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EDITORIAL

Extremists have ruined the GOP brand.

TWITTER LOSSES SOAR, CHALLENGES ABOUND

On the eve of its much-anticipated IPO, micro-blogging site Twitter posts big losses.

HACKERS CRACK PR NEWswire DATABASE

PR Newswire acknowledges that hackers broke into its database containing thousands of overseas records.

STUDY NAMES FOOD'S MOST INFLUENTIAL

A study by Ketchum shows a small but motivated segment of influencers is shaping today's opinions about food.

ECLIPSE OF CIO SIGNALS BIG CHANGES FOR TECH

Many IT-related decisions in corporations traditionally handled by the CIO have now moved to the CMO or CFO.

COLLABORATION TECHNOLOGIES RESHAPING PR

PR pros are not only collaborating with their own teams, but also with clients' teams and other third parties.

TELLING THE STORY IN A POST-NARRATIVE WORLD

The need for quality storytelling remains, but technological realities have changed the terms for how stories are told.

RETURNING CONTENT AND STRATEGY TO TECH PR

Shooting for publicity, a mention or good press with no thought to strategy is always a losing battle.

RESEARCH, PLANNING ARE NOT JUST FOR SCIENCES

Many PR pros still have a long way to go when it comes to executing tactics with supporting research and strategy.

HOW SOCIAL MEDIA CAN MITIGATE CRISIS IMPACT

Why companies are now bound to face the possibility of a social media crisis before it occurs.

INDUSTRY ADAPTION: FROM TECHNOLOGY TO MARKETING

We can learn a great deal by watching how revolutions migrate across professions.

DEATH OF J&J'S FOSTER REVIVES TYLENOL MYTH

Lawrence Foster's death has touched off a slew of false claims regarding J&J's handling of its famous 1982 crisis.

HARNESSING THE POWER OF BIG DATA

Unfortunately, the PR industry has been slow to take advantage of the opportunities of Big Data.

PR PROMOTED AS TOP JOB CHOICE AT CAREER FORUM

Public relations was touted as a high-end, high-demand profession at a sell-out Boston University panel.

PR PERFORMANCE UNDER THE MEASUREMENT MICROSCOPE

Never before has the PR industry been required to arm itself so heavily with data that validates its very existence.

STUDENTS ASK: HOW DO WE MAKE MONEY?

Media pros at a recent panel discussed the economic plight affecting today's news environment.

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

OPINION

Jack O'Dwyer

GUEST COLUMN

Kevin Gallagher



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January: *Crisis Comms. / Buyer's Guide*

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*

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How extremists ruined the GOP brand

You don't need a thumb on Washington's pulse to know the Republican brand is experiencing cardiac arrest. A damning spate of October polls offers some insight into the damage incurred against the GOP's image in recent months. A CNN/ORC poll revealed that 64% of Americans now say they hold an unfavorable view of the GOP. This was reiterated in a recent *Washington Post/ABC News* poll that showed 63% of Americans see the Republican Party in an unfavorable light, and 77% disapprove of the way they handled budget negotiations during the October government shutdown. A similar NBC/*Wall Street Journal* poll revealed that favorable views of the Republican Party now stand at only 24%. Each of these polling outlets noted the figures are historic, the lowest they've ever recorded — a true nadir for the Party.

There's little doubt that Congress' handling of the budget last month contributed to a boomerang effect on GOP favorability. However, you'd be remiss to assume this was caused merely by their inability to defund Obamacare, or their failure to slash federal spending to Party-approved levels, or the slew of idiotic statements made regarding minorities, abortion, gay rights and even evolution, or their pervasive inability to win elections.

What's really killing the Republican Party is a philosophical rift within its own ranks. There's an identity crisis occurring within the GOP, something akin to Democrats' emasculation after Vietnam (which, of course, contributed to the GOP's hold on the White House for all but four years between 1969 and 1993). Growing disenfranchisement and dissatisfaction has engendered the Tea Party's rise and subsequent ransacking of today's conservative movement.

The Tea Party's trademark solipsism, their penchant to decry the perceived inaction of party members who refused to let the government sink into fiscal default, their habit of singling out fellow Republicans who fail to kowtow to the most extreme tenets of conservatism, is indicative of the schism that characterizes the conservative zeitgeist. The Tea Party has ushered in a new voice in conservatism, one that favors radicalism over pragmatism, one that analogizes compromise with ideological surrender. Fueled by manufactured outrage, romance mythology, and bygone notions of white supremacy, the Tea Party resides at the intersection of rumor, misinformation, and mob psychology, armed with path-to-Tyranny pabulum that claims (among other things) our President is a Kenyan Muslim socialist bearing ideological parallels to Hitler — and, paradoxically, Lenin — or that overthrowing the government is somehow a "patriotic" endeavor. Who knew?

A large part of the Tea Party's ability to energize the movement has been predicated on their ability to rile their base with the promise of a return to a past that never existed. The Boston Tea Party of 1773 favored economic redistribution. Those fabled days of yore might be an exercise in fantasy, but a return to populism it isn't. The Tea Party has about as much in common with their progenitors as the average Renaissance Faire attendee. Nonetheless, the first step in gaining critical mass is to promulgate the idea that you've been oppressed. The Tea Party is correct when it claims the world has changed; it's a fallacy of the highest order, however, to say a world that makes room for others is the same as a world that precludes you.

No question, the Tea Party has vitalized a big segment of the conservative base. However, anyone who thinks this sets the stage for a Republican takeover is dead wrong. The advent of the Tea Party is a Pyrrhic victory for the conservative movement. It has emerged as a splinter that seeks to separate from the whole. Americans are turned off by fringe elements. We don't like radicalism, no matter what political stripe. In fact, that very fear of radicalism — the habit of referring to liberals as "communists," for example — has been a staple of GOP admonitions for decades. By fetishizing radicalism, Republicans have become victims of their own pathology.

In repairing their brand, it deserves mention that an overwhelming number of Americans still agree with many tenets of the Republican Party, as well as recent voices within the Party who have called for change in Washington. Lower taxation, curtailing the reach of government, recent outrage over our use of drones in the Middle East, and the continuing overreach of NSA surveillance are all touch-points that resonate with a very wide segment of voters. The Republican brand can do a lot to reposition itself, and they can start by standing up for ideas they support, instead of what they merely oppose. ●

— Jon Gingerich

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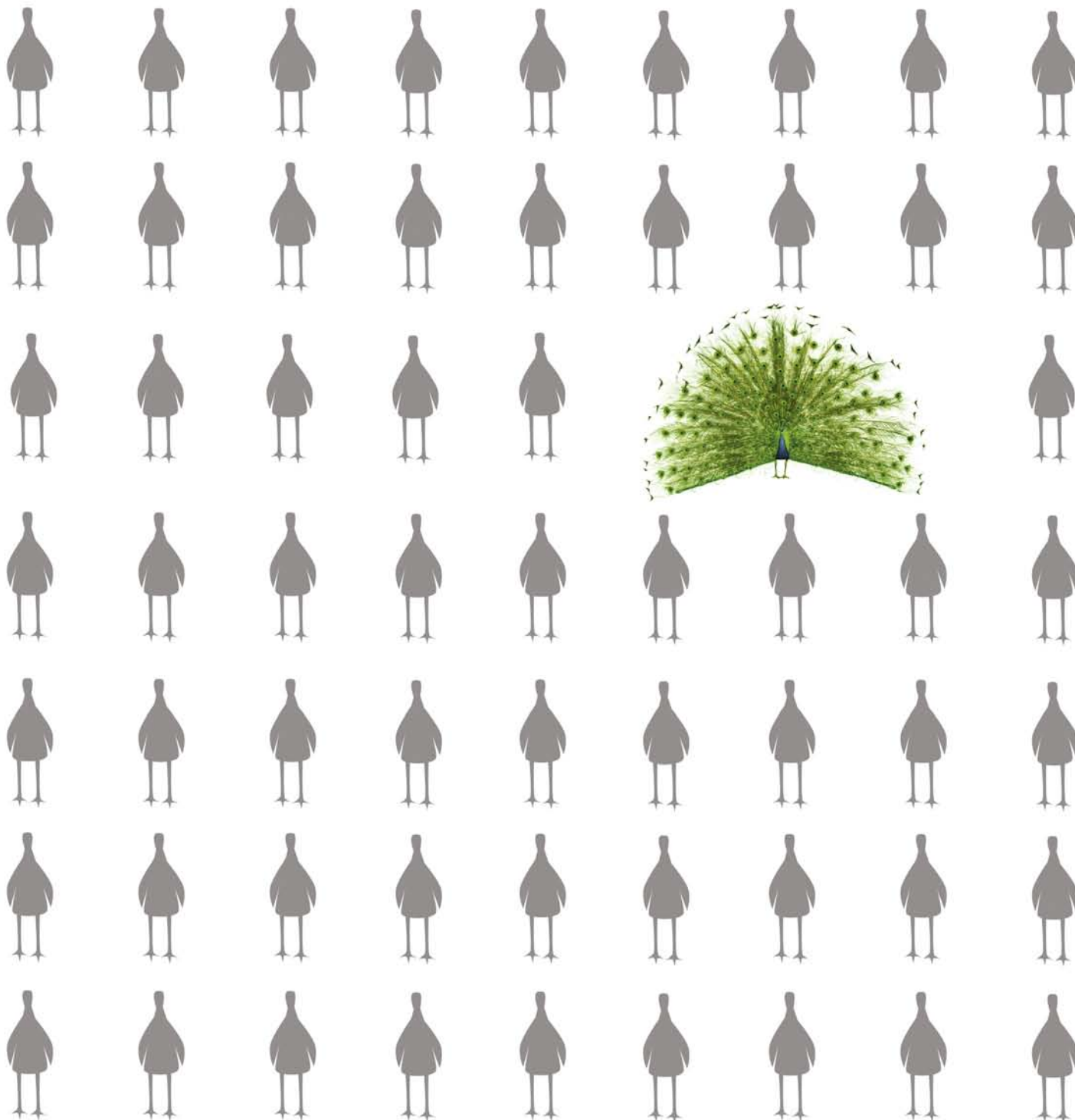
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Twitter losses soar, overseas challenges abound

Twitter, the “global platform for public self-expression and conversation in real-time,” registered a rise in September quarter-ended red ink to \$64.6 million from \$21.6 million, according to its October 15 amended S-1 filing with the Securities and Exchange Commission. The news comes just before the company’s highly anticipated initial public offering.

By Kevin McCauley

Revenues soared 105% to \$168.8 million from a year ago.

Twitter’s advertising revenues from promoted Tweets, accounts and trends rose 123% to \$153.4 million during the quarter.

The micro-blogging service has the bulk of its monthly active users overseas. Twitter had 53 million users in the U.S. and 179 million elsewhere at the end of September.

Twitter’s growth is faster in Argentina, France, Japan, Russia, and Saudi Arabia than in the U.S.

The challenge is to monetize that overseas user base, which only accounts for a quarter of Twitter revenues. Each U.S.

timeline view generates \$2.58 vs. 36 cents overseas.

According to the SEC document, many international markets are not familiar with digital advertising, which will “require a significant investments of time and resources to educate advertisers” about the benefits of promoting products and services via Twitter.

There are government regulatory hurdles in the European Union and difficulties in emerging markets where users access Twitter via phones with limited functionality, rather than through smartphones, tablets and desktops.

Twitter believes its operating results could be harmed by censorship or barriers erected by overseas governments.

ers erected by overseas governments.

China has blocked Twitter, while temporary shutdowns have occurred in Iran, Pakistan, Libya and Syria for political reasons.

As of September 30, Twitter employed 2,300 compared to 1,200 a year ago.

CEO Richard Costolo who was paid a \$200,000 salary in 2012, took a pay cut to \$14,000 in August. He earned \$11.3 million in 2012 stock awards/options.

Costolo signed an executive employment letter effective October 1 that has no specific term and provides for at-will employment.

Adam Bain, who earned \$200,000 in 2012 salary and \$6.5 million in stock/options/incentives for global revenue president duties, and Christopher Fry, who earned \$145 million in pay and \$10.1 million in options for Senior VP of engineering work, have similar executive employment letters. ●



PR news brief

SOCIAL MEDIA: PR'S BEST FRIEND

The use of social media is increasing job satisfaction among PR staffers, according to a “PR 24/7” report released by Simon Fraser University in Vancouver.

Forty-two percent of respondents report a hike in job satisfaction because of social media, while 16% saw a drop in satisfaction, according to the survey conducted by SFU’s continuing studies PR certificate program.

Those happy with online work credit it for boosting creativity, communications value and the ability to connect with proper audiences.

One respondent wrote: “I find social media has helped me and my clients to engage with the public more often and at a less fevered pitch than can occur at public meetings. More contact means many issues can be pre-discussed before becoming the topic at a face-to-face meeting.”

Another person noted: “Unlike other PR tactics, there’s an immediacy, high visibility and tangible engagement factor.”

Forty-two percent said social media made no on-the-job difference.

Social media, a majority of respondents claimed, is keeping PR staffers’ noses closer to the grindstone. Fifty-three percent extended their work hours, busily monitoring and interacting with the online world.

That increase comes out to one to five hours per week. Seventy-six percent say their companies have policies regarding the after-hours use of social media.

A key takeaway of the study is the notion that empowering staffers with social media duties can make a normally stressful job a little less so.

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Hackers crack PR Newswire database

Hackers broke into a PR Newswire database containing thousands of overseas customer records earlier this year, the company acknowledged in October.

By Greg Hazley

PR Newswire CEO Ninan Chacko said a database that primarily houses access credentials and business contact information for customers in Europe, Middle East, Africa and India was compromised.

"We are conducting an extensive investigation and have notified appropriate law enforcement authorities," Chacko said. "Based on our preliminary review, we believe that customer payment data was not compromised."

The data was found on a hacker server where stolen Adobe source code was

recently discovered, according to *ComputerWorld*.

IT security writer Brian Krebs wrote on Oct. 13 that the date/time stamps on the PRN data indicated the breach occurred on or after March 8. He said when a copy of the data was presented to PRN, they confirmed ownership.

PRN acknowledged the breach publicly on Oct. 16 in a blog post by Chacko, after privately notifying customers.

While Krebs said there are no indications the data was used maliciously, Alex Holden, the chief information security officer for Hold Security who worked with

Krebs on the story, said the PR information reads like a "who's who of PR firms and *Fortune* 1000" companies and suggested it could have been used to wreak havoc on financial markets.

Cision was the victim of a phony press release scam last month in Sweden, causing it to beef up security procedures after shares in two biometric companies spiked.

PRN, which uses both digital and human safeguards in disseminating content, said it is requiring new passwords for customers in the hacked database. "From an internal perspective, we continue to implement security improvements and additional protocols to help further protect user portals and customer and proprietary information," he wrote in a blog post.

Both Cision and PRN have notified authorities of the breaches. ●

Study IDs food's most influential consumers

A small but motivated segment of mostly young, female food influencers is shaping opinions about brands, companies and the food industry while shrugging off traditional marketing practices, according to a recent study by Ketchum.

By Greg Hazley

Dubbed "food e-vangelists" by the firm, the segment is dominated by online-savvy, young females with families — 35 million in the U.S. — who are financially secure and fuel around 1.7 billion conversations centered on food per week around the world.

Ketchum Partner and Global Food Practice Director Linda Eatherton called the demographic "the most important group in the food industry today," adding that they don't fit into typical marketing segments. "They are hiding in plain sight, yet food companies are allocating budgets on marketing programs that don't reach them," she said. "This group will change the food industry forever, but at the moment they represent a hugely missed opportunity."

These "e-vangelists" are important because of their influence. Forty-four percent of them said they recommend or critique a food product at least four times a week, while 40% said they share opinions on food purchasing with friends and fam-

ily just as often. Thirty-eight percent of the group said they recommend or critique a food brand at least four times a week.

Health, transparency, and making food more accessible to families in need are

three key issues e-vangelists look for in supporting a company or brand.

Other trends identified by Ketchum are increases in the purchase of fresh foods at the expense of fewer packaged and prepared foods. ●

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Eclipse of CIO signals big changes for tech suppliers

Winston Churchill said that “to improve is to change.” This is advice today’s technology vendors should take to heart. Corporations are now witnessing an internal transformation in the information technology world, where IT-related decisions in organizations once handled by its traditional center, the Chief Information Officer, has moved to the Chief Marketing Officer and Chief Financial Officer.

By Konajilo Luseni Barrasso

The internal shift in technological responsibility from the Information Officer to the Chief Marketing Officer and Chief Financial Officer was signaled recently by the Gartner Group, which found that CFOs alone authorized a whopping 26% of all IT spending decisions at their organizations, as opposed to just five percent by CIOs. And a related Gartner study predicted that by 2017, CMOs will outspend CIOs on information technology.

These watershed changes pose both opportunities and threats to those who sell enterprise technology. At a minimum, it means that they must re-evaluate the very premises of their customer interactions in order to stay relevant to the new sources of decision-making. As a result, we must ask why the shift, and what are the implications for Enterprise IT in this brave, new world.

Why the shift?

The internal shift in control over IT responsibility is occurring for a couple of reasons.

One has to do with the growing importance of e-commerce in any company’s financial outlook, and the increasing role of social and mobile media in that equation. Today, the big money in IT spending increasingly lies in tools to mine social media for product ideas, in mobile applications to enhance products, and in creating social interactions with customers to build brand loyalty. CMOs have justly claimed all these responsibilities as strategic marketing/communications imperatives; they are driving the technology decisions to make these tasks possible, often leaving the CIO in the back seat.

Second, an expense-conscious, global marketplace has rendered IT even more of a cost center, inviting closer financial oversight. Enter the CFO. As *American Banker* stated in July 2011, “with limited funds available for investment ... CFOs are inserting themselves into the [procurement] process to make sure each IT project provides value.” Not surprisingly in this climate of tight ROI accountability, Gartner noted that at roughly half of mid-sized to big corporations, CIOs report directly to the CFO. It’s a trend that will increase over

time.

The implications for technology suppliers

For technology manufacturers and consultants, this shift is not unlike the challenge of adapting to a foreign culture, with the need to master the values, preconceptions and language. How should suppliers move forward in this crucial task?

The concerns and challenges of a senior finance and marketing executive are usually of a different and higher level than those of an IT department head, and it is essential to understand and address those perspectives.

That means less “bits and bytes” and more business “big picture.” It means understanding the organization’s business model, its competitive opportunities and threats, and fitting technical solutions into that larger context.

Recent studies suggest that this is not happening — meaning that those who can address technology from a strategic business perspective have a true opportunity for differentiation and success. CFOs, for example, generally misperceive IT as a commodity — even while they are desperate for it to serve that role. Seventy percent, according to Gartner, do not think technology is providing business benefits. Only a little more than one-third see it as a strategic driver of business performance, and only eight percent view IT as a key contributor to the enterprise’s competitive position.

Another challenge facing suppliers in this new environment is shifting from features and functions to financial metrics. Both CFOs and CMOs speak the language of Return on Investment. They want to know not only how the performance of your solution will be measured over the lifespan of this project, but what assumptions you are using to make that evaluation.

It is important to note that quantification is as important in the marketing C-suite as the finance department; one of the biggest pressures facing CMOs today is to demonstrate and deliver tangible value on IT. They will embrace partners in this endeavor.

The strategic grounding at the highest levels of the finance and marketing depart-

ments often means a smarter customer. *Harvard Business Review* recently found that nearly 60% of a typical purchasing decision — researching solutions, ranking options, setting requirements, benchmarking pricing — is now completed before the organization even has a conversation with a supplier. This means that sales people can no longer be strictly product pitchmen, but must don the mantle of consultants who can help clients navigate the remaining 40% of the RFP process.

We are not suggesting that IT sales representatives must magically morph into IT consultants. But providers must be able to engage a CMO or CFO at the place where consultants operate: strategy. And that means being armed with some degree of insight into a customer’s larger business challenges. The strict, historical distinction is blurring between vendors/contractors and consultants. Put differently, the closer a provider can come to thinking and sounding like a consultant, the better he or she will likely connect with the new decision-maker.

Finally, despite their new responsibilities overseeing technology decision-making, few CMOs and CFOs are tech experts. They need guidance, and here suppliers can fill an important role. Furthermore, the CIO’s role in this regard should not be ignored or discounted. Although at most organizations the CMO/CFO relationship with the CIO is less than ideal, the reality is that each needs the other to make the IT process work. Technology suppliers can not only lend their expertise themselves, but serve a role building bridges between these departments.

Taking a new step is often what people fear most. But for those who can address the needs of a newly empowered CMO and CFO through marketing and sales strategies, a world of opportunity awaits.

Konajilo Luseni Barrasso is Group Vice President of Makovsky’s Technology Practice. ●



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How collaboration technologies are reshaping PR

Collaboration is a hot topic these days, and a timely trend that has become especially relevant in the public relations industry.

By Jennifer Gehrt

In any workplace, collaboration — among partners, colleagues and clients — helps eliminate what experts refer to as the “silo mentality” or “knowledge hoarding” that can drain collective brainpower and inhibit creativity. Additionally, effective collaboration has the potential to genuinely energize the players involved, offering parties the chance to enjoy maximum productivity, creativity and success.

In public relations, collaboration has become especially important, as PR activities often require buy-in from multiple stakeholders. Not only are PR professionals working to effectively collaborate with their own teams, but also with teams from the client side, as well as any other players that might be involved in a particular campaign or project.

Fueling this collaborative trend is a new generation of platforms and apps that go far beyond email, and even beyond apps like Google Drive, to help professionals arrive at the next million-dollar idea or successful campaign. These tools are part of a new class of business software that is easy to set up, flexible, and updated in real-time. And the good news, says a new report from IT research firm Gartner, Inc., is that “most collaboration applications will be equally available on tablets, desktops, smartphones and browsers by 2016, reinventing the way employees work,” as the explosion of BYOD (bring your own device), personal cloud file sharing and the increasing availability of mobile applications continues unabated.

In the PR world, these new technologies are helping us better manage projects and build stronger and more creative and productive client relationships, shared expectations and big wins in the marketplace. As I mentioned, public relations activities often require buy-in from many players — and these players might be scattered across various locations and time zones. To address this, we are noticing a trend of PR agencies leveraging collaboration tools in their businesses, including:

Hobsons’ use of SlideShare Pro. SlideShare Pro is a platform where users can upload and share presentations, documents, videos and webinars. Users can tag, review, rate, comment on, download and

embed content. The tool has taken hold for public relations professionals, as it allows collaboration internally and allows specified presentations to be shared externally.

Hobsons’ communications department uses SlideShare Pro to set up a corporate channel for presentations, so that anyone in their business can access, go back to and review corporate conference presentations. For Hobsons, SlideShare Pro is a go-to platform to create and share content, either internally or externally.

Bolt Public Relations’ use of Dropbox.

While it’s likely you’ve heard of Dropbox for sharing files like photos and music playlists, you might not be aware of how it’s permeating public relations agencies. The cloud-based, automatic file-synchronization tool is another new platform that gives collaborators the ability to share documents, press releases, media placements and other vital information.

Bolt Public Relations has employed this technology for several years, and cites its ease of set-up and use as a major contributor to increased collaboration. Bolt houses all ongoing files in Dropbox, so instead of a cluttered inbox filled with shared documents, everything is stored within a single storage folder. With multiple offices, Bolt can save a document in a client folder, and any employee working on that business can access it from it anywhere, and see any updates, as well as a time stamp of when it was last updated and by whom. The agency has been able to share files and stay organized, without changing how they do business.

The Eisen Agency’s use of Smartsheet.

Smartsheet, based in Bellevue, WA, is a cloud-based collaboration tool for managing projects with both internal and external teams. It features file sharing, project notes and discussions in context, reports across sheets, and real-time updates. The tool is based on the familiar spreadsheet interface, which means there’s almost no ramp up period to learn the technology. Smartsheet also works smoothly with Dropbox, Zapier, Google Apps, Salesforce.com and Box.

Rodger Roeser, Founder and President of The Eisen Agency in Newport, KY, has been using Smartsheet for about two years.

“Having all of our efforts documented in Smartsheet not only keeps my team and

their projects on target, it has greatly improved my client conversations,” said Roeser. “When I bill a client each month, I include a copy of the client’s sheet so there’s no question about the amount of work we’re putting in. I can’t tell you the last time a client contested an invoice.”

Emerging apps

Other apps and platform technologies are altering the way PR firms encourage collaboration. One such is Quip, a cloud-based tool that mashes up elements of Google Drive, MS Word, and even chat messaging and Twitter. It enables users to draft documents, share and edit them in real-time easily with others, which makes it especially appealing as more and more people are working — and co-working — on their mobile devices. At present it’s a free download and available on Web browsers, iPhone and iPad.

At Communiqué PR, we’re leveraging collaborative technologies to great advantage including, like the Eisen Agency, extensive use of Smartsheet. Collaboration tools have helped us build our business in a number of ways and have helped us better manage client activities and timelines, including the management of all graphics and documents within a client’s individual sheet, so that all relevant materials are in one place. With Smartsheet, we’ve also been able to coordinate with international PR agencies Comma PR and Proof Communications, both in the UK. We’ve dramatically boosted collaboration internally and with clients, and we’re also effectively and efficiently managing HR issues such as vacation scheduling and onboarding for new coworkers.

As the availability of mobile apps increases, we continue to move from a Web-centric to an app-centric world. Expanded collaboration through smart devices, personal cloud sharing and mobile apps helps us further innovate and maintain a competitive edge. In the PR industry, where transparency and buy-in from multiple stakeholders are essential for success, apps and tools that make collaborating easy and efficient are taking a strong hold.

Jennifer Gehrt is Founding Partner of Communiqué PR. ●



Jennifer Gehrt

Telling the whole story, in a post-narrative world

Twitter, email and YouTube are overwhelming us. Attention spans are short, distractions are at every turn, and time seems compressed. The need for quality storytelling is just as important as ever, but today's technological realities have changed the terms for how stories are told.

By Tim Fry

Earlier this year, Douglas Rushkoff published *Present Shock*, in which he describes a “distracted present, where forces on the periphery of our lives are magnified, and those immediately before us are ignored.”

It's easy to see how Rushkoff, who will be speaking more on this topic during a Weber Shandwick panel at a Global PR Summit this month, concludes we are living in a “post-narrative” world. Even if we had the time for stories, myriad distractions make it impossible to pay attention. I'm not about to jump off the storytelling bandwagon; I believe human beings are fundamentally wired for and crave stories. Yet, as marketers, we ignore the realities of this presently-shocked world at our peril. Stories aren't going anywhere. Even Rushkoff acknowledges the irony of making his case for the decline of storytelling via a very traditional form of narrative: the book. We do, however, need to reevaluate how we engage people with stories.

Seizing the moment

To work, stories require a captive audience. Today, distractions are only as far away as the TV remote or updated Facebook newsfeed, making it harder to pay attention to a linear story. With the collapse of the linear story, public relations professionals have to find a different route to audiences. It might be through games, or inserting our brands at just the right moment as stories unfold. We no longer have the luxury of time to thoughtfully react to events after they happen. Even a delay of a few hours makes it too late. We have to seize the moment and be everywhere people are.

That's what Oreo did during Super Bowl XLVII with their now famous “You can still dunk in the dark” Tweet just minutes after the lights went out in the Super Dome (though Oreo is a Weber Shandwick client, this effort was with their social agency.). It's how American Airlines (also a Weber Shandwick client) was able to quickly get out the facts via social media after Alec Baldwin was removed from one of their flights for not turning off his phone. Instead of issuing a press release, they took to their own social media platforms with their story — blunt-

ing the impact of a very upset celebrity on their brand.

The most successful communications strategies now resemble moves in an interactive game instead of chapters in a story. Effective companies empower those making the moves (usually PR people) so they can keep up with the game. Real-time communications doesn't allow for long approval processes winding their way up the chain of command. Companies need to be willing to go off script. Everybody across an organization's communications team must completely understand the essence of the brand and be empowered to act. Whether that's a Tweet during the Super Bowl or a timely response to a crisis — the team must do so in a way that's on strategy, on brand, and on time.

From brand to media company

In today's “Right Now” environment, organizations must take control of their own story. A June 2013 Gallup Poll showed that fewer than one in four Americans (23%) are confident in newspapers and TV news. Brands can pick up where news organizations have left off, effectively becoming media companies. That doesn't mean simply publishing content; it requires a sophisticated construct that resembles a traditional newsroom — an editorial team model that supports quick content development and predictable distribution to reach audiences at scale.

Turning a brand into a media company requires an overhaul of the traditional PR team structure. Many of our clients are making the media company transition — hiring Chief Storytelling Officers and building editorial boards, news calendars and sites that resemble newsrooms instead of press release factories. One Weber Shandwick client, Verizon Wireless, has completely overhauled its communications department. They have all but eliminated the press release as communications vehicle of choice, yet they have seen increases in earned media. Another Weber Shandwick client, General Motors, is taking a similar approach. Stories published on their media center are always accompanied by other rich media — making them more compelling, and shareable.

The innovations that have led to “present shock” have also created oceans of data —

from website traffic to Tweets to location check-ins. We can put that data to work to enable better storytelling. Data to a PR person used to be number of media hits — now that's only part of the story. We must think about data analytics less as backward-looking measurement tools and more as a creative force behind our stories — giving us insights into what audiences care about and what stories they will engage with. Integrating analysts deeply into PR teams and making them part of any creative process will ensure our stories are on-target and timely.

The whole picture, the whole story

In a “Right Now” world, companies can't discriminate among the channels they use to tell stories. Public relations has always been about engagement — no matter what kind of form that engagement takes. As a discipline, we have to recommend the right vehicle to tell the story at the right time. We must resist the temptation to reside within our comfort zone — which historically meant operating through traditional media. Because of our channel neutrality, public relations can step into a leadership position with brands, which requires understanding the full context in which our clients operate. PR teams must therefore employ brand specialists, policy experts, and consumer marketers who have their finger on the pulse of cultural trends.

In short, PR teams have to see the whole picture. And they have to tell the whole story: across a variety of channels, geographies and communities. That requires analysts, writers, producers, designers, community managers, and media specialists — operating 24/7 — around the world.

Contrary to what Rushkoff might assert, the story is not over. In many ways, for PR, it has just begun. We simply need to recognize the myriad influences on people today and equip ourselves with the ability to turn the challenges of “present shock” into opportunities to tell better stories.

Tim Fry is Chair of Weber Shandwick's Global Technology Practice. ●



Tim Fry

Returning content, a real strategy to tech PR

Old habits die hard and stereotypical thinking lingers, especially in the world of tech public relations. For some, sending out a press release and remaining on standby for editorial queries is the basis for conducting PR activities. In these cases, it seems PR's only purpose is to get publicity, a favorable mention or good press, with no thought whatsoever given to strategy. Here's why this is a losing battle.

By Dan Garza

In the last few years, social media has changed everything. Many high-tech PR pros latched on to it, either making it their sole strategy or, at least, shoehorning this relatively new communications tool into their news release distribution "strategy."

"Strategy" is a trite term used a lot in-house during PR planning exercises, at least in Silicon Valley. Check a high-tech PR professional's LinkedIn profile and you'll see it packed with "strategy," "strategies," or "strategic" terminology. Then check out the company's website, and you'll most often see only a listing of news releases or in some cases, a variety of disparate social media messaging that techies post. So, where is the real PR strategy here?

What's lacking is the proper PR method and valuable content that draws a potential customer to the company's website. That information should satisfy his or her hunger for answers to key technical issues they're facing with the objective of moving the potential buyer up the sales cycle.

However, that's not usually the case considering that a great number of high-tech websites continue to resemble large product specification sheets. Generally speaking, the state of high-tech PR is constantly putting out product news releases, hyping innumerable features and functions and in effect, describing a new product as the best thing since sliced bread. Come beat a path to our doorstep. In all fairness, there are high-tech PR professionals who do practice a proactive, organized, and disciplined methodology targeted at fully and

effectively utilizing PR as a key marketing tool.

Still, corporate pressures and old habits are behind the practice of solely announcing products and putting out news releases, and once you get in that groove, it's hard to break the habit. And frankly, there's not much of a PR strategy there. On the other hand, within that vacant PR space, there's still the opportunity for developing and instituting a strategy. It's a well-conceived, well-organized way to reach a set of objectives and to do that you use tactics that fully support the strategy.



Dan Garza

Buddy up with marketing and sales

A first step toward developing that strategy is to get with marketing and sales. Like a newspaper reporter, get out your note pad and be quizzical and curious about customers. Ask questions like: What are customers concerned about? What business or technical challenges are they facing? What are their wants and desires? How are your products resolving those issues? What else will customers need down the road? What is competition working on to resolve those challenges? What are their resolutions? What are their shortcomings?

Once you get the complete marketing low down, you're ready to start framing the PR strategy. Marketing and sales have provided you the critical base of information from which to draw from for your PR strategy. But it's wise to continually collaborate with marketing and sales as part of a team structure to get their new or different data into the strategy, like calling an audible at the line.

This doesn't mean spending endless hours doing chalk talk. Instead, the concentration now is on considering and implementing the best PR tools you have in your arsenal to proactively and effec-

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Continued on next page

tively create a marketing support program laden with hard working tactics or press projects and activities.

You want the tools that'll build credibility and reputation, and pave the way toward an effective sales environment. Organize those tools into a well-planned schedule and keep the newly cast PR bullets continually blazing over time. Don't settle on one or two published stories. In fact, don't even think about numbers. Instead think in terms of frequency; the more stories you get out there, the better you will create and sustain top notch market awareness and visibility and generate business value.

Tools of the trade

Veteran high-tech PR professionals usually have their preference of tools they've successfully used over and over to get their stories published. In some instances, seasoned PR practitioners lean heavily toward contributed article programs as the main driving force and then dip into that rich body of content to re-purpose it and craft it into other subsequent news features and stories — or for that matter, marketing collateral like e-newsletters.

If developed and written properly — in other words, if they're editorially acceptable — contributed articles can be a powerful PR force with a number of major benefits. They help companies maintain a high-level of market awareness; they direct readers and potential customers to the company's website; they influence the financial community; they control marketing messages; they maintain high levels of leadership perception, credibility, and reputation; and finally, they generate high-value, high-quality sales leads.

For example, a highly influential engineering director at a top electronics OEM read a contributed article about "forensics" inspections in a leading electronics trade magazine. As an aside, x-ray and automatic optical inspection or AOI are the traditional way to perform assembly inspection of electronics sub-assemblies.

But with electronic products, getting considerably smaller (like smartphones), some assembly engineers nowadays use scanning electron microscopes or SEMs to perform inspections of remarkably minuscule flaws and defects, also known as "forensics." This potential OEM customer directly called the company president, also the article author, to learn more about how the author's company could resolve his product inspection issues. That is called a high-value, high quality sales lead.

A few years ago contributed articles, earlier known as bylined articles, were static, meaning they were published once in the magazine and that was that.

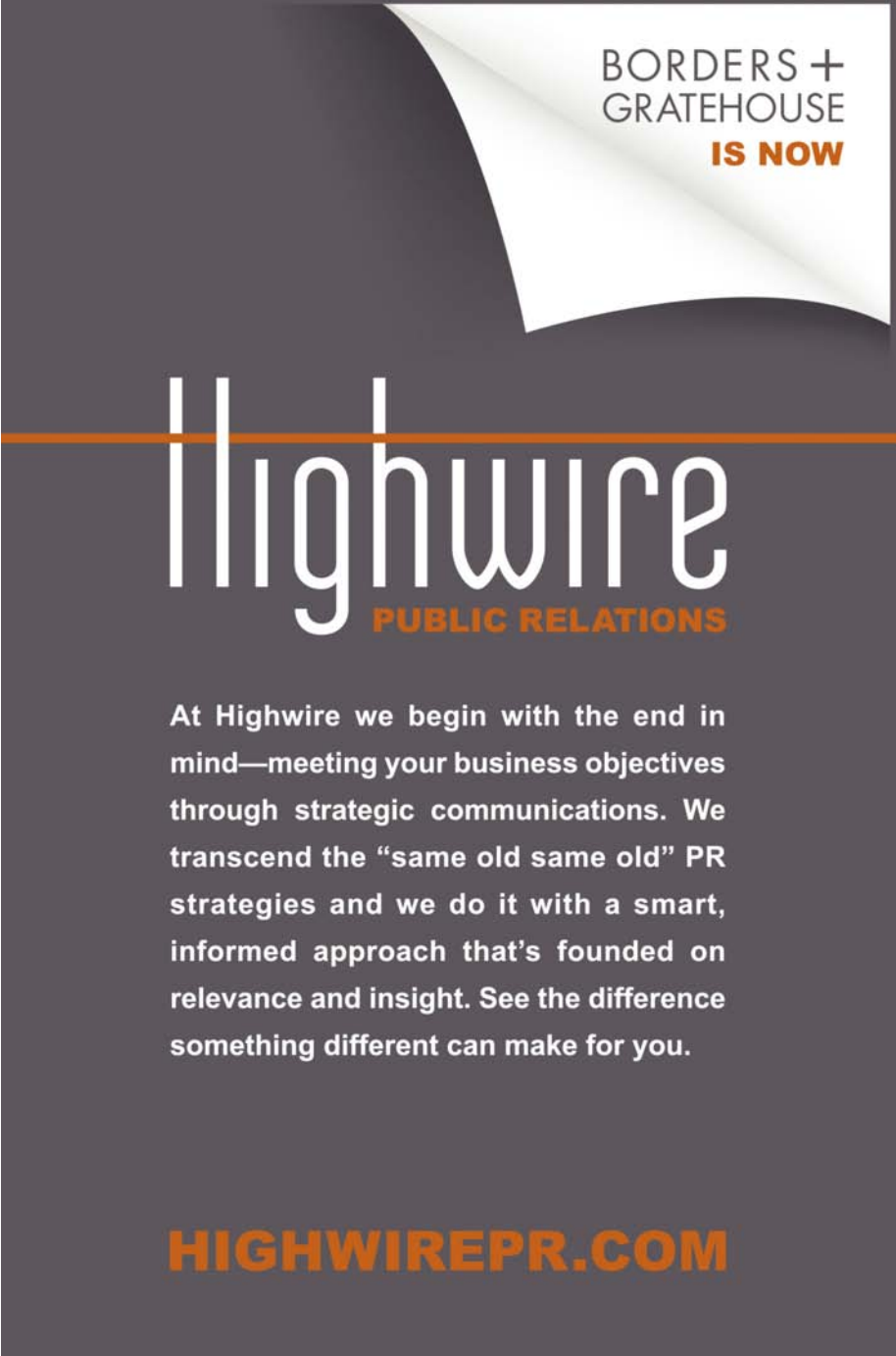
Reprints were the best you could do with them. Today however, with the Internet, websites, Google, Bing, search engine optimization and keywords, print and online published contributed articles appear in a number of venues. What could be better?

This tremendous flow of company PR content doesn't stop there. Savvy and seasoned PR pros know to take that content to the next level and fashion it into other forms of PR like e-newsletters, blogs, seminar presentations, and last but not least, social media. Some companies are still trying to harness social media and manage it so that it is a sound marketing

tool.

In cases like this, consider social media as an integral part of an effective PR strategy, but not as a sole strategy. The best advice is to stick with the basics — those things that are well proven to yield success, like contributed articles. While it may be difficult to break old habits, the high-tech PR professional will find it highly gratifying and rewarding to his or her company to re-route PR thinking to a well-planned, well thought out strategy that yields handsome dividends.

Dan Garza is a marketing PR professional and veteran observer of Silicon Valley PR. ●

The advertisement features a dark grey background with a white, folded-corner effect in the top right. Inside the white area, the text "BORDERS + GRATEHOUSE" is in a dark grey sans-serif font, with "IS NOW" in orange below it. A horizontal orange line separates this from the word "Highwire" in a large, white, serif font. Below "Highwire", the words "PUBLIC RELATIONS" are in a smaller, orange, sans-serif font. A block of white text follows: "At Highwire we begin with the end in mind—meeting your business objectives through strategic communications. We transcend the “same old same old” PR strategies and we do it with a smart, informed approach that’s founded on relevance and insight. See the difference something different can make for you." At the bottom, the website "HIGHWIREPR.COM" is written in a large, bold, orange, sans-serif font.

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Research and planning: it's not just for the sciences

If the medical profession were practiced on the same relative level of maturity as public relations, many doctors would still practice bloodletting to heal ailments. While some practitioners are leading in the 21st century, many PR professionals and organizations still have a long way to go.

By Burghardt Tenderich

In a recent conversation with a corporate PR team promoting an initiative to raise awareness for foreign-born entrepreneurs, I asked how their initiative originated. The team replied that it was the result of a creative brainstorm, and everybody thought it was a great idea. But when I probed further, I realized it wasn't tied to any business goals or communication objectives. Another team I'm aware of had initiated a Twitter chat to promote a national crowdsourcing competition, but didn't target the right audience and was unable to explain what the impact of the chat would be.

These and many other examples lead me to believe that the most common mistake PR professionals commit is executing tactics devoid of supporting research and strategy. Constantly questing for 'ink,' 'buzz' and 'likes,' many practitioners seem to do first and think later. The professionals are not solely to be blamed, as corporate management and heads of communication departments will only invest in results, defined as ink, buzz and likes — while they are reluctant to fund planning and strategy, which are in fact the real drivers of successful campaigns. After all, conventional wisdom says that PR is all about having the right relationships and being creative. And since PR people are bad with numbers, let's leave research and strategy to the real corporate executives and their teams.

This is a vicious cycle that's hard to break, because the system demands arms and legs to produce ink, buzz and likes, so that's what corporate and agency PR teams are forced to deliver. Check! Job well done, and on to the next round. It would be preaching to the choir to suggest to this audience that PR still has a bad reputation, and my point is that it's frequently well deserved. So how do we escape from this trap?

At the University of California's Annenberg School for Communication and Journalism, we teach and constantly refine a curriculum for public relations studies —

both at the undergraduate and graduate levels — that is fundamentally based on five principles: research for actionable insight, strategic PR planning, channel-agnostic execution, adherence to ethical standards, and return on investment (ROI) measurement.

These principles come together in a methodology we call the Strategic Planning Model for Public Relations, which is interwoven throughout our entire curriculum. Our goal is to graduate critical thinkers with solid hands-on skills, a strategic mindset and the professional confidence to insist on practicing PR to the highest possible professional standards.

My advice for professionals currently working in the public relations industry is this: take a step back from your work routine and fundamentally rethink how you're doing your job by asking yourself a few key questions.

First, are you executing against an up-to-date plan? If you're not, you're likely to either operate in maintenance mode, or execute tactics that may or may not be relevant to your constituencies.

Secondly, if there is a communication plan in place, does it map back to the organizational goals? Every well-managed company, government organization or non-profit operates against a business plan with clearly formulated business goals, and PR should do the same. All public relations activities need to be in support of these overall goals — otherwise, one should question the very need for a PR program. Organizational goals must be translated into communication objectives, which become measurable milestones that the comm team should realistically be able to achieve, taking into account the overall communication environment and available resources.

The third key question is: what are the methods for achieving your communication goals? This is a different way of saying: what's your strategy? For example, if one of your communication goals is to raise industry visibility of your CEO, your

strategy could be to develop a thought leadership campaign on a topic of your choice. The actual PR activities, such as writing topical opinion pieces and placing him or her to speak at conferences, are the tactics. At this point it is important to emphasize that 'being tactical' is a good thing, because that's how we generate results. However, being solely tactical means you're operating in a strategy abyss, and possibly not in accordance with communication objectives and overall business goals.

Speaking of tactics, we all know that over the last decade, the face of public relations has changed tremendously. USC Annenberg's 2012 Generally Accepted Practices (GAP) study shows that the public relations field has expanded to include more functions, such as employee communication and customer relationships, as well as more responsibilities, such as social media and search engine optimization (SEO).

Hence, while most practitioners ten to 15 years ago primarily focused on media relations and written collateral such as news releases and bylined articles, the tactical scope of the profession has vastly expanded. The proliferation of the internet and consumer technologies have led to the rapid growth of what is now called 'owned' media channels, and public relations professionals now have the opportunity to produce compelling multimedia content at relatively low costs. And while blogging, tweeting and writing content for social networks is well within the comfort zone of PR veterans, shooting and editing photos, videos and audio content and infographics likely requires specific training.

Education and commitment to excellence are the best recipes for ridding our profession of the still deeply-rooted belief that PR equates to unsubstantial fluff, and thereby allowing communications to achieve the long sought-after "seat at the corporate table."

Burghardt Tenderich is Associate Professor at the USC Annenberg School for Communication and Journalism. He is a Senior Advisor to Edelman's Global Technology Practice. ●



Burghardt Tenderich

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How social media can mitigate crisis impact

The phrase “it could happen to anyone” is especially true today, given the reach and pervasiveness of social media. Every social media pro knows a hacked Twitter account or video revealing poor customer service can trigger and amplify a crisis situation, but if mishandled, the impact could linger for years. As a result, companies are now bound to face the possibility of a social media crisis before it occurs.

By Chuck Henmann

Many brands first ramped up their social media exposure in response to a crisis.

A good example occurred when Domino's Pizza came under fire following a video showing an employee defacing a pizza.

After a couple of days of tweets and posts, the CEO of Domino's responded with a video apologizing to the public for the incident and affirming the company's commitment to its customers.

That video, along with an advertising campaign trumpeting the company's desire to hear from its customers more regularly, helped to slow the damage this crisis had on its reputation.

The pizza chain now actively participates in social media by doing everything from solving customer service issues to sharing promotions with its online community.

It is widely believed that the company handled this crisis well, but there was considerable damage done to its reputation and it did create a greater sense of urgency to participate in social media.

There is no way to avoid a crisis like the one that befell Dominos. Dominos and consumer-oriented companies employ thousands of employees and run very complex operations.

The Dominos crisis was started by a few of its employees and a smartphone.

The phrase “it could happen to anyone” has never been more appropriate.

While the crisis moment cannot be entirely avoided, there is an opportunity to leverage social data to help mitigate the impact of those events on the company's reputation.

Below are several tactics that can be deployed before a crisis hits to mitigate any potential impact.

Identify known issues and develop listening profiles for each issue. Research shows that 90% of issues that a company may face are known ahead of time. Unfortunately, most companies do not spend enough time documenting those issues. A critical first step is assembling the crisis communications taskforce and writing down as many potential events as can be articulated. After the issues have been documented, a listening profile can be created. These profiles need to be constantly attended in order to flag the issue before an isolated tweet turns into a trending topic.

Know the current volume of conversation for each issue. If a company spends time documenting issues and creating a listening profile for each issue, the next step is benchmarking the volume of conversation. Why does that matter? If a company knows what the normal volume of conversation is for an issue it will be much easier to identify when it might be emerging as a bigger threat.

Understand where the conversation is currently taking place. One of the hallmarks of every successful crisis communication response is when the company responds on the same channel where the crisis broke. For example, the Domino's crisis previously cited broke via YouTube. When the CEO responded, he responded via YouTube. Knowing where issues are discussed most frequently can be helpful for a company in a couple of respects. First, if a company knows that an issue identified in step one is most often discussed on Twitter, for example, a listening profile can be honed to monitor that channel more specifically. Second, knowing what channel is most prevalent for an issue can assist in the development

of content ahead of the crisis event.

Profile pro and con influencers. Many of the issues that are identified in step one will have influential people on both sides of the debate. It is also very likely that those same people have an online presence. Has your company taken the time to identify whom the influencers are for those issues and, most importantly, if a crisis did hit how you would reach them with your story? If not, this is an important second step because knowing whom the negative influencers are helps to hone your listening profile. Similarly, knowing positive influencers is important when assisting the company in getting its message out.



Chuck Henmann

Analyzing the top positive and negative keywords. The obvious benefit to knowing the keywords used most often in conjunction with an issue is that it makes the listening effort easier. The second, and more important benefit is that knowing these keywords provides the company with an ability to use language in its content (when appropriate) that an online community is already searching for and using in its discourse. Regardless of whether it's a crisis or day-to-day public relations activity, using the language of key stakeholders is a critical skill for all communicators.

Companies can't fully prevent a crisis from happening, but social data provides a unique opportunity for you to be prepared when it does hit.

Ask yourself whether or not your company is using social data in this way, and if you are properly prepared for a crisis.

Chuck Henmann is Group Director of Analytics at W20 Group. Henmann, along with Ken Burbary, Chief Digital Officer at Campbell Ewald, authored the book: “Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World.” ●

PR services brief

STEEL PRODUCERS TAP PR PRO TO LEAD TRADE GROUP

The Washington trade group for steel producers has elected Gerdau Long Steel North America PR exec Philip Bell as President.

Bell, who directs external communications and public affairs for Gerdau, will take the reins of the Steel Manufacturers Association on Nov. 1.

Current President Thomas Danjczek is retiring after 15 years.

In addition to Brazil-based Gerdau, the top long steel producer in North America, he held PR and operations posts at SGL Carbon, Qualitech Steel and Elemetis Chromium.

The SMA counts 34 North American producers as members, accounting for more than 75% of domestic steel production.

Industry adaptation: from technology to marketing

We can learn a great deal by watching how revolutions migrate across disciplines and are slowly adopted between professions.

By Scott Brinker

Digital technologies have resulted in rapid prototyping and adaptive development everywhere, an evolution naturally initiated by the software industry. The very technology they've invented has helped change the way they work.

While the early days of software engineering were full of long cycle projects — waterfall project management at its grandest scale, often spanning a year or more — modern software development became much more “agile” — literally. Software professionals created agile software development methodologies to explicitly take advantage of the inherent flexibility of building in a digital sandbox.

Digital marketing was a similar revolution. As marketers began to realize the malleability of digital media, the speed of marketing accelerated.

Digital marketing made smaller, more targeted initiatives economically feasible — expanding our ability to pursue niche marketing at scale. (Not as oxymoronic as it sounds.) It enabled far greater marketing experimentation — try something quickly, and if it doesn't work, that's fine, move on to the next idea. We now talk about “real-time” marketing.

Of course, most of us are still finding our marketing sea legs in this rolling digital ocean. It's a very different marketing environment than the not-too-distant past. And while technology changes exponentially, organizations change logarithmically. It takes some time for us to adapt, master, and optimize.

So, it often helps to look back at the software community to extrapolate lessons from their experience. Hence, how agile marketing was inspired from the ideas of agile software development, and how the lessons of user experience are being adapted in the mission of digital customer experience.

I believe it's also helpful to look forward. By seeing new professions begin a revolution that we're already well into, we can learn fresh ways of looking at our own transformation. For instance, software developers have learned a lot from digital marketing.

Now, marketing has the opportunity to learn from a new revolution: the rise of 3-D printing in industrial design and manufacturing.

I read an inspiring article in October by *New York Times* columnist Thomas L. Friedman, “When Complexity Is Free” (Friedman is the guy who popularized the meme “the world is flat,” a way of looking at competition in the age of globalization, with a bestselling book by that name).

In a recent visit to G.E., Friedman spoke with Luana Iorio, who oversees G.E.'s research on 3-D printing. Below I've quoted a few key paragraphs:

“In the old days, explained Iorio, when G.E. wanted to build a jet engine part, a designer would have to design the product, then G.E. would have to build the machine tools to make a prototype of that part, which could take up to a year; and then it would manufacture the part and test it, with each test iteration taking a few months. The whole process, said Iorio, often took “two years from when you first had the idea for some of our complex components.”

Today, said Iorio, engineers using three-dimensional, computer-aided design software now design the part on a computer screen. Then they transmit it to a 3-D printer, which is filled with a fine metal powder and a laser device that literally builds or “prints,” the piece out of the metal powder before your eyes, to the exact specifications. Then, you immediately test it — four, five, six times in a day — and when it is just right you have your new part. To be sure, some complex parts require more time, but this is the future. That's what she means by complexity is free.

“The feedback loop is so short now,” explained Iorio, that “in a couple days you can have a concept, the design of the part, you get it made, you get it back and test whether it is valid” and “within a week you have it produced. ... it is getting us both better performance and speed.”

See the parallels?

The long lead cycles of design and development are being revolutionized by a fast and iterative approach. Come up with an idea, immediately try it, tweak and revise as much as you like until you hone in on the version that works. Individual engineers have much more power and flexibility to create and experiment without incurring expensive overhead.

Admittedly, it's also pretty cool that this experimentation involves zapping new physical components into existence — that certainly one ups what we've been doing with dynamic content in digital marketing.



Scott Brinker

The exhilaration that Iorio and her team are experiencing with this newfound freedom — and the infectiousness of that excitement that is passed along to Friedman and his readers — can fan the fire of innovation that we have in digital marketing.

What will they learn from us? What will we learn from them?

Scott Brinker is Co-Founder and CTO at Ion Interactive, Inc., in Boston. ●

PR news brief

SURVEY: BRANDS NEED TO DO MORE

The vast majority (90%) of people want marketers to share their brands, but few marketers are fulfilling that desire, according to Edelman's “brandshare” survey released in October.

More than nine-in-ten (91%) of respondents want to play a part in the design/development of brands and an equal percentage demands openness about a product's performance against competitors.

A big survey takeaway: shared product is a key driver of a purchase decision.

Jennifer Cohan, Consumer Marketing Practice Global Chair at the firm, considers brandshare “an ethos and organizing principle” that puts people at the center of brand strategy and “prioritizes activities based on people's needs and interests.” Edelman surveyed consumers in the U.S., Canada, Brazil, U.K., France, Germany, India and China.

At 50%, France ranks No. 1 in wanting brands to show they share and support people's ambitions. The U.S. (43%) and Brazil (40%) follow.

Edelman Berland conducted the survey of 11,000 consumers in June and July.

Death of J&J's Foster revives Tylenol myth

The Oct. 17 death of Lawrence Foster, 88, former Vice President of PR for Johnson & Johnson, has touched off a slew of false references regarding J&J's reaction to the 1982 deaths of seven people from poisoned Tylenol Extra Strength capsules. Obits are laced with words such as "gold standard of crisis communications," "forthright press relations," "concise and rapid response" and "customer safety first" — none of which are true.

By Jack O'Dwyer

What is true is that because of J&J's quest for profits and its inability to stop selling its flawed, most profitable product, 23-year-old Diane Elsroth of Peekskill, NY, died miserably on Feb. 17, 1986 after taking Tylenol capsules that had been spiked with cyanide just like they were in 1982.

Only after her death did J&J pull the capsules from the market. CEO James Burke, addressing a press conference at the National Press Club Feb. 19, 1986, was asked if he was sorry that J&J ever re-introduced the capsules, and not acted sooner to switch to solid caplets. "Yes, indeed, I am," he replied.

Many pharmacists, including those we knew in New York, would not sell anything in capsules because they could be easily pulled apart and spiked.

Immediate response debated

The oft-repeated claim that J&J "immediately" pulled Tylenols off the shelves is false. Executives "held off on the huge recall through the first weekend after the deaths," says an essay by Tamara Kaplan of Penn State titled "The Tylenol Crisis: How Effective PR Saved Johnson & Johnson."

An announcement went out immediately telling people not to consume any Tylenol products.

Burke spent the weekend of Oct. 1-3 1982 with his son and his son's friends at Middlebury College, Vermont, asking for their advice. An obit on Burke by Katie Thomas in the Oct. 1, 2012 *New York Times*, says: "Three days into the first Tylenol poisonings in 1982, he (Burke) traveled to Vermont to visit his son for parents' weekend at Middlebury College. His son said he had assumed that his father would be too busy to make the trip but Mr. Burke insisted and took eight of his son's friends out to dinner. He sat and asked each of them, 'If you were me, what would you do,' James Burke, who is an independent film producer, recalled on Monday. He asked everybody he could think of what would be the right thing to do, and then took what made sense to him and his values."

The obit does not mention that the com-

pany's failure to remove the capsules from circulation caused Elsroth's death. J&J fought the families of the 1982 poisonings in court for nine years before making a settlement the day before a trial was to begin.

J&J, well aware of the danger of selling anything in capsules but also aware that none of its competitors would switch to the safe tablet form (which dissolves just as quickly in the stomach), no doubt had a "safe packaging" scheme ready should anything happen.

"Tamper-resistant" packaging debuts

J&J, which didn't hold a press conference after the seven Chicago murders, suddenly decided to hold a teleconference Nov. 11, 1982 at New Brunswick, N.J., when it wanted to tout what it called its "tamper-resistant" packaging.

This was classic PR spin and misdirection: focus attention on the packaging when the real culprit was the spikable capsules. The public was being asked to swallow an illogical pill. J&J did not want to have a press conference after the initial murders because there would have been many questions on how the company delivers Tylenols to stores.

Many hands in Tylenol "pie"

Scott Bartz, a J&J employee from 2000-07, in his 499-page *The Tylenol Mafia*, described the many hands that Tylenol's main ingredient, acetaminophen, goes through on its way from J&J to stores.

Some Tylenol was shipped in bulk in fiber drums (powder or capsules) to repackagers who bottled it and packaged it. Cartons containing 72 Tylenol bottles were shipped to distribution centers where they were opened by warehouse workers who put individual bottles into "picking" machines where they were filled. The bottles were handled again by the picking machine operators who filled orders for individual stores. Another handling was by workers who boxed the items for the individual stores. Rack jobbers/merchandisers then restocked the shelves, yet another handling.

None of the stories either in 1982 or thereafter ever discussed this serpentine route of acetaminophen to store shelves.

Bartz says the "smoking gun" implicat-

ing someone inside J&J as the culprit or culprits is the death of Lynn Reiner, 26, who had just given birth. She got her Tylenols from the hospital dispensary. No insane person was able to breach that security. The Reiner family is continuing its quest to unseal papers connected with the murders.

J&J had many enemies

J&J, according to the Oct. 8, 1982 *Wall Street Journal*, had many enemies. J&J was known as "an aggressive, even predatory marketer that frequently used litigation to stymie competitors." It was known for "sometimes riding roughshod over inventors and small entrepreneurial firms from which it often buys technology."

A federal grand jury awarded \$94 million to three business owners who said J&J bought their electronic pain killer and



Lawrence Foster

then failed to develop it. J&J appealed the decision. J&J consists of more than 250 companies that have been acquired through the years. A factor behind many sell-outs is that a small target company risks battling a much bigger competitor and eventually going out of business.

Possible enemies of J&J would have been a topic at any press conference.

Elsroth death needs investigating

Details surrounding the death of Elsroth raise many doubts and questions.

The FBI at first determined that the poisoned capsules were in a bottle that had not been tampered with. X-rays showed no signs that the bottles had been invaded — no cuts, no holes and no needle marks. There was no evidence that the plastic shrink-wrap had been removed and then reheated, re-shrunk and re-applied. There was no indication that the aluminum foil seals laminated to the lips of the bottles had

— Continued on next page

been removed and re-applied. The only adhesive on the lips of the bottles was the adhesive that the repackager had applied. The aluminum-foil seals had not been torn or cut and there were no scrapes or nicks on the lips or necks of the bottles to indicate a sharp knife had been used to remove the aluminum-foil seals.

The Washington Post on Feb. 14, 1986 said invading the plastic bottle inside would have involved cutting it and “melting the cutout back into place after tampering with the capsules.” It said the FBI ruled this out. The *Times* on Feb. 19, 1986 had a two-column headline that said, “FBI Finds No Tampering with Packaging of Tylenol.”

However, the FBI on Feb. 26, 1986 suddenly reversed itself and said that “previously undetected signs of tampering have now been discovered using sophisticated scientific examination . . . it was possible to invade the bottles after packing was complete without detection through conventional means of examination.”

The FBI refused to provide further details. Bartz wrote that it could not show “proof that the packaging had been tampered with nor how it could have been done.”

Foster gives his version

Foster, who received the Gold Anvil of PR Society of America in 1989 in recognition of PR for Tylenol, which had won a special Silver Anvil of the Society in 1983, said in an interview with his alma mater, Penn State, that he knew how the bottles were invaded in 1986.

The murderer, he said, “managed to cut through the bottom of the plastic container bottle, remove the capsules, put the cyanide capsule in, and they managed to get the piece back in the bottle and get it on the shelf so it was undetectable. In other words, you don’t have to go through any of the safety seals at the top of the bottle.”

Bartz found this explanation to be preposterous. “Completely false and unbelievable,” he said, because it conflicted with what both J&J and the FBI have been saying for many years.

Foster left out the problems of invading the box sealed with glue that could only be dislodged by tearing it, said Bartz.

J&J’s lost its bid for a 1983 PR Society Silver Anvil in the “Emergency PR” category for its PR on the Tylenol murders. The Anvil went to Hygrade Food Products and

its PR firm, PR Assocs. of Detroit, for PR following the discovery of contamination in some of Hygrade’s hotdogs. The PR Society then invented a new award — the Anvil of Anvils — and gave it to J&J. One factor that helped to eliminate J&J as a contender was its refusal to provide budget figures. Anvils are awarded partly because a major impact is made on small budget.

Beverly Beltaire, President of PRSA, said Anvils Co-Chair Don Hill called her and said, “You beat Tylenol . . . your campaign had so many creative angles and was done for so much less.”

No “immediate” recall

The biggest myth surrounding the 1982 Tylenol murders is that J&J ordered an “immediate” recall of Tylenols throughout the U.S. The recall was not made until at least five days later and only after recalls of two Chicago-area lots had been made.

NYT swallowed pills

The *Times* has a long record of writing positively about J&J’s handling of the Tylenol murders.

“Tylenol made a hero of Johnson & Johnson: The recall that started them all,” was the headline on a story in the March 22, 2002 edition by Judith Rehak. It praises Burke for his “forthrightness in dealing with the media” and says J&J only two months later (it was actually six weeks) put Tylenol back on the market in “tamper-proof packaging.” J&J only referred to “tamper-resistant” packaging.

The PR on Tylenol was called “Exhibit A in the lesson book on forthright crisis management” by Peter Goodman in the Aug. 21, 2010 NYT feature that ran nearly three pages.

J&J was praised for its “fast and adept” handling of the 1982 Tylenol murders in a May 3, 2010 article by *Times’* reporter Natasha Singer.

Harvard Business School in 1989 praised J&J for its “immediate and spontaneous response to the press in handling the 1982 murders. ‘All available information was given to the press so that the public could be informed and protected, said the Harvard Business School.

The Economist in April 10, 2010 said J&J, “without hesitation,” pulled Tylenols from the market and its actions set “the gold standard of crisis management.”

The Christian Science Monitor said Jan. 15, 2010 that was J&J did in 1982 “is still regarded as a shining example of corporate social responsibility.”

Fortune on May 28, 2007 hailed J&J/Tylenol as the “gold standard in crisis control” in a full page article by Jia Lynn Yant.

Tactics of the PR Society praised J&J in a full page in 2007 for providing “an enduring example of crisis management done right.”

J&J, which offered an award of \$100,000 for information leading to the arrest of the murder or murderers after both the 1982 and 1986 murders, was a regular full-page advertiser in publications of the PR Society.

The Robert Wood Johnson Foundation, named after the longtime head of J&J, in 1999 donated \$2.6 million to Kids in a Drug Free Society, a coalition between the PR Society Foundation and the Partnership for a Drug-Free America, which was headed by Burke. ●

Stores pull Tylenol after NY death

(Continued from Page 1)

Tampering since that time, so officials believe the Tylenol capsules were pure when packaged.

Westchester County N.Y. Medical Examiner Millard Hyland said the potassium cyanide that caused the death Monday of Diane Elstroth of Peekskill, N.Y., would have eaten through a capsule within seven or eight days. Elstroth's boyfriend, Michael Notarnicola, who she was visiting when she died, said the Tylenol bottle was "brand new" and unopened when it was purchased at an A & P store.

The U.S. Food and Drug Administration advised consumers nationwide to not use Extra-Strength Tylenol capsules from packages with lot number ADP516 and asked stores to remove these packages from the shelves.

In THE Chicago area, Jewel Food Stores ordered all Tylenol capsules off the shelves and several other chains, including Walgreens and Dominion's Finer Foods, removed all 31-capsule packages of Extra-Strength Tylenol.

Bottles of poisoned Tylenol were found at stores in all three chains in 1982.

"It was just the cyanide and the name Tylenol — media from all over the country are calling me," said Notarnicola. "On my God."

At his point of view, it's like the first day of the Tylenol cases here," said Elstroth's sister, manager of a local rate communications at Walgreens' Deerfield headquarters. She said all 18 Walgreens stores nationwide were told to stop selling that size package of the painkiller.

"We made a decision this morning to remove all sizes and codes of all Tylenol capsules," said Michael DePaola, vice president for internal communications and affairs at Jewel. "You never know. The information was so sketchy coming from New York, we felt it was prudent to remove all capsules."

Dominion's Finer Foods receives shipments from the same warehouse that shipped the capsules to New York, spokesman Larry Mooreman said. "Since there's an element of the unknown we decided to pull the product. In the 3 1/2 years since (the 1982 killings), all retailers have been quicker to pull products off the shelves."

Investigators of the Illinois cases also were quick to react to Elstroth's death.

"I SAT there looking at the news

Highlights of 1982 Tylenol poisoning case

Sept. 29-Oct. 1: Six suburbanites and one Chicago resident die after taking Extra-Strength Tylenol capsules laced with cyanide. Dead: Mary Kallerman, 12, of Evanston; William Adam Janus, 27, of Arlington Heights; Stanley Janus, 5, and Therese Janus, 18, both of Evanston; Mary McFarland, 31, of Winfield; Mary Reiner, 27, of Winfield; Paula Prince, 26, of Chicago.

Sept. 30: Reports of the poisoning cause prompt public health officials to order all Tylenol capsules pulled from store shelves. Officials ask consumers to turn in 7 Tylenol to local police stations.

Oct. 1: Law enforcement agencies nationwide Tylenol task force soon numbering 115 investigators. Tylenol maker Johnson & Johnson's Consumer Products Co. announces a \$100,000 reward for information leading to the arrest and conviction of the killer.

Oct. 5: U.S. Food and Drug Administration orders retailers to discontinue sale of all Tylenol pills containing potassium cyanide.

Oct. 18: Accountant James W. Lewis, 36, becomes prime suspect in the case after investigators identify him as the person who wrote a letter attempting to extort \$1 million from Johnson & Johnson. The parent company of the makers of Tylenol.

Nov. 4: Four federal regulations requiring seals on over-the-counter drugs are announced.

Dec. 15: After a nationwide search, Lewis is arrested by the FBI in New York and questioned about the murders. He is charged only with extortion.

Dec. 16: Extra-Strength Tylenol capsules begin returning to shelves of Chicago-area drug stores in tamper-resistant packages.

Dec. 28: Lewis pleads not guilty to extortion charges, but later is convicted and sentenced to 10 years in prison.

Diane Elstroth
Killed by poison in a Tylenol capsule

and thought, 'On my God,' said Schaumburg Police Capt. Kenneth Alley, who headed the local investigation into the Tylenol deaths.

That investigation began on Sept. 29, 1982, when 12-year-old Mary Kallerman of Elk Grove Village died after taking an Extra-Strength Tylenol capsule. Later that day, Adam Janus, 27, of Arlington Heights died after taking two capsules. His grieving brother, Stanley, 5, and Stanley's wife, Therese, 18, each took a capsule. Both died.

Tylenol capsules also killed 27-year-old Mary Reiner of Winfield, Mary McFarland, 31, of Winfield and Paula Prince, 26, of Chicago.

In the Chicago and New York cases, potassium cyanide was used to poison the victims. But there are many different grades and forms of potassium cyanide, said Robert Fletcher, spokesman for the Illinois Division of Criminal Investigation, the agency still in charge of the Chicago-area investigation.

Investigators pointed to several discrepancies between the two cases. While capsules from the bottle used by Elstroth contained 66 percent cyanide, "the capsules that

were inspected by us were all cyanide," Alley said.

The contaminated bottles found in Illinois contained 50 capsules, in New York, the bottle contained 24 capsules, said Department of Criminal Investigations agent Edward Cusack. There is no obvious correlation of the dates — the 1982 poisonings were Sept. 29, the most recent death was Feb. 16, he noted.

"WE ARE monitoring the case as we have similar cases of tampering since 1982. The investigation in New York," Fletcher said. No Illinois investigators have been sent to help with the New York case, he said.

The investigation into the Illinois deaths, which once occupied more than 100 law enforcement agents full time, still is open but no agents are assigned to the case full time, Fletcher said.

"There has never been a time when we haven't continued to receive information on the Tylenol case," Fletcher said. "But we also have other investigative responsibilities. When information comes in, we can assign it to someone who by no means unfamiliar with the case."

Tylenol victim Diane Elstroth, in a clip from the February 26 1986 edition of *The Daily Herald*.

Among the worst purveyors of this myth was the 2000 movie “The Insider” in which Russell Crowe, playing ex-J&J employee Jeff Wigand, tells “60 Minutes” Producer Lowell Bergman, played by Al Pacino, that Burke, after the murders, “just pulled Tylenol off the shelves in every store right across America instantly.”

J&J actually decided to sit on the matter for the weekend after the murders were discovered on Thursday and Friday. A warning went out but product was not pulled from shelves, which happened the next Tuesday.

Harnessing the power of Big Data

Embracing Big Data to deliver analytics and strategic thinking requires a collaborative, horizontal effort that reaches across multi-disciplined teams. It's a new way of thinking, and it's good for agencies, clients, and business.

By Victor Benady and Daniel Cohen

The PR industry has been slow on the uptake when it comes to Big Data. It was Google's Eric Schmidt who said, "Every two days we create as much information as we did up to 2003 since the dawn of civilization." And that was back in 2010.

Today — literally, today — we will have produced 2.5 zetabytes of data, an impossible number to fathom, and that figure is predicted to increase to a staggering 30 zetabytes per day by the end of the decade.

While the rest of the world adapts to this new normal — from retailers with their increasingly sophisticated reward schemes down to individuals with their Nike Fuel Bands — much of the PR industry appears to have been complacent.

At best data analytics is used reactively, often as an afterthought, to tenuously demonstrate return on investment and

defend budgets. Perhaps we've been spooked by the perception that intuition, creativity and good old-fashioned networking might be under threat.

Those fears, of course, are entirely misguided. The reality is that Big Data enables the best intuition to thrive, and ensures our strategic planning is rock solid. It unlocks unparalleled creativity as we gain insights into pockets of communications we couldn't have dreamed up otherwise. And it provides networking opportunities on an unprecedented and staggering peer-to-peer scale.

It also provides PR with an opportunity to solve a problem that has eluded it for years: how do you fill the ROI gap? Big Data allows us a plan and guide strategy with military precision, connecting the dots between hard and soft metrics to overcome the chasm that has always existed between coverage, engagement and real business. It

allows us to show our clients that we are moving the needle every day.

Grayling recently re-launched with a revitalized mission: to put data-led insights at the heart of everything it does. Apart from bringing analysts and planners into the organization, we're also ensuring that our people have access to tools that allow them to have meaningful, data-informed conversations with clients from the moment of initial engagement all the way through the relationship cycle.

We're exploring new paradigms and developing tools that integrate multiple data points to tell exciting new stories. These tools will help us plan complex, multi-channel campaigns, assess and micro-manage reputations, add mood dimensionality to sentiment tracking, target social advertising with previously unthinkable accuracy, and predict virality through complex influencer networks.

We've set the bar high because we know that focusing solely on reactive social media data is lazy and only part of a complex picture. We've made it our mission to go beyond the data that PR firms — or indeed, any marketing and communication disciplines — have access to, to redefine communications by digging deep into what Big Data has to offer and finding new opportunities.

2014 will be an exciting year for the industry, and a make-or-break for many. Our job is to make sure we capitalize on the opportunity presented by Big Data insights to ensure that we can compete harder than those that failed to mobilize towards a holistic, intelligence-based communications offering.

We believe R&D and investment in Big Data will ultimately benefit the PR sector. The world is changing at a rate that does not allow for complacency. Client expectations are growing exponentially. The industry needs to be disrupted to stay on its toes. Our aim is to be that disruptor, a driving force in inventing the future and tackling tomorrow's challenges today.

Victor Benady is Global Head of Digital at Grayling. Daniel Cohen is Managing Director EMEA at Atomic. ●



Victor Benady



Daniel Cohen

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PR promoted as top job choice at career forum

A sellout October panel and career forum at Boston University drew some 200 university students, who spent an evening with executives of seven major PR agencies, as well as Kathy Cripps, President of the Council of PR Firms. Public relations was touted as a high-end, high-demand profession fitting for young creatives who enjoy a fast-paced lifestyle where a diverse array of career choices, and plenty of employment and advancement opportunities, abound.

By Jack O'Dwyer

Public relations was described in glowing terms by numerous speakers at a career forum at Boston University attended by about 200 students.

Kathy Cripps, President of the Council of PR Firms, and sponsor of the "Take Flight to PR — a Smart Career Choice" program, said PR is a \$10 billion global business and that at least 60% of the 110 member firms of CPRF added staff last year.

She described PR as "a very high-energy profession, a really good place to work ... these firms [CPRF members] are great places to work."

Cripps conceded that PR can be stressful but said: "So what, a lot of great jobs are stressful. It makes a dynamic career opportunity. Stress means it's an important job. If you thrive on multi-tasking and doing a lot of different things, you will be rewarded. It's also known for its high coffee consumption."

The "best time to be in PR"

Jens Bang, Chair of Cone Communications and keynote speaker, said, "This is the best time ever to be in the PR business. You want to be a respected and valued partner. Today the opportunity to be a part of an executive leadership team and to add key value to a team is really important."

He described social media as "a full-fledged communications channel" that has "dramatically changed our industry" and said the news cycle has become irrelevant because "it is now a 24/7 world."

"Reputation, authenticity and brand character" were said to be of "paramount importance" and that the chief communications officer is "now part of the executive leadership team."

Demand for good writers continues to be high, he said. "We live in a world of



Panelists at the CPRF event (L-R): Joe Baerlein, Rasky Baerlein; Phil Nardone, PAN Communications; Laura Tomasetti, 360 PR; George Snell, Weber Shandwick, and Ken Peters, Text 100.

Photos by Justin Soto

increasing transparency. There is a lack of trust in business."

PR specialties described

Gail Moaney, Managing Director and Partner of Finn Partners, said there is a demand for people with expertise in specialties such as healthcare, technology, financial and various consumer products.

"Specialize in something that you truly love," she advised, saying that specialties often require "deep knowledge of the industry."

Some students might be interested in services that are used in all categories such as videography, she noted. "Ancillary services work across specialty areas," she said.

Areas of specialization on the client side include being in corporate communications, marketing, PR or internal communications, she said.

Cripps and Moaney raffled off a half dozen *O'Dwyer's Directory of PR Firms* that had been donated to the career forum. The Directory has rankings of PR firms in 12 categories.

Boches describes major promotions

Edward Boches, Professor of Advertising at BU, said advertising, PR, promotion, social media and marketing

people should all work together to "generate great ideas that resonate in the market" and should escape their own "silos."

He noted that Dan Edelman, Founder of Edelman, used to say that advertising hit the high spots but that it was up to PR to tell "the deep story."

While holding Edelman "in high esteem," Boches nevertheless said such thinking is outdated.

A "new kind of communication idea is emerging," he said.

"These new ideas, big and small, build trust, enhance reputation, tell stories, involve users, generate press coverage and effect change by blurring

lines and breaking down walls. Or simply disregarding them."

He said users should not categorize where the ideas come from.

Boches was initially invited to speak at the event, then disinvited when it was discovered he is an ad professor, and then invited again.

Ford, Amex, Pepsi involved consumers

He described recent successful promotions by companies such as Ford, American Express, Pepsi and IBM that won consumer involvement.

Ford conducted a "brilliant PR social campaign to launch the Fiesta by giving the car to 100 socially savvy content creators." The promotion generated hundreds of stories, millions of views, thousands of new customers" and gave Ford "valuable learning about a generation it hopes to win over."

American Express launched "Small Business Saturday" which illustrated its support of small business. Consumers were given incentive to check into FourSquare for a discount, and were rewarded for shopping there, and "enticed to use the card."

As an example of the lines between

Continued on next page



Cone's Jens Bang, at the Boston University event, said now is the best time to be in PR.

advertising and PR “disappearing entirely,” he noted that IBM had a “native advertising partnership” with Huffington Post. “IBM creates content that is actually useful and educational — a form that’s more reminiscent of PR than advertising — but one that pays for a distribution channel.”

“Pepsi Refresh,” he noted, is a program that links the product to cause related marketing.

Panelists give advice

Five panelists who work at PR firms gave advice to the students.

Laura Tomasetti, CEO of 360 PR, said “PR is a fantastic industry for women.” Jobseekers should show they are willing to work with a team, she advised.

Non-profits always need help and if a grad cannot find a job with a business then working for a non-profit will provide valuable experience, she added.

George Snell, Senior VP at Weber Shandwick, said, “This is the best time to be in communication.”

His advice for those who get interviews is “Ask questions until the person interviewing you throws you out ... this shows that you are passionate and excited.”

Writing skills are “extremely important,” he said.

“Everything in this field is about the people you know. Learn to cooperate with others...PR for the most part focuses on teams and working with others.”

Internships important

Ken Peters, SVP of Text 100, described PR as “a great field” and said those who seek to enter it “have to be able to write well.” He advised students to create their own blogs to show that they can write.

He described internships as “possibly more important than a master’s degree because that experience jumps off the page in your resume.”

Joe Baerlein, President, Rasky Baerlein, said newcomers to PR should be “willing to do anything” such as “going to random places that no one else wants to go to.”

Grads will have to “figure out their first break because no one is going to give it to you,” he added.

Phil Nardone, CEO of PAN Communications, said newcomers should “enjoy being on the bottom and working with a team...we’re not necessarily looking for the brightest, but rather for the

passionate.”

He looks for some experience such as info graphics, graphic design, video, etc.

PR is biggest program

Thomas Fiedler, Dean of the College of Communication and professor of journalism, said PR is the largest program in the College.

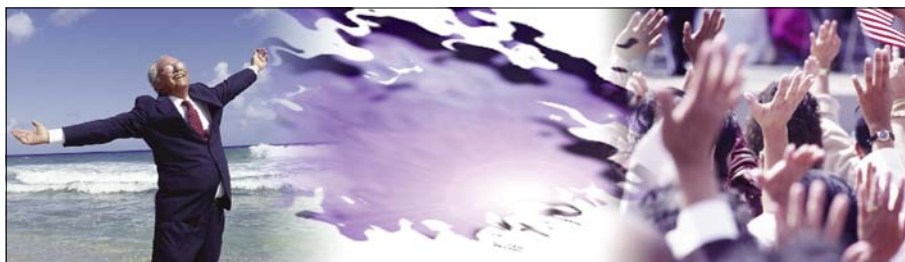
“Boston University is very proud of its



Students at the Boston University event.

PR program,” he said. “It was the first PR program in the world. That was the first point at which PR was deemed to be a field that merited academic study to understand how PR works ... we are really proud of the program and the students that we get.”

He thanked the working PR practitioners who took part in the program and for the internships and jobs they offered. ●



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PR performance under the measurement microscope

What gets measured gets done — it's that simple. For years, traditional public relations hid behind the cloak of being unable to measure perception. While an understanding of business fundamentals has always been a requirement for the profession, never before has the industry been required to arm itself so heavily with data that validates its campaigns, its programs — and its very existence.

By Lisa Vallee-Smith

Today, the communications industry is held to a higher standard of performance. We're now on the same level as traditional advertising and marketing communications. With the advent of digital marketing and the consequent rise of analytics there is not only a greater demand for measurement, there are also more resources by which to measure. Although always accountable, PR is now under the microscope to demonstrate its measures of accountability.

The truth is you can measure anything, but that doesn't mean you should measure everything. Measuring accountability begins at the planning process. Clear objectives need to be established and identified, and those objectives will reveal what can and should be measured. No matter how vast the data pool we have at our disposal or how stunning an isolated statistic may be, it's infinitely more important that we focus solely on insightful data. Only

measure the things that are of value to your clients' objectives. It sounds like common sense, but it's often an overlooked step in the process.

Measurement is mutually beneficial

Nowadays everything is digital. Previously when we placed a brand, we had to dig to find it online. We had hard files to catalog offline content. Now outcomes are more easily identifiable. We can find, monitor, and quantify the content and news we need. As a result, clients expect measurement as a component of our program — even if they don't want to pay for it. As an industry, we need to be able to switch gears between insight, engagement, and analysis with agility and speed. This enables a deeper conversation with the client or new business prospects. It allows a more sequential process of planning and differentiates your firm's strategy from the rest.

"Branded processes" — processes which are unique to each professional public relations provider and/or agency — fold in to sharpen perspectives. They create programs strategic to each client's unique objectives, as well as their issues and opportunities. It ultimately allows the delivery of strategic differentiation for our clients. It also offers further insight into the ways your firm views success and the alignment of your shared vision and strategy.

The measurement methodology

The science of data gathering and analysis provides a level of assurance for the industry and our clients. The hard numbers behind a campaign's success are a great means to gauge influence, but not an end unto themselves.

To partner with clients and hone in on measurements that matter, this three-step process is a valuable and important exercise to take your client through. First, set a baseline. It can be brand awareness, share of voice within the landscape of the market, brand perception or positioning. It might be tactical, such as generation of web traffic, or a cost-per-million (CPM) analysis, or

even linked to sales.

Then engage. This is where the rubber hits the road. Establish a program strategy with focused, measurable objectives. Conduct and track activities aligned to agreed-upon metrics.

Setting a baseline and engagement are the key steps in the important three-step dance of measurement, with each partner having equal say and PR professionals taking the lead. However, at the end of the dance, it's important to recognize that this will all be

for naught without an analysis. Simply put, don't forget to analyze. Or more colloquially: "show the client the money." Measure outtakes and outcomes. It can take many forms. Basic media analysis (impressions, prominence, tone, message delivery, dominance, etc.), social media analysis (owned and earned), business outcomes (e.g. web traffic increase), and of course, CPM.

Remember that anything can be measured. We want clients to understand that a strategic, creative approach to metrics can net PR insights they perhaps have always wanted, but thought couldn't be captured or would be cost prohibitive.

The mantra that "you shouldn't measure everything" is for folks who either rely too heavily on numbers without knowing how to apply them, or who are overwhelmed by the idea of measurement and simply try to capture everything for lack of knowing how to focus metrics. Sort out a short list of relevant program metrics that hit the core of your clients' motivations.

Lisa Vallee-Smith, APR, a public relations and marketing communications consultant with more than 25 years of experience, is Co-Founder and co-CEO of Airfoil. ●



Lisa Vallee-Smith

PR services brief

SHELL OIL TAPS INTERIOR DEPARTMENT ALUM

Shell Oil has retained a Dept. of the Interior veteran to handle extension of offshore drilling leases in the outer Continental Shelf.

Peter Schaumburg spent more than 25 years in the department's Office of Solicitor as associate deputy for mineral resources. He joined Beveridge & Diamond in 2006.

Shell in 2008 spent \$2.1 billion to lease blocks in Alaska's Chukchi Sea, which could hold more than 15 billion barrels of oil.

It began preliminary drilling in 2012 but stopped after an accident. Shell then suspended 2013 drilling there.

The Interior Dept. plans to release new regulations regarding Alaskan offshore development next year.

Shell CEO Peter Voser told *The Financial Times* on October 7 that Alaska is a long-term investment, but he doesn't know if "we'll go back in 2014 or 2015."

He expects "over the months to come, we will get more clarity on how we are prepared and how we can drive this forward."

Students ask: how do we make money writing?

Several media pros recently discussed the economic plight affecting today's news environment, claiming recent changes also present new opportunities. They were still hard-pressed however, to explain how grads or anyone can earn a living under the new conditions.

By Jack O'Dwyer

“Media Disruption: The New Normal,” was the title of an October 8 panel at The New School, hosted by the Center for Communication, a non-profit that brings media figures and the public together in the New York area.

The audience of more than 100 consisted mostly of students and jobseekers. They peppered the five panelists with questions regarding how money can still be earned in a media arena many have characterized as bearing battle conditions.

A “new era” of reporting

Martin Nisenholtz, former Chief Digital Officer of *The New York Times*, said media have thrown off the shackles of unions and the costs of paper, printing and distribution, and can now focus on reporting. He said the search for talented journalists is on again.

Nisenholtz led the acquisition of About.com from Primedia in 2005. *The New York Times* paid \$410 million for the website and sold it in 2012 for \$300 million to Barry Diller of IAC.

Elizabeth Spiers, former Editor-In-Chief of *The New York Observer* who is now acting Editorial Director of Flavorpill, which covers cultural topics, said media have been “re-democratized” and wrestled out of the hands of the bigwigs of previous generations. The result will be more emphasis on “merit,” she said.

Max Robbins, contributor to Techonomy Media, said his articles for *Forbes* are paid based on how much traffic they draw. He sees his goal as covering subjects that will bring the maximum amount of visitors.

Some in the audience said that Robbins appears to be compromising his journalistic principles. Nisenholtz said Robbins’ concern with traffic could be “corrosive.”

Shafqat Islam, Co-Founder and CEO of NewsCred, which licenses content from *The New York Times*, *Economist* and others, said his company is noted for paying writers well. Articles are often purchased at prices from \$500 to \$1,000. Islam invited interested writers to contact him because he is building up a network

of contributors.

Ben Smith, who joined BuzzFeed in 2012 after being a senior political writer for Politico from 2007 to 2008, said journalism is best learned on the job rather than in the classroom.

However, recent grads and other journalists who can’t find jobs are enrolling in degree and certificate-granting programs in a bid to catch the attention of media.

City University of New York held an open house in October for those interested in its new graduate courses in Entrepreneurial Journalism. Attendance was only 15. CUNY offers a certificate in the subject at a cost of \$4,910 for a program that lasts one semester. An M.A. in the program is also available.

“Be an expert,” freelancers told

The same evening, a group of 35 writers met for another panel, this one at the

Playwright’s Celtic Pub, hosted by The New York Financial Writers’ Association. The 75-year-old NYFWA famously hosts its annual “Financial Writers Follies,” which often brings in crowds of 1,000.

Allison Hemming, of the Hired Gun Talent Agency, said the royal road to freelance assignments is for the writer to establish himself or herself as an expert in some subject area. Hemming said writers should ask themselves: “Why should anyone want to read me?”

Hemming also said writers must have a presence in social media and must “participate” in it. Writers who work for companies or individuals must craft a positive image of them, she added. Finally, writers who approach prospects must find out, up front, how big the budget will be, as this will help them determine how much effort they will put into a pitch. “Ask lots of questions at the beginning of interviews,” she advised.

Hemming spoke and answered questions for more than two hours. She was to have shared the podium with Mediabistro, but no one came from that company. ●

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Fred Bateman, CEO and Founder of Bateman PR Group.

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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.

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

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Airfoil, with offices in Silicon Valley, Detroit, Hong Kong and London, is an independent firm specializing in marketing communications and public relations for both emerging and leading technology companies. Airfoil's teams drive technology communications for a growing client roster across consumer, enterprise, health care, cleantech and industrial segments. The agency provides services to measure, inform and accelerate clients' marketing communications, digital, social media and brand strategy programs. Airfoil has been named Technology Agency of the Year by *The Holmes Report* and recognized as a top firm in numerous industry rankings.

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Jonathan Heit, President and Senior Partner

Allison+Partners is a fast-growing communications firm without boundaries between 14 offices on three continents. The firm is organized around seven global practices: Technology + Digital Media, Consumer Marketing, Corporate, Global China Practice, Health + Wellness, Public Affairs, and Social Impact.

As an agency without boundaries, we are committed to a multi-disciplinary approach with accounts regularly shared across practice groups and geographies. We form our teams based upon what's best for our clients and their business, and provide real senior counsel to every client, providing a range of services in the areas of communications, thought leadership and digital marketing.

The Technology + Digital Media practice group has enjoyed a particularly strong year in 2013, with growth in both the enterprise and consumer practice. Building on a heritage of standout work for clients such as Samsung Electronics, Google and Sony, we have recently added global engagements for clients such as UL, Intel Media and Mozilla. Our technology bench is deep, and also includes AOR work for Dropbox, Pioneer, LinkedIn, NAB, TuneIn, Weebly, WhatsApp and many others.

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Atomic tuned its approach working with top technology, consumer & entertainment brands — re-energizing programs, re-positioning 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.

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Bateman Group, Inc. is a full-service public relations and social media communications firm that works with 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 PR, social media, content marketing and analytics to help technology brands turn innovation into market leadership. The firm is headquartered in San Francisco with offices in Brooklyn, NY.

Clients include: Adchemy, Animoto, App Annie, Apprenda, Aryaka, Baynote, Braintree, Bunchball, Digimind, edo Interactive, Get Satisfaction, Google Enterprise, Google Cloud Platform, Greenstart, LifeStreet Media, LightSpeed Retail, Netskope, Nutanix, Qualys, Quri, Recyclebank, Sitecore, Tidemark and Xamarin.

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Brodeur Partners (brodeur.com) is a mid-sized global communications agency with a unique heritage in technology which it applies to consumer, healthcare and business to business sectors. The agency is differentiated by people and ideas that link the science of behavioral change to communications, called Relevance. Our communications teams create campaigns for companies, products, services, people and ideas. Our services include strategic planning, strategic media relations, digital and social media, corporate communications, internal communications, ethnic communications, sustainability/ CSR, crisis communications and product launches. Brodeur provides global coverage through six offices in the US and through a branded network of equity-owned and partner agencies.

Brodeur has won awards for its client work and agency culture including numerous Silver Anvils and Gold Sabres. The agency is also known for its unique partnership model of specialty agencies which offers clients all the benefits of a mid-sized holding company with an emphasis on innovation and entrepreneurship.

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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 execut-

ing 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.

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CooperKatz has won numerous industry awards including "Best Agency of the Year" in our size category and "One of the Best Agencies to Work For" by *The Holmes Report*.

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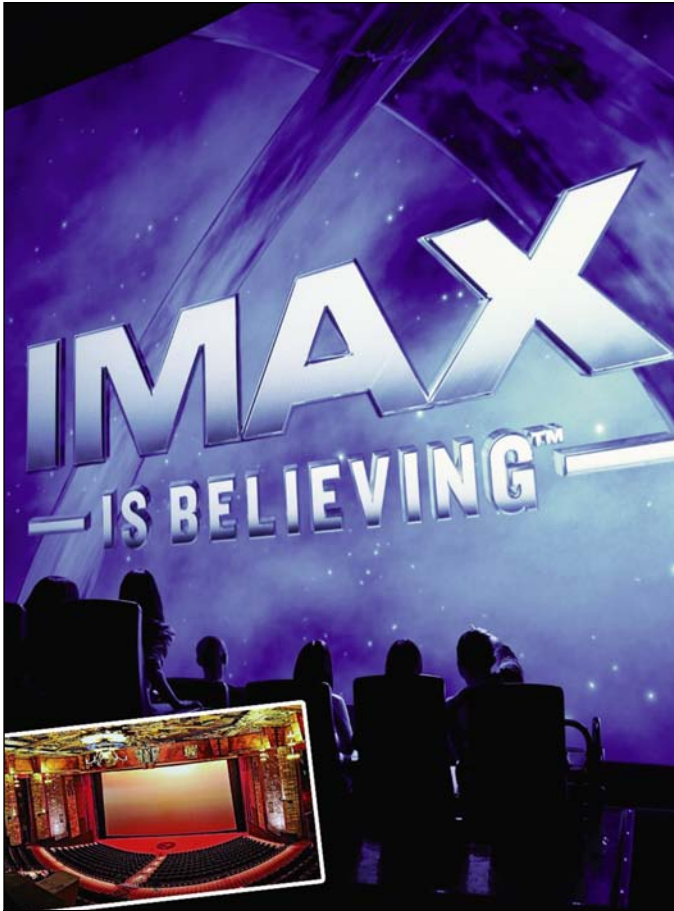
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Oz never looked better! Coyne PR took IMAX over the rainbow with the recent release of The Wizard of Oz in IMAX 3-D. As part of the campaign, more than a dozen tech media got a behind-the-curtain look at the IMAX DMR process to re-master the film, as well as the renovation of the world-renowned TCL Chinese Theatre which is now home of the world's largest IMAX auditorium by seating capacity.

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Crenshaw Communications, created to meet clients' needs for creative public relations in the digital age, specializes in innovation. We are expert at identifying, shaping, and communicating what differentiates a technology product or brand, and how to translate that difference into real customer benefits.

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Established in 1998, DPR Group, Inc. is a full-service PR,



Dan Demaree, Founder & President, DPR Group, Inc.

marketing and digital communications agency that serves a broad range of business and technology innovators. The firm has a proven track record with clients in software and information technology, business and professional services, manufacturing, supply chain, government contracting, health-care, telecommunications, clean tech and other emerging technologies.

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Continued from page 30

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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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Fahlgren Mortine "thinks wider" to bring the right mix of emerging and traditional communications to technology decision-makers at every stage of their journey. Building on a deep understanding of products and markets acquired through years of experience and primary and secondary research, our "What If?" strategic framework infuses creativity and discipline into the planning process to deliver solutions-oriented programs that create awareness, drive preference, generate leads and nurture prospects. Named a *Bulldog Reporter* national Agency of the Year for the last three years, and a *PR News* top place to work in PR for the last two, Fahlgren

The screenshot shows the Wizpert website. At the top, there's a navigation bar with 'Talk', 'Listen', and 'Chat' buttons. Below that, a banner reads 'Talk to a wizpert now!'. A section titled 'All Topics - Life' lists 'Relationship Advice (10)' as the selected category. Under this, there are sub-topics: 'Friendships (2)', 'Dating Advice (10)', 'Nurturing Love (5)', 'Conflict Counseling (5)', and 'Ask me about: Nurturing Love Conflict Counseling'. A chat interface is visible on the right, showing a user named 'Jay' who is 'Online' and has '9 HELPED' and '7 PREFERRED' ratings. A 'Chat Now' button is present.

Feintuch Comm. works with young companies like Wizpert to position their service and communicate it to the market. Wizpert.com is an innovative online platform providing real-time expert advice on a wide variety of topics.

Mortine integrates a range of services required for success in today's multi-channel world, including branding, media and analyst relations, media connections planning and buying, content development, social media strategy and management, advertising and digital development.

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Tech PR has been part of our DNA for more than 30 years. We support start-ups, rapidly growing firms and established enterprises to communicate word of their products, services and corporate values. And we do that with journalistic sensibilities and experience as well as a solid understanding of business fundamentals.

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Voted Best New Agency and Best Place to Work in 2012/13, Finn Partners is one of the fastest-growing independent communications agencies in the world. Technology is one of the largest practice areas within the Agency. The Finn Partners Technology team — which consists of approximately 90 technology professionals with 200 years of combined experience — has worked across every sector of the industry and with

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Founded in 1992, Gallagher Public Relations has provided results-driven public relations campaigns for some of the technology industry's most successful companies. Employing a consultative model, as opposed to the traditional account team approach comprised of layers of redundant and often times junior resources typically found in large agencies, GPR provides exclusively senior talent on each and every account. That's how we get up to speed on your business quickly and efficiently. As a result, campaigns get designed in record time, program implementation

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Gregory FCA is an award-winning, full-service, strategically integrated public relations firm with over 20 years of experience working with international and national technology firms, from start-ups to global corporations. With our in-house editorial staff comprised of former programmers and technology journalists, we understand how to translate tech speak into a business value story that results in measurable visibility and tangible lead generation. Servicing CRM, cloud-computing, enterprise technology, biotechnology, infrastructure and software applications, professional services, business and financial communications, mobile, social and e-commerce platforms, and consumer electronics in the B2B and B2C sectors, Gregory FCA provides strategic public relations, integrated digital marketing programs, lead generation campaigns, social media campaign development, trade show support and speaking engagements, issues management, reputation management, press tours and media training services.

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Emily Call Borders, Kathleen Gratehouse and Carol Carrubba, *Principals*

At Highwire (formerly 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.

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Defining communications broadly to include digital, content marketing, thought leadership as well as traditional PR, The Hoffman Agency knows how to differentiate brands and deliver air cover for sales. With a heritage in the tech sector, the firm's work today cuts across a range of industries.

For clients with global needs, the company operates in Asia Pacific, Europe and the United

States. Unlike traditional agencies handicapped by their silo structure, we apply a collaborative approach to implementing multi-country campaigns. This leverage of content and thinking across geographies ultimately generates better results.

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

Even on the operations side, The Hoffman Agency walks to a different drummer. Eschewing the traditional focus on the financial side — measuring account people based on their "billability" — the firm adheres to the belief that if you deliver great work to the client, financial performance will follow.

INKHOUSE

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Beth Monaghan, *Principal & Co-Founder*
Meg O'Leary, *Principal & Co-Founder*

Founded in 2007 in Boston, Mass., InkHouse is an award-winning public relations and social content agency for the digital age. We strive to boost the brands of emerging startups, Fortune 500 companies and lots of companies in between. Some of our major clients include Raytheon, GE, Brightcove and Nuance Communications. InkHouse excels at traditional media relations — we know how to create stories that will interest reporters in its clients' news — but we also know how to respond to news or create news when there isn't any. In addition, we help our clients gain market attention through our unique content practice which includes our news bureau (former journalists who serve as writers and brand journalists for our clients), our data visualization team (designers specializing in

Continued on page 34



K/F helped Covia Labs communicate the benefits of their communications technology to public safety, military and government target markets.

INKHOUSE

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infographics and motion graphics and film crew (filmmakers who create videos ranging from “condensed films” to web-based documentaries). Find out more at www.inkhouse.com.

KAPLOW

9 West 44th St., 6th Flr.
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212/221-1713
www.kaplowpr.com

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.

Kaplow’s technology expertise coupled with the company’s industry-leading consumer lifestyle practice gives Kaplow a unique position in the industry landscape, creating insights-driven conversations between consumers and technology brands, and making those brands relevant to consumers’ lives.

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 Knext team 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, MixBit, Kynetic, TheFind, Chairish and OpenSky.

Other best-in-class clients include: Target, CVS/Pharmacy, Avon mark & Avon Foundation, Timex, Unilever (Nexxus & St. Ives), Shiseido, Gurwitch (Laura Mercier, RêVive and Nyakio) and CEW.

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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 drive many of the top tech trends.

Client experience includes Chomp, Intel, Digg, Apple, Defense.Net, M-Files, Extreme Reality, TechBargains, TwitVid, Edgewater Networks, Recurly, SimpleGeo, Equinix, Composite Software, Oracle, FairCom, Revision3, HipGeo Covia Labs, Alacritech, Talari Networks, etc. 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 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.

LOTUS823

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**David Hernandez, Managing
Partner & Co-Founder**
**Allison Hernandez, Managing
Partner & Co-Founder**
**Jessica Lee Guida, Integrated
Marketing Manager**
**Katie Foley, Integrated Marketing
Manager**
**Christine Rochelle, Integrated
Marketing Manager.**

lotus823 is an integrated marketing agency offering a wide range of public relations, search engine marketing and social media services that collectively work together to help increase brand visibility both online and offline.

Combining creative genius, smart thinking and analytical acumen, our innovative communications model utilizes a cross-platform approach to create an immersive experience for brands and their publics. By building powerful connections across multiple channels, we are able to deliver engaging business solutions with measurable results.

Whether you’re launching a new product, expanding your

service offerings, or looking to increase brand awareness, our strategic combination of PR and SEM services and social media tactics allows us to develop balanced communications plans that tell unified brand stories. By removing the traditional silos and allowing the different tactics to work in harmony, our approach amplifies the reach of efforts, helping establish credibility and increase brand equity.

Clients: AfterShokz, Audio-Technica, Clear Computing, DUXIANA North America, gatherDocs, Hercules, ivee, kubxlab, Little Silver Medicine, No.8 Brands, Office Depot, Old Barn Star, RCA, StickNFind, Vision Research, and WearIt.

MAKOVSKY

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**Konajilo Luseni Barrasso,
Group Vice President**
Robbin Goodman, EVP, Partner

A leading integrated communications firm, Makovsky has an award-winning reputation for its work with technology and business services companies throughout its 30-plus years. Services include premier brand positioning, corporate identity, traditional and digital media and analyst influencer engagement, digital marketing/BtoB social media programs, events, award programs, and investor relations.

Makovsky develops strategic programs that deliver business value. Whether the focus is reputation or product driven, the firm’s experienced team understands how to articulate messages and move the channels of influence, from internal committees to important external audiences.

Makovsky’s commitment to client delight is exemplified in its Quality Commitment Program. Measurement and accountability are integral values. Our competitive edge is reflected in our brand energy line: “The Power of Specialized Thinking.”

Based in New York, the firm has agency partners in more than 30 countries and 40 U.S. cities through IPREX, the sec-

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**Bryan Scanlon, North America
Director of Technology for
MSLGroup.**

MAKOVSKY

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and largest worldwide public relations agency partnership. Clients include EXL Service, Booz & Company, Stroz Friedberg, Extreme Reach, Collective, Hubbell, and Soraa.

MERRITT GROUP

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

Merritt Group delivers strategic communications that take full advantage of the intersection of PR, media, digital, social and creative grounded in research. Our goal is to help the world's most inspiring companies share viewpoints that get people talking and keep their audiences engaged.

Merritt Group is a nationally recognized firm specializing in modern communications in the areas of public relations, marketing, digital & interactive and research & measurement. While we are known for our technology expertise, our domain knowledge spans other sectors from healthcare and energy to government. Our client roster includes organizations ranging

from large, industry-leading enterprises to emerging innovators.

Merritt Group has offices at the respective centers of power and technology, in Washington D.C. and in San Francisco. Some of our clients include Booz Allen Hamilton, Teradata, Tableau Software, Microsoft, RingCentral, CrowdStrike, MAXIMUS and Heritage Provider Network.

MSLGROUP

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**Bryan Scanlon, North America
Director of Technology**

No one better understands how to move innovation to the forefront of the conversation than MSLGROUP's worldwide technology practice. We work with innovators of all sizes, from venture-backed disrupters to some of the largest brands in the world that are transforming business, powering the connected consumer, and even saving lives and the planet. We've taken hundreds of companies from garages to greatness, as well as energized the strategic communications programs of market leaders in information security, big data, consumer electronics, medical devices, and mobile and cloud computing. We understand the bits and bytes, but more importantly we translate those technical advantages into market and consumer benefits that boost engagement, sales and market and brand leadership.

MSLGROUP is Publicis Groupe's strategic communications and engagement company. We are trusted advisors and storytellers for the conversation age, with more than 100 offices worldwide. Current and past clients include: PayPal, EMC, Brother, Dell, United Technologies, Rambus, Tizen, GE Healthcare, MicroStrategy, Imation, Onavo, ESET, FiServ, RetailMeNot, BillMeLater, Netezza, Blue Coat, Ancestry.com, Software AG, E Ink, Epocrates, LifeLock, VMware, Red Hat, Thales, Elster and National Grid. Follow our story at mslgroup.com/what/industries/technology

MWW

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**Ephraim Cohen, Executive Vice
President, Tech and Digital
Content**

MWW's technology practice is one of the cornerstone groups of MWW, a top five global independent agency. The team's sector expertise ranges across database and analytics technologies, mobile, wearables, connected home & entertainment devices, and enterprise software and apps. Creative campaigns are developed and informed with big-data insights, then launched by leveraging influencer relationships in tandem with customized paid-owned-earned media strategies. From the devices and digital experiences that enrich our personal lives or make us more efficient at work to the internal innovations that make everything possible — MWW's technology practice specializes in helping market leaders, thought leaders and innovators Matter More™

OGILVY PUBLIC RELATIONS

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**Luca Penati, Managing Director,
Global Technology Practice**

We understand we are in a new age of PR. One where tech media has migrated online and tech pages in business media are shrinking. Where we recognize new influencers in bloggers and Twitterers. Where a video is better than a thousand words. Where having good relationships with your beat reporters is not enough. Where companies are becoming publishers in their own right. We believe that an agency should live and breathe the technology industry but also go beyond it. Our Technology Practice goes beyond "tech only" PR. We offer something most tech agencies don't: the opportunity to pull in PR

experts from other backgrounds, including social media, reputation management, public affairs, CSR, brand marketing and more. Our clients value the combined thinking made possible by blending disciplines and we think it's a requirement for this new age of PR. Furthermore, as emerging brands play a large role in today's technology world, Ogilvy PR recently launched a new service offering, Espresso, designed to help these future technology leaders define their brand narrative.

PADILLACRT

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Scott Davila, Vice President
Amey Fisher, Senior Director

PadillaCRT is one of the top 10 independent technology agencies in the country, formed through the acquisition of CRT/tanaka by Padilla Speer Beardsley. We understand that cutting-edge marketing and communications for technology organizations requires a blend of technical aptitude, strategic marketing expertise and the ability to execute.

By starting with business goals and objectives, our team discovers through research and insights how best to inspire and engage our clients' audiences to take action. Our award-winning specialties include advertising and branding, digital and social media, crisis/critical issues management, investor relations, media and community relations, corporate communications and market research.

Current clients vary in size and geographic reach, including SAP, Microsoft, Rockwell Automation, Qumu, Datalink, Direct Source, Tyco Retail Solutions, Restaurant Technologies, Certain and others.

As a founding member of the Worldcom Public Relations Group, our global clients have access to the local-market knowledge of our 128 partner firms in 102 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.

PROSEK PARTNERS

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Jennifer Prosek, CEO

Prosek Partners' technology team has decades of experience spanning multiple sectors, from B2B and industrial, to media and telecom and beyond. Our clients include *Fortune* 500 firms to start-ups. Whether we're developing a thought leadership program for a CEO; launching a new company or product; or counseling on an IPO, Prosek Partners creates targeted campaigns with a strong call to action. We approach tech creatively, finding new angles to make it colorful, lively and compelling. We are adept at making complex technology understandable and telling our clients' stories in a way that resonates with media, stakeholders and influencers.

ROGERS & COWAN

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Tom Tardio, CEO
Tracy Thompson, Marketing Manager

Rogers & Cowan specializes in working with start-up and established technology and social entertainment companies whose products and services are at the intersection of technology, entertainment, digital content and brand marketing. Our team elevates clients from start up to global status with smart and creative strategies that deliver a wave of visibility across all channels and screens.

From game-changing app launches and disruptive platform introductions to branded web series premieres and social curation sites, we develop and execute strategic campaigns. We join forces with clients as

strategic counselors at the beginning of the creative process throughout the entire development cycle. We maximize media exposure at each stage, from concept creation through launch to sustain critical mass and momentum. We offer our clients brand positioning strategies, B2B outreach and consumer buzz for all forms of content, services, channels and devices.

Our dedicated team of specialists has in-depth knowledge and experience working with consumer electronics hardware and devices, embedded and core technologies, video game platforms and peripherals, app developers, content creators and producers, digital distribution technologies and social and digital media companies to introduce their products and services to the trade, business and entertainment communities.

Representative clients/projects have included: Rdio, Vdio, Sonos, Myspace, Hooked Digital Media / Haunting Melissa app, Dolphin Digital, iam+, Kobo, Amazon Studios, Microsoft, Kinect for Xbox 360, Voggle, YooToo Social TV, Crowdflix, IMAX, 3D Entertainment Summits, Multiscreen Summit, Game Marketing Summit, NVIDIA, Razer, Kabam, Cie Studios, 505 Games, Laser Light Engines and Warner Bros Interactive Entertainment.

RUDER FINN

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Kathy Bloomgarden, CEO, Ruder Finn
Rachel Spielman, Global Head of Corporate Communications, Ruder Finn
Dushka Zapata, Managing Director, Ruder Finn West

Whether you're powering the cloud, connecting people to real-time information, transforming how people communicate, 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's expertise lies in partnering with technology clients, whether they're lesser-known startups or some of the

largest multinational technology innovators, to enhance their positioning in competitive markets. Ruder Finn has deep knowledge of the technology sector with relevant expertise in key verticals, from aerospace to healthcare, and manufacturing to telecommunications; as well as consumer technologies and devices. 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 CEO positioning and corporate reputation in the tech sector, working with various technology companies to gain recognition for their industry leadership.

With an eye on the ever-evolving technology market on the west coast, Ruder Finn launched Ruder Finn West last year in San Francisco, headed by Dushka Zapata, Managing Director, Ruder Finn West. Less than a year later, the office has already more than doubled in size and has signed top clients in the technology sector.

STEARNS JOHNSON COMMUNICATIONS (SJC)

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Tim Johnson, President & Founder

Stearns Johnson Communications (SJC) is a smart, savvy and scrappy marketing and public relations agency. Our B2B and consumer technology clients are creating some of the most exciting innovations around, and we want the world to know it. Whether generating buzz for a product launch, securing media and analyst coverage, redesigning a website or executing a social media campaign, we craft the stories that earn results and build brilliant brands.

If you're looking to partner with a boutique firm with big ideas, look no further.

THUNDER11

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Marco Greenberg, President
Chris Devito, Vice President
Liel Leibovitz
Michael Ceci, Account Manager
Stephanie Dowling, Account Manager

Thunder11 is a boutique communications agency working at the intersection of technology and public affairs. Our team specializes in strategic and digital communications, media relations, branding, social media, and publishing, with additional expertise in verticals including healthcare and luxury, and services e.g. communications training, research and app marketing. We pride ourselves in having the tools, skills, and creativity necessary to break through the noise in today's crowded media environment. Our diverse backgrounds enable us to design and execute innovative and effective media and public relations strategies.

The name Thunder11 is derived from communication guru, Marshall McLuhan's division of human history into ten thunders, from learning to speak to airplanes and television. We believe the 11th thunder is digital media — the Internet and its endless stream of innovations — and that these new media give us an unprecedented opportunity to tell our stories better, and not only to more people, but to the most relevant people as well.

Find out more at www.thunder11.com.

TREVELINO/KELLER

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Dean Trevelino and Genna Keller, Principals

Trevelino/Keller, the fourth fastest growing firm in the country in 2012 and one of the

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TREVELINO/KELLER

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30 best firms to work for in North America, operates as a full-service integrated PR firm with programming in public relations, social media and brand marketing. Based in Atlanta with a presence in Washington, DC and Charleston, SC, the firm differentiates itself with a suite of services focused on protecting, preserving and promoting reputation. Trevelino/Keller believes a company's reputation has a direct relationship with its product/service sales, stakeholder/shareholder commitment, community engagement, talent management, brand identity and corporate citizenship. In the social economy, corporate reputation is more fragile than ever and only those companies engaged in strategic and creative reputation management will thrive.

Celebrating its 10th anniversary, the firm has moved aggressively to solidify its position in the region as the pre-eminent technology firm. Representing the region's leading angel group, Atlanta Tech Angels as well as one of the more progressive new incubators, Atlanta Technology Village, Trevelino/Keller has become the start-up community's agency of choice. Its launch of Groovy Studios in Q3 2013 as a platform to deliver PR, creative, web and video services specifically for start-ups has been well received, driving much of the firm's unprecedented 12 wins in September 2013. Announcing the future rollout of an online start-up portal, Start-Opia, the firm's vision is a platform that brings start-ups, capitalists, service firms and institutions together in a social, mapping and content-based environment.

TRYLON SMR

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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.

WCG

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Jim Weiss, *Founder and CEO of W2O Group*

Bob Pearson, *President of W2O Group*

Chris Deri, *President of WCG*

Tim Marklein, *Practice Leader-Technology & Analytics*

Aaron Strout, *Managing Director*

WCG is a global communications agency offering integrated creative, interactive and marketing communications services to clients in healthcare, technology, consumer products, and entertainment. As part of W2O Group, 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 over 400 employees serving clients globally with offices in San Francisco, New York, Atlanta, Minneapolis, 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 websites at www.wcgworld.com and w2ogroup.com. Follow us on Twitter @WCGWorld and @W2OGroup.

WEBER SHANDWICK

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Tim Fry, *Chair, Global Technology Practice*

With the marketing world as complex as it is, clients are looking for partners who can do it all: help guide brand strategy, create engagement campaigns, execute flawlessly in real time, measure and adjust.

Weber Shandwick's Technology Practice is uniquely qualified to deliver this kind of work because we see the whole picture. We start with a brand focus and a strategic rigor that positions clients for long-term success.

And because technology is the story the world reads, and because everyone is affected by it, we need to tell the whole story. Our approach is to look at a story from many angles so that it's a human story, the kind people get involved in and share with each other. Along with our world-class practices that work across key industries — from automotive to cleantech to healthcare — we help bring those perspectives to bear on every engagement.

We have also developed unique apps that help us tell the whole story: Rave for a new world of product reviews, Lead Media Tech for engaging influential media around the world, and Mediaco for turning brands into publishers.

We are all techies today. Some in a big-data kind of way. Others in a look-at-my grandkids kind of way. And still others in a beat-my-competition-to-market kind of way. It's why technology is the story everyone's engaging with. Weber

Shandwick Technology helps brands create, tell and publish the most engaging stories.

Our technology clients include Amazon.com, Capgemini, General Motors, Getty Images, GSMA, Honeywell, Microsoft, Monster, Motorola Mobility, NCR, NetApp, Netflix, Radio Shack, Rhapsody, Samsung, Sonos, Verisign, and Verizon.

ZENO GROUP

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

Zeno Group's technology practice continued to build major momentum in the last year. In addition to the firm's engagements with Micron, Brocade and McAfee, Zeno Group also won business from T-Mobile, Apollo Light Speed, ooVoo, Trintech, 2Checkout and Transporter. Additionally, this year Zeno Group's technology practice launched its first annual research study to uncover insights into the venture capital ecosystems, VC's social and media consumption habits and the influence of media on their decision-making. The agency also hosted its first short-lead media showcase, Zeno Promenade, which featured consumer tech brands looking to become one of the hot gift ideas for the upcoming holiday season. 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 on key accounts, and it does pro bono PR for the Churchill Club, a Silicon Valley thought leadership forum. Since Zeno's global expansion last year in the UK, Singapore, India, Indonesia and China, the firm has become the premier mid-sized agency for global engagements. ●

O'DWYER'S RANKINGS

TOP TECHNOLOGY PR FIRMS

Firm		Net Fees (2012)	Firm		Net Fees (2012)
1. Edelman	New York	\$217,856,287	37. Dye, Van Mol & Lawrence	Nashville	1,265,968
2. Waggener Edstrom Worldwide	Bellevue, WA	59,000,000	38. North 6th Agency (N6A)	New York	1,187,000
3. APCO Worldwide	Wash., D.C.	32,039,918	39. Hunter PR	New York	1,163,875
4. Atomic	San Francisco	17,000,000	40. Catapult PR-IR	Boulder, CO	1,082,615
5. Qorvis Communications	Wash., D.C.	10,500,000	41. K/F Communications	San Francisco	1,067,303
6. Finn Partners	New York	10,254,885	42. M/C/C	Dallas	1,000,000
7. Allison+Partners	San Francisco	9,500,000	43. Linhart Public Relations	Denver	934,360
8. The Hoffman Agency	San Jose	8,650,000	44. Sachs Media Group	Tallahassee	841,650
9. LaunchSquad	San Francisco	8,523,874	45. OCG PR	Ft. Worth	800,000
10. MWW Group	E. Rutherford, NJ	8,346,000	46. Rasky Baerlein Strategic Comms.	Boston	711,363
11. Horn Group	San Francisco	8,000,000	47. RF Binder Partners	New York	646,468
12. Airfoil PR	Detroit	7,867,069	48. Focal Point Comms.	Burlingame, CA	637,800
13. Matter Communications	Boston	7,000,000	49. Schneider Associates	Boston	556,166
14. Max Borges Agency	Miami	6,910,793	50. Burns & Associates, Michael A.	Dallas	487,000
15. Connect Marketing	San Francisco	6,354,475	51. French West Vaughan	Raleigh	462,226
16. Ruder Finn	New York	6,299,391	52. Feintuch Communications	New York	457,209
17. Fahlgren Mortine	Columbus, OH	6,046,075	53. Kohnstamm Comms.	St. Paul	336,372
18. Zeno Group	New York	5,754,170	54. CooperKatz & Co.	New York	324,961
19. W2O Group	San Francisco	5,389,000	55. Beehive PR	St. Paul	305,380
20. Coyne PR	Parsippany	4,716,000	56. Red Sky Public Relations	Boise	288,672
21. SSIPR	Northfield, IL	4,600,000	57. Standing Partnership	St. Louis	273,037
22. Gibbs & Soell	New York	4,145,749	58. Landis Comms.	San Francisco	260,000
23. Borders + Gratehouse	San Francisco	4,093,335	59. Hirons & Co.	Indianapolis	255,000
24. Inkhouse Media + Marketing	Waltham, MA	4,071,392	60. Public Communications Inc.	Chicago	246,426
25. Jackson Spalding	Atlanta	3,513,787	61. L.C. Williams & Associates	Chicago	206,712
26. Bateman Group	San Francisco	3,090,395	62. VPE Public Relations	S. Pasadena, CA	113,854
27. Makovsky	New York	2,900,000	63. energi PR	Montréal	105,434
28. Kaplow	New York	2,064,000	64. McNeely Pigott & Fox	Nashville	99,182
29. Trylon SMR	New York	1,605,194	65. Rosica Comms.	Paramus, NJ	90,125
30. Levick Strategic Comms.	Wash., D.C.	1,564,196	66. Dukas Public Relations	New York	63,000
31. Trevelino/Keller	Atlanta	1,550,000	67. O'Malley Hanson Comms.	Chicago	60,000
32. Prosek Partners	New York	1,524,350	68. Hope-Beckham	Atlanta	45,365
33. CRT/tanaka,	Richmond	1,510,000	69. Furia Rubel Comms.	Doylestown, PA	45,000
34. Gregory FCA	Ardmore, PA	1,427,130	70. Weiss PR Associates	Baltimore	40,000
35. 5W Public Relations	New York	1,400,000	71. Bridge Global Strategies	New York	34,220
36. Lambert, Edwards + Associates	Grand Rapids	1,345,000	72. Maccabee	Minneapolis	24,130

Say goodbye to the Washington Redskins

By Fraser Seitel

They're as "over" as Custer at the Little Big Horn. And not just because dynamic quarterback Robert Griffin III is a shell of what he was before major knee injuries did him in.

No, the reason the Redskins aren't long for the National Football League, despite the NFL's reluctance to lower the boom on

the team's defiant owner Daniel Snyder, is that the public relations die is cast. The Redskins' name is doomed.

The opposition to the team's name has converged so quickly and landed so ferociously that the textbook public relations program adopted by the team's opponents may have gotten lost in the tidal wave.

Here's the plan the other side orchestrated to make Washington's football team ultimately change the name it's enjoyed for 81 years.

Lead with an underdog.

Every good cause demands a sympathetic, common man or woman, preferably put-upon hero or heroine, with whom the public can empathize.

And in the case of the "Down with the Redskins" movement, our heroine is Suzan Shown Harjo, a 60-something, grandmotherly Native American woman, who recounts the horrifying tale about being at a Redskins' home game 40 years ago and being jostled by boisterous fans because of her nationality.

Ms. Harjo, who also just happens to be the director of the Morning Star Institute, a group that promotes Native American causes, speaks compellingly about the need to do away with racist names like "Redskins."

So compellingly, in fact, that *The New York Times*, among others, put her story and her cause on page one. As any self-respecting publicist will tell you, "You get on page one of *The New York Times*, and you'll get action!"

Back up your initiative with money.

Not only do Native Americans have money in this skirmish, they've got lots of money.

The power behind the throne is a Native

American man named Ray Halbritter, who wears a traditional bolo tie and modestly bills himself as a "representative of the Oneida Indian Nation." Mr. Halbritter also possesses, as a rival tribe's Mohegan Sun Casino used to advertise before all the controversy, "heap big wampum."

In point of fact, Mr. Halbritter is one of America's wealthiest men, a multi-millionaire with a Harvard Law degree and sharp elbows, who has turned his Oneida tribe's Turning Stone Resort Casino into a mega-million dollar money machine that endows a Harvard professorship, sponsors a float in the Macy's Thanksgiving Day Parade and hosts a Professional Golf Association tournament.

For more than a decade, Oneida County, New York, where Halbritter reigns supreme, petitioned the state to allow its civilian stores and gas stations to compete on equal terms with Oneida convenience stores (owned by Halbritter's organization), which, among other special benefits, made a killing selling untaxed cigarettes. Gov. Andrew Cuomo signed legislation to tax Oneida Nation cigarettes in May. But similar legislation was passed under two Cuomo predecessors, and the law was never enforced.

In the anti-Redskins battle, Mr. Halbritter, an accomplished and persuasive speaker as one might expect of a Harvard graduate, has made his case on "Meet the Press" and other national network programs.

Bottom line: Ray Halbritter and the Oneidas have lots of money and don't often lose.

Honor political correctness.

Political correctness has never been more in vogue in our dysfunctional nation's capital, where the contemptible political class is not only unable to get anything done but also unwilling to support anything that might be deemed "offensive." President Obama, for one, has already voiced his displeasure over the Redskins name.

Most politicians care about only one goal — getting reelected. To do that, you need moolah. And Ray Halbritter and his anti-Redskins colleagues have plenty of that to sprinkle around to money-grubbing Congressmen.

On top of this, of course, is the fact, as corporate identity guru Claude Singer of Brandsinger has noted, the name

"Redskins" is patently racist, as opposed to "Blackhawks" or "Indians" or "Braves," which are decidedly more benign professional team names.

So the combination of a politically incorrect and vulnerable name, coupled with scared Congressmen, makes the battle to keep the Redskins name even more unwinnable.

Choose an unlikeable adversary.

The final ingredient to a winning campaign is to make sure your opponent is thoroughly unlikeable.

Here, the anti-Redskins forces have struck pay dirt.

Redskins owner Daniel Snyder is the nation's most obnoxious sports owner since George M. Steinbrenner departed to higher ground to find those "fannies in the seats."

Snyder is a former wallboard advertising billionaire, who, among other milestones, charged Redskin fans for tailgate parties in stadium parking lots, sued season ticket holders for failing to pay on time during the last recession, and took libel action against a local reporter who criticized him in print.

But as miserable as Snyder's reputation is, his judgment is even worse. Just as the doomed steroid stalwart Alex Rodriguez chose toxic New York lawyer Joe Tacopina to help him win friends in his troubles with Major League Baseball, Dan Snyder chose equally-toxic Lanny Davis to represent him in the name controversy.

Lawyer-turned-PR man Lanny, you'll recall, was an early defender of the innocence of President Bill Clinton as to his "not having sex with that woman." Most recently, Mr. Davis has been busy representing murderous African warlords. And now, he's taken up the cudgel for friend Snyder, reassuring the disbelievers that he, Snyder and all Redskins fans, "love our team and its name and ... we do not intend to disparage or disrespect a racial or ethnic group."

With pearls of persuasiveness like this from one of Washington's more suspect duos, it is eminently likely that one day soon, the NFL team in our nation's capital will adopt "Washington Warriors" or something similar as its official new name.

Equally predictable, Washington Redskins fans won't like the new name one bit. But hey, it could be worse. They could root for the New York Giants! ●



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*.

Turning on your profit meter

By Richard Goldstein

I have many people to thank for helping me learn what it takes to become consulting advisor to PR firms. Some of those who were always there for me are Al Croft, Rick Gould, Michael Lasky, Jack O'Dwyer and Evan Antonini. As most of you know, Al Croft is no longer with us. He left us all a legacy of PR advice that will last for many years to come. I dedicate this column to Al. Thank you Al for all you have helped me with. Here is some



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

classic AC advice!

Now that it seems we are out of gloom and doom, the stock market is up and the merger and acquisition market is back to being active, you need to make sure you are on the profit track for the future.

Over-servicing. Stop or drastically cut back on over-servicing to hang on to them at any cost. Do something energetic and positive to eliminate or reduce the time you are investing on behalf of clients without getting paid for it. Get a mid-month report on time invested against retainer, project or hourly clients so you can put the brakes on if you need to.

Time reporting. Insist that employees submit time sheets daily so that you can always have current information on the exact amount of time being invested on behalf of clients. Do not let staff get away with logging time weekly or even longer. Set an example yourself. You know that you can hardly remember what you did yesterday, much less remember what you did five days ago.

Communicate. If you are consistently going over-retainer or over-budget because the client keeps heaping work on you or changing signals in the middle of a program without an increase in retainer or budget, and you have the time records to prove what this extra time investment is costing you, talk to your clients. Most clients

are not out to force you to operate as a non-profit organization. But unless you have a frank discussion with them, they may not even realize how much they are costing you. It is not your clients' responsibility to make sure your firm earns a decent profit. Hopefully, you will be able to cut back on some of the work or the client will find some budget flexibility.

Stop work?

If you are consistently going over-retainer or over-budget because your staff is not operating efficiently; if they can't bring themselves to "stop work," then you have an entirely different problem. If you have budgeted wrong, now is the time to find that out as the basis for future budgeting.

Often, when Al conducted account management seminars for agency staff, one of the most memorable discussion points — particularly with less experienced people — is the idea that it is okay to stop work when you have invested as much time in a client's project as it needs to get the desired result.

Being able to recognize the point when it is okay to stop work is a sign of increasing professional maturity. (When staff feel that the time has come to stop work or they are over budget, advise them to talk to agency management before they do anything further.)

Walk away

If all else fails, when there is no other way to plug the profit leak and new business prospects are encouraging — walk away! What is the point of continuing work on a large client if you cannot do good work and cannot make any money on the account?

Raise your hourly rates

Consider this: if your account people bill an average of 1,400 hours annually and you raise your rates an average of \$10.00, that is \$14,000 increased revenue per person annually. If you have 20 people, that is \$280,000 additional income! If you can add 15% to your bottom line, you will be a lot closer to Fat City!

Pick your clients

Because there did not seem to be anything better out there, have you been hanging on to some small, miserably,

poorly managed, never-gonna-make-it clients who bore your staff but whose revenue helps keep the lights turned on? Well, maybe, within reason, you do not have to do that now. Maybe there is more opportunity to cast your bait where bigger and more attractive fish are lurking. Clients who give your best people the chance to do work they are proud of and which doesn't put them to sleep in the middle of the afternoon, and on which, incidentally, you will probably make more money.

On the other hand, if the timing is not right just now to cast out these win-less wonders adrift, at least spend some heavy hours deciding and planning how to reel in the kind of clients you really want.

While you are at it, consider whether the time is ripe to deal out some raises you have been holding back on, refurbish some perks that may have disappeared during harder times or structure a new bonus system that really motivates people.

You may want to consider a new business bonus, say 10%. If a staff person brings in a \$250,000 account, consider a \$25,000 bonus because a staff person brought in the account. Now that is motivation for your staff!

Think how great it is to have clients who think you are terrific and staff who now feel the same.

Next month I will write in part on how to deal with people who always want a deal. ●

PR services brief

JF WORKS \$7 BILLION MIDSTREAM ENERGY DEAL

Houston-based gas Crestwood Midstream Partners is relying on outside PR counsel through its acquisition of Inergy of Kansas City to create a \$7 billion gas pipeline operator.

Joele Frank, Wilkinson Brimmer Katcher is advising Crestwood and providing media relations support on the cash and stock deal, which is plowing ahead after a May announcement.

The combination is aimed to create a large midstream operation — in energy industry parlance, midstream is the transportation, storage and marketing of oil and gas — service large reserves like the Marcellus and Eagle Ford Shales.

The companies this week announced the composition of the boards of directors for the combined operations.

New York Observer covers PR (thank you!)

By Jack O'Dwyer

The *New York Observer*, which has a weekly circulation of 51,000 to a well-heeled audience, has a front-page story plus four inside pages on New York PR firms in its Oct. 14 issue.

"The Power 50 List" sketches 50 PR firms topped by Edelman, which had \$707 million in net fees for the year ending June 30. This is a jump from the \$655.9 million in fees for the year to Dec. 31, 2012.

No. 2 in the 2012 O'Dwyer ranking was APCO Worldwide, based in Washington, D.C., which had fees of \$121.8 million.

Michael Kaminer, who had his own PR firm for many years and who has become a fulltime journalist, is author of the sweeping article which is a welcome addition to coverage of the PR industry. It puts to shame *The New York Times* which confines its coverage of PR to occasional columns by Stuart Elliott.

Kaminer's "Power 50 List" includes 17 firms that are ranked by O'Dwyer's. Such firms provide top pages of corporate income tax returns; W-3s showing payroll totals; CPA attestation to full time employees; and account and staff lists.

Traditional media, New York plugged

The article is not only a send-up of New York, but of traditional media.

"The major media companies, who are reinventing themselves to be on digital platforms, are not going anywhere, in fact they are only going to get bigger," said Sean Cassidy, President of DKC, which is given second position below Edelman on Kaminer's "Top 50."

DKC, with \$32.8 million in 2012 fees, +22%, is No. 9 in the O'Dwyer rankings and in third position in the New York rankings below Edelman and Ruder Finn.

Steven Hall, President of The Hall Co., which has offices in New York and Los Angeles, told Kaminer that New York continues to be the center of the communications universe.

"We still have more local outlets than any other market and the majority of national publications have offices here," he said.

"We have *The Times*, *The Post*, *The [Daily] News*, *The Observer*. There's a huge amount of opportunity compared to most places. And the direct link to journalists is much stronger here. Bloggers haven't diminished that."

Stu Loeser of Stu Loeser & Co. (No. 27 on Kaminer's list) said that outside of a few star reporters, "nothing takes off in a way

that even a small story in the New York press does. That theory about Twitter just didn't pan out."

Finn Partners, Rubenstein, W20 missed

The other 33 firms are of varying sizes and include eight PR operations whose conglomerate owners won't let them publish payroll totals and staff counts although no legal, SEC rules or accounting standards prevent that.

The 25 others named include firms claiming substantial fees and staff counts but who have yet to put up proof of this.

Not present on the list were three sizable New York operations: W2O Group, with \$30.7 million in 2012 fees and 140 staff in New York; Finn Partners, with New York fees of \$17.1 million and 134 staff; and Rubenstein PR, 35 in staff, headed by Richard Rubenstein, son of Howard Rubenstein of Rubenstein Assocs., which is No. 3 on Kaminer's list.

42West, entertainment specialist that grew from the Dart Group in 2006, claims \$20 million in New York fees and 50 employees; Shift Communications, \$15 million in New York fees and 13 employees; Paul Wilmot Communications, \$10 million and 42 employees; LaForce + Stevens \$14 million and 90 employees; Alison Brod PR, 60 employees; M Booth, \$14.6 million and 90 employees, and Bullfrog & Baum, \$5 million and 22 employees.

Outstanding specialists are said to include Stu Loeser & Co., headed by Stu Loeser who spent six years as Mayor Bloomberg's chief spokesperson; Boneau Bryan-Brown, a "superstar among the sea of theater PR firms"; and KCD, headed by Julie Mannion and Ed Filipowski, described as having no peer in fashion PR (handling Gucci, Hermes, Chanel).

Kaminer notes he has other factors in mind in ranking PR firms besides size, such as "the intangible mojo that an agency generates through its mix of people, clients, access, attitude, status and, of course, results. We looked for the New York City DNA, which nixed heavy hitters like PMK*BMC and ID PR — both L.A.-born."

"Mojo" is fine but facts are needed

There is a lot of hype in this article

which has the headline, "The Golden Age of PR," a phrase Kaminer got from counselor Ken Makovsky of Makovsky in a 2011 interview.

"There has never been a better time to practice PR in New York," adds Kaminer.

Kaminer says the recession is over, clients are spending again and "digital has opened colossal business opportunities that play to the industry's strengths."

"Traditional media" are struggling to keep up and PR firms are "stepping in by creating stories rather than just pitching them, he writes. "They are, in some ways, the new newsrooms. And their influence is ascending."

Missing from the story are the experiences of journalists with PR. Perhaps it will be covered in the future. *New York Times* columnist David Carr worries that news

sources that try to bypass traditional media ("the village common where we all meet to discuss our problems") or create "content" to be published intact by needy media, may "set fire" to the village common. Scant attention is paid to corporate PR which is understandable because almost all PR — in terms of creativity and press contact — has been offloaded to agencies.

NYT ducks PR; Observer to rescue

The *Observer* article, a harbinger of what we hope is many articles to come on PR, fills a void that been left by the *Times*, which has virtually no coverage of the subject.

The *Observer* does not mind mentioning the O'Dwyer Co., even including a drawing of us and a number of our opinions.

Kaminer said of the O'Dwyer Co.:

"In a world of multiple daily communications, [O'Dwyer's Newsletter] e-blast still carries serious juice [even] in big agency C-suites."

"Jack is still 'the [PR] industry's most legendary cheerleader.'"

"O'Dwyer provides readers, including America's heavy hitters in PR and marketing, with 'nearly obsessive coverage of the communications business.'"

A business audience of 51,000 now knows about the O'Dwyer Co., which is something they would not learn via the *Times*. ●



Wearing the prized hat of credibility

By Kevin Gallagher

Building and maintaining credibility is a fundamental requirement for investors, customers, and ultimately, success. But it isn't a designation that comes overnight.



Kevin Gallagher is Managing Partner at Gallagher PR.

Credibility means a lot of things. Sure, having a reputation that makes people feel comfortable enough to buy your product or invest in your company is part of it. In the PR world however, there are numerous qualities that enable credibility — and a lot that can erase it.

Technical credibility. Will you exist in two years? Three years? Your technical approach or product must be better than both incumbent and competitive offerings, and not just because you say so. Reputable people other than your current employees and investors — media, industry and financial analysts, and most importantly, customers and prospects — must believe in your story.

Management credibility. Your C-level team must have a track record of building and running technology companies, and you should have at least one technical star with experience in the specific area you're planning to enter.

Manufacturing credibility. Prospects won't buy unless they believe you can supply quality products in volume. You can enhance your manufacturing credibility by publicizing supply or production deals with large, established firms.

Market credibility, aka Total Addressable Market (TAM). If you want to be "up and to the right," prospective investors, financial analysts, industry analysts and the media must all be convinced that there's a real market and large revenue opportunity for your product.

Financial credibility. Can you execute? Can you cross the chasm? Have you read at least one of Geoffrey Moore's books? In 2013, this still remains very relevant.

Tactics that build credibility

There are a number of tactics you can use to deliver credibility-enhancing messages to the right audiences.

Thought leadership bylined articles. Contributed articles, bylined by an execu-

tive, are one of the best ways to show that you understand an important industry problem and that you have an interesting vision about how to solve it. Several media that cover your industry will publish bylined articles. When properly written, these articles are educational in nature and may even foster doubt about competitive products. While you can never publish an out-and-out advertisement for your product, a well-written explanation of your technical approach certainly builds credibility while denting the credibility of competitors.

Exposure. Obtain speaking slots in key industry events. Put your executive team on the speaking circuit by submitting to major conferences and trade shows. At many of these shows your executives will speak directly to the analysts, prospects, customer decision-makers, and media you need to reach with your message.

Build positive industry analyst "champions." Next to customers, positive industry analyst references are the ultimate source of third-party validation. Most analysts will accept an initial briefing or two with you at no cost, and that's your chance to explain your technical wonders, market potential and other points of value. If the analyst likes your story, get his or her cooperation as a reference. With a few such references, you will have a ready source of quotes that lend validation to your story in press releases, web site testimonials and even videos. And you'll know the analysts will be on your side when the media calls them for their opinion.

Build executive relationships with key media. In the old days this was called the "Rolodex" strategy. Most companies overlook this tactic, but it can be a powerful one. If you have a truly remarkable technology or you're approaching an interesting market, introduce your top executives and build relationships with key media and influencers. If your execs have insights worth sharing, they'll become important resources for the media as they prepare stories. Imagine having media call you in advance of breaking news.

Always publicize positive events. When things happen that add to your image, publicize them. This includes technology breakthroughs, production milestones, certifications, key partnerships, new senior executive talent, new funding, and of course, customer wins.

Tactics that erase credibility

PR is the business of control. What PR gives, bad PR can take away. Bad things happen to lots of companies, but some technology companies just seem gifted when it comes to squandering any credibility they may have amassed. Here are some common mistakes that will damage your credibility.

Pre-announcements. A common tactic of pre-announcing a product is taboo. The Ciscos of the world can get away with announcing products that won't actually ship for months — usually to create fear, uncertainty and doubt among a competing start-up's prospects. But small companies cannot because nobody will believe the announcement until the product can be proven to work (i.e. a customer says it does).

Invalidated announcements. You must validate everything you say, whether it's a technical milestone, a customer win, or a performance peak. If your announcements contain no customer or analyst quotes, or third-party validation, the media and its readers will not believe you.

Meaningless announcements. Some companies think that issuing a weekly flood of press releases is the key to maintaining a public profile, but it's not. Before you announce something, consider whether anyone outside of your own company is likely to care about it. If the answer is no, consider aggregating two or three bits of news into one bigger announcement; or convert to a company blog.

Last-minute cancellations. Spokespeople who can't be reached aren't spokespeople at all. If you've worked hard to set up a media or analyst briefing meeting with an analyst or media don't cancel if you can avoid it. Last-minute cancellations are far worse for speaking engagements, especially if the event is sponsored by a major publication in your market — you'll not only miss the chance to give a valuable presentation, but you'll also seriously damage your chances of ever being asked to speak again at the same event.

Many companies build strong credibility only to see it ebb away through missed product releases, financial losses, management defections, customer unhappiness, or other events. As your company grows, reinforce your credibility with constant media and analyst outreach, ongoing speaking and bylined thought-leadership article programs, and a policy of immediately and aggressively publicizing your successes. ●

Press group blasts Obama

The Inter American Press Association criticized the Obama Administration for clamping down on freedom of the press through its policy of surveillance and spying of journalists.

The Miami-based organization of 1,400 journalists released a resolution in October during its annual assembly in Denver that railed against the “secret seizure of telephone records of Associated Press reporters by the U.S. Justice Dept.”

“The IAPA shares the concern of like-minded organizations in the United States over the direction of press freedom in this country, which has been shaken by revelations of spying on journalists and others,” reads the resolution.

Gary Pruitt, AP President, told the conference “how fear of government surveillance has led some of its sources to engage in self-censorship.”

The IAPA knocked Congress for failing to pass a shield law to “protect the confidential nature of sources — one that would prevent journalists from ending up behind bars.”

The organization also noted the 14 reporters would be killed in Latin America during the past six months, marking the highest death toll in 20 years.

Mexico topped the list with three murders. Brazil, Colombia, Guatemala, Haiti trailed with two each, while a journalist was killed in Ecuador, Honduras and Paraguay.

IAPA noted that press freedom is adversely affected by the mass-scale acquisitions of media outlets by governments or allies in Nicaragua, Venezuela, Bolivia and Argentina.

The purpose of those deals is to transform public service media into partisan pro-government propaganda tools.

Ecuador was singled out as the country with the “harshest form of censorship,” while reforms in Cuba have not led to improvement in press freedom there, according to the resolution. ●

Ex-Senator walks lobby beat

Former Democratic Louisiana Senator John Breaux is working a long-running asbestos settlement case on behalf of four corporate bankruptcy trusts organized to pay cash to victims.

About 100 companies that either mined or used the cancer-causing, heat-resistant mineral have declared Chapter 11 during the past 30 years. Sixty of them formed trusts that have paid \$18 billion to more than three million claimants.

Breaux Lott Leadership group, which is part of Patton Boggs, is representing the U.S. Gypsum, Western Asbestos, Owens Corning Fiberboard and Babcock & Wilcox personal injury settlement funds. It is focused on the tax treatment of asbestos trusts under Section 468B of the Internal Revenue Code, according to the federal filing.

Breaux is assisted by Manny Rossman, who was Chief of Staff for former Senate Republican Majority Leader Trent Lott and Arizona’s ex-Senator Jon Kyl.

Breaux represented the Pelican State in the Senate for 18 years and in the House for two. ●

Glover to exit Ashcroft Group

Juleanna Glover, the former PR Aide to Dick Cheney and Rudy Giuliani who formed The Ashcroft Group with Attorney General John Ashcroft in 2005, is moving to Teneo Strategies as a Managing Director in November.



Glover was Press Secretary for Vice President Cheney and Steve Forbes’ presidential bid before taking a senior role with Clark and Weinstock in the lobbying and public affairs arena. She was also previously Communications Director for Rudy Giuliani and an Aide to then-Sen. John Ashcroft. ●

Pentagon press chief to retire

Pentagon Spokesman George Little announced October 18 that he will retire November 15 as Press Secretary and Assistant to the Secretary of Defense for Public Affairs.

He held the job for more than two years and earlier did a four-year stint as Spokesperson for the CIA.

In a statement, Little noted that he has a “wonderful wife and two young sons” and needs “to turn more of my focus to weekend soccer games, helping with school homework and building Lego sets.”



Little

He thanked President Obama for the opportunity to serve in his administration and praised DOD Secretary Chuck Hagel, predecessor Leon Panetta and former CIA chief Mike Hayden as outstanding public servants.

Little enjoyed the “occasional sparring in the Pentagon press room” and called the DOD press corps “professional, dedicated and thoughtful.”

He plans to return to the private sector, where he worked for IBM and management consultant Booz Allen Hamilton. ●

Koch Bros. sign Ice Miller

Koch Companies Public Sector has signed Ice Miller Strategies for issues regarding cybersecurity and chemicals.

A focus will be on the Dept. of Homeland Security’s chemical facility anti-terrorism standards program, which is its first security regulation of the chemicals industry.

CFATS is a performance-based compliance program which represents a shift in the current environmental regulatory structure.

IMS founding member Graham Hill, former Staff Director of the House Transportation and Infrastructure subcommittee, heads the four-member lobbying team.

Clayton Heil, former counsel to Mississippi Senator Thad Cochran; Tom Lynch, ex-Aide to Senator Max Baucus; and Andy Mueller, a Navy veteran who was Senior Advisor for defense and homeland security matters, round out the team.

Koch spent \$5.8 million in first-half lobbying outlays. ●

Canada plans pro tar sands blitz

The Government of Canada plans a \$24 million two-year promotional pitch to defuse opposition to development of its tar sands energy resources in Alberta, which critics believe will intensify global warming.

Opposition has crystalized during the debate over construction of TransCanada's plan to build the Keystone XL Pipeline to carry Alberta's heavy oil to the U.S. Gulf Coast. President Obama still hasn't decided on whether to approve the project.

Natural Resources Canada issued the RFP to counter "intense and sustained PR campaigns," against tars sands. The effort will go after environmental and political critics in the U.S., Europe and Asia.

NRC envisions a mix of traditional earned/paid media, social media engagement, creation of "rapid response" teams and development of websites aimed at high-level corporate executives, according to a report on Canada.com.

It seeks to correct the "inaccurate information" that has become part of the public debate about tar sands.

The two-year promotional drive is also designed to position Canada as a "world leader in the responsible development of natural resources," and "a stable and secure energy choice compared to international alternatives."

Messaging will tout Canada's enhanced regulatory system, commitment to safeguard the environment and natural resources investment opportunities.

Canada.com calls the \$24 million budget the "costliest advertising campaign NRC has undertaken in recent years." That governmental entity spent \$5 million for ads during the past year.

The tar sands push will begin in January with full implementation pegged for April. ●

Egypt hires WPP shop

The embattled government of Egypt has returned to the U.S. lobbying game, hiring WPP's Glover Park Group for public diplomacy and government relations duties.

The move comes as President Obama last week decided to hold up a promised shipment of helicopters, fights, tank kits and \$260 million cash to the military government that ousted freely elected president Mohammed Morsi in July.

The decision to postpone a portion of \$1.5 billion in annual military assistance to the Egyptians is part of the Obama's decision to "recalibrate" ties to the Arab country.

Badr Abdel Atty, Egyptian foreign affairs minister, said Obama's move "raises serious questions about U.S. readiness to provide stable, strategic support to Egyptian security programs amid threats and terrorism challenges it has been facing."

The PLM Group represented Egypt up until January 2010, working under a \$1.1 million annual pact. It is the firm of Speaker of the House-designate Bob Livingston's Livingston Group, ex-Connecticut Congressman Toby Moffett's Moffett Group and White House insider Tony Podesta's Podesta Group. ●

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.

Akin, Gump, Strauss, Hauer & Feld, LLP, Washington, D.C., **registered October 15, 2013 for Mining Company of Katanga**, New Castle, DE, regarding the establishment of a U.S. consulate in Lubumbashi, Katanga, to further encourage U.S. trade, investment and commitment to that region; and U.S. AID food (corn) aid to the region to prevent economic dislocation due to corn shortages anticipated next year.

Prime Policy Group, Washington, D.C., **registered October 11, 2013 for The Prime Minister's Office, Government of Hungary**, Budapest, Hungary, to provide strategic consulting, communications support, media management support, and contact building and development in Congress, the Executive Branch, think tanks, investment community, the Jewish community, and the Hungarian-American community.

DuSable Capital Management, LLC, Washington, D.C., **registered September 26, 2013 for Government of Malaysia**, Kuala Lumpur, Malaysia, to encourage U.S. government officials to provide non-financial support for the Malaysian solar energy project.

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.

Lobbyit.com, Washington, D.C., **registered October 22, 2013 for Job Loss Protection of America, Inc.**, Heathrow, FL, regarding job loss protection insurance awareness building.

Squire Sanders Public Advocacy, LLC, Washington, D.C., **registered October 22, 2013 for JCPenney Corporation Inc.**, Plano, TX, regarding TransPacific Partnership trade agreement issues.

DCI Group, LLC, Washington, D.C., **registered October 21, 2013 for Intelligent Car Coalition**, Washington, D.C., regarding technology's role in vehicle safety.

Fierce, Isakowitz & Blalock, Washington, D.C., **registered October 21, 2013 for National Football League Players Association**, Washington, D.C., regarding antitrust, telecommunications, and labor issues related to professional football.

Ogilvy Government Relations, Washington, D.C., **registered October 21, 2013 for NIKE, Inc.**, Beaverton, OR, regarding trade, tax, health, sports and privacy issues.

SEARCH ENGINE OPTIMIZATION



Monument Optimization, Washington, DC. 202/904-5763. john@monumentoptimization.com; www.monumentoptimization.com. John Stewart, President.

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Impact Communications, 11 Bristol Place, Wilton, CT 06897-1524. (203) 529-3047; cell: (917) 208-0720; fax: (203) 529-3048; JRImpact@aol.com. Jon Rosen, President.

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At Point, Inc., P.O. Box 361, Roseland, NJ 07068. 973/324-0866; fax: 973/324-0778. services@atpoint.com; www.atpoint.com. Mick Gyure.

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The position is available immediately.

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NM SLATES INSURANCE EXCHANGE PR
New Mexico, which has elected to run its own health insurance exchange with federal help under the Affordable Care Act, is preparing to release at least one RFP covering PR and public outreach.

New Mexico is seeking \$20M in federal funds to use for marketing, outreach and education for the exchange and is in negotiations with the federal Center for Consumer Information & Insurance Oversight this week. It expects the funding to be approved by July 1.

The exchange anticipates a 2013 marketing budget of \$2.5M.

Outreach in the state is a "unique" challenge in New Mexico because of its Native American and Hispanic populations, according to the Kaiser Family Foundation.

The state created the exchange in late March after Gov. Susana Martinez, who previously vetoed bills which would have created the marketplace in 2011, signed it into law. The state initially wanted to run its own exchange but has asked for federal help after it anticipated missing the Oct. 1 deadline to be operational.

CADILLAC ROLLS WITH PR
Cadillac, which is enjoying a sales renaissance, has put FirsthandHill in the PR driver's seat and used a check-up of the General Motors luxury brand's advertising and marketing roster.

Publicis Fallon was dropped after a three-year run as a three-agency team from Interpublic, dubbed Rouge took up creative AOR duties. Hill Holliday, Lowe and Campbell-Ewald made up the IPG trio.

Cadillac said Omnicom-owned FH will provide strategic communications counsel to the brand and help reach new customers in fashion, luxury and technology.

Rich Ferguson, a GM VP who heads marketing, brand management and advertising for Cadillac, is a former senior VP for FH.

FH president and CEO Dave Senay said in a statement that the agency's mandate is "driving the new Cadillac narrative and creating communications initiatives in the places our buyers live."

FH already works with Cadillac parent General Motors.

GM said this month that Cadillac sales are up 38% in 2013, the biggest increase since 1976.

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WPP: PR, PALAG OTHER UNITS
WPP chief Martin Sorrell said a previously reported decline in PR and public affairs revenue during the first quarter ebbed somewhat in April but the sector continues to lag other units like advertising and media investment.

The London-based conglomerate, which saw PR/PA fall 1.4% to \$354M in Q1, said June 11 that the sector showed "some improvement" in April, but noted that North America and Europe remain "some difficult."

WPP, which includes Brunson-Manteloff, Ogilvy PR and Hill+Knowlton, among other units, said it saw continuing growth across all geographies and sectors except PR and PA through April.

Sorrell said WPP is hiring "cautiously" with an April headcount lower than at the start of the year and "responding to any geographic, functional and client changes in revenue - positive or negative." WPP's units employ 165K people.

Several "grey swans" are making clients reluctant to take risks despite strong profits and balance sheets, including the Eurozone crisis, the Middle East, uncertainty in China and BRICs, and "most importantly the U.S. deficit and sequester," he said. "All in all, there are enough uncertainties for clients to remain cautious and the focus remains, perhaps unusually, on cost reduction, rather than revenue stimulation, and on liquidity, which explains the recent unrealistic demands for extended payment terms."

PR HITS ROAD IN GEORGIA
Georgia's State Road and Tollway Authority has awarded a multi-million dollar account to Porter Novelli and Atlanta-based partner Creative Challenge marketing firm to educate drivers about expansion of the Peach State's high occupancy toll roads.

Burt Brantley, deputy director of the SRTA, told the Atlanta Business Chronicle the PR budget could reach \$10M over five years.

Georgia opened HOT (high occupancy toll) lanes on Interstate 85 in 2011. Those lanes, which allow registered cars with at least three people to ride for free, are slated for 1-75 north and south of Atlanta over the next few years. The PR campaign will focus on info about the opening dates of the new lanes, requirements for use and how to sign up for the needed Peach Pass.

Gov. Nathan Deal also plans to remove tolls from the GA-400, which serves metro Atlanta, by Thanksgiving to fulfill a campaign promise.

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.

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O'Dwyer's
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The environmental issue

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O'Dwyer's magazine, now in its 27th year, examines a different area of PR each month. Issues include practice-area specific feature stories as well as profiles of PR firms with strengths in the focus area. The agency profiles constitute the ideal starting point for companies beginning their search for PR counsel.

Editorial Calendar:

January, *PR Buyer's Guide/Crisis Comms.*
February, *Environmental PR & Public Affairs*
March, *Food & Beverage*
April, *Broadcast Media Services*
May, *PR Firm Rankings*
June, *Multicultural/Diversity*
July, *Travel & Tourism*
August, *Prof. Svcs. & Financial/Investor Rels.*
September, *Beauty & Fashion*
October, *Healthcare & Medical*
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December, *Sports & Entertainment*



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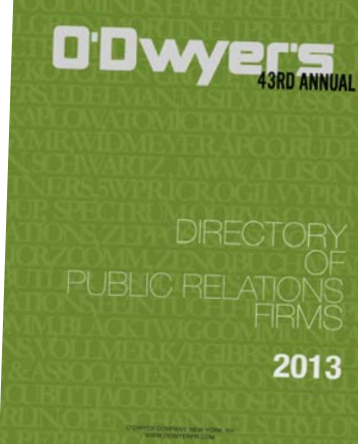
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