



Epplin

PN Director exits for Obama

Porter Novelli Global Director of Health Susan Hayes has left the firm for an advance role with President Obama's re-election campaign.

Hayes, who was at PN from 1996-2002, re-joined the Omnicom firm in 2010 and was named to the Global Health post in May 2011.

Earlier stints included Cooney Waters Group and Ogilvy PR, in addition to running her own PR consulting shop for eight years.

PN, which works with the Internal Revenue Service and Dept. of Health and Human Services among its government clients, has not yet been reached about a replacement.

Julie Winskie, to whom Hayes reported, left the firm in January. •

Levick sides with Antigua in squabble with U.S.

Levick Strategic Communications has inked a \$240,000 contract to represent Antigua and Barbuda, which licenses electronic casinos, in its squabble over online gambling with the U.S. The U.S. maintains the federal Wire Act prohibits online gambling.

Under the six-month pact that went into effect Oct. 3, Levick fronts A&B's position that it has lost billions of potential gambling revenue due to this country's "failure" to abide by various rulings of the World Trade Organization. A&B has filed a claim with the WTO for \$3.4 billion in trade sanctions against the U.S.

The Washington-based PR firm distributed a release Oct. 15 that says if America fully complies with various WTO rulings, money will flow to the Caribbean nation so it can invest in "invest in education, further job creation and job training that will benefit every Antiguan and Barbudan."

Settle of the decade-long impasse with the U.S. over remote gaming services "will substantial positive impact on the country's ailing economy, adding diversity to the tourism industry which accounts for nearly 60% of gross domestic product and 40% of investment," according to the A&B's statement.

CEO Richard Levick and Colin Murdoch, A&B's permanent secretary/minister of finance, the economy and public administration, signed the contract.

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.

Just Consulting LLC, Alexandria, VA, **registered October 9, 2012 for Organization of Islamic Cooperation**, Jeddah, Kingdom of Saudi Arabia, to research and analyze issues of concern to the Organization of Islamic Cooperation, and counsel the principal on U.S. areas of concern and activities in the legislative and executive branches.

BGR Government Affairs, LLC, Washington, D.C., **registered October 10, 2012 for Royal Thai Embassy**, Washington, D.C., for strategic government affairs and public relations services within the United States.

Washington Avenue International LLC, Washington, D.C., **registered October 10, 2012 for Office of Governor, Bayelsa State of Nigeria**, Yenagoa, Bayelsa, Nigeria, for planning meetings with companies and government officials and possible congressional representatives and the press.

Lobbying News



NEW LOBBYING DISCLOSURE ACT FILINGS

Below is a list of select companies that have registered with the Secretary of the Senate, Office of Public Records, and the Clerk of the House of Representatives, Legislative Resource Center, Washington, D.C., in order to comply with the Lobbying Disclosure Act of 1995. For a complete list of filings, visit www.senate.gov.

Hannegan Landau Poersch Advocacy, LLC, Washington, D.C., **registered October 22, 2012 for Western Union**, Edgewood, CO, regarding financial services integration.

38 North Solutions, LLC, Washington, D.C., **registered October 22, 2012 for Retroficiency, Inc.**, Boston, MA, for DOE energy efficiency programs.

ADS Ventures, Inc., Boston, MA, **registered October 22, 2012 for Tompkins Strategies, LLC**, Washington, D.C., regarding FY12 NDAA, FY12 defense appropriations.

Mapetsi Policy Group, Washington, D.C., **registered October 19, 2012 for Penobscot Indian Nation**, Indian Island, ME, regarding sovereignty, treaty rights, lands restoration, natural resources protection, emergency preparedness, 8(a) contracting.

Alston & Bird, LLP, Washington, D.C., **registered October 19, 2012 for Boys and Girls Clubs of America**, Washington, D.C., regarding youth mentoring program funding.

Fabiani & Company, Washington, D.C., **registered October 19, 2012 for Sialix Inc.**, Newton, MA to secure DoD and DHHS funding for glycobiology research.

Michael Robinson, Levick Executive VP and acting Chair of the PA group, heads the firm's effort for A&B. He's assisted by Jack Deschauer, Philip Ellwood and Ryan Stanton. ●

Israel to launch PR push to "legitimize" settlements

Israel's Ministry of Public Diplomacy and Diaspora Affairs plans a \$260,000 PR campaign targeting bloggers and opinion-leaders at home and overseas to bolster the image of settlements on the West Bank.

The World Zionist Organization is to handle that effort, according to a report on YNetnews.com.

The PR drive comes as prime minister Benjamin Netanyahu has called for elections to be moved up to January.

According to the Ministry, the settlers are "misrepresented as a violent, conquering and destructive group."

The Ministry said in a statement that the PR project "seeks to set off proactive measures aiming to expose opinion leaders abroad to the complex Israeli reality, thus improving Israel's global image."

It says the PR push is in line with its diplomatic strategy. "The activity aims to take foreign delegations on trips across Israel, including the sites of conflict and the settlements, which stand at the center of the de-legitimization efforts waged against Israel," according to the Ministry. ●

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SPECIAL EVENTS

THE NATIONAL PRESS CLUB

National Press Club, 529 14th St., N.W., Washington, DC, 20045. 202/662-7580. www.press.org. Joshua Funk, Dir., Bus. Dev.

The National Press Club, a private club for journalists and communicators, has been "Where News Happens" for more than a century. Each year, the Club hosts over 250,000 visitors at more than 2,000 events that are conveyed to global audiences in print, television and online. Our journalist members work with the NPC staff to create an ideal facility for news coverage – from a full service broadcast operation, to fiber and wireless connectivity, to audio-visual services.

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Account Executive

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If you are able to find clients who want to be on Talk Shows, we are probably a good fit.

We have two billing options for clients. They can either pay per interview with no charge unless we book them on shows. Or we can take a flat monthly rate (minimum of \$2500/month; preferably \$5000 or more) for all the bookings we can deliver.

To the best of our knowledge we book more guests on more talk shows than any other independent agency. Despite the fact that we are not listed in O'Dwyer's top 100 PR firms, we still enjoy one of the top 10 Alexa.com ratings of all independent agencies in the U.S.

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OUR FIRST YEAR



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Collaboration is at the core of our brand, and it's helped us achieve some powerful results. In less than 12 months we have become one of the brightest stories in the PR business. Our 2011 US fees rank us as one of the top ten independent agencies – in 2012 we will achieve more than 30 percent growth (far above the growth rate of the PR industry) and have been named new agency of the year by a leading trade publication. And while our name is new, we have a deeply rooted team. Our 30 Managing Partners, Senior Partners and Partners have worked together for an average of 10 years, and have a shared commitment to our mission and our future.

We are an agency of commitments. While we prize new business, we hold the importance of existing client relationships above all else.

And, we care about every one of our colleagues. Our first Finn Partners ad last year proudly displayed the names of the 180 people who work in our six offices. One year later, our staff has grown to over 220, with a host of talented newcomers joining that original roster. Finn Partners is leading the industry with a very low turnover rate.

Finally, as we look to the future, we want to be an agency that makes a difference – through our award winning pro-bono work for numerous not-for-profit organizations, through the global peace work of my sister, Dena Merriam, who has joined me in launching Finn Partners, and through some of my own foundation work supporting the arts. Most of all we want to make a difference in the lives of the people who work here and, through business, in the lives of the clients we serve.

If you would like to know more, please contact me at peter@finnpartners.com or at my direct line, which is **212-593-6428**.

Best wishes,

Peter Finn

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