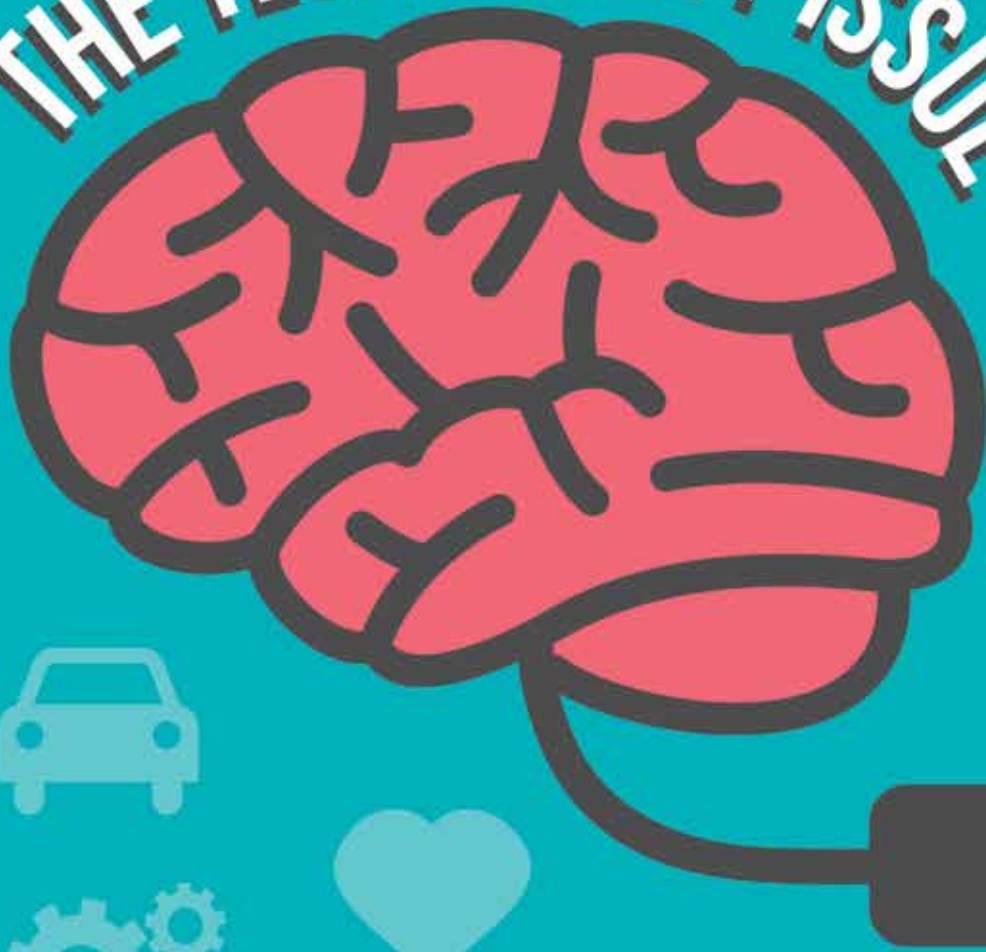


O'Dwyer's

Communications & New Media

Nov. 2016 | Vol. 30 No. 11

THE TECHNOLOGY ISSUE



Marketing Maven

Technology is constantly evolving.
That's why we are, too.



Marketing Maven combines traditional media relations and cutting-edge digital strategies for consumer technology clients. This fusion of online and offline marketing helps our team develop product launch campaigns that are results-driven and measurable.

MARKETING SOLUTIONS FOR CONSUMER TECHNOLOGY:

- National App Launches
- Viral Social Media Campaigns
- Results-driven Digital Strategies
- Social Media Advertising
- Blogger/Vlogger Campaigns
- Search Engine Optimization
- Electronic Press Kits
- National Media Tours
- Analytics & Insights Reporting
- Data Visualization
- Key Influencer Outreach
- Email Marketing Campaigns

CERTIFICATIONS:



Los Angeles 310.994.7380

| www.MarketingMavenPR.com

| New York 212.967.5510

5W Gets PR.

We Build Brands,
Create Value,
and Get Results



212.999.5585 | info@5wpr.com

See what we can do for you at www.5wpr.com

EDITORIAL

**CONSUMERS, CMOS
CAUTIOUSLY EMBRACE AI**
Consumers and CMO exhibit trepidation regarding the effects of AI.

**CONSUMER, TRADE MEDIA
BEST FOR TECH PR**
General circulation and trade media drive the most traffic for tech.

**BRIDGING THE SILICON
VALLEY/WALL STREET GAP**
Silicon Valley and New York's financial sector need each other.

**SUDDENLY YOU'RE A TECH
COMPANY. NOW WHAT?**
Industrial brands can learn a lot from the technology sector.

**DO YOU KNOW YOUR
NARRATIVE?**
What happens when your brand's story isn't enough to get noticed?

**THE INTERNET OF
INFLUENCE**
Automation is popular, but we'll always need a human touch.

**PR CHALLENGES FOR FOR-
EIGN TECH COMPANIES**
Foreign tech companies face challenges with media coverage.

**ARE WE STUCK IN THE
THIRD AGE OF MOBILE?**
We're witnessing a crucial juncture in the evolution of mobile.

**REASONS YOUR CSR PR
PROGRAM IS STRUGGLING**
Gaining visibility for CSR has never been more important.

**6 24 AVOIDING A COMMUNICA-
TIONS CRISIS**
The chance that something will go wrong is only a matter of time.

8 26 PR'S NEW INFRASTRUCTURE
AI audiences offer insights that are transforming communications.

**9 28 AUDIENCE-BASED ANALYTICS
WILL DISRUPT TECH PR**
Disruption is coming to the PR industry.

10 30 STORYSHOWING 2.0
PR is seeing another shift in regards to how it shares stories.

12 31 PEOPLE IN PR

**14 32 CONTENT MARKETING AND
TECH PR AT A CROSSROADS**
Unnecessary friction exists between PR and marketing.

**16 33 IMPROVING TECH MARKET-
ING COMMUNICATION**
Buzzwords don't mean anything to your audience.

**18 34 PROFILES OF TOP TECH
PR FIRMS**

**20 45 RANKINGS OF TOP TECH
PR FIRMS**

22 48 WASHINGTON REPORT

24 46 COLUMNS

26 47 OPINION
Jack O'Dwyer

28 47 FINANCIAL MANAGEMENT
Richard Goldstein



WWW.ODWYERPR.COM

Daily, up-to-the-minute PR news

Cover graphic by Benjamin Abraham



EDITORIAL CALENDAR 2016

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
December: Entertainment & Sports

ADVERTISERS

5W PR..... 3
Gregory FCA.....27
Hotwire.....19
ICR.....23
Inkhouse.....25
Kaplow.....Back Cover
Karbow Communications.....8

Log-On.....39
Marketing MavenInside Cover
Omega World Travel.....43
PAN Communications7
Public Communications Inc.....11
Peppercomm.....21
Racepoint Goba.....15

Sard Verbinen.....37
Spark.....13
Strauss Media Strategies9
TV Access46
W20 Group.....29
Weber Shandwick.....5
Weiss PR



Beyond. It's the only destination we know.

Beyond the expected. What's possible. Beyond is the destination we're always aiming for. In our work. In the way we engage people with our clients' brands. In how we make life better for our people. Find out more about our journey at webershandwick.com



weber
shandwick
engaging. always.

Reporting news in a post-fact era

“Clinton Emails Linked to Political Pedophile Sex Ring.” “WikiLeaks Just Released the ISIS Donor List, Hillary is at the Top.” “Identity of Hillary’s Secret ‘Lesbian Lover’ Leaks.”

These are just several of the hyperbolic headlines I stumbled across in late October, each belonging to one of the many fake news outlets that have gained massive popularity online. An outbreak of clickbait and share-bait sites, hoax stories, conspiracy resources and partisan propaganda outfits whose reportage reads like a political campaign’s house organ has exploded on the web in recent years, deceiving readers and fomenting mass paranoia in the process.

These sites would’ve been delegated novelties a decade ago, but thanks to the advent of social media, specious content that’s now widely recirculated throughout the ether like a virus of nonsense has become a cottage industry. In an October 25 *New York Times* editorial titled “Your Facts or Mine?” contributing writer Emma Roller posited that social media’s circulatory power has lent these bogus outlets an air of credibility, despite the fact that, unlike other media, “they have no responsibility to separate truth from fiction.”

The paradox is fascinating if you think about it: even though we have access to more information than any other time in human history, we’re collectively becoming less aware. As it turns out, we’d rather live with our own fictions of the world than what’s actually happening; we’ll gravitate not toward content that challenges our worldviews but content that confirm them. The information we’re most likely to share is increasingly becoming information that’s least likely to inform. We can have not just our own opinions, but also our own truths. We live in a post-fact era, where the content that gets the most eyeballs wins. If a lie is repeated enough times, well, it must be true.

In an October segment dedicated to the growing fake news phenomenon, CNN’s senior media correspondent Brian Stelter recommended viewers “triple check” information before sharing it with others. It’s sound advice, and a practice whose application could start among mainstream outlets. Fox News host Sean Hannity on November 1 apologized for circulating a false report from right wing political blog The Gateway Pundit that claimed Michelle Obama had deleted Clinton-related tweets from her Twitter timeline. By the time Hannity’s bunk announcement was recirculated among the social networks, our virtual game of telephone morphed that report into claims that President Obama and Elizabeth Warren had deleted Clinton’s tweets as well.

Facebook in August apologized when its Trending Topics news feature falsely reported that Fox News anchor Megyn Kelly had been fired from the network. Trending Topics’ algorithms apparently didn’t sniff out the dubious claims made in the linked Kelly article, which originally appeared on a partisan site titled End The Fed and reported that Kelly had been terminated for being “a closet liberal who actually wants Hillary to win.”

What’s perhaps most troubling, however, is when an otherwise legitimate news service appropriates behavior that’s now been normalized by these spurious sites. Popular culture and current affairs mainstay Slate on October 31 released a bombshell 4,000-word report detailing how computer scientists had discovered that a server allegedly registered to the Trump Organization was engaging in regular communication with a server belonging to Alfa Bank, the largest private commercial bank in Russia. As it turns out, lobbyist Richard Burt, who has advised Trump, sits on Alfa Bank’s senior advisory board. Moreover, Alfa president Pyotr Aven allegedly has tenuous ties to Vladimir Putin going back to when the Russian president held government positions in Saint Petersburg.

Tracking the servers’ communications patterns, computer scientists claimed activity appeared to correspond with election happenings in the U.S. While admitting that what the scientists discovered “wasn’t a smoking gun,” the article concludes that “this evidence arrives in the broader context of the campaign and everything else that has come to light ... it deserves further explanation.” In other words, what the Slate article hints at, what it conveniently leaves off the page — but never adequately explains — is resoundingly clear: Trump is covertly colluding with the Russian government.

Though the article’s implied conclusion is bolstered entirely by conjecture, the faux-news outlets of the web ran with Slate’s story anyway, and within hours, social media was rife with headlines armed with a grossly unearned narrative: Trump is now involved in a server scandal of his own. This, of course, stoked only more mass paranoia, and fingers on social media have been aflutter ever since with questions regarding why FBI Director James Comey won’t do something to stop Trump’s obvious Benedict Arnold for Mother Russia.

Embarrassingly, the *New York Times* issued a report on the same day that directly contradicted Slate’s supposition, revealing the FBI, over the course of a months-long investigation into any role Russia may have had in meddling with the 2016 presidential campaign — including possible communication between the Trump Organization and Alfa Bank — could find no conclusive link so far between Trump and the Russian government.

That’s the difference between reportage and rumor. Unfortunately, the latter is usually far more popular than the former. ○

— Jon Gingerich

O'Dwyer's

EDITOR-IN-CHIEF

Jack O'Dwyer
jack@odwyerpr.com

ASSOCIATE PUBLISHER

John O'Dwyer
john@odwyerpr.com

SENIOR EDITOR

Jon Gingerich
jon@odwyerpr.com

SENIOR EDITOR

Greg Hazley
greg@odwyerpr.com

ART DIRECTOR

David Kniazuk

CONTRIBUTING EDITORS

Fraser Seitel
Richard Goldstein

EDITORIAL ASSISTANTS & RESEARCH

Benjamin Abraham
Caitlin Dullahan-Bates
Jane Landers

ADVERTISING SALES

Sharlene Spingler
Associate Publisher & Editor
sharlene@odwyerpr.com

John O'Dwyer
Advertising Sales Manager
john@odwyerpr.com

O'Dwyer's is published monthly for \$60.00 a year (\$7.00 a single issue) by the J.R. O'Dwyer Co., Inc.
271 Madison Ave., #600
New York, NY 10016.
(212) 679-2471 Fax: (212) 683-2750.

© Copyright 2016 J.R. O'Dwyer Co., Inc.

OTHER PUBLICATIONS:

www.odwyerpr.com

Breaking news, commentary, useful databases and more.

O'Dwyer's Newsletter

An eight-page weekly with general PR news, media appointments and placement opportunities.

O'Dwyer's Directory of PR Firms

Listings of more than 1,250 PR firms throughout the U.S. and abroad.

O'Dwyer's PR Buyer's Guide

Products and services for the PR industry in 50 categories.

jobs.odwyerpr.com

O'Dwyer's online job center has help wanted ads and hosts resume postings.



DISRUPTION HAPPENS HERE.

Technology is empowering the customer.

Are you confident in your brand's multi-channel approach?

PAN is an integrated marketing & PR agency that has been at the forefront of some of the most disruptive technologies. Today's modern marketers are looking for partners that leverage data and insights into actionable outcomes. Our creative storytelling, bold communication and industry experience will make you stand out from the competition and ensure your messages are reaching your key decision makers.

We get it – every story along the way!



Boston | San Francisco | Orlando | New York
Visit our new site at pancommunications.com | Follow us @PANcomm

Consumers, CMOs cautiously embrace AI

Marketing professionals and consumers around the world appear to exhibit trepidation regarding the effects artificial intelligence may have on society and business. Most, however, seem willing to embrace the technology nonetheless.

By Jon Gingerich

The findings come from global research commissioned by PR giant Weber Shandwick. The report, titled “AI-Ready or Not: Artificial Intelligence Here We Come!” surveyed marketing and branding executives, as well as consumers in five global regions, in an effort to gauge current perceptions and opinions regarding artificial intelligence and how consumers and industry professionals alike see this technology affecting life and business in the future.

While 64 percent of chief marketing officers expressed concern regarding AI and 45 percent believe machine intelligence will result in a reduction of industry jobs overall, about seven in 10 CMOs — 68 percent — said their company is planning or already doing business that accommodates artificial intelligence. Moreover, more than half — 58 percent — believe companies will need to embrace AI and work in these spaces in

some capacity within the next five years in order to be competitive, and 55 percent believe AI will have a greater impact on marketing and communications than social media. More than a third — 39 percent — admitted anticipating difficulty communicating the benefits of AI, and 40 percent said the technology would require staff with a vastly different skill set that what most companies offer currently.

Consumers appear to mirror these attitudes. The Weber report shows that while nearly two-thirds — 64 percent — of global consumers said they have at least some concern regarding the use or adoption of AI, they’re seven times more likely to feel optimistic regarding AI’s impact on society than otherwise.

Consumers especially value the concept of AI being used to carry out tasks that are too dangerous for humans, but seem most trust-

ing of AI when it comes to fulfilling simple tasks such as providing travel directions and entertainment, or offering reminders to take medicine. Tasks most consumers feel should not be handed over to AI include flying airplanes, performing a medical procedure and handling childcare or babysitting duties.

Like CMOs, the majority of consumers — 82 percent — expect jobs to be lost amid AI adoption, and consumers also expressed concern regarding nefarious uses of AI technologies, such as cyber-attacks or computer hacking.

However, while almost all global consumers — 92 percent — said they expect AI to arrive eventually, the report also suggests many still know little about the technology: more than a third — 34 percent — of consumers admitted knowing nothing about artificial intelligence. When asked to elaborate on their understanding of AI, most consumers said they associate AI with “robots” and few were able to name a single company making forays into the world of AI technology today. A clear majority — 80 percent — said their understanding of AI comes from some form of media (primarily a mix of Internet, social media, TV, movies and the news), and 59 percent said they’d seen or read something about AI in the media within the past month.

Finally, the report suggested consumers living in China possess a greater understanding of AI than consumers surveyed in other countries. Chinese consumers were also ranked as some of the most optimistic regarding the impact AI could have on society and people’s personal lives, suggesting that the more consumers know about AI, the more positive their outlook on the technology’s social impact.

The report was conducted in June by opinion research and strategy firm KRC Research. It surveyed 2,100 adult consumers online in the U.S., Canada, China, UK and Brazil, and also surveyed 150 CMOs in the U.S., UK and China employed by companies with annual revenues of at least \$500 million.

Artificial intelligence was the topic of an October 19 Communications Week panel that discussed what effects automation could have on jobs in the PR industry.

Speaking at the panel, Merrill Brown, Director of Montclair State University’s School of Communications and Media, said “to the extent that bots could take over straightforward PR duties such as corporate earnings releases, this technology is a plus. There are a lot of categories within the service industries where this tech can free up the resources to focus on more creative work.” ○

PR + CONTENT THAT MOVE MARKETS



karbo communications
A top-ranked tech PR and digital agency

www.karbocom.com

info@karbocom.com | (415) 255-6510

Consumer, trade media best for tech PR

Tech companies that want to drive prospects to their websites are finding the best results come from hits in general circulation and trade media, according to recent research by PR firm Bospar.

By Jack O'Dwyer

An “overwhelming majority” of more than 500 marketers (85 percent) surveyed by Bospar believe a top-tier online feature is the best way to drive web traffic, said Curtis Sparrer, Principal of the San Francisco-based tech PR firm.

In second place was an industry trade feature story, cited by 70 percent.

Social media, despite the increased focus by PR people on using SM for marketing, was cited by 56 percent of those in the survey. Top-tier and non-top tier placements as well as top-tier broadcast features and top-tier print features were cited by more than 40 percent of those in the sample.

Paid advertorials, also known as “branded media” and “sponsored content,” was the subject of a *New York Daily News* panel Sept. 21 that described a sharp rise in that practice, came in last, said Sparrer.

Only 26 percent thought paid advertor-

ial in industry media helped drive traffic and 23 percent thought paid advertorials in top-tier media generated clicks.

When it came to consumers, a majority of American men said they would visit a tech company's web or mobile site after repeatedly seeing media placements, with nearly one in five men saying they would visit a site the very first time they see an article. A smaller group of men (16 percent), would visit company site after seeing several (between two to five) media placements. Nearly one in four men will visit a company site after seeing the story more than five times.

Only 13 percent of women say the first story is enough to merit a visit to a company's website. After seeing several stories published, 11 percent of women say they will visit a company's site. Forty-nine percent of women say, if they see enough placements, they will eventually check out a company's web or mobile site because of

press coverage.

Bospar secured these finding of 1,010 Americans through Google Consumer Surveys, which says it makes use of the inferred demographic and location information to employ stratified sampling method by distributing the surveys based on the targeted audience to publisher network and/or android smartphone users.

Demographics are inferred through respondents' browsing history (DoubleClick cookies for age and gender and IP address for geography), and is matched against existing government statistical data.

Google Consumer Surveys uses post-stratification weighting to compensate for sample deficiencies to remove bias among the survey sample. This gives a more accurate result with lower root mean square error (RMSE) which also makes the results better that represent the Current Population Survey. ○

Media news brief

Magazine readership rises in '16

Average magazine audiences have picked up more than nine percent in the last year, according to the latest Brand Audience Report from industry metric Magazine Media 360°.

The report, which is published by magazine industry trade group The Association of Magazine Media, shows that the average audience for magazine brands is currently up 9.3 percent from a year ago, the largest increase that medium has experienced since early 2015.

The audience report, which measures print, digital, web, mobile and video magazine editions, shows that print magazines, when combined with digital editions, has accounted for year-over-year audience growth of 1.2 percent.

More than two-thirds of the titles analyzed in the report revealed higher average audience numbers compared to the same period in 2015. The biggest gainers this year were *New York Magazine* (46.6 percent), *The Atlantic* (49 percent), *Runner's World* (50 percent), *Esquire* (61.6 percent), *The New Yorker* (69.2 percent), *Marie Claire* (82 percent) and *W* (131.5 percent).

Of course, mobile web use has contributed to a sizable amount — 28.5 percent — of this audience growth. On the other hand, however, web editions of magazines viewed on desktop and laptop shrunk 5.5 percent in the last year.

Video — which currently represents the smallest magazine viewing audience — boasted the largest year percentage gains this year, surging 64.7 percent from the same period in 2015.

Magazine Media 360°'s report includes 137 magazine media brands from 34 publishing companies, representing 95 percent of the magazine reading market.

20 Years in 2016 as the
Broadcast PR Industry Leader

The Nation's Premier Public Relations, Communications,
and Strategy Firm Specializing in Radio and Television

Strauss Media

STRATEGIES

Radio • Television • Social

CELEBRATING
20
YEARS OF
EXCELLENCE

- Quality Radio and Television Satellite Media Tours With Strategic, Targeted, & High-Level Results
- Audio News Releases: Largest Distribution Network & Most Premium Guaranteed Placements
- Other Services: Actualities, Advertising, Audio News Releases, Audio & Video Podcasting, Bites & B-Roll, On-Site Event Coverage, Promotions & PSAs, Satellite Uplink and Downlink Service
- Expertise Includes Public Affairs, Healthcare, Technology, Entertainment, Spanish-Language, African American, & More
- National Contacts Include: Bloomberg, CBS Newspath, CNBC, CNN, Fox News Edge, MSNBC, NBC News Channel, & Many Others
- Established Relationships with Radio & Television Outlets in All Major Media Markets
- Best Customer Service & Most Thorough Reports in the Industry

Call Us Toll-Free at **(888) 638-0220**
www.straussmedia.com

WASHINGTON, DC:
National Press Building
529 14th Street, NW
Suite 1163
Washington, DC 20045
(202) 638-0200
info@straussmedia.com

NEW YORK:
262 W 38th Street
Suite 803
New York, NY 10018
(212) 302-1234
newyork@straussmedia.com

LOS ANGELES:
(626) 794-1350
losangeles@straussmedia.com
straussmedia.com

Bridging the Silicon Valley/Wall Street gap

For all their differences, Silicon Valley's technology industry and New York's financial sector need each other.

By Bo Park

Move fast and break things." "Ask for forgiveness, not permission." "Fail fast, fail often."

These are words that tech startups live by. They're also words that scare the daylights out of bankers and lawyers.

Stories about the tensions between Silicon Valley and Wall Street are well-trodden territory. Big banks worry they're losing talent to trendy unicorns. Journalists claim the "center of power" is shifting west. Experienced businessmen complain that tech wunderkinds in hoodies can't stop burning cash.

But for all the scuffles, the technology industry centered in Silicon Valley and the financial sector based in New York need each other. After a few rounds of successful financing and rapid growth, tech companies generally start thinking about their futures in the public markets, and Wall Street starts sizing them up as potential longer-term investments.

Tech companies at this stage have a choice. They can keep telling the same stories about their businesses that have worked in the past, or they can adapt to their new audience. For some, being able to get through to investors and other financial audiences can seem like an impossible code to crack. In many cases though, building those relationships and dialogue early can set a tech darling up to evolve into a successful publicly-traded company with a strong position from which to grow and succeed in the long term.

From growth hacking to TAM

Successful tech companies generally have a compelling growth story, product-market fit, and differentiation. They are the "Amazon of X," the "eBay of Y," or the "Apple of Z." They've successfully convinced VCs to give them money at high valuations and built a large and loyal customer base.

But Wall Street speaks a different language. To build credibility with the investors that you most want to attract — those who will want to follow the company for the long term — you must find the storylines that not only paint compelling picture of your growth opportunity, but also explain the ways you've mitigated risk and positioned your company for success operationally. Investors and analysts who look at companies from this perspective tend to have set methodologies for evaluating busi-

nesses and may be more risk-averse than VCs playing a numbers game where losses are expected — as many as three-quarters of VC-backed startups fail — in the hunt for the next home run.

Identifying the right financial storylines for a tech company should start with a clear-headed analysis of the business and surrounding landscape. Look at the last round of funding and how the business and competitive landscape have evolved since then. Have competitors gone public? Been acquired? Have large players like Salesforce or Google entered the market? What are the realistic growth projections for the coming years? Using the answers to these questions to inform your own perception of a reasonable valuation is the first step in preparing to speak to Wall Street audiences.

The next step is to understand — and help shape — the industry context in which Wall Street views the company. While entrepreneurs like to say, "We don't have any competitors" and "We're creating a new category," investors and other financial audiences need to understand how you fit into the market. That assessment determines not only who the company's "comps" are, but also which bankers would handle an IPO. To ensure there isn't a disconnect between external perception and your internal understanding of the business, start showing how you fit into your industry early. Influencing that first impression can have a big impact on how your business is perceived for many years to come.

Finally, start communicating like a publicly-traded company, even before an IPO. Identify the storylines that demonstrate the value of your business today, not just its potential for the future. Public companies ultimately have to be able to explain their financials and tell the story in between the numbers. That means discussing your growth drivers, your challenges, and the external factors shaping your results, and guiding the audience to understand why the company is in a strong position.

From TechCrunch to WSJ

But communicating isn't just about having the messages down in writing. You have to know where to seed your messages for them to reach your target audience. The media environment hasn't only become more fractured when it comes to politics.

Today, it is easy to read only the publications that appeal to you — which is why you can forgive tech CEOs for assuming financial audiences are just as likely to have seen that big feature in *The Verge* as if it were in *Fortune*.

To communicate with Wall Street, expand your target media universe to include publications read by investors on a daily basis. Even if you don't have major financial news now, ensure that your company's spokespeople are meeting with business and financial journalists to start building relationships and foundational understanding of your company before you need coverage.

From SFO to LGA

The mantra in Silicon Valley may be "fewer meetings," but when it comes to Wall Street communications, face time is still key. A phone call or Google Hangout can't replace a meeting or cup of coffee at an investor conference.

Schedule media tours around your executives' trips to New York and prioritize business journalists who don't know as much about your business and space. Secure speaking opportunities at business-focused, cross-industry events, and take time to sit down with industry analysts that journalists trust and cite in their coverage. Even if it doesn't result in a story in the near-term, a background meeting can pay dividends far into the future if you become a trusted source on your space for a top-tier journalist.

Anyone who's spent more than a few hours in San Francisco and New York knows that the two urban hubs have drastically different cultures. But theirs is a common thread that runs through both: people want to be part of a good business and a good story. Every tech company that has made the transition from startup to unicorn to publicly-traded company knows that each phase has its own challenges and its own storylines. Learning how to communicate clearly and compellingly to the relevant audiences for each is a challenge, but the solution isn't a secret code. If you have a strong business, story and strategy, Wall Street is ready to listen.

Bo Park is Managing Director and Head of Tech PR at ICR. ○



Bo Park

Don't panic. Plan.

Fact: A cybersecurity crisis is only a keystroke away. Your company doesn't have to be a target to become a victim. Ransomware can strike any company, anytime.

The best way to defend your company against a cyber breach? Develop a plan before you need one. When a pre-breach plan is in place and successfully executed, the average cost of your response can be up to 25 percent lower.*

Learn the truth about your cyber risk at www.pcipr.com/blog/cyber. When you're ready to protect your reputation, your clients and your network with a full service forensic IT and communications plan, let's talk.

* SOURCE: Experian® Data Breach Response Guide, 2015-2016 edition



**Public
Communications
Inc.**

**Want to learn more?
lets_talk@pciipr.com**

One East Wacker Drive, 24TH Floor
Chicago, Illinois 60601
Tel: 312-558-1770
pciipr.com

Suddenly you're a tech company. Now what?

Several lessons industrial brands can learn from the technology sector.

By Dennis Brown

Historically, there's been a clear division between marketing communications and PR in the industrial sector and in the technology sector.

Technology brands searched for PR professionals and agencies that understood the landscape, had the right relationships, and could move fast enough to capitalize on windows of opportunity measured in weeks or months. Industrial brands were generally more conservative and skeptical of the "hype" and "noise" they associated with technology marketing. They had longer news cycles and often didn't have the budgets — or the stomach — to support the aggressive campaigns common in the technology sector.

Now, however, with connectivity and digitization on the rise, industrial brands are being forced to think and act more like technology brands. They are increasingly asking themselves how they should prepare for a future in which their products are judged as much by their intelligence and ability to share data — by their technology — as their reliability or cost.

This evolution is largely being driven by the Internet of Things, which is being touted as the next technology macro-trend. The promise of IoT is to bring new levels of visibility, intelligence and control to everything from manufacturing to healthcare to transportation. Yet, it is also being hyped so wildly and defined so broadly that it risks becoming meaningless in the market.

Should industrial marketers ride the hype and risk losing credibility or maintain their current path and risk losing out on future opportunities? Will the IoT change the world as we know it or will it fail to materialize in any way that resembles the current hype?

Unfortunately, if we wait for that question to be answered it will be too late to act. And, if we manage properly, it almost doesn't matter. F. Scott Fitzgerald once said, "The test of a first-rate intelligence is the ability to hold two opposed ideas in mind at the same time and still retain the ability to function." The same could be said of marketing.

Regardless of how quickly the industrial IoT evolves, there are clear benefits to industrial companies beginning to think and act more like technology companies. And significant risks if they fail to do so. There's little doubt that in almost every industry, smarter processes and systems enabled by integrated intelligence, connectivity and

data sharing will drive competitive advantage in the near future.

Should you immediately begin tirelessly promoting your support of the Internet of Things? Probably not. Should you start to find ways to incorporate some of the core principles of technology marketing into your integrated marketing and communications programs? Definitely. Here are three to consider:

Communicate a compelling vision

The best technology marketing has always been able to present a compelling vision of the future, even if a brand's current solutions don't fully support that vision. Purchasers understand that technology evolves. When they invest in a new software platform, for example, they are investing as much in the vendor's vision — and their ability to execute on it — as their current solution. Once they make that initial investment they are far less likely to switch to a competitive solution, even if the competitor is faster to market with new features, because it means walking away from their initial investment.

This is why thought leadership has been so prevalent in the technology sector. It allows an organization to create a compelling vision for the future that aligns with the capabilities of their solutions without selling too hard in the early stages of the purchase process.

The expansion of technology in industrial systems allows industrial brands to follow a similar path. What does the future warehouse or building or refinery look like? How does technology enable simpler management, greater productivity or improved customer service and what are the major steps in the evolution to get there?

If you can answer those questions in a credible, non-promotional way that aligns with your market's business drivers and feels achievable (no small order, I know), you strengthen your position in the market and predispose prospects to your current offering.

Trade confidentiality for transparency

Often, the biggest challenge in communicating a compelling vision is internal fear about sharing too much with competitors. That concern shouldn't be underestimated, but it has to be balanced against the risk of keeping information from the market that they need to make decisions today. The more your products depend on technology, the greater that risk as buyers need to understand how that technology will evolve in

the future.

You may be confirming for competitors what they likely already suspect, but you are also getting out in front of them and forcing them to react to you. As Jeff Bezos, Founder and CEO of Amazon, has said, "If you're competitor-focused, you have to wait until there is a competitor doing something. Being customer-focused allows you to be more pioneering."

The "safe" approach of "keeping our cards close to our vest," becomes less viable as purchases become more dependent on technology. For most organizations, this will take some internal selling, and it's not too early to start planting the seeds now.

Embrace the ecosystem

Ecosystem is one of those overused, hollow-sounding buzzwords technology marketers use to make their solutions feel bigger than they are. But it has meaning in a connected future. As devices and systems interconnect and communicate, it's no longer enough to understand your customers and their application; you now also have to understand the environment in which your systems operate. What management software will ultimately be controlling them? What other equipment will they need to communicate with? Are there partnerships or alliances that are mutually beneficial, even with companies that may in the future become competitors?

Technology companies are notoriously interdependent, and that interdependence is now seeping into every other industry. Working with companies with complementary offerings, particularly in the early stages of technology evolution, can enhance credibility and increase your presence in the market.

It's a scary time for industrial marketers. Not only are they, like everybody else, having to navigate a rapidly changing communications landscape, many will have to help drive a transformation of their company culture and marketing organization structure while presenting a new, more dynamic face to the market. Taking a page from the technology playbook can help in managing this transformation and positioning the brand for the future.

Dennis Brown is a Senior Vice President at Fahlgren Mortine. ●



Dennis Brown

OVER \$17 BILLION IN CLIENT EXITS

Spark has represented over 1,000 technology leaders and many of the world's largest innovation-minded brands. We have a unique combination of team expertise, history of success and key industry relationships that make your goals a reality.

PR • Content • Marketing • Narrative

sparkpr.com

Do you know your narrative?

Every company has a story, but what happens when those stories just aren't enough to get noticed?

By Tobin Trevarthen

To say that telling a unique, impactful story in today's information glut is difficult would be a gross understatement. Journalists are struggling to swim through never-ending waves of pitches. Faced with information overload, readers don't know whether to sift through the stories presented to them or ignore them entirely.

This is bad news for brands, especially startups looking to break out in a crowded tech space and eventually exit, as this overload results in low coverage results from industry reporters and low visibility to potential customers. So, how do smart brands break free of the information glut?

Enter narrative, the methodology that propels winning companies to rise above their competition and become category leaders. When a brand shifts its focus from story to narrative, from a lens of "me" to a lens of "we," it creates space for a movement to begin. Narrative differs from story, which emphasizes the history, values or features behind a specific product or brand. Narrative has a broader resonance that invites customers, investors, and competitors to participate in the conversation.

A strong narrative has helped many brands build equity and attract a lot of attention around exits. In 2013, Snapchat, once a small startup but now very well-known company found in headlines often, refused acquisitions by both Google and Facebook. In 2016, Twitter stirred a worldwide conversation with acquisition interest from Salesforce, Google, and Disney.

Successful companies create new narratives to set themselves apart and establish themselves as thought leaders in a newly defined space. We like to say, "You solved a problem. Let us solve your narrative."

If you're looking to join the ranks of those successful brands, follow these steps:

PR news brief

Ruder Finn unveils reputation unit

Ruder Finn has launched a global reputation and risk management practice.

That newly minted unit will provide crisis, risk and public strategy counsel, leadership and support across the agency's global teams. It will focus on four core capabilities: intelligence, predictive analytics, preparedness and response. The new division will be operated out of Ruder Finn's New York, Hong Kong and London outposts.

Leading the new unit will be Charles Lankester, who's been promoted to the role of Executive VP, Global Reputation and Risk Management.

Uncover the existing conversation

Every industry and brand is part of a pre-existing conversation created by competitors, customers, investors and the media. If a company wants to change that conversation, it has to identify what's already being said. In-depth owned and paid media research uncovers what brands are saying about themselves and the issues that matter in the industry. Earned media research fleshes out the picture by providing third-party perspective.

While conducting research, think: what are companies talking too much about (chances are, it's themselves)? What aren't companies saying? Where is there an opportunity to change the conversation or introduce a new theme?

Define the new conversation

Once you know the existing industry conversation, you can decide whether to respond to it or to initiate a new one. For example, a company in an industry with strong narrative threads (i.e. drones and privacy) may only need to provide fresh insights. In other industries where the conversation is crowded or uninteresting, you may need to create a new narrative or — as startups often do — define a new category altogether.

If defining a new category is your goal, think outside the box. At Spark, we use design thinking to coax our clients out of their established thought processes and into the minds of customers, investors, influencers and the media. This exercise is especially effective when we bring employees from different disciplines together, as their combined perspectives help define the resistance or friction that an industry faces and find the resolution that could lead to a new movement.

Establish yourself through content

In order for your new narrative spark to become a flame, you must fan it with quality content. Prepare to make a significant investment in content creation and distribution, lest the narrative spark, sputter and burn out. Think of this investment as a way to create velocity for your brand.

The most successful content is clear, engaging, and consistent. Experiment with different media types and embrace the outlets that feel the most authentic. For some, that's thoughtful blog posts written by company executives. For others, it's videos, podcasts, e-books or social media posts. We recommend some combination of all of them to

get the most value from your efforts.

Remember: quality trumps quantity. We're living in a content bubble where lightweight, subpar content is so prevalent that many potential customers ignore it outright. Make your content count.

Push that content out everywhere

Great content isn't great if nobody sees it. Once you have your content, make sure it's everywhere. Use it as an opportunity to pitch to media. Distribute it on your owned channels and drive the reach of that content via paid channels. Native programmatic advertising is an effective tool for generating leads, in some cases creating a 500 percent increase in web traffic. You'll also see a jump in how long readers spend looking at your channels — more exposure combined with better content creates stronger results.

Ensure that the company has high-level spokespeople who will speak to the narrative you've created both internally and externally. If the CEO isn't talking about your narrative, it won't feel authentic. Presentations, blog posts, bylines and interviews are excellent outlets for your executives to champion the new narrative.

Measure — and reap — your results

Measurement and testing is critical throughout the narrative process. Companies with strong narratives constantly test, measure, and refine so they can quickly adjust to real-time feedback and seize opportunities to comment on current events or industry news. By measuring how your category or content is faring in the media, you'll have the knowledge you need to optimize your narrative push.

Repeat as necessary

Narrative is a long term investment in your success. This is not a three-month push; if you want to own a conversation, you have to keep talking. If a narrative stops resonating, create another one. If a content piece or channel stops generating traffic, pursue another avenue.

While brand stories play an important role in the success of a company, narrative speaks to a higher order. That order will ultimately increase engagement, align your brand ethos with the belief systems of your customers, and establish you as the undisputed leader of your category.

Tobin Trevarthen is Chief Narrative Officer at Spark in San Francisco. ○



Tobin Trevarthen



**A revolutionary idea
means nothing without a
communications strategy.**

With deep experience in tech,
we help you evolve your brand
and deliver your message
to influential audiences
so you can change lives.

racepoint
GLOBAL

racepointglobal.com

PR • Creative • Marketing • Media

The Internet of influence: IoT, AI and humanity

With an increasing number of tasks now being automated, and given the media's growing obsession with chatbots, artificial intelligence and the Internet of Things, it deserves to be said that there's still no substitute for a human touch. Here's how PR can ensure it strikes that perfect balance between automation and amiability.

By Julie Karbo

Artificial intelligence and the Internet of Things are trending in the news based on their ability to gather unprecedented amounts of information throughout the world and even outperform the human mind on certain tasks. Both gather intelligence and automate billions of tasks to ultimately improve the quality of our lives. While it's easy to become infatuated with the visionary products that promise to be born of these technologies — flying cars that whisk us to work, robotic implants that will improve our physical performance, and cyborg personal assistants that anticipate our every need — there are benefits we can realize as marketers and PR professionals that are within reach right now. Ultimately they deliver a better understanding of the people and things in our world and remove the boundaries that affect reach and influence, be they physical or emotional.

AI conjures up images of HAL from the legendary film "2001: A Space Odyssey," conjuring the fear that we'll lose control and a sense of humanity. Do we agree with renowned scientist Stephen Hawking when he tells the BBC, "The development of full artificial intelligence could spell the end of the human race?" Most of us don't plan to retreat to a cabin in the woods and stockpile supplies.

On the flipside, we may not want to utilize every trendy tool and turn over our power of decision-making to automated communication, or lose our perspective in a sea of analytics. While AI and other technologies have the possibility of running amok without the proper controls in place, today's technology can help us to increase our knowledge, reach and power when it comes to communicating effectively and influencing the behavior of those we are trying to reach. No cyborg armies here, but simply getting the right information to the right person at the right time in the right way.

To this end, how can we ensure we exercise the perfect balance between automation and the human touch in PR?

The first step is very human and not machine-like: introspection. What are we trying to accomplish? There's no way to automate this part of the process. The bigger danger is letting the 'sparkle' of shiny tools

and data, make even the most experienced marketer jump right to program execution rather than do the soul-searching required to answer this foundational question.

With our goals clearly defined, the next step is to see where the intelligence gaps lie. Do we understand the target market? What might help us understand this market better? One benefit of the IoT is that sensors can reside in everything — even the smallest, most remote device — and deliver real-time information about the most geographically dispersed people or things. How can access to this data help PR?

Understanding our target market helps us tailor our messages appropriately, but we must still go where those we want to reach are. Those we seek to influence are increasingly consuming digital media unhampered by location or time. By evaluating this richer consumer behavior data, we can make smarter decisions about where and how to influence them.

Once we collect information about current behavior we can deliver content based on preferences, behavior and predictive analytics. After we identify desired targets we can customize messages to them based on their qualities and needs. This could mean delivering a coupon for clothing they covet that is sold at a nearby store, tweeting about a local concert by their favorite artist when tickets go on sale, or surveying visitors about an important local initiative when they are within a specific geographic area. AI can automate and deliver personalized content based on these factors. And it can be even more personalized than the ads delivered to Tom Cruise in "Minority Report."

There are many essential PR functions that are more effectively executed via technology, including:

- Paid content delivery according to demographics, location, behavior and device.
- Social media advertising targeting via market category and demographics.
- Social channel monitoring and measurement.
- Results measurement and reporting.
- News discovery.
- The integration of PR data into enterprise applications such as CRM, ERP, etc.

What should remain uniquely human? Setting objectives and strategies, and developing messaging and creative campaigns that go beyond simply replicating cognitive thinking. These require the combination of human abilities that no computer or technology has yet to imitate fully: logical thinking, understanding, empathy, artistry and creativity.

Relationships with key reporters and other influencers can't and shouldn't be outsourced either. The connection we make with our fellow humans whether over the phone, electronically or by literally "pressing the flesh," can't be replicated by even the most attractive robots at this point (sorry, "Westworld"). The sharing of our very human traits, values and even faults engenders connection.

The same is true for social media. We can tweet messages and videos, post to Facebook, Instagram, Snapchat and LinkedIn, but the conversational part must be human, based on individual connections. Reacting to news and fast-moving trends requires evaluation, emotional context and sensitivity. Even video, while it can be widely disseminated, remains a very personal medium. Snapchat is the perfect example of this. And who would really trust crisis management to an automated process?

It's critical to know where the line between technology, human-driven thinking and connection must be drawn. Technology-based tools can make us smarter, but, we have to use them wisely. The IoT and AI can give us greater understanding and can amplify our voice by giving us broader and more fruitful access to our target markets, customers, influencers.

Rather than look at the Internet of Things and AI as overpowering forces, we must see them as instruments that will help us craft The Internet of Influence. We have to determine how we harness the medium, the message, and determine when we are uniquely, humanly influential.

Julie Karbo is Founder and CEO of Karbo Communications, a digital PR and marketing agency based in San Francisco. ○



Julie Karbo



"The key to successful leadership
is influence."

– Kenneth H. Blanchard, Author

» Do you know who to influence
to make your business a **leader**?

Weiss PR helps companies and organizations reach, engage, and ultimately influence the **RIGHT** audiences through a combination of proven public relations initiatives and decades of experience — all anchored by strategic communications planning. **Start influencing and become a leader today.**



weisspr.com

PR challenges for foreign tech companies

Technology companies based overseas often have a difficult time gaining traction among media and influencers in the U.S. Here's how a consistent communications program can change all that.

By Matthew Pugh

Over the last two years, we've received dozens of RFPs and referrals from technology companies based overseas looking to increase their brand awareness in the U.S.

Fortunately, we've been able to respond to and turn several of these companies into clients. While each client we've worked with is different with respect to location, products and culture, they've all faced many of the same challenges when it comes to getting noticed by the media — and ultimately by potential sales targets — here in the states.

As communications practitioners, we're often placed in the uncomfortable position of balancing unrealistic client expectations with the harsh realities of the business and the world we're in. To avoid discomfort, some PR firms simply tell prospects or clients what they want to hear in order to land or keep the business. This is, of course, the wrong approach.

Clearly, prospects and clients are better served when they receive straight-forward, experience-based counsel on what they can and should expect, especially when their goal is creating buzz in America — no small feat. While some foreign tech companies have been able to make a splash stateside with little effort, most will have numerous hurdles to overcome that they may not want to hear about, but need to know.

Small fish in a big pond

Your tech company may be the belle of the ball in your market, making millions in revenue, employing hundreds in the community, offering a “cool” solution, being

led by a dashing CEO and garnering media coverage at the snap of a finger. All of these things are great, but they usually mean nothing to a U.S. reporter or influencer.

Keep in mind: 14 of the 25 largest tech companies in the world hail from the U.S., including seven of the top 10: Apple, Microsoft, Alphabet, Intel, IBM, Cisco Systems and Oracle. All of these companies are public, all have reporters assigned to cover them specifically, and on any given day one or all of them can dominate the tech news cycle.

Foreign tech companies that are swimming in local media attention often don't understand why the latest version of their software or the 5K race their CEO ran doesn't make headlines here. The answer is simple: when it comes to tech, the U.S. is a much bigger pond with lots of big fish.

U.S. media prefer U.S. tech

One could speculate that U.S. media tend to ignore non-U.S. tech companies for a number of reasons: the potential for misinterpretation through translation, a suspicion of foreign products, a perceived lack of credibility, and so on. What it most likely boils down to, however, is convenience.

Let's say a reporter based in California is doing a story on coding and needs a source from a software company for comment. As we know, reporters are very busy and often don't have the time or inclination to research and track down an “interesting” or “new” perspective on a topic, something that could very well come from an international source.

When you couple the fact that California alone has literally hundreds of software companies with the deadline demands reporters have, chances are high they will reach out to a source whom they already know at a nearby software company. The media's preference for choosing the familiar runs parallel to the next point.

Lack of U.S. based customers

If you've worked with the tech media — or almost any media for that matter — you quickly learn that they are almost always more curious about what your customers have to say about your company and your products than what you have to say. Having a third party talk about your company or product typically carries more weight than doing it yourself. Additionally, leveraging the voices of outside organizations helps to drive the creation of content, news, and rel-

evant information.

The disadvantage that tech companies from outside the country often have is a lack of U.S. customers. We can cite numerous examples when we have been able to interest reporters in a foreign tech client, only to have those same reporters ask if they can speak with one of the client's U.S. customers. If the client doesn't have one, the reporter's response is typically “get back to me when they do,” even if the work the tech company is doing or the solution it is offering can be applied to U.S. markets.

Logistics are tricky

Anyone who's tried to coordinate meetings between multiple people in multiple locations in the U.S., where time zones only vary by three hours, knows how problematic it can be. This obstacle increases significantly when trying to coordinate calls between time zones that differ by 10, 12, even 18 hours.

Unless you've established an office and/or a spokesperson in the U.S. and there's ample time to prepare, the chances of connecting with a reporter on deadline are slim. A reporter who needs a comment for a Monday story isn't going to reach out to a company that's halfway through Tuesday. And ironically, the technologies available to connect with U.S. media from other parts of the world aren't always reliable.

It takes time

Having said all of that, it's still possible to gain traction with the U.S. media without any domestic presence, customers or connections. The climb is certainly more difficult, but getting involved in the discussion is possible through the creation of partnerships, the placement of byline articles and other editorial content, and by leveraging social media. Ultimately, it will take time to realize the kind of results from your PR efforts that will move the needle.

Chances are, your company didn't become an overnight success in your own backyard. Gaining awareness in the U.S. requires building relationships, educating many new people about your company and products and a constant drum beat of consistent communication. While this is happening, hopefully you will be making inroads into establishing the other factors that will help along the way.

Matthew Pugh is Vice President at Weiss PR. ○



Matthew Pugh

PR news brief

Spong is now Carmichael Lynch Relate

Carmichael Lynch Relate President Julie Batliner explained that “Relate” reflects the firm's goal to bring together people and brands, clients and stakeholders, and influencers and the media. The firm is a division of Interpublic Group's Carmichael Lynch.

Carmichael Lynch and Carmichael Lynch Relate remain stand-alone agencies, but can “snap together” to provide an integrated solution, according to Batliner.

Doug Spong, who started Carmichael Lynch Spong, stepped down as president emeritus in late 2015.

The firm has been known as Spong since 2014.

“While that made sense at the time, the way that we are working, this name better reflects who we are,” Batliner said.



WE ARE TECHNOLOGY COMMUNICATORS

We build award-winning strategies that
drives business forward.

We are the leading
global technology boutique.

We are Hotwire.

Are we stuck in the third age of mobile?

We're witnessing a crucial juncture in the evolution of mobile that's forcing the industry to question what function and future role these devices will play in our increasingly connected lives.

By RJ Bardsley

The only thing more captivating than the presidential race in the news these days seems to be the challenges Samsung is facing with the Note 7. Say what you will about the company and its portfolio of devices, the Note 7 has focused tremendous scrutiny on the company and its ability to deliver high quality, compelling innovation. It has also focused a lot of attention on something else: the broader state of the mobile industry.

There have been a lot of discussions in the media over the past year about the crisis in innovation in the mobile sector. *The Wall Street Journal's* Joanna Stern recently wrote that "these days it's hard to decide which is more thrilling: watching a new phone announcement or doing laundry while listening to hold music."

While I think Stern's words are a little harsh, and that there are still a lot of really cool phones coming to market, to many, it seems like the days of wonder and amazement have passed for mobile devices. Will we ever feel that sense of awe that we felt with our first iPhone, Nokia, BlackBerry or Palm? Arguably, the devices in the market

today do a lot more, a lot faster and with a lot better connectivity, than their distant ancestors. But where has the "wow" gone?

I believe we're in the third age of mobile. I'm calling it the Age of Introspection. And guess what: there's a lot more to come from this industry, but we have to get through this phase first. I'm not a historian, but let me elaborate a little more on my theory of the evolution of the mobile experience:

Phase one: the Age of Utility

In the first phase of the mobile phone, we had great big bulky car phones and brick handsets. Were they sexy? No and yes. If you had one, you were super important. The device itself couldn't do much more than make a call. Battery life was awful and connectivity was nonexistent. But there was a mystique around these devices that began to capture the attention of the broader public.

Phase two: the Age of Invention

The rise of the Internet and the first dot.com bubble moved technology into the American mainstream, and eventually global, culture. With that move, the cell phone became glamorous. Motorola flip phones, Nokia Candy Bars and BlackBerry devices came onto the scene and all of a sudden we were living in a new universe. We were freed from the shackles of our desks. We could text our friends (who doesn't remember the "T-9" texting function on standard dial pads of the late 1990s?). Suddenly we were all as connected as the Wall Street bankers with all their car phones and brick phones.

The other thing that happened during this Age of Invention was an explosion of form factors — we had flip phones and sliders and keyboards and you name it — everything you imagine a phone morphing into seemed to happen. I also toyed with calling this the Age of Wonder — because there was so much excitement with every new device debut, and this translated into an incredible optimism about the future of the industry. Even as the dot.com bubble collapsed under its own weight of expectations, the mobile web, as we were calling it during this phase, seemed poised to take off.

Phase three: the Age of Introspection

The pinnacle of the Age of Invention was the launch of the first iPhone. This was also the beginning of our current phase, The

Age of Introspection. The iPhone, for all its brilliance, started us down a path where everything would start to look remarkably similar. As Android evolved, it provided an increasingly elegant alternative to iOS, but between the two systems, they eliminated the rest of the ecosystem. The recent news about BlackBerry ceasing its own handset business was disheartening, not because they were great devices or the operating system was particularly remarkable, but because it emphasized the increasingly narrow variety of devices on the market.

But, this Age of Introspection is important, because it's forcing the industry to do some soul searching. What's the next step in the evolution of the handset? Is it camera, battery, network or screen improvements? Is it software? Is it rethinking the app paradigm? Is it an altogether new form factor? Is it an evolution of the role of the device to a central portal for our connected lives?

I wish I knew the answer to the question, but I don't. However, if I were to make an educated guess, it would be some combination of all of them.

Perhaps the future lies in the personality of the device. In a recent presentation in San Francisco, Google Chief Executive Sundar Pichai said that "we're evolving from a mobile-first to an AI-first world." That sounds interesting enough, but I think there's more to it than that. While Apple, Google, IBM, Amazon and Microsoft are all making huge strides in Artificial Intelligence — and its application to mobile devices. Perhaps the new generation of "wow" will come from a device's temperament and ability to connect with us.

One thing that I do know is that this Age of Introspection is healthy; it's something we all must go through together: consumers, marketers, manufacturers, chip designers, everyone. It will be a collective decision on what is important that will hopefully lead us into a new age of mobile. I'm hoping we can call it something like the Age of Enlightenment.

RJ Bardsley is EVP, Global Technology Strategy Lead at Racepoint Global. ○



RJ Bardsley

PR news brief

Cision launches earned media cloud platform

Chicago-based industry software giant Cision today announced the launch of a new integrated platform titled the Cision Communication Cloud.

The new cloud-based user interface integrates earned media with paid and owned channels into a single platform, allowing communication pros better insights and the ability to establish a stronger multichannel content strategy.

The automated, data-driven platform incorporates Cision's suite of services, giving users the ability to better monitor trending topics with access to millions of news stories across online, print, broadcast and social channels. It also provides content management and media outreach performance tools that allow users to better target and engage audiences and influencer communities, ultimately leading them to make better real-time decisions.

Cision CEO Kevin Akeroyd told *O'Dwyer's* that the Cision Communication Cloud platform represents a first for the communications industry.

"While communicators have adopted some technology and data to date, these tools live across a number of solutions — and without the ability to attribute the business impact of communications," Akeroyd said. "With the Communication Cloud, we are offering a first-of-its-kind, streamlined ecosystem for managing earned, paid and owned campaigns in a cohesive way under one umbrella."



Don't let the data wag the dog.

At Peppercomm, we connect the dots from data to measurement to ROI and beyond to meet the communications challenges of today's technology industry. In our data-driven world, where turning exclusively to basic data points to prove a point is becoming more and more the marketing norm, Peppercomm digs deeper, thinking beyond vanity metrics.

Our approach: marry the data factor with the human factor. The result? Our fully integrated, strategic communications and marketing company partners with you to achieve the highest level of creative sophistication while avoiding minefields and mitigating risk. We optimize messaging by finding truths, optimize voice by mapping critical touchpoints, grow your business by bettering the audience experience. Altogether, we unlock insights to plot a journey. Why? Because it's the journey that transforms customers into brand advocates.

Get in touch. Let's start your story.

Melissa Vigue

mvigue@peppercomm.com | 212.931.6100

peppercomm
LISTEN. ENGAGE. REPEAT.

Reasons your CSR PR program is struggling

Millennials seek meaning in the workplace, and Gen Z is inherently skeptical of corporate brands. The two generations that will constitute the majority of your employees, customers and investors care about charitable giving, the environment and corporate citizenship. Gaining visibility for your brand's CSR initiatives has never been more important.

by Jason Morris

Successful Corporate Social Responsibility programs go beyond one-time donations or galas aimed at raising money for a cause. They involve an institutional commitment that starts in lines of business like operations, HR and marketing, and spread through an organization until CFOs and the board of directors understand the impact they can have on top and bottom line.

The world's most visible and admired brands have put sustainability, social justice and corporate citizenship at the forefront of their communications programs. It starts at the top, with Marc Benioff and Richard Branson tweeting and speaking out on topics related to climate, diversity and social justice in a way that permeates their corporate brands. That focus is bottom-up from the employees and top down from the CEOs of those brands, making it much easier to achieve institutional buy in for CSR campaigns. But not every company has that buy-in at the CEO level out of the gate, so it becomes critical to demonstrate the value of CSR over time.

Part of convincing internal executive audiences and external investors of the power and strategic value of CSR rests in the ability to show that those initiatives are having tangible business impact. Getting the word out — both through external and internal communications — is critical to establishing that buy-in. And that is where companies tend to struggle.

Here are three reasons CSR communications programs struggle and how to fix them:

Lack of focus

Too many brands bundle CSR under existing communications functions where they inevitably are lost. While data has shown that effective CSR can boost employee engagement and productivity, attract better candidates, and drive top line and bottom line growth, the impact is less linear than say, a successful product launch. Proactive CSR communications die a slow death when managed by the same team focused on corporate and product PR.

CSR communications needs a separate carve-out from corporate PR with its own

resources, a dedicated team and a focus that doesn't allow it to become lost in the shuffle of a product launch or corporate earnings announcement. You also need a team that understands CSR issues and can anticipate objections from external stakeholders related to initiatives you may be implementing.

Is this energy efficiency approach novel or noteworthy? Are there any perceived environmental drawbacks to adopting this type of renewable energy? These are the types of questions that can paralyze a talented corporate PR professional or mystify a product PR professional, making it even easier to back burner a CSR initiative. CSR needs focus, attention and it needs expert support. Anything less is a half measure.

Primary goal: earned media

Many brands come to CSR wanting something they're used to getting for positive corporate or product news: earned media coverage. Earned media is a great crutch for PR teams as it is an "output" that they can put in front of executives to show that the program has momentum. And while media coverage is still an incredibly important part reaching strategic audiences, it cannot be the primary goal of a CSR program.

The great thing for companies is that there are a number of other channels through which you can get the word out about your charitable giving and broader CSR initiatives. Content — including contributed, owned and social content — can be a very effective way to tell a story around your broader CSR initiatives. When the focus is on, "what content can we create to highlight this initiative?" you establish much more realistic goals that still have tremendous impact. You also avoid that awkward line of pushing your charitable programs so hard that people begin to question the motives behind them.

When Yamaha recently announced its Music Essentials charitable giving initiative with DonorsChoose.org, it did so with a Medium post by an executive and punctuated the campaign with an event at an East Palo Alto school featuring violin prodigy and music star Lindsey Stirling. The event

itself generated plenty of visual content and social buzz which helped drive visibility for the initiative. This softer approach to publicizing CSR initiatives can still generate earned media coverage and be highly effective for a brand while keeping the emphasis in the right place: on the cause.

Transactional, no narrative

In an age where content and thought leadership are highly effective ways to communicate consistent and compelling company narratives, most PR professionals understand that a one-off transactional approach to PR does not work. Unfortunately, CSR communications is an area where that sort of approach still dominates with companies wanting to highlight one-time donations, campaigns or initiatives that don't tie back to a larger story or focus.



Jason Morris

Companies need to paint a larger story with a clear focus, third-party validation and backed up by progress and milestones. The most impactful outcomes from a communications perspective involving a focus on why the company is involved and not what the company is doing, so from a messaging perspective the focus needs to be on the larger issue.

Organizations should also not completely shy away from communicating what they get as a benefit from driving a campaign. Journalists and most other external audiences are smart enough to figure out how a brand may benefit from championing a cause or embracing energy efficiency in California, so brands can only benefit from being transparent and establishing trust internally and externally with CSR stakeholders.

CSR programs have never been a more strategic aspect of an organization's internal communications and public relations programs than they are today. Generational attitude shifts, climate-driven environmentalism and a slow but steady climb out of the financial crisis have converged to make corporate citizenship a cornerstone of employee and stakeholder engagement. But without focus, the right goals and the right approach, your CSR PR could undersell the great work you are doing.

Jason Morris is EVP and General Manager of InkHouse's San Francisco office. ●

YOU CAN GET SERIOUS ABOUT BUILDING VALUE (OR YOU CAN TURN THE PAGE)

Let's talk about building and protecting the value of your company.

Whether you're being punished by short sellers, activists, or the media or you're one move away from elevating your business to the next level, success or failure almost always hinges on perception.

We get it, because we live it every day.

We're ICR: a strategic communications and advisory firm built around senior teams of sector specialized experts; professionals who are as serious about building and protecting value as you are.

And all of our teams bring a highly unique perspective to complex issues given our backgrounds as sell-side analysts, investment bankers, communications agency veterans and members of the media. We understand issues, metrics, peers and perceptions like no other firm.

Ready to finally hire the right firm to maximize your reputation and corporate value? Please visit our website at www.icrinc.com.



Avoiding a high-tech communications crisis

When it comes to the high-technology market, the possibility of something going wrong within your company is less a matter of “if” than “when.”

By Gene Carozza

While certain goings-on within your company will always remain under your control, many others will not. Unfortunately, it's the factors under your control that often get overlooked until it's too late. Then it becomes a crisis, or at the very least, a problematic situation needing immediate attention that drains your resources.

Now, not everything is automatically deemed a crisis. Natural disasters, product recalls, C-level scandals, layoffs or workplace tragedies certainly fit the bill. Other occurrences can just simply make you look bad as a team or put egg on your collective company face. Getting ahead of Murphy's Law can help prevent those less significant missteps from turning into bigger communication headaches. So, let's look at four essential steps technology companies can take to avoid a potential crisis from happening using policy, training, staying ahead of the incident and planning.

First, make sure there are policies in place companywide that make employees cognizant of anything related to the media and social media. Most large companies have a policy in place that prevents employees from reaching out or engaging with the media. This ensures that only approved, designated spokespeople are turned to when the media comes calling.

The biggest mistakes we see here are at conferences or tradeshows, or when a reporter meets someone giving a presentation or approaches someone at the booth. Make sure employees know the proper channels needed to handle such inquiries to avoid the pre-announcing of products, services, competitive data or other sensitive company information.

Also, most companies overlook how social media can impact the company. An angry tweet at a reporter or competitor can cause problems for the communications team in a hurry. Even an embarrassing personal Facebook or LinkedIn post can tie back to the company. To avoid this, reach out to your HR colleagues to make sure language is written into every employee contract that specifically outlines what is and isn't acceptable for media interaction and social media posting.

Unfortunately, written policy sometimes isn't enough — this is especially the case with company executives. Your communications team leader must be thick-skinned enough to properly counsel higher-level execs about how errant social posts can bring potentially damaging problems back to the company.

Second, take the steps to safeguard that people are suitably proficient in media relations and on the social media channels. The entire bench of spokespeople should be taken through interactive coursework that teaches them the many nuances of working with media and market analysts. Besides overall presentation skill development, they'll learn not to divulge unapproved customer names, how to handle tough questions, when to defer questions to someone more in the know.

The same holds true for social media. The old adage “We all work for sales” has never been more true. But I like to twist this a bit and say “We're all brand ambassadors for the company.” Leverage the power of social media engagement across company departments, but avoid the mistakes that can — and will — be made by embarking on a comprehensive training program.

The third common mistake communications teams make when a problem occurs is when the question “what do we do/what do we say, if anything?” comes up.

In almost every potential crisis or brewing problem situation, the best advice is

this: Get ahead of the message. Don't risk taking a “wait and see what happens” or “maybe no one will find out” approach. This is especially true in the technology market. Employees talk, even to their friends at competing companies. Competitors will get wind and often turn to the media — adding in their own two cents — to help expose the issue. Customers will learn from a third-party source. Add in the element of social media and the fires get out of control in a matter of minutes. Product problems or delays, service cycle time, executive departures or large personnel changes will occur from time to time. Don't get put on the defensive and be forced to respond to rumor and or speculation. Get ahead of the issue, define it in truthful, accurate terms and maintain your company's integrity and brand. The short-term hit will far outweigh any long-term negative perceptions.

Finally, it goes without saying that you should have a proper and current plan in place to combat any communication problem that arises. While you cannot always pre-define what will happen, you can outline the team, process, response channels and supporting collateral needed when an untimely event occurs. Pre-defining roles and responsibilities will make sure everyone involved knows what steps to take and when to take them. Going through this exercise during the time of a crisis adds an unnecessary and guaranteed crazed burden on both you and your senior and communication teams.

While the notions of policies (and don't forget enforcement of them!), training, being proactive and planning are not new, there are certainly often overlooked, especially in the technology space. You may be reading this and saying to yourself “It's not going to happen to me or my company.” That's what every other person who ended up in a tight situation said. We constantly see and read about circumstances that could have been avoided by companies and individuals but simply were not. And the ramifications can be costly, time consuming and long lasting.

The most reputable of companies got that way because they had the foresight to handle potential problem situations the proper way.

Gene Carozza is Senior Vice President at PAN Communications. ●



Gene Carozza

PR news brief

Joele Frank serves PR counsel to Chipotle as Ackman looms

Chipotle, the Mexican fast food chain in a long slog out of last year's E. coli outbreak, has engaged Joele Frank, Wilkinson Brimmer Katcher as the company eyes a new potential threat: activist investor Bill Ackman.

Ackman's Pershing Square Capital Management took a 9.9 percent stake in Chipotle in September, making the hedge fund the company's No. 2 shareholder as its share price remains depressed.

Bloomberg reported Chipotle last week posted its tenth straight month of more than 20 percent year-over-year sales declines.

Reuters said the company has tapped investment banking and legal help, as well, noting Chipotle and Pershing Square have met at least once amid other talks.

The Joele Frank firm has years of experience in public tussles with Ackman, including his ongoing, high-profile showdown with Herbalife.

Burson-Marsteller picked up consumer PR duties for Chipotle in March.



breaking the agency mold.

INTEGRATED PR, CONTENT & SOCIAL MEDIA MARKETING



inkhouse

BOSTON | SAN FRANCISCO | INKHOUSE.COM

PR's new infrastructure

Audience relevance outweighs the importance of simply putting information into the hands of consumers. Thankfully, advances in artificial intelligence offer better insights that have transformed how communicators can deliver integrated services and interact with audiences.

By Sean O'Brien

One of the greatest challenges facing business today is communications. At face value, this can seem counter-intuitive. After all, it's never been easier for a brand to get information out and into the hands of its consumers, influencers and the media.

More and more, however, businesses are discovering that getting the information out there isn't the whole battle — in fact, it isn't even close. We work to get our communications out in the wild, ready to consume, only to have it too often fall on deaf ears, or more accurately, on distracted eyes.

The more important battle is the battle of relevance to the audience, a battle that includes every other piece of content and an equation, which is made up of many things including medium, message and context. If we don't get relevance right, our actions simply won't get rewarded with attention.

It's no surprise that the communications

industry is transforming. We're at a classic Andy Grove inflection point where the old strategic picture dissolves, giving way to the new. As new channels come into being every day, the communications landscape changes and so too must our strategies and plans.

I'd argue that we in public relations have an advantage, because we naturally understand organic communications and their network effects. But truly understanding what those effects will be — and predicting them accurately — is the challenge before us. This is our inflection point. We are in a data-driven world. Taking PR to the next level in this world requires new tools and new kinds of thinking. At the core, our communications goal is the same, but how we get there and the role we play needs to be dramatically different.

To understand why, look no further than your phone. To understand how, look at chess.

Since Garry Kasparov lost to Deep Blue in 1997, there have been many more advances in artificial intelligence. Some of the advances have been staggering: AI that drives cars, AI that diagnoses disease, AI that can win at Go. But in the chess world, where there are now computer vs. computer tournaments and computer-aided human vs. computer-aided human tournaments, we see that AI hasn't doomed humans into irrelevance. In fact, a weak human player plus a computer can beat a strong computer alone. More importantly, a weak player with a strong computer can beat a strong player with a weaker computer. The technology has shifted the balance of power not to computers alone, but to the humans with the better tech.

For another example of the role we need to play, look at meteorology. Not long ago, a meteorologist would take a look at different measurements such as temperature, humidity and barometric pressure, and use those measurements to make a prediction themselves based on their knowledge, research and intuition. Today, this process has been transformed. It's been automated and scaled with data and involves advanced simulations or machine learning algorithms or both. A meteorologist looks at different

weather predictions created by systems and decides which model is correct.

In each of these examples, an expert still plays a very important role, but functions much more as an editor than a practitioner or problem-solver. An editor drawing from detailed analysis and intelligence like never before. An editor augmented with AI.

This might sound prohibitively expensive and difficult to achieve, but it doesn't have to be. The saying within the AI community is that it's only AI while it's being researched. After that, it's extremely specialized software that can make us much better at what we do —

from understanding or managing a crisis, to designing new customer experiences, to understanding what particular mix of content, context, message and medium is going to connect with someone. We will get more efficient as well by automating repetitive analyses, deliverables and activities with systems that will do the processing for us.

And it's not just about getting better at what we already do. New tools will enable new possibilities for integrated services and relationships. Specialized data mining will bring new insights and valuable domain-specific models of communications and behavior. Specialized bots can help deliver some form of interaction at scale. Some of these tools already exist, but it will be up to PR agencies to integrate and truly evolve them. I'm sure we'll be up to the task.

But it won't be without its bumps. We've started augmenting many of our processes at PadillaCRT, and it's no easy task. These are new muscles we're developing, but communications as a practice has always been about evolution.

Our mediums have always been changing. The difference today is that we're not just looking at a new medium, but a whole new communications infrastructure: one that requires a new mindset as much as it requires skill; a mindset that demands better intelligence in the service of decisions; and a mindset that stands comfortably on the shoulders of some artificial giants.

Sean O'Brien is Vice President, Technology and Innovation, at PadillaCRT, and leads the agency's digital strategy, user experience and development teams. ○



Sean O'Brien

PR news brief

Hemsworth launches Atlanta office

Fort Lauderdale-based travel, hospitality and lifestyle agency Hemsworth Communications has opened a second office in Atlanta. The new outpost, which will be located in Atlanta's uptown district of Buckhead, opens in November.

Georgia native Kathryn Thompson has been appointed to service current accounts in the Atlanta office, the agency reported, and will also assist with networking and new business development. The agency also told *O'Dwyer's* that Hemsworth is "actively pursuing" new candidates at all levels to expand the Atlanta team.

Hemsworth founder and president Samantha Jacobs told *O'Dwyer's* that launching a second location in tourism-heavy Atlanta was a logical choice for the agency. Hemsworth currently represents several Georgia-based clients, and last month was named global agency of record for Margaritaville Holdings, which maintains an Atlanta office. The agency is also currently in discussions with several travel and hospitality clients in the area, the agency said.

Hemsworth, which was launched in 2014, accounted for about \$670,000 in net fees last year, revealing 138 percent year-over-year growth, according to *O'Dwyer's* rankings of PR firms. Hemsworth at the beginning of the year was named agency of record to handle global PR for hotel giant Best Western Hotels & Resorts.



TheNewsHackers.com

We're a definitive resource for understanding the technology and public relations landscape, delivering tips and advice for how to hack the news and move your business forward.

The NewsHackers is published by the technology PR specialists at **Gregory FCA**, a nationally ranked, full-service public relations firm. With insights across the tech landscape, we'll help you tell your stories and drive new business through media relations, content marketing, social media, and event strategy.

Get reading and get NewsHacking.



THENEWSHACKERS.COM
GREGORYFCA.COM

Audience-based analytics will disrupt tech PR

Collaborating with technology companies on marketing and communications has afforded us numerous opportunities to work with disruptive technologies and the companies and founders that create them. However, it wasn't until recently that we finally decided to follow suit and join the disruption.

By Seth Duncan and Rob Cronin

More times than we can recall, we've counseled clients on earned media strategy (e.g., which reporter and outlet should be approached with "the story" and why).

As sound as we believe our counsel has been over the years, it was based largely on previous experience and relationships. And while these are valuable considerations to be sure, we both knew — let's be honest, all of us have always known — that these are highly subjective filters, particularly for business. In response, we've been developing a capability designed to find more data-driven, quantified answers to these and other questions facing tech CMOs and CCOs every day.

We started with a simple, relevant question: "What media do CIOs engage with the most?" What followed was three years of developing the necessary technology, talent and process to create the first in a series of technology "tribes" — nerd slang for databases that are focused on capturing and analyzing the online behaviors of specific audiences.

The more formal term for this is "audience-based analytics" and it's a field that W2O Group has pioneered.

What started as a skunk works project is today a database of more than 20,000 IT Decision Makers, including thousands of CIOs. By capturing publicly available posts, shares and likes from ITDM handles across Twitter, Facebook, Instagram and other online sources we are able to amass statistically valid data sets across industry, title, geography.

We then use proprietary algorithms developed by our data scientists to understand not just media consumption, but trends related to topics, content, conferences, thought leaders, fellow ITDM behaviors and more. Our most recent analysis illustrates how this works.

ITDMs are very active in social media channels, but not always in ways a PR professional would expect. In our analysis of over 5.3 million social media posts from ITDMs over the past 12 months, over a third (35 percent) of the posts are actually about IT. This content covers many IT

topics but is increasingly focused on IT security, especially new malware, hacker threats, and the various updates and patches required to keep these threats at bay.

Another 20 percent of their social media posts are about the "ITDM Lifestyle" that goes along with the considerable travel required of ITDMs at mid- to enterprise-sized companies. This content tends to be the most original and engaging to their peers and friends and is often written with the dry and sardonic wit stereotypical of IT professionals.

Popular themes here include the trials and tribulations of air travel, the food they eat while travelling for work and a range of nature and architecture photography taken while traveling. The latter two are of particular interest because they demonstrate something that seems obvious but is often overlooked when communicating with IT professionals: they are surrounded by technology all day every day. This is not how they want to spend their free time.

In many respects ITDMs engage with and produce social content typical of educated, professional, usually male audiences. They tend to discuss sports, politics, business news and, unsurprisingly, "Star Wars." There are a few areas of interest that are especially unique to ITDMs, though, including the role of technology in higher education and space exploration. And — in case you were wondering — if ITDMs elected the next POTUS, her name would be Hillary.

Sometimes an audience's dislikes are as informative as their likes. In the case of ITDMs, the big dislike is the types of inspirational quotes that are typical of LinkedIn newsfeeds (e.g., Steve Jobs' mantra to "Stay Hungry. Stay Foolish."). We found that ITDMs are less than half as likely to post an inspirational quote in one of their social feeds than the general population.

So, if you're a community manager that's responsible for producing content that's relevant to ITDMs, we recommend that you avoid sharing these bite-sized universal

wisdoms.

A good portion of your ITDM audience will find it cliché. Unless, of course, you are posting them with a deep sense of irony.

For all the advances in digital marketing, conference-based marketing remains a large share of most tech CMOs' budgets. But budget beware: Not all tech conferences are created equal in the eyes of the almighty IT buyer.

Although Gartner's IT Symposium continues to reign supreme, some may be surprised to learn that Microsoft Ignite isn't too far behind VMworld and is actually ahead of Dreamforce, Cisco Live and Oracle OpenWorld.

And how do you like that: we buried the lead! When it comes to media consumption trends, we tend to look at two data sets. The first uses link sharing as a proxy for what ITDMs are reading. The second analyzes who ITDMs are following compared to a normative sample. For the purposes of our analysis we remained topic-neutral.

So what pearls of wisdom can we offer? First, for all of the tech PR folks out there deciding between the *Wall Street Journal* and *New York Times* for your next exclusive, we would offer the following advice: you will reach roughly the same number of ITDMs, but the network effect will be far greater with The Gray Lady. Second, ITDMs have an outsized appetite for *Slashdot*, NPR programs and *The Onion*. And finally, some of the many questions inspired by our data include: Have you embraced Medium as a platform? What's your HBR strategy? How often are you engaging with the *Washington Post*?

Rob Cronin leads the Technology practice at W2O Group. Seth Duncan is the Chief Analytics Officer at W2O Group. ○



Seth Duncan



Rob Cronin

Dynamic Convergence

Fluid analytics powering the liquid integration
of marketing & communications, delivering on
the promise of pure precision.

W2OGROUP.COM

W₂O
GROUP

Storyshowing 2.0: catering to instantaneous need

In 2014, I provided *O'Dwyer's* readers with insights into the transformation within tech PR from storytelling to storyshowing. Two years later, we're seeing another shift — Storyshowing 2.0 — in which social networks are providing new tools for brands to share their stories.

By Rory Schaff

Storyshowing, first introduced in 2014, is seeing another shift: one in which social networks are embracing brand stories by offering companies more intimate and real-time ways of sharing them. This is Storyshowing 2.0.

From the birth of Instagram Stories to the death of Hangouts on Air, it's time to look at the changing landscape of social storytelling and how brands can leverage new tools for greater reach and impact.

Looking back at storyshowing 1.0

We're all PR professionals here. We understand the importance of storytelling. It's essential for effective communications. But two years ago, communications began to see a transformation from storytelling to storyshowing. Brands found that it was no longer enough to simply tell their story.

Attention spans shortened as people became inundated with information. Scrolling and skimming became second nature, and brands found that it would take a lot more than words to stop their audience from moving on to the next post. Building on that, social networks began updating their algorithms to push brand content down in news feeds. Brands needed to think fast to keep up.

What did they do? They began leveraging visuals to bolster the impact of their message, from videos to branded graphics to infographics. Don't get me wrong. Visuals have been around for a long time in communications — from printed pamphlets to picture uploads on social channels — but they were not as strategically integrated into marketing and communications. They were a “nice to have” as opposed to today's “must-have.”

Without visuals, engagement falls by the wayside. Without engagement, a brand's story doesn't get the reach it needs in order to survive in today's crowded market. It recently became apparent, however, that the approach brands took to visual content marketing needed to change in order to satisfy the masses who require more, now and in the fastest way possible.

A new wave of storyshowing

Since 2014, brands have embraced storyshowing by rolling out more visual content marketing campaigns. The stats speak for themselves. According to the

CMO Council, 46 percent of marketers say photography is critical to their current marketing and storytelling strategies. Additionally, 55 percent of content creators planned to prioritize creating visual content in 2016 (according to the Content Marketing Institute), and 65 percent of senior marketing executives believe that visual assets (photos, video, illustrations and infographics) are core to how their brand story is communicated (according to the CMO Council). Seeing a need, social networks have made changes to better enable storyshowing for brands. These changes suit both brand and user by providing quick ways to share visual content and even quicker ways of digesting said content.

We'll start with Snapchat (now Snap Inc.). Launched in late 2013, Snapchat's Stories feature started a snowball effect among other social networks. While Snaps, the network's self-destructing photo feature, grew initial interest, Stories put Snapchat on the map for both users and brands.

Why? Because, just as the name promises, this new feature enabled people to tell a story. Users could view and share a series of Snaps, shown in chronological order and accessible for 24 hours. In June 2014, Snap Inc. reported that one billion Stories were viewed per day, and in April 2016, Snap Inc. confirmed that user Stories fueled 10 billion daily video views. It was huge.

When other social networks saw those numbers, they began to act, working to create similar features that culminated in a number of announcements this year. Instagram introduced Stories, its own version of Snapchat's Stories. It too allowed users to upload a series of photos and videos that tell a story and air for 24 hours. Original. I know, but just as effective. Twitter opened up its Moments feature so all users could share photos, videos and tweets that come together to tell a story. Facebook introduced Facebook Live, YouTube introduced Live Streaming and Twitter let you broadcast live via Periscope. These effectively killed off Google's Hangouts on Air, which was before its time yet not strong enough to withstand the test of time.

While live streaming tools take a different approach to storyshowing, all of these new

features cater to that short attention span I mentioned earlier. They are quick, real-time, here-in-a-minute and gone-in-a-flash glimpses into the life and times of “insert brand here.” Over time, these glimpses build upon a brand's overall story, creating a connection among key audiences.



Rory Schaff

Brands like Amazon, IBM, Taco Bell, Warby Parker and SoulCycle took to Snapchat to tell their stories to users. The NFL partnered with Twitter to live stream games, which are also showcased via Moments. Even media firms are using these new features, as is the case with National Geographic and People on Instagram. So how can your brand get in on the action?

Embracing instantaneous need

As the King says in “Alice in Wonderland,” “Begin at the beginning.” You must first understand where storyshowing is headed, which, if I've done my job correctly, you know by now. From there, you need to review your options when it comes to leveraging the right social network to reach your audience.

For instance, if you are hoping to target teenagers, Snapchat is the channel to do it. If you want to reach 25-44-year-olds, Facebook Live might be a good tool. If you're a B2B brand, have no fear. LinkedIn is a bit behind in storyshowing, but Twitter has your back.

Once your channels are identified, it's time to put together a visual content marketing strategy and corresponding tactics. Ask yourself: What do we want out of this? What message are we trying to convey? How does that message tie that to our brand's story? How can we visually represent that via images and live video streaming?

Get creative, but never forget your audience and their interests. Remember, you only have a second to grab their attention so make it count, make it quick and make it impactful.

Rory Schaff is Online Services Supervisor at McGrath/Power Public Relations. ●

Harrington named PR Council chair

Edelman's Global Chief Operating Officer Matthew Harrington has been tapped to chair industry trade association the PR Council.

Harrington has been elected to serve a one-to-two-year term. He's served on the PR Council's committee since 2013.

Harrington has been with number-one independent Edelman for three decades. Previously President and CEO of its U.S. region, he was formerly President of Edelman's Eastern region, overseeing the firm's New York and Atlanta outposts, and before that, also served as President of Edelman's Western region. He was named Global Chief COO in 2012.

The PR Council also appointed JPA Health Communications principal and managing director Carrie Jones to serve as Secretary and O'Malley Hansen Communications Principal Todd Hansen to the role of Treasurer. ○



Mathew Harrington

Greenough grabs two senior VPs

Boston agency Greenough Brand Storytellers has promoted Amy McHugh and Brad Puffer to the role of Senior Vice President.

McHugh, who joined Greenough in 2009, is a former TV anchor and reporter, and for seven years produced, wrote and anchored live weekend newscasts at Maine CBS-affiliate WABI TV, in addition to serving as weekend Managing Editor. Prior to that she held anchor and reporter duties at Maine's WVII TV and ABC's New England affiliate WLNE TV. Puffer, who for four years was Director of Communications for the Massachusetts Office of the Attorney General, joined Greenough in 2015 as Media Relations and Marketing Director before being named Vice President earlier this year.

Like McHugh, Puffer is also a seasoned reporter and anchor, and held a documentary producer role at New England Cable News as well as the reporter title at Jacksonville, Florida's WJXT and Hagerstown, Maryland's WHAG TV.

McHugh and Puffer will now help drive strategy at Greenough, develop client brands and support the agency's growth. They join Executive VP Scott Bauman as key account leaders for the agency. ○

Huntsworth appoints agency Global CEOs

Huntsworth Health, the health and science division of international PR group Huntsworth, has promoted two of its agencies' senior executives, Maryellen Royle and Jon Clark, to the role of Global Chief Executive Officer.

Royle has been named Global CEO of Huntsworth health-care agency Tonic Life Communications. Royle, who previously led the North American practice for Tonic as President, North America, will now be responsible for integrating and expanding the Philadelphia- and London-based agency's offerings on a global scale.

Prior to joining Tonic in 2009, Royle was stationed at Huntsworth property Dorland Global Corporation, where she worked for nearly 18 years.

Clark has been listed as global CEO of healthcare agency nitrogen. Formerly nitrogen's Managing Director, Clark was responsible for founding nitrogen London in 2008. He was previously an Associate Director at Huntsworth Health. As nitrogen Global CEO, Clark will lead the growth and development of the agency's worldwide team with a focus on its New York and London offices.

Royle and Clark both report to Huntsworth Health Global CEO Neil Matheson. Huntsworth Health is London-based, Huntsworth's largest division. ○

Gerantabee heads digital at Lippe Taylor

Lippe Taylor is pushing a new service model termed "Public Relevance" which will combine content marketing, communications and influencer management with digital capabilities such as virtual reality, augmented reality and tech-enabled experiential marketing.

Fred Gerantabee, former Grey Advertising Digital Leader, will serve as Chief Digital Officer, leading accounts in the health, lifestyle and beauty sectors. His experience includes campaigns for CoverGirl, Pantene, Marriott



Maryellen Royle



Jon Clark

Hotels, Eli Lilly, Volvo and Canon USA.

While at Grey, Gerantabee worked under Tor Myhren who became Apple's VP of Marketing Communications earlier this year.

CEO Maureen Lippe insists the firm is not abandoning its PR communications roots, but feels evolving digital capabilities will "turbocharge" existing expertise. ○

Hannegan becomes Brunswick partner

Christopher Hannegan has joined corporate advisory giant Brunswick Group, where he's been appointed Partner.

Hannegan arrives at Brunswick from number-one independent agency Edelman, where he served as Executive VP and led that agency's Employee Engagement offering in the U.S. He also penned an internal communications blog for the firm. Prior to that he was a Principal at global strategy consulting firm Booz & Company (now Strategy&), a Senior Consultant and Team Leader at management consulting firm Gagen MacDonald and a Communications Manager at Bayer AG.

At Brunswick, Hannegan will lead the firm's global employee engagement division, which helps companies better connect with their workforces. He'll also provide counsel to clients in support of transactions, crises and business strategy and will work to build communications functions. ○



Christopher Hannegan

FH calls Cearley global MD

FleishmanHillard has appointed Mike Cearley to the role of Global Managing Director, Social and Innovation.

Cearley, who's been with FH since 2009, formerly held the title of Senior VP and Senior Partner, where he led the social practice group in the agency's Dallas, Austin, Houston, Atlanta, Charlotte and Detroit outposts. Prior to joining the Omnicom unit, Cearley was a Managing Director at Dallas-based marketing company 360lbs and a Director of Strategy at Marketing Agency MEplusYOU Agency (formerly imc²). He began his career as a filmmaker.

As Global MD, Cearley will be responsible for bringing together social teams across FH's network to build and develop relationships with social clients, influencers and partners. He'll be stationed in FleishmanHillard's Dallas office. ○

Content marketing and tech PR at a crossroads

High-tech PR and content marketing writing are caught at a crossroads, and neither is yielding to the other. Tech company execs have separated the two, delegating PR pros to put out the press releases while marketing and sales writes the marketing content. The result creates a lot of unnecessary friction.

By Dan Garza

Ideally, the objectives of a high-tech PR operation are to create market awareness, company and technology visibility, customer trust, business value, credibility, reputation and pave the way for more effective sales. In particular, you need the long-form of content as a content marketing platform to set a foundation for an overall strategic PR communications program.

This is where strategic content marketing writing comes into play. Properly performed and executed, content marketing writing helps to achieve those objectives. On the other hand, in many cases, marketing and sales take the tactical rather than strategic approach. In effect, they periodically shovel out random pieces of content to satisfy immediate requirements, instead of performing strategic content marketing on a sustained, organized manner.

Aside from that, many tech companies are missing the boat by overlooking the importance of content marketing writing as a key element in their PR programs. Or they're delegating content marketing writing solely to their marketing and sales operations and distinctly separate from PR. Unfortunately, when you separate the two, both entities are less effective. Here's why:

When content marketing writing is left to marketing, it has a great probability of being polluted given the nature and mindset of marketing and sales in many companies. Generally, that's because they have a penchant for hyperbole and the classic sales pitch kind of writing. The first thing these individuals want is to promote the product or technology. Content takes on a promotional and hype flavoring that is often annoying and turns customers off simply because they constantly experience product hype so much.

Generally, in the high-tech world, marketing/sales operations stay distant from PR, allowing them limited time to source new product announcement information. Sometimes, that's done via brief emails tout-ing new features, and leaving the PR pro to craft the press release.

Also marketing and sales often lacks a content strategy and relies heavily on specific and random sales tools they often feel will work for them, such as advertisements, email, social media, etc.

Most often, marketing and sales produce company-centric content, rather than the

more vital customer-centric content. Studies show that prospects come to websites searching for answers to their hardware or software issues. This is where journalistic customer-centric content plays a major role, and the burden should be on the PR pro to provide this valuable marketing content.

However, in some cases, the inexperienced PR or Communications Chief solely relies on the company's CEO's "vision" and adopts it as the content strategy without involving marketing and sales. The issue here is that the CEO's company-centric Vision might indeed be an effective roadmap of how his/her company evolves. However, it's definitely not customer-centric, and at best, it's a faux content strategy since marketing and sales customer input is missing.

Improperly defining a content strategy is related to the misguided or ill defined one described above. To be effective, a correct content strategy must be in sync with and not divergent from a well-defined business strategy.

Another obstacle is focusing solely on tactical marketing and sales tools like product briefs, datasheets, brochures, and other sales support documents. These docs are the lifeblood of sales people and they want them right now. Hence, so-called content marketing stays in that realm with strategy becoming non-existent.

High-tech marketing and sales and PR, as well, often take their cue from consumer social media with the faulty assumption that resulting buzz from social media will establish marketing strategies and achieve their sales generation goals.

Social media with its limited amount of content may be fine for stable, consumer products. However, technology is not stable; rather, it's dynamic. It continually grows, expands, advances, etc. It definitely is not static.

Fueling content marketing

A high-tech company, regardless whether it's a giant or a start up, must continue to educate its audiences or personas as referred to today. The PR objectives in educating audiences are to build trust, confidence, credibility and reputation about new technologies.

Consider the rapidly rising tide of the Internet of Things. A few years ago, it wasn't in the tech lexicon. Then all of a sudden, a Silicon Valley networking giant sparked the

term saying, "There were more things connected to the Internet than people." And the term took off with the trade press increasingly putting major editorial interest in IoT.

Today, there are about 20 major tech giants vying for business in the IoT platform arena. Each has its own software and hardware technologies to support new customers. As a result, educating those markets is critical.

Social media definitely plays a role in a high-tech PR and content marketing strategy.

However, many inexperienced marketing and media relations professionals in technology today lean heavily on social media and the so-called "bite size or snack-able" content to "generate buzz" in hopes of getting customer buy in for the products they're marketing.

Unfortunately, social media isn't substantially structured to deliver the critical long-form of content. Neil Patel, writing for the Content Marketing Institute in May, said, "Long-form content as opposed to "snack-able" content is what fuels a successful content marketing approach."

In the high-tech world, subject matter is dynamic and generally never static. That means the PR pro has to maintain a comprehensive and sustained marketing content program to constantly educate his/her B2B audiences. Hence, there's the right way and the wrong way.

Let's take the wrong way first. Some marketing and PR pros are prone to first go to social media to try to get their educational content to targeted customers. An example is the marketing chief who felt his audience wouldn't be able to understand a new software technology.

It was just too complex, he asserted. Therefore, in his way of thinking, it would be best to first do a "social tile" to slowly and cautiously start introducing the technology to prospective customers. He fretted that loading up customers with too much technical information would drive them away.

Think about it: a "social tile," whether it's on Facebook or Twitter, provides the PR



Dan Garza

Continued on next page

Improving tech marketing communication in 2017

Buzzwords are everywhere in the advertising and marketing world, but they don't mean anything to your audience.

By Elizabeth Edwards

Take yourself away from your brand for a minute. When was the last time you read boring “industry jargon” in an advertisement or marketing collateral? If you answered “this morning,” or worse, “while creating my marketing content,” drop everything and make sure to keep reading.

The truth is, these buzzwords are everywhere, but they don't really mean anything to your audience. I'm going to say it: buzzwords don't matter. But somehow they're this ever-present monster in our world, and they're especially common in the technology industry. I'll even take this a step further and say that these messages, in general, are probably not resonating with your audiences as much as they are resonating with ourselves.

Respecting the basic laws of human behavior will garner you more results. Here's a little taste of the secret scientific sauce that

we infuse throughout our agency:

Enough with the speeds and feeds already. Craft content that engages with the emotions of your audience. We as humans make decisions based on emotion — even if you don't realize it — so lead with emotion and then validate with speeds and feeds. Why should your audience care? And it's not because you increase bandwidth, or improve ecosystems or leverage connectivity.

Perception is everything. It can make or break your brands: You have about three seconds to make a good impression, and you are competing with up to 20,000 other messages seen by your audience every day. With the stakes that high, you really can't afford to ignore these basic principles.

Every word matters. Of course you already know this, because you're a smart marketer. But words like “you” and “because” can make a world of difference when properly placed. Every single word used in your messages

has an impact on how your audience views your brand. Perhaps, even more important is to know when to stop using words and make your point with visuals.

Is your mind spinning yet? Don't worry, there's a lot here. (And there's a lot more where this came from too). I'm certain you are a brilliant marketer; you wouldn't be here if you weren't.

You don't need to call for a re-brand tomorrow, just start thinking about how you communicate with your audience.

Science has given us the knowledge to communicate in ways that are more precise, if we're paying attention. By embracing these basic rules, and respecting your audience instead of fighting their natural preferences, you'll produce outcomes that far exceed traditional tactics.

Elizabeth Edwards is Founder and President of Volume Public Relations. ○



Elizabeth Edwards

Tech PR at a crossroads

Continued from page 32

pro very little space for content. You can't shoehorn a lot of strategic content in that tiny space. So, it's not an effective customer communications channel for educational purposes.

Circle closer toward purchase

On the other hand, when a new technology or enhanced versions of an earlier technology is ready to be launched, the PR pro comes out with both guns blazing after crafting the right content marketing strategy. Patel again says it best in his article noted above:

“In the marketing funnel itself, long-form content — usually the deep stuff — is what helps users circle closer toward a purchase, encourages loyalty, and improves user experience.”

The idea behind this PR/content marketing strategy is to use the right tool at the right time. For example, the stage can be set out in time for a major product or technology launch to condition prospective and existing customers to more favorably accept the new product or technology. That approach doesn't actually announce a product, but it finesses strategic and valuable content to targeted prospects. Plus, it helps to fend off competition, while your content erects barriers and questions associated with competitive products and technologies.

You can't do that through social media; rather, the key PR toolbox in this instance is an array of long-form, strategically executed marketing content like contributed by-line articles, blogs, white papers, conference tech papers, and op-eds.

The 2016 B2B Buyer's Survey discovered, among other key findings, that the majority

of respondents believe “relevant content that speaks directly to my company” is the single most influential aspect of any vendor's website. Creating that relevant content in both long- and short-form falls on the shoulders of the PR pro.

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

Recruiting quality talent top challenge for PR execs

An inability to offer a competitive salary or alluring compensation package was cited as one of the greatest hurdles marketing companies face when hiring qualified candidates, according to a survey of advertising and marketing executives published by staffing and recruiting agency The Creative Group.

Accepting another job offer or counter offer was the most common reason prospective employees turn down a job at creative agencies, cited by more than a third — 35 percent — of advertising and marketing executives polled. Lower-than-expected compensation and benefits was also a leading factor, cited by 27 percent of executives, and limited opportunities for career growth or advancement was listed at 17 percent.

Advertising and marketing executives said generating interest from qualified candidates was the hardest part of the hiring process, cited by 31 percent of respon-

dents. Another 28 percent said developing compensation packages and negotiating salaries was their greatest challenge. Reviewing application materials, devising job descriptions and asking the right interview questions were cited as other common hiring hurdles.

Taken together, the study suggests that offering competitive compensation is critical for sealing the deal with qualified applicants in the advertising and marketing fields today.

“Recruiting and retaining top creative talent is a growing challenge for companies,” Diane Domeyer, Executive Director of The Creative Group, told *O'Dwyer's*. “Employers that aren't paying competitively risk losing candidates and valued staff to other offers. In addition to higher salaries and signing bonuses, more companies are offering perks like flextime, remote work options and generous paid time off to woo workers in a tight job market.” ○

O'Dwyer's guide to TECHNOLOGY COMMUNICATIONS



Bospar client CEO Tom Lounibos on "Fox Business News."

10FOLD

44 Montgomery St., Suite 3065
San Francisco, CA 94104
925/271-8200
www.10fold.com
info@10fold.com

Susan Thomas, CEO
Ross Perich, Vice President, Enterprise
Fran Lowe, Vice President, Big Data
Angela Griffo, Vice President, Infrastructure

10FOLD Communications, formerly Trainer Communications, is an integrated public relations and marketing agency in the San Francisco Bay Area. Specializing in technology, the agency offers deep domain expertise across storage, information security, big data, telecommunications and wireless, enterprise software, networking, and cloud industries.

10FOLD represents emerging and high-growth technology companies that require market recognition and visibility to meet business objectives and is the only agency that guarantees quantifiable results with its award-winning Metrics Matter™ methodology. Established in 1995, more than 300 companies have relied on 10Fold for strong marketing and PR strategies and support.

The San Francisco PR and marketing agency has received several dozen national awards such as PRSA Anvils, Bulldog Awards, MarCom Awards, Iron Sabre Awards, *PR Week*, The Holmes Best Places to Work award (twice!)

and dozens of video and animation production awards. For more information, visit 10fold.com.

BREWLIFE

50 Francisco Street, Suite 103
San Francisco, CA 94133
415/362-5018
info@brewlife.com
www.brewlife.com

Andrea Johnston, President

BrewLife is an analytics-driven marketing and communications agency that blends the science of audience planning, the art of creative storytelling and the mastery of media relations to help clients mobilize the audiences they care about. We work with emerging healthcare and technology brands who are committed to making a meaningful positive impact on patient or personal care. These are companies at an inflection point in their lifecycle, looking to bring forth new innovations and create or change perceptions in the marketplace.

We have a deep heritage in scientific communications and category creation for new therapies, therapeutic modalities and medical devices. We have broad experience supporting companies through their lifecycle from private to public and clinical to commercial-stage. As a steward of the client's brand, BrewLife's purpose is to serve as the guiding light and partner, co-designing and co-navigating a solid path through the uncharted territory of change.

BOSPAR

Locations in San Francisco, LA, Orange County, Chicago and the Washington, D.C., area
415/913-7528
success@bospar.com
@BosparPR

Chris Boehlke and **Curtis Sparrer**, Co-Founders and Principals
Tom Carpenter, Principal
Tricia Heinrich, Chief Content Officer

Bospar is an independent boutique tech public relations firm that excels at going well beyond traditional tech trade coverage to put our clients in the top business and mass media on a regular basis. We don't depend on specific news events to gain coverage — rather, we help clients make news of their own, month in and month out. We work in all the hottest spaces, including cloud, analytics, data, APM, security, IoT, artificial intelligence, virtual reality, and a wide variety of internet-based apps and services.

Our leadership team is comprised of highly seasoned industry vets, and more than half of our staff have more than 10 years' experience. Our annual turnover is less than 5%. We function as an extended family to our clients and work the way they do — 24x7 when needed and always responding to calls and emails in 30 minutes or less. Most of our clients are repeat customers, and some have hired us more than five times during their careers.

We follow our slogan — "Turn on the Power" — to maximize visibility and impact for our clients' breakthrough ideas, technologies, products and achievements. We turn on our own PR power to do the heavy lifting you need to achieve iconic success.

BURSON-MARSTELLER

230 Park Ave. South
New York, NY 10003
212/614-4000
Fax: 212/598-5320
www.burson-marsteller.com

Don Baer, Worldwide Chair & CEO
Rowan Benecke, Chair, Global Technology Practice
Jodi Brooks, Chair, U.S. Tech. Practice

Technology is ubiquitous and

permeates every facet of our lives — whether in offices where it powers businesses around the world or in homes where new technology entertains and connects us. This ubiquity creates a challenge for companies looking to tell a differentiated story and capture market share.

Burson-Marsteller combines a 60+ year history of managing leading global brands with cutting-edge data analytics and partners with both emerging and established companies with great innovation stories to guide them through today's challenging marketplace.

Our focus on data-driven communications ensures we tell the right story to the right audience at the right time. Our global team helps clients lead conversations on emerging industry trends, such as Internet of Things, artificial intelligence and Health IT, across all relevant communications channels. With a global footprint and expertise across the industry, our team is ready to lead the next 60 years of technology change.

CATAPULT PR

6560 Gunpark Dr., Suite C
Boulder, CO 80301
303/581-7760
Fax: 303/581-7762
tdouglas@catapultpr-ir.com
www.catapultpr-ir.com

Terri Douglas, Co-Founder & Principal

Ranked the leading technology PR agency in Colorado, Catapult PR helps B-2-B technology companies drive market-leading positions through Strategic Narrative Marketing. Catapult's formalized approach combines positioning and messaging, aggressive media and industry analyst relations, social media and content marketing into a comprehensive strategy designed to help companies become true market leaders.

The firm is expert at coordinating and executing high-impact company/product launches. Its Strategic Narrative Marketing process begins with a full-day workshop, and provides tech firms with the tools to define and own new or existing market categories.

Catapult has deep expertise in all major vertical markets, including years' long experience in applica-

tion development, cloud, big data, commercial wireless and enterprise platforms that disrupt market norms.

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 for both strategy and strong execution.

COOPERKATZ & COMPANY, INC.

205 Lexington Avenue, 5th Floor
New York, NY 10016
www.cooperkatz.com

Ralph Katz, Principal
Anne Green, President, CEO

CooperKatz & Company offers full-service public relations, marketing communications and creative services capabilities to a national client base. We have a 20-year track record of developing creative, high-impact, technology-focused communications programs for such clients as Ad-ID, Capgemini, Carrier, Collective, DealerTrack, Fiserv, MSN, Otis Elevator Company, Polar, Telcordia, Teliris, Virgin Mobile, Zipcar and more.

Our technology expertise covers both B2B and B2C organizations across a wide range of industry sectors. Clients leverage our award-winning team for needs including: brand positioning, media relations, industry analyst relations, social media / digital strategy and execution, community management, content marketing and development, new product introductions, special events, advertising, video production, collateral materials, design and more.

CooperKatz has won numerous industry awards including "Best Agency of the Year" in our size category from *The Holmes Report* and "Best Places to Work in NYC" from *Crain's New York Business*.

COPERNIO

11602 Knott St. Suite D-13
Garden Grove, CA 92841
714/891-3660
svanbarn@copernio.com

Susan van Barneveld, CEO

Copernio's clients describe our team as nimble, creative, and effective. With a strong client base in the consumer electronics, aerospace and defense, high technology, manufacturing, healthcare and green initiatives arenas, Copernio's

clients are recognized as category leaders in their respective niches.

Copernio prides itself on the long-term relationships established with both the media and our clients. Our personalized, creative approach enables us to effectively integrate digital, broadcast and print media with innovative influencer campaigns and social media initiatives for start-ups through *Fortune* 100 clients. We work with our clients to deliver results with a high ROI that relate directly to their goals — whether it is brand building, consumer sales, or other strategic business goals.

With more than 55 years of experience building technology brands, and an affiliate network that spans the globe, Copernio is a rare breed of boutique agency specializing in public relations, influencer marketing and social media. Copernio's team is comprised of specialists with expertise in areas specific to our clients' needs, products and services.

FAHLGREN MORTINE

4030 Easton Station, Suite 300
Columbus, OH 43219
dennis.brown@fahlgren.com
Info@fahlgren.com
www.fahlgrenmortine.com
Twitter: @fahlgrenmortine

Neil Mortine, President and CEO
Dennis Brown, SVP, Technology
Julie Exner, SVP, Technology

Fahlgren Mortine "thinks wider" to bring the right mix of emerging and traditional communications to technology decision-makers at every stage of their journey. Our buyer-centric approach is informed by a willingness to "go deep" into markets, personas and solutions to reach buyers with the right message through the right channel at the right time. From building awareness with thought leadership, media relations and advertising to nurturing relationships via marketing automation, Fahlgren Mortine delivers the full range of services required for success in today's multi-channel world, including branding, media and analyst relations, media connections planning and buying, content marketing, social media strategy and management, advertising and digital development.

FEINTUCH COMMUNICATIONS

245 Park Ave., 39th Fl.
New York, NY 10167



Feintuch Communications President Henry Feintuch.

212/808-4901
Fax: 212/808-4915
info@feintuchpr.com
www.feintuchcommunications.com
www.PRWorldAlliance.com

Henry Feintuch, President
Richard Roher, Managing Partner
Doug Wright, Senior Account Director

Tech PR has been part of our DNA for decades. Our senior-led team helps start-ups, rapidly growing firms and established enterprises to influence markets about their products, services and corporate values. We do that with journalistic sensibilities and solid business experience.

Preparing to launch an exciting social media platform or beta test a breakthrough ad technology? Planning the introduction of advanced technologies for audio capture or video display? Looking to get industry analyst feedback on an enterprise mobile app? Or explain to shareholders why a security technology, biotech development, retail tech enhancement or fintech algorithm may change the world? Is your new green technology gearing up to challenge conventional wisdom about alternative energy? Are you aiming to expand your marketing to a global stage?

The Feintuch Communications team thrives on helping organi-

zations to address their business communications challenges and position themselves to succeed in the marketplace. Our programs are designed to deliver business ROI, not just press clippings and status reports. We welcome the opportunity to partner with you to grow your business.

FINN PARTNERS

301 East 57th St.
New York, NY 10022
212/715-1600
sabrina.horn@finnpartners.com
alicia.young@finnpartners.com
chantal.bowman-boyles@finnpartners.com
www.finnpartners.com

Sabrina Horn, Managing Partner, US Technology Practice
646/202-9777 or 415/999-8777
Alicia Young, NY/East Coast
212/593-6343
Howard Solomon, SF/West Coast
415/348-2733 howard.solomon@finnpartners.com
Chantal Bowman-Boyles, London/Europe
+44 203 217 7061

Finn Partners' Technology Practice continued to experience rapid growth and expansion in 2016, underscoring our position as one

Continued on page 36

Finn Partners

Continued from page 35

of the fastest growing independent communications agencies in the world. Our Technology Practice is our largest, with the successful acquisition of Horn Group in 2015 including founder Sabrina Horn, serving as Managing Partner, US Technology Practice. Finn Partners also acquired Lane PR in Portland, OR in 2016 bolstering the firm's expertise in financial technology.

With our U.S. and global reach, Finn Partners Technology practice is 100 people strong with fees in the \$20+ million range. As such, we have one of the PR industry's most formidable practice areas, with strength across B2C and B2B sectors including enterprise cloud, security, storage, consumer tech/IoT, big data, supply chain, services, mobile, marketing tech, digital media, information services, and telecommunications. Finn Partners works not only with Global companies, but with the industry's foremost entrepreneurs, visionaries and established leaders to help build their companies and many times create entirely new categories in the tech sector.

In 2016 Finn Partners announced specialty initiatives in supply chain, cybersecurity and artificial intelligence, thereby leveraging new clients, recent expertise and leadership in those markets. The firm also launched and released its own Finn Futures' research findings within B2B information technology (I.T.) decision makers about current and future tech adoption trends and concerns.

GREENOUGH

One Brook Street
Watertown, MA 02472
617/275-6500
www.greenough.biz

Phil Greenough, CEO & Founder
Jamie Parker, President

Brand storytelling drives Greenough. By aligning market and media interests with our clients' agendas, we drive awareness, affinity and action with all the key constituents. The difference starts with our service model: each client is assigned a seasoned, tech-savvy account leader who creates a data-driven plan that taps our dedicated resources in media, content and digital marketing. For earned coverage, our media group, comprised of former journalists, stays singularly focused on engagement

with their former colleagues. The digital marketing team first actively listens and then maximizes the reach across paid, shared and owned media. Our content team creates material ranging from long and short form text to graphical and moving media. This integrated brand storytelling method is the backbone of our clients' communications. Our 17 years of client experience includes public and private technology companies in segments like analytics, security, mobile and enterprise IT.

GREGORY FCA

27 West Athens Ave.
Ardmore, PA 19003
610/642-8253
www.GregoryFCA.com
www.TheNewsHackers.com

Greg Matusky, President
Mike Lizun, SVP, Technology PR
Jacob Tulsy, Business Development Manager

You have a product or service that's unlike anything else available. You're doing what seemed impossible even a few years ago, shifting the ground of your industry. But your story has yet to be told on a larger stage.

You want to tell the world about the work you're doing, want to earn new business through media coverage and content marketing, want to be the buzz of every conference you attend, but haven't seen success on that level just yet.

Gregory FCA's technology PR specialists are here to help. A nationally ranked, full-service public relations firm with 60 professionals, Gregory FCA has spent the last 26 years helping companies tell their stories and drive new business through media relations, content marketing, social media, and event strategy.

We work with startups crowdfunding their first device and global enterprises making the world run smoothly and efficiently. Whether you're advancing consumer tech in smart homes, wearables, or connected devices; pushing the limits of materials science; disrupting the status quo in fintech; or scaling to meet the needs of the enterprise, you're changing the world. Gregory FCA will make sure the world knows it.

GROSHELLE COMMUNICATIONS

709 Panorama Drive
San Francisco, CA 94131
415/307-1380

heidi@groshelle.com
www.groshelle.com

Heidi Groshelle, Founder & Principal

Groshelle Communications specializes in launching innovative, disruptive consumer electronics and enterprise technologies into the U.S. marketplace for companies based in the Silicon Valley, across the U.S., in Asia, and in Europe.

Since 1995, we have helped executives at over 200 startups and established technology businesses shape their company's public reputation, build relationships and get published.

Based in San Francisco, we deliver strategic and effective public relations, content creation, and social media services.

21st Century communications are about sharing knowledge, building community, and engaging with customers and influencers. Our senior team ignites industry buzz and fans those flames to keep startups and mid-size companies top of mind.

Awards: Bronze Bulldog Award Winner for Best Consumer Product Launch; Bronze PRSA Commendation for Best Consumer Product Launch; Stevie Award Winner for Best Marketing Organization; Silver Magellan Award Winner, Top 50 Communications Campaign; Silver Communicator Awards, Best PR Program.

THE HOFFMAN AGENCY

325 S. First St.
San Jose, CA 95113
408/286-2611
SBurkhart@Hoffman.com
LHoffman@Hoffman.com
www.Hoffman.com
Twitter: @DailyBrew

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.

HOTWIRE

16 W. 22nd Street, 12th Floor
New York, NY 10010
646/738-8960
www.HotwirePR.us
LetsTalk@HotwirePR.com

211 Sutter Street, Third Floor
San Francisco, CA 94108
415/840-2790

Brendon Craigie, Group CEO
Barbara Bates, CEO, North America
Heather Kernahan, President, North America
Gwen Murphy, EVP, Head of Client Services
Greg Mondschein, SVP, Business Development & Marketing
Rebecca Honeyman, SVP, New York Lead
Sahana Jayaraman, SVP, Head of Digital Brand Lab
Lori Luch, VP, People

Hotwire is a global communications agency dedicated to helping ambitious companies change the game, build their reputation, and stand out from the crowd. We provide clients with integrated communications solutions and experience across a number of market categories. From Sydney to San Francisco, we're a team business, with a "one office" mentality. Welcome to the global alternative.

On September 29, 2016, Hotwire PR acquired Eastwick Communications — continuing our mission to offer a truly global client and employee centered alternative to multinational agency model. This acquisition will give us better access to the technology hub of the world, strengthening our reach and expertise as a large multinational agency with the service ethos and deep local connections that only a local agency can offer.

STRATEGIC & CRISIS COMMUNICATIONS

Sard Verbinnen & Co provides strategic and crisis communications advice and services to help our clients manage overall positioning and specific events affecting reputation and market value. We work on behalf of multinational corporations, smaller public and private companies, investment firms, professional services firms, educational and cultural institutions, and high profile-profile individuals.



SAROVERB.COM

NEW YORK | CHICAGO | SAN FRANCISCO | LOS ANGELES | LONDON



Karbo Com manages PR for The Internet of Things World Conference 2016.

ICR

685 Third Ave., 2nd Flr.
New York, NY 10017
646/277-1200
tom.ryan@icrinc.com
www.icrinc.com

Thomas Ryan, CEO
Don Duffy, President

Established in 1998, ICR partners with companies to develop and execute strategic communications programs and advisory services that achieve business goals, build credibility, and enhance the long-term value of the enterprise. The firm's highly differentiated service model, which pairs capital markets veterans with senior communications professionals, brings deep sector knowledge and relationships to clients in more than 20 industries. Today, ICR is one of the largest and most experienced independent advisory firms in the world maintaining offices in Boston, Connecticut, Los Angeles, New York, San Francisco, Hong Kong and Beijing.

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

INKHOUSE

260 Charles Street, Suite 200
Waltham, MA 02453
781/966-4100
info@inkhouse.com
www.inkhouse.com

832 Sansome Street,
San Francisco, CA 94111
415/299-6600

Beth Monaghan, CEO, co-founder
Tina Cassidy, EVP, and Chief Content Officer
Jason Morris, EVP and GM, West Coast

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

InkHouse teams go deep. We are thought partners to global brands, *Fortune* 100 enterprises, venture capital firms, and technology companies at any stage of their lifecycle. Our client roster runs the gamut from enterprise technology (fintech, security, cloud, wearables, SaaS), to venture capital, health-care, education, consumer, and real estate. InkHouse's success comes from one simple belief: we're only as good as the work we did yesterday. www.inkhouse.com.

KAPLOW COMMUNICATIONS

19 West 44th Street, 6th Floor
New York, NY 10036
212/221-1713
info@kaplow.com
www.kaplow.com

Liz Kaplow, President and CEO
Evan Jacobs, CFO
Randi Liodice, Chief Strategist
Wayne Congar, Chief Creative Officer
Joanne Amorese, COO
Vicki Crafton, EVP

Now in its 25 year, Kaplow Communications works with blue chip and up-and-coming brands to deliver award-winning, cutting-edge campaigns that drive consumer conversations wherever they occur.

A pioneer in relationship-based PR, Kaplow continues to redefine the public relations practice. With the recent acquisition of creative agency Mayday, Kaplow has added visual design, digital activations and technology to its existing capabilities in media relations, social, thought leadership and influencer programs. With this broad suite of services in house, the agency now offers more fully integrated programs to reach consumers at every touch point.

Independent and still led by Founder Liz Kaplow, the agency

serves best-in-class companies in fashion and beauty, wellness, lifestyle, food and beverage, retail, e-commerce and finance. Clients include Target, Microsoft, Shiseido, Vitamin Shoppe, Procter & Gamble, Marriott, Viacom as well as a number of start-ups and venture-backed businesses.

KARBO COMMUNICATIONS

601 Fourth Street, Suite 204
San Francisco, CA 94107
415/255-6510
info@karbocom.com
www.karbocom.com
Twitter: @KarboCo

Julie Karbo, Founder & CEO

With Karbo Communications you get the industry's top digital PR veterans and rising stars working with you every day to deliver on business objectives, whether it's developing positioning that speaks to your competitive strengths, placing your company in top media, engaging an active social media base, creating viral videos, or writing influential content. We've ushered in technologies such as the cloud, the IoT, social media and communities, big data, mobile apps, security, networking, video and wearable technology.

The Karbo Com team creates award-winning programs for companies at all stages of maturity, from stealth startups that seek a market-changing launch, to established companies that want to move to the next level of leadership and growth. When it's make or break, you want the best. You want a team that's seen it all, yet knows the latest and greatest trends, technologies and tools.

We've worked extensively with B2B and consumer tech companies, including eBay Advertising, Logitech, TDK, Apple, The Internet of Things World Conference, Equinix, RTI, Cisco, Defense.Net, Oracle, Nexenta, Peribit Networks and Intel. Karbo Communications delivers communications programs that help increase revenues, industry-leading stature, partners and funding.

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



Inkhouse CEO Beth Monaghan.



LOG-ON

DIRECT MAIL
LEADERS FOR OVER **20** YEARS

THE MOST EXTENSIVE OFFERING OF SERVICES IN THE INDUSTRY...

WE DELIVER ON YOUR DIRECT MAILING & PRINTING NEEDS

100% OF THE TIME. HOW CAN WE HELP YOU?



DIRECT MAIL

Automatic & Hand Inserting
Ink Jet & Laser Addressing
Presorting



PRINTING

Digital & Offset Printing
One-to-One Marketing
On-site Creative Department



FULFILLMENT

Product & Packaging Fulfillment
Inventory Management
Storage & Warehousing



PRESS KITS

Press Kit & Product Assembly
CD/DVD Duplication & Mailings
Press Release Distribution



DATABASE

Computer Services
NCOA
Personalization / Variable Data



TARGETER®

Broadcast Faxing
E-mail Targeting
Media Contact System

520 8th Avenue, 14th Floor New York, New York 10018

T: 212.279.4567 • F: 212.279.4591 • www.log-on.org



Another successful company outing with the LPP team!

LOIS PAUL AND PARTNERS

One Beacon Street, 2nd Floor
Boston, MA 02108
617/986-5700

828 W. 6th Street, Suite 103
Austin, TX 78703
512/638-5300
www.lpp.com
Twitter ID: @LPP_PR
www.linkedin.com/company/9273
Facebook.com/LoisPaulandPartners

Melissa Zipin, *Executive Vice President, Healthcare and Managing Director*
Don Jennings, *Sr. VP, Technology*
Philip Moore, *CFO*
Christine Simeone, *Exec. VP*
Anastasia Efstratiou and **Travis Small**, *VPs*

Lois Paul and Partners is a strategic communications agency for the technology and healthcare industries.

We are hands-on consultants, creating content and building relationships to shape conversations with influencers through traditional and digital channels.

With a strong background in technology, LPP was founded in 1986 with the mission to help translate complex technology into easy to understand terms to serve the needs of clients and the media. Over the last 30 years, we have maintained this fundamental focus as we have expanded our practice beyond technology to include healthcare and health technology, and have grown as an agency with staff in Boston, MA and Austin, TX.

Throughout our history, LPP has worked with the latest, most advanced technologies, services and corporations that span cloud, embedded, IoT, fintech and online payments, health tech, industrial, networking, security, semiconductors and many more. LPP professionals are practiced in shaping

complex subject matter into high interest stories and in developing innovators into the next opinion and thought leaders.

With LPP, you can expect to find energy, intelligence and dedication you won't find anywhere else.

MARKETING MAVEN

135 East 57th Street, 4th Floor
New York, NY 10022
212/967-5510
www.MarketingMavenPR.com

Los Angeles Headquarters
310/994-7380

Lindsey Carnett, *CEO & President*
lindsey@marketingmavenpr.com
Natalie Rucker, *VP of Business Development*
natalie@marketingmavenpr.com
John Krisiukenas, *Managing Director, NY*
johnk@marketingmavenpr.com

Marketing Maven combines traditional media relations and cutting-edge digital strategies for consumer technology clients. This fusion of online and offline marketing helps our team develop product launch campaigns that are results-driven and measurable. By aligning with our clients' goals, identifying and engaging with their key influencers and adapting to emerging trends, we produce award-winning campaigns.

From national app launches to children's software or mobile charging devices, Marketing Maven executes worldwide PR stunts, national media tours, integrated influencer campaigns and viral so-

cial media competitions to generate buzz for our clients. In addition to content marketing, our digital team also executes social media advertising campaigns with analytics and insights geared toward driving consumer awareness, engagement and sales conversions.

MERRITT GROUP

8251 Greensboro Dr., Suite 600
McLean, VA 22102
703/390-1500
Fax: 703/860-2080
info@merrittgrp.com
www.merrittgrp.com

220 Montgomery St., Suite 640,
San Francisco, CA 94104
415/247-1660

Alisa Valudes Whyte, *Sr. Partner & CEO*
Thomas Rice, Jayson Schkloven and John Conrad, *Exec. VPs & Partners*
Shahed Ahmed, *Senior VP & Partner*

Merritt Group lives at the intersection of market expertise and technical proficiency to help our clients reach their goals and dominate their markets. Our client roster includes organizations ranging from large, industry-leading enterprises to emerging, venture-backed innovators. Our philosophy starts with understanding our clients' target audiences and markets, and leads to the development of powerful messages and creative programs that drive awareness around their innovations. We pride ourselves on delivering insightful, strategic communications approaches that help the world's most inspiring companies get people talking and keep their audiences engaged.

We have built our business on the expertise of our people, procuring and developing the industry's best talent. We foster innovation and experimentation that allows our employees to develop their careers and reach their fullest potential, while delivering incredible service and value to our clients throughout the process. Merritt is dedicated to fostering a culture that employees love working in, from being recognized by *Washingtonian Magazine* and the *Washington Business Journal*, to promoting health and wellness among staff and giving back to the community through programs such as its "Merry Week of Giving."

Clients: Avizia, Databricks, DataRobot, Deloitte, DigitalGlobe, Fidelis Network Security, Gigamon, GoodData, Heritage Provider Network, Innovation Health, MACH37, MAXIMUS, Microsoft,



Marketing Maven's Kristyn Fryrear provides feedback in a media training session for a consumer tech CEO.

Mobilitie, Monster, Nok Nok Labs, Particle, QlikTech, Riverbed, ServiceNow, Synchronoss, Tenable Network Security, Teradata Corporation, Unisys, Venafi.

PAN COMMUNICATIONS

255 State St., 8th Floor
Boston, MA 02109
617/502-4300
info@pancomm.com
www.pancommunications.com

Boston | San Francisco | Orlando | NYC

Philip A. Nardone, Pres. & CEO
Mark Nardone, Executive VP
Elizabeth Famiglietti, EVP, Human Resources
Rob Adler, EVP & Managing Director
Gary Torpey, EVP, Finance
Lisa Astor, Senior VP
Gene Carozza, Senior VP
Michele Frost, VP Digital

PAN Communications is a data-focused integrated marketing communications agency servicing technology, healthcare and consumer tech brands. A strong mid-size independent firm with offices in Boston, San Francisco, Orlando and New York, PAN delivers insight-driven, measurable public relations programs for leading and emerging brands nationally and globally such as SAP, MediaMath, RSA, GreatCall, BlueCoat, Maestro Health, Quantarix, roOomy and Dyn, to name a few.

With a staff of 100+ professionals, PAN offers agility and personalized service while leveraging national and international relationships to manage large scale communications programs. The agency provides today's modern marketers with impactful communications, influencer relations, social media and digital services across desired channels driving consistent engagement and impactful brand awareness.

PEPPERCOMM, INC.

470 Park Ave. South, 4th Fl. North
New York, NY 10016
212/931-6100
hello@peppercomm.com
www.peppercomm.com

Steve Cody, Co-CEO & Co-Founder
Ed Moed, Co-CEO & Co-Founder
Ted Birkhahn, Partner & President
Ann Barlow, Partner & President, West Coast
Deborah Brown, **Jacqueline**

Kolek & Maggie O'Neill, Partners & Managing Directors

Peppercomm is an independently owned 21-year-old integrated communications and marketing agency headquartered in New York with offices in San Francisco and London. Founded in 1995 by Steve Cody and Ed Moed, Peppercomm began as a B2B PR agency with a focus on technology. Today, it has grown to include financial and professional services, consumer lifestyle and hospitality.

With a deep understanding of highly-regulated industries, helping clients see around the corner and determine what's next sets Peppercomm apart from other integrated communications and marketing firms. It enables us to push boundaries while mitigating risk for clients in financial and professional services, consumer, B-to-B and multi-industry sectors. Our integrated team of specialists work together to create cohesive campaigns that leverage the right communications and marketing vehicles across all touchpoints.

Our unique approach and dynamic workplace attract the best talent who, in turn, help us win and retain the best clients. While we've won countless awards, we're most proud of being named Best Place to Work in New York City by *Crain's New York Business*. The firm was recently ranked as one of *Fortune's* 50 Best Small & Medium Companies and a 2016 Best Workplace for Women by Great Place to Work® and *Fortune*.

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

Services include Branding, Content Strategy & Development, Creative Services, Crisis Management, Digital Solutions, Experiential, Insights & Strategy, Licensing, Public Relations & Social Media and Research & Measurement.

PETERSGROUP

7800 Shoal Creek, Ste. 100N
Austin, TX 78757
512/431-2938
info@petersgrouppr.com
www.petersgrouppr.com

Lauren Peters, CEO

Founded in Austin's Silicon Hills, PetersGroup is an integrated communications agency with a repu-

tation for transforming complex content into meaningful stories and sound-bites. With a strategic focus on business outcomes, our sweet spot is working with B2B technology, consumer electronics, FinTech, State/National Associations. We compliment this with a consumer focus on entertainment, arts and restaurants.

With extensive experience raising visibility in geographies worldwide, our firm helps companies outside the USA establish a brand footprint in the USA, connecting them to customers, influencers and investors.

We cut across many industries working with HR teams for large to mid-size businesses, helping exceed their recruiting goals by ensuring culture and opportunities are packaged to connect with key talent.

PetersGroup differentiates businesses and their offerings to build communities, grow revenue, strategic alliances and generate measurable, sustainable results. Through a mix of strategic counsel, planning, content and relationships, we transform perception; influence and mobilize our customers' prospects into revenue generating advocates.

PUBLIC COMMUNICATIONS INC.

Partner in The Worldcom Public Relations Group
1 E. Wacker Drive, 24th Floor
Chicago, IL 60601
312/558-1770
lets_talk@pcipr.com
www.pcipr.com

Jill Allread, APR, CEO
Craig Pugh, President
Pamela Oettel, COO/CFO

Team members at Public Communications Inc. are passionate about crisis communications. Our newest suite of services addresses the unique challenges of cybersecurity incidents. Our offering is unique because we provide both preventive measures such as network vulnerability testing and communication planning, and response with forensic IT services and crisis communications. Clients turn to us to manage issues before they become a crisis and deal with crises when the bottom falls out. Our senior counselors work 24/7/365 to assess issues, help clients gain control, clearly communicate the facts, and work to maintain public confidence, which is often based on how

the crisis was handled and communicated rather than the crisis itself.

From readiness packages with IT assessment and communications included, to strategic responses at the speed of a cybersecurity incident, our senior counselors are on call. Our cybersecurity readiness program provides you peace of mind, minimizes business disruption, increases your response speed, maintains customer confidence, improves public perception and demonstrates that you are an industry leader.

With a full suite of cyber services like internal and external penetration tests, password testing and external breach simulation, PCI's team will help you prepare in advance for a cyber incident or help you recover swiftly. Whether you need to meet regulators' requirements or simply value best practices for your industry to strengthen your network against cybercrime, PCI provides you the experience, expertise and capacity seldom possible for daily staff to cover and gives you the flexibility you need.

Crisis communications is at the core of our national independent agency, which boasts more than five decades of experience. More than half of our clients have stayed with us 10 years or more, with several exceeding 20-year partnerships.

We help clients manage cyber security and other crises and build their capacity to be better prepared with all their communication.

Our success grows from truly listening to, and talking with, our clients. We then create solutions and deliver quality service and results that meet or exceed our clients' goals. Let's talk.

RACEPOINT GLOBAL

53 State Street
Boston, MA 02109
617/624-3200
agencymarketing@racepointglobal.com
www.racepointglobal.com
Twitter: @racepointglobal
Facebook.com/racepointglobal
Instagram.com/racepointglobal

Additional offices in San Francisco, Washington, D.C., Detroit, London, Hong Kong, Beijing and Shanghai

Larry Weber, Chairman & CEO
Peter Prodromou, President
Dan Carter, EVP, Managing Director, North America
Andrew Laxton, EVP, Managing Dir., Europe & Asia

Continued on page 42

Racepoint Global

—Continued from page 41

If you've been paying attention for the past decade, you know that every marketing agency has promised a new kind of integrated solution. The only problem is, nobody has delivered ... until now.

Racepoint Global is defining what it means to be an intelligence-driven marketing agency. We deliver a new kind of accountability based on our ability to better understand your customers, their psychology and how they consume information. The key is our proprietary software, Field-Facts. It's the industry's best tool for identifying influencers and targeting them where they engage verbally, visually and emotionally.

Armed with this intelligence, we give our clients PR, advertising and precision-marketing campaigns that speak to the right people at the right time. Then we dare to measure performance and report how many times high-level influencers have acted on your behalf.

That's accountability. That's Racepoint Global. And that's how we make you successful.

SAGE COMMUNICATIONS

1651 Old Meadow Road, Suite 500
McLean, VA 22102
703/748-0300
info@aboutsage.com
www.aboutsage.com

Larry Rosenfeld, Co-Founder & CEO

David Gorodetski, Co-Founder, COO, and Exec. Creative Director

At Sage Communications we employ our ability for crafting stories to inform, educate, entice and shape perceptions across a wide variety of industries. We aim to cultivate relationships and motivate action, with a focus on implementing two-way communication between our clients and their consumers.

We approach business by seamlessly integrating public relations, advertising, marketing, event and interactive services to *Fortune* 500 companies, start-ups, non-profits, government agencies, associations and coalitions. Through the extensive knowledge of our team, we're able to design the most authentic

and unique strategies to successfully achieve our clients' business goals. Our proactive efforts and determination allow us to provide our services in the most cost-effective manner while maintaining accountability to our clients.

Within technology communications, the opportunities are infinite — and we don't stop after our initial success. Instead, we continue to challenge ourselves and push the boundaries to enable our clients to develop groundbreaking programs that reap significant results. At Sage, we understand how to create and deliver powerful stories that have an impact at all levels of the technology ecosystem. We generate exposure and communicate expert insights that qualify our clients to lead and influence the conversation.

From startups who are working from the ground up to international technology titans, our clients count on us to build momentum and deliver results that prompt industry leaders to pause and take notice.

SPARK

2 Bryant St., Suite 100
San Francisco, CA 94105
415/962-8200
info@sparkpr.com
www.sparkpr.com

30 West 26th Street, 4th Floor
New York, NY 10010

6550 Vallejo Street, Suite 201
Emeryville, CA 94608

Alan Soucy, CEO
Donna Burke, Co-Founder
Tony Telsoni, NY General Manager
Aaron Mann, GM, Emeryville
Toby Trevarthen, Chief Narrative Officer

From startups to *Fortune* 1000, Spark specializes in helping technology-focused and innovation-minded companies transform their brands by bringing powerful narratives to life through PR, integrated communications, and strategic marketing programs.

The agency's full suite of services includes Agile Narrative™: a proprietary knowledge-design methodology; creative design and content development; programmatic distribution and paid media; and data-driven insights to measure the effectiveness of all integrated marketing services driving Narrative transformations.

Spark's clients have included the world's most innovative startups and industry leaders: Bloomberg, Univision, Verizon Ventures, Nas-

daq, Walmart, Github, Waze, Etsy, and Skype.

Spark was honored by Business Intelligence Group as a Best Place to Work in 2016. Spark's has won *Bulldog Reporter Awards* for Best New Product Launch and Best General Business Campaign in 2016.

TREVELINO/KELLER

949 W. Marietta St., Suite X-106
Atlanta, GA 30318
404/214-0722 X106 and X105
dtrevelino@trevelinokeller.com
gkeller@trevelinokeller.com
www.trevelinokeller.com
www.groovy-studios.com
www.start-opia.com

With a pedigree born from technology powerhouse, Alexander Communications and Alexander Ogilvy, Trevelino/Keller is achieving great success with its evolution as a more digitally integrated firm. Its suite of services today — public relations, digital/social marketing, demand generation and creative services, are sought after by disruptive and scaling companies.

Having successfully solidified its position as one of the preeminent technology firms in the Southeast with clients ranging from the region's leading angel group, ATA, the new breed of incubator/co-working brands, ATV, and a diverse mix of early stage and established hardware, software, SaaS, wireless, networking, health IT, security, ecommerce, mobile applications and vertically rich technology companies, the firm competes outside the region, taking advantage of its San Francisco footprint established in late 2014. Enhancing the firm's PR-Social capabilities is its Groovy Studios brand, made up of in-house specialists that deliver graphic design, dynamic content, brand identity and web services.

Continuing its commitment to support technology startups, the firm operates its Start-Opia platform and portal as a strategy to provide startups with gratis consulting and training. With the industry's highest retention rate, Trevelino/Keller successfully leverages its technology practice across each of its supporting practices — financial services, franchising, lifestyle, health, environment and food & beverage, from offices in Atlanta, Charleston, SC and Orlando, FL and the Bay Area.

TWIST MKTG

Alphabeta Building
14-18 Finsbury Square,
London EC2A 1BR
United Kingdom
+44-(0) 203-808-6514
info@twistmktg.com

One Seaport Plaza, 14th Floor
New York, NY 10038
212/701-4600
info@twistmktg.com

199 Water Street, 14th Floor
New York, NY 10038
+1 212/301-7200

Annalise Coady, President

Twist Mktg is an evidence-based marketing communications company focused on developing customized and creative solutions for our clients. Part of the W2O Group, Twist works with global brands, market leaders and innovators in the healthcare, beauty, technology, telecommunications, financial services, consumer, corporate and entertainment industries.

Insights drive our creative-led strategy and ensure we deliver the engagement programs that deliver measurable impact to our clients' business and reputation within their communities. And our innovative approach starts with our people: building integrated teams of business and subject matter experts from diverse backgrounds empowers us to anticipate and understand what our clients need in this technology driven, ever increasing connected world.

VOLUME PUBLIC RELATIONS

6312 South Fiddlers Green Circle
Suite 400N
Greenwood Village, CO, 80111

Elizabeth Edwards, Founder and CEO

Volume is different from every agency in the US. Why? For starters, because we're going to boil the basis for selecting your PR partner down to one simple point.

Everyone in this guide has worked with technology brands, won awards, gets media coverage, increases thought leadership, and all the important reasons why you hire an agency. They have case studies for great launches, great media results, and brands they've led to acquisitions. Of course Volume does too. Our last telecom

—Continued on page 44



800-545-1003 • OmegaTravel.com



Advanced Business Travel Management

Business Travel

Meetings & Incentives

Vacation Specialists

Download the
Award Winning
Cruise.com App



Cruise Deals From New York City

7 Day U.S. & Canada

Carnival Cruise Line - Sunshine
Sep 10, 2016 • fr. \$470

8 Day Bahamas

Norwegian Cruise Line - Gem
Jun 4, 2016 • fr. \$599

7 Day Caribbean/Bahamas

RCCL - Anthem of the Seas
Dec 9, 2016 • fr. \$824



OMEGA M.I.C.E.
Meetings • Incentives • Conferences • Events

CRUISE.COM
ONE OF THE INTERNET'S LARGEST CRUISE BROKERS

TRAVTECH
TRAVEL TECHNOLOGY

WOMEN OWNED

Junior Achievement

GlobalStar
Travel Management

800-545-1003 • nlananna@owt.net

1500 Broadway, Suite 1900 • New York, NY 10036



(L to R): Wise PR's Boudine, Wise and McCartney.

Volume Public Relations

Continued from page 42

client acquisition was for \$230 million in '16, and our tech client portfolio includes brands like Level(3).

But so what? We're all pretty much the same by this measure.

The difference your decision should be based on? Which agency description engaged YOU? Which agency's best work — describing themselves — grabbed YOU? Volume communication and strategy is all based in psychology. So you always look different. Sound different. And enjoy greater levels of success.

WCG

60 Francisco Street
San Francisco, CA 94133
415/362-5018
Fax: 415/362-5019
www.wcgworld.com
info@wcgworld.com
Blog: blog.wcgworld.com
Twitter: @WCGWorld

Jim Weiss, Founder & CEO, W2O Group
Bob Pearson, Pres., W2O Group
Aaron Strout, Pres., WCG

WCG is the largest company within W2O Group, an independent, global network of marketing, analytics and communications firms delivering integrated business solutions in the areas of inno-

vation and growth for the world's leading companies and brands.

Established in 2001 by Jim Weiss, a 25-year veteran in healthcare communications, the agency has grown to over 400 employees serving clients through a network of offices in New York, San Francisco, London, Austin, Minneapolis, Boston, Chicago, Los Angeles, San Diego, and Silicon Valley.

At the core of WCG's culture is the concept of pragmatic disruption of the status quo. For more than a decade, WCG's seasoned professionals have specialized in providing expertise in integrated communications and marketing focusing on cutting edge analytics & insight, content, engagement and strategy to a diverse set of clients across the healthcare, pharmaceutical, device, technology and consumer industries.

WEBER SHANDWICK

909 Third Ave.
New York, NY 10022
www.webershandwick.com

Bradford Williams, Chair, Global Technology Practice
bwilliams@webershandwick.com
415/350-7609

As more technology companies do more to engage with customers and influencers than ever before, they need a partner that can do it all: deeply understand their business, guide brand strategy, build sustainable storytelling campaigns and platforms, execute flawlessly

in real time, measure and adjust.

Weber Shandwick's Global 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 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.

WEISS PR, INC.

1101 East 33rd Street, Suite C303
Baltimore, MD 21218
443/451-7144
info@weisspr.com
www.weisspr.com
@WeissPR

Ray Weiss, President & Co-Founder
Jessica Tiller, Executive Vice President & Co-Founder
Matthew Pugh, Vice President

Founded in 2008, Weiss PR, Inc. helps businesses and non-profit organizations reach, engage, and influence the right audiences in order to achieve their communications and business objectives.

Staffing accounts exclusively with senior-level executives who have a minimum of 10 years of public relations experience, Weiss PR has developed a strong reputation for getting positive results for its clients by using an integrated approach to communications that typically includes media and influencer relations, social media, marketing services, and issues management — all anchored by strategic communications planning.

The firm also has extensive experience in crisis communications, including strategy development and rapid response implementation

for both corporations and individual executives.

While Weiss PR's two dozen plus clients are spread across five industries in the U.S. and abroad, much of its work is concentrated in the technology space. The firm has extensive experience working with data centers; encryption and information security firms; serious gaming/simulation companies; software and applications developers; and wireless. It has also handled public relations for two award-winning technology incubators.

In spite of its rapid growth, Weiss PR has stayed true to its vision to provide clients with ideas built on strategy — not egos — from a team of senior public relations professionals who are committed to providing exceptional service, great work, and measurable results.

WISE PUBLIC RELATIONS, INC.

77 Bleecker Street, Suite C223
New York, NY 10012
212/777-3235
www.wisepublicrelations.com
www.wisepublicrelations.com/#words-from-the-wise
Twitter: @wisepr

535 Mission Street, 18th Floor
San Francisco, CA 94105
415/480-4059

Harrison Wise, Founder and CEO
John McCartney, Managing Director
Tracey Boudine, Vice President

Our mission at Wise PR is to connect with innovative clients at the intersection of media, marketing, technology and commerce and to engage with them in a manner that leaves them better off than we found them, and closer to where they aspire to be.

Our seasoned staff uniquely understands how effective PR can support an organization's revenue generating abilities as well as a successful M&A effort. We have developed successful growth and M&A strategies specifically designed to accelerate scale and market share and help client organizations secure the best, most advantageous valuations.

In fact, no one does what we do, how we do it and as consistently as we do it. We've been so successful at this, that the cumulative value of all the M&A events we've been involved in have totaled more than \$3 billion. ○

O'DWYER'S RANKINGS

TOP TECHNOLOGY PR FIRMS

Firm	Net Fees (2015)	Firm	Net Fees (2015)
1. WE , Bellevue, WA	\$85,471,000	37. Status Labs , Austin, TX	804,658
2. Edelman , New York, NY	29,257,353	38. Verasolve , Potomac, MD	772,000
3. Racepoint Global , Boston, MA	23,981,886	39. Karbo Communications , San Francisco, CA	758,572
4. Finn Partners , New York, NY	22,941,000	40. 360 Public Relations , Boston, MA	750,487
5. W2O Group , San Francisco, CA	18,800,000	41. Makovsky , New York, NY	750,000
6. Ruder Finn , New York, NY	17,100,000	42. Feintuch Communications , New York, NY	738,032
7. APCO Worldwide , Washington, DC	15,013,900	43. Hunter PR , New York, NY	500,000
8. ICR , New York, NY	14,577,625	44. Greentarget Global LLC , Chicago, IL	471,050
9. Zeno Group , New York, NY	13,329,151	45. Leverage PR Inc. , Austin, TX	402,798
10. Max Borges Agency , Miami, FL	11,842,541	46. Power Group , The, Dallas, TX	393,134
11. Highwire PR , San Francisco, CA	10,994,175	47. Marketing Maven PR , Camarillo, CA	389,502
12. Merritt Group , McLean, VA	10,459,600	48. BLAZE , Santa Monica, CA	353,718
13. Hoffman Agency , The, San Jose, CA	9,985,000	49. CooperKatz & Co. , New York, NY	347,938
14. PAN Communications , Boston, MA	9,739,746	50. French West Vaughan , Raleigh, NC	285,109
15. Inkhouse Media + Marketing , Waltham, MA	9,003,245	51. Beehive PR , St. Paul, MN	280,306
16. PadillaCRT , Minneapolis, MN	8,797,194	52. McNeely Pigott & Fox PR , Nashville, TN	276,508
17. Bateman Group , San Francisco, CA	8,643,281	53. Konnect Public Relations , Los Angeles, CA	271,675
18. Fahlgren Mortine , Columbus, OH	7,502,427	54. Landis Communications , San Francisco, CA	250,000
19. Walker Sands Communications , Chicago, IL	6,939,903	55. rbb Public Relations , Miami, FL	224,360
20. 5W Public Relations , New York, NY	4,900,000	56. Hodges Partnership, The , Richmond, VA	224,000
21. Rasky Baerlein Strategic Comms. , Boston, MA	4,283,468	57. WordWrite Communications LLC , Pittsburgh, PA	208,400
22. Jackson Spalding , Atlanta, GA	4,034,520	58. Weiss PR , Baltimore, MD	200,000
23. LEVICK , Washington, DC	3,834,584	59. Maccabee , Minneapolis, MN	191,699
24. Peppercomm , New York, NY	3,254,520	60. Didit Communications , LLC, New York, NY	155,947
25. Hotwire , New York, NY	3,137,558	61. TransMedia Group , Boca Raton, FL	151,084
26. G&S Business Communications , New York, NY	2,956,986	62. Schneider Associates , Boston, MA	147,920
27. Idea Grove , Dallas, TX	2,304,357	63. Sachs Media Group , Tallahassee, FL	121,450
28. Coyne PR , Parsippany, NJ	1,611,998	64. Champion Management Group , Dallas, TX	108,122
29. Gregory FCA , Ardmore, PA	1,600,000	65. Moore Communications Group , Tallahassee, FL	106,900
30. Prosek Partners , New York, NY	1,530,000	66. O'Malley Hansen Communications , Chicago, IL	104,069
31. Wise Public Relations , New York, NY	1,287,000	67. Red Sky PR , Boise, ID	79,269
32. North 6th Agency (N6A) , New York, NY	1,255,732	68. Public Communications Inc. , Chicago, IL	52,800
33. Standing Partnership , St. Louis, MO	1,114,212	69. Rosica Communications , Paramus, NJ	33,944
34. Trevelino/Keller , Atlanta, GA	1,100,000	70. Notability Partners LLC , Austin, TX	17,180
35. Pierpont Communications Inc. , Houston, TX	1,087,047	71. Stuntman PR , New York, NY	9,000
36. Singer Associates, Inc. , San Francisco, CA	877,565	72. SPM Communications , Dallas, TX	4,200

Site pitches “kindness” as business strategy

By Jack O'Dwyer

An online community aims to launch a “competitive kindness movement” to inspire a new generation of social responsibility. That platform, called “xocial” (same pronouncement as “social”) was founded by Colin Duetta and Michael Salvatori, longtime partners at Hamilton, Ontario-based special education software maker Spedassist. The start-up intends to inspire do-gooders to complete challenges and recognizes them for their efforts. The goal is to encourage “the healthiest form of competition, the drive to inspire and do good.”

Duetta and Salvatori created xocial.com as an online community “curating competitive kindness to help mere mortals out-nice each other, and make the world

a better place.” The site’s slogan is: “See Good. Do Good. Feel Good. Measure Good.” Visitors can participate in existing campaigns or create their own. Participants build a “social impact score” by “completing challenges and engaging with others in the xocial community.” Modern gaming science is used to build the XO score, called “a credit for your soul.” The platform is being used in homes, workplace, classrooms and government offices. Charities see xocial as a tool to reach the next generation of do-gooders, according to Duetta and Salvatori.

The site caught our attention because the battle for the U.S. Presidency has reached new lows in incivility, including an obsession with personal attacks while major national and international issues get short shrift. This “cartoon of a campaign” has become “100 percent smut” instead of focusing on policy substance, said an October 15 letter to the *New York Times*. We agree.

Major media, including the *New York Times*, have played up the personal attacks to the hilt, counting on them as circulation builders. Open battles are taking place with media. *New York Post* business columnist

John Crudele, accusing the NYT of chronic unfairness, canceled his subscription. His paper is having a running battle with Mayor Bill de Blasio, accusing de Blasio of refusing to answer questions.

Where is conciliatory PR?

PR for many decades performed a conciliatory function between clients in business, the government and the press. Only a few traces of that role are left as marketing and legal considerations have come to dominate those relationships.

Corporate and institutional PR contacts, when there are any, are under the watchful eye of legal, marketing and corporate executives. Calls and emails to institutions are often returned by outside PR counsel, if at all.

Most institutions at one time had formal outreach programs aimed at initiating press contacts. But that practice mostly disappeared decades ago. Informal contacts between press and PR dwindled. The 25 PR/press luncheon/dinner groups in the New York area disappeared.

PR Society: New York, which once had 68 mostly corporate members, was one of the last to fold, holding its last monthly lunch on April 22, 2013. Counselor Jill Totenberg said the end came after more than 50 years because it became hard to drum up enough attendees to make appearances by speakers worthwhile.

PR Roundtable was PR reps from 35 New York PR firms that had monthly lunches at which reporters spoke. It also had a major holiday party. The reps reached out personally to media on a regular basis. There is currently no such job at any New York PR operation. Press conferences by companies or institutions became a rarity.

Henry noted decline of courtesy

Rene Henry, PR counselor and author of nine books including “Customer Service: The Cornerstone of Success,” wrote for odwyerpr.com on August 8 that “We have a generation that doesn’t understand the practice of basic common courtesy.”

Henry blames the “proliferation of social media and technology and a generation or two of people raising their children without teaching them manners.”

“Technology has made it much easier to communicate but few people do,” he wrote. “There’s little personal interaction anymore. It is rude not to answer letters or emails or return phone calls.”

Henry hopes that PR, journalism and law professors will take up the task of teaching their students the art of good manners. ○



Jack O'Dwyer



Lights...
Camera...
Audience!

What happened to Action?

Everybody delivers action, but

Nobody delivers audiences like we do!

For your next PSA or other media project contact

TV Access @ 800-944-9134

TV
access

A DIVISION OF FILMCOMM

Year-end tax planning and developments

By Richard Goldstein

November is just around the corner, which means it's time to start thinking about 2016 taxes. I know many have just filed 2015 personal tax returns and we are still in the tax-thinking mode. This month the column will review year-end planning and several key, recent developments that may be of interest.



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

Mortgage payments made and deductible alimony

A divorced couple's divorce agreement called for the ex-wife to continue to live in a house that was originally co-owned by her ex-husband. The ex-wife was responsible for the mortgage owed to a credit union. However, the actual mortgage payments were made by her ex-husband. The mortgage payments were treated as alimony by the ex-husband on behalf of the ex-wife. The IRS claimed the mortgage payments did not qualify as deductible alimony because the ex-husband still co-owned the residence and remained liable for the mortgage debt.

The case was heard by The North Carolina Bankruptcy Court that found the ex-husband had no equitable interest in the house because he had relinquished any ownership under the terms of the divorce decree and had nothing to gain from making the mortgage payments, except for the tax savings from claiming payments an alimony deduction.

Internal use software

Computer software that is developed by or for the benefit of the taxpayer for internal use is not considered eligible for the research credit. However, the IRS has issued regulations that provide that certain internal use software is eligible for the research credit if it satisfies a high threshold of innovation test. The IRS clarified that this test applies only to the software developed in use in general and administrative functions that facilitate or support the conduct of the taxpayer's business and to dual function software. These rules are effective October 4, 2016. The rule is important if software developed by a PR firm is eligible for the credit. In certain circumstances, the credit can reduce payroll taxes if the company is

not profitable. Generally, this offset is available to companies that have gross receipts for five years or less and is not eligible if it generated gross receipts in 2012; less than \$5 million of gross receipts in 2016 and for each subsequent year the credit is elected; and qualifying research activities and expenditures were made. You need to speak to your tax advisor on this to see how the tax law change may impact you.

Private debt collection to begin in spring

The IRS has announced that it will begin collecting taxes due next spring. The IRS will use designated contractors to collect outstanding "inactive" tax receivables. Written notices will be sent from the IRS that taxpayer accounts are being transferred to a private collection agency. The contractors are bound by the consumer protection provisions for the Fair Debt Collection Practices Act and must respect taxpayer's rights. It seems to me now is the time to resolve any taxes that may be due. Taxpayers may very well qualify for a substantial reduction in taxes due the IRS based on individual financial circumstances.

Form W-2 and form 1099-MISC

When your PR firm pays nonemployee compensation aggregating to \$600 or more to a single payee in the tax year, the firm must file an information return using Form 1099-MISC to report these payments. Firms that pay wages to employees report on Form W-2. Before changes made by the tax law, these forms were required to be supplied to payees and employees by January 31 of the following year, and copies were required to be filed with the IRS and Social Security Administration (SSA) by the last day of February, or by March 31 if filed electronically.

The above due dates for filing have been accelerated. Calendar year 2016 forms due in 2017 that are filed with the IRS and SSA are now due January 31 of the following year, and the March 31 due date for electronic filings is no longer available. So 1099-MISC and Form W-2 is now due the same dates for both employees and the government: January 31, 2017. Penalties will result if these dates are missed!

Tax planning

Here are five money saving ideas for your consideration (Sorry I cannot give an in depth review of these ideas. You need to speak to your tax advisor or send me an email. If I can assist, I will be happy to do so.)

If your PR agency offers a flexible spending account arrangement for out-of-pocket medical or child care expenses, or a health

savings account for medical expenses, make sure you are maximizing the tax benefit.

If you own a partnership or S corporation that is expected to generate a loss this year, you may want to make a capital contribution (or in the case of an S corporation, a loan) before year end to ensure you have sufficient basis to claim the loss deduction.

By this time, you should be preparing an estimate of your tax refund or balance due for 2016. Consider increasing withholding (both Federal and State) from your paychecks now through the end of the year or deposit an additional amount before the end of the year. You just may save on penalties by doing this because the withholding is considered made as of the beginning of the year regardless of when the withholding is withheld.

If you have reached age 70½, consider making charitable donations directly from your IRA. The donations are tax-free to you, which equates to a 100 percent write-off (up to \$100,000 per individual IRA owner per year), without having to itemize deductions. Caution: to get this tax break, the funds must go directly from the IRA to the charity.

If you own any securities that are all but worthless with little or no hope of recovery, consider selling them before the end of the year to capitalize on the loss this year. The loss will be a write-off up to \$3,000, \$1,500 for married filing separately, or offset gains. ●

PR news brief

MMGY Global acquires NJFPR

Travel, hospitality and entertainment marketing agency MMGY Global has acquired New York-based travel and tourism shop NJFPR.

The acquisition, which effectively doubles the size of MMGY's PR practice, became effective October 15. The acquired NJFPR will now be integrated with MMGY's PR, Social & Experiential Marketing practice, and this new entity will rebrand under the name NJF, an MMGY Global Company. Full integration is expected to take place over the coming months, with the New York offices of MMGY Global and NJFPR moving into a combined Midtown Manhattan location in early 2017.

NJFPR, formally known as Nancy J. Friedman Public Relations Inc., was founded in 1987 by President Nancy Friedman. The agency, which specializes in hotel, destination and lifestyle brands, opened a Los Angeles office in 2014 and maintains an additional satellite team in Boston as well as a U.K. liaison. The agency accounted for more than \$3.8 million in travel-related net fees in 2015.

New York-headquartered MMGY, which was founded in 1981 and staffs more than 200 worldwide, maintains additional offices in Kansas City, Orlando, Ft. Myers and Madrid.

World Bank's Heimbach to PMJ

Jay Heimbach, an external and corporate relations special representative to the World Bank, has moved to Washington-based lobbying shop Peck Madigan Jones.

Heimbach, a Senior Aide at the FCC and Obama White House, was Senior Director of the ONE Campaign and chief of staff to Senate Banking Committee Ranking Member Sherrod Brown (D-OH).

He started out on the campaign staff of Sen. Edward Kennedy (D-MA) and worked in the private sector at Richetti & Associates. He also worked in the Clinton White House.

At the World Bank, he was Special Representative to North America, Australia, New Zealand and Israel for external and corporate relations.

PMJ is aligned with Tiber Creek Group, the lobbying shop of Clinton confidante and super PAC leader Harold Ickes.

The firm said Heimbach will tackle financial services, technology, telecommunications and energy clients. ○



Jay Heimbach



Brunswick exec leads Citadel

Julie Andreef Jensen, a Partner and key player in the buildup of Brunswick Group's Washington, D.C., operation, will join investment giant Citadel in its top communications role in December.

Jensen, a former aide to the late Sen. Ted Kennedy (D-MA) and presidential campaign staffer for John Kerry's 2004 bid, spent the past seven years at Brunswick.

She also worked as a get-out-the-vote Director for President Obama's 2008 campaign after serving as a Senior Advisor to ex-Sen. Chris Dodd's 2008 bid.

At Chicago-based Citadel, Jensen takes the title of Chief Corporate Affairs and Communications Officer, starting Dec. 5.

Citadel, led by Ken Griffin, manages about \$26 billion in assets, in addition to its market making business. While a key part of its operation is a large hedge fund, it maintains a higher profile, advocating for policy changes and regulation, contrary to many in the sector. Its recovery from near ruin during the financial crisis has been applauded in the financial press.

Managing Director and Global Corporate Communications Chief Katie Spring stepped down in August. ○

Gluck goes to Glover Park

Carolyn Gluck, former Senior Policy Advisor to Senator Harry Reid (D-NV), has joined Democratic lobbying giant Glover Park Group, where she's been appointed Senior Advisor.

Gluck will be stationed in the Washington, D.C. firm's Health + Wellness practice.

Gluck was Senior Policy Advisor to Senate Minority Leader Reid for a decade, where she handled public health, healthcare appropriations and reproductive policy issues. She also advised the Democratic leader on legislative activities and initiatives related to public health, Medicare, Medicaid, Social Security, education and women's issues.

At Glover Park, Gluck will provide the firm's Health + Wellness practice strategic political and legislative counsel. Glover Park is owned by WPP. ○

McBee becomes Signal Group

McBee Strategic Consulting has been offering government relations and strategic communications services for the past 15 years, but growth over the past few years, including acquisition by Wiley Rein LLP, necessitated a new name to better describe the firm's mission and diversity of services.

"A signal can take countless forms, but at its core, it is a means of effective communication. That's precisely why we chose the name to represent our brand," John Procter, Executive VP, said.

The firm bolstered its digital expertise this past spring with the addition of Garth Moore, former Senior Director of North American Digital Operations for non-profit advocacy group ONE Campaign.

Other key hires are Robert Marcus, former Special Assistant for legislative affairs for President Barack Obama, insurance industry veteran Kim Dorgan and financial policy expert Langston Emerson. ○

Former De Blasio spokesperson moves to Fenton

Karen Hinton, former Press Secretary to New York City Mayor Bill de Blasio, has joined Fenton as Chief Strategy Officer and Managing Director of that progressive PR shop's New York office.

Hinton was appointed de Blasio's Press Secretary in 2015, succeeding Phil Walzak, who shifted to a Senior Aide position on the mayor's team. Hinton left that post in June after a year of service.

Hinton was previously Acting Assistant Secretary for Public Affairs at the U.S. Department of Housing and Urban Development during the Clinton administration, and was also formerly President of PR firm Hinton Communications, which handled the multi-billion-dollar human rights legal battle against Chevron for its alleged contamination of Ecuador's Amazon region. Hinton Comms., which had offices in Washington, D.C. and New York, in 2013 merged with Omnicom's Mercury/Clark & Weinstock operation, where Hinton assumed the title of Managing Director.

Hinton began her career as a reporter at the *Jackson Daily News* and was later an aide to Rep. and Agriculture Secretary Mike Espy (D-MS). ○



Karen Hinton

Bellwether pitches for Panama

The Republic of Panama has hired New York-based consulting and communications agency Bellwether Strategies Inc. to promote the Central American country's commercial and diplomatic objectives with a worldwide outreach and media relations campaign.

According to Foreign Agents Registration Act documents filed on October 4, the Embassy of Panama has hired Bellwether to represent the Panamanian government as it mounts a global communications response to the "Panama Papers" scandal, the media-dubbed nickname given to the leaked cache of 11.5 million documents belonging to Panama City-based law and corporate services firm Mossack Fonseca, which specializes in helping foreign clients establish offshore shell companies, some of which were created to hide assets and evade taxes.

Called the largest leak in whistleblower history, a coalition of more than 100 media outlets working in conjunction with Washington, D.C.-based nonprofit International Consortium of Investigative Journalists released four decades' worth of Mossack Fonseca's data in April, originally leaked by an anonymous informant to German newspaper *Süddeutsche Zeitung*. That data dump included more than 210,000 offshore shell companies belonging to owners living in more than 200 countries.

Responding to the scandal, Panama President Juan Carlos Varela in April said his government had "zero tolerance" for illicit financial activities. The Panamanian government has long rejected its

characterization as a tax haven.

Bellwether's work for the Government of Panama will include communication activities with news organizations and civil society organizations such as trade groups and think tanks. The agency will also write press releases, provide crisis services and act as a strategy planner for the government's communication activities. Bellwether will report directly to the Office of the President of the Republic of Panama in coordination with the Ministry of Foreign Affairs and the Embassy of Panama in the United States.

Bellwether will be paid a monthly sum of \$50,000 for the work. ○

Israel tourism names MWWPR

The Ministry of Tourism of Israel has moved its North American PR account, reportedly worth a half million, from Geoffrey Weill Assocs., New York, to MWWPR, headed by Michael Kempner, a fundraiser for Hillary Clinton.

Weill, which had the account since 2006, had succeeded MWW and 5W Public Relations. It did not seek a new contract.

Uri Steinberg, who was named Tourism Commissioner in 2014 to succeed Haim Gutin, made the announcement. Before joining the Ministry in 2005, he was Senior Assistant to the Spokesperson of the Interior Ministry of Justice and Israel's Attorney General for four years.

He served in the Ministry's North American tourism department in Jerusalem before moving to New York. ○

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.

Hogan Lovells US LLP, Washington, D.C., **registered Oct. 20, 2016 for The Embassy of The Hashemite Kingdom of Jordan**, Washington, D.C., to provide counsel, including strategy development, legal analysis and advocacy regarding Courtney Linde, et al., v. Arab Bank, PLC, currently pending in the Second Circuit.

MWW Group LLC, East Rutherford, NJ, **registered Sep. 30, 2016 for Alexander Cummings**, Monrovia, Liberia, to identify and contact media and other key interested parties in Washington, D.C., New York and other key markets in the U.S. with the aim of raising awareness of his candidacy in Liberia.

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.

Mr. Shae Armstrong, Dallas, TX **registered Oct. 25, 2016 for The More American Jobs Alliance**, Dallas, TX, regarding EB-5 Immigrant Investment Program.

Wilmer Cutler Pickering Hale and Dorr LLP, Washington, D.C., **registered Oct. 24, 2016 for Intel Corporation**, Santa Clara, CA, regarding competitiveness issues.

Monument Policy Group, LLC, Washington, D.C., **registered Oct. 25, 2016 for Thermo Fisher Scientific**, Franklin, MA, regarding Dept. of Homeland Security, Domestic Nuclear Detection Office/Customs and Border Protection procurement and DHS appropriations.

The Raben Group, Washington, D.C., **registered Oct. 21, 2016 for Botanical Legal Defense**, Atlanta, GA, regarding DEA's emergency scheduling process.

DLA Piper LLP (US), Washington, D.C., **registered Oct. 20, 2016 for Skyview Solutions LLC**, Henderson, NV, regarding UAV training program focused on veterans.

Epplin Strategic Planning, Washington, D.C., **registered Oct. 20, 2016 for Trip Advisor**, Needham, MA, regarding meta data issues for the online travel service.

List your firm in PR's No. 1 online database

O'Dwyer's has been linking clients and PR firms for 46 years. This will be the best money you'll ever spend for marketing.



Public Relations Firms Database



Marketing Maven Public Relations

135 East 57th St., 4th fl., New York, NY 10001

212/967-5510; fax: 212/967-1813

lindsey@marketingmavenpr.com

www.marketingmavenpr.com

Multicultural, beauty/fashion, professional services, travel/hospitality, home furnishings, financial PR/investor relations, healthcare, food & beverage, entertainment/sports clients and social media.

Employees: 14. Founded: 2009.

Agency Statement: With offices in Los Angeles and New York City, Marketing Maven's integration of PR, SEO and social media marketing helps provide a competitive edge to their clients. Marketing Maven helps businesses grow their revenues by developing campaigns that engage a target audience, generate sales then utilize advanced metrics to measure ROI. Their services aid national marketing campaigns and product launches with reputation management, organic SEO tracking, competitive analysis reports, key influencer identification and online product reviews to help increase revenue. Hispanic marketing is also a core competency for Marketing Maven, not only focusing on Spanish language media relations, but assisting clients with culturally relevant content for various marketing channels. Visit www.marketingmavenpr.com for more information.



Ranked Overall

Plus in the following PR specialties:

Beauty & Fashion
Entertainment
Financial & IR
Food & Beverage
Healthcare
Home Furnishings
Prof. Svcs.
Travel & Econ. Dev.



Lindsey Carnett, CEO & pres.; Phil Rarick, COO; Natalie Rucker, VP of business dev.; Aljolyann Sperber, director of social media; Mari Escamilla, Hispanic media mgr.

2390 C Las Posas Rd. #479, Camarillo, CA 93010
310/994-7380; fax 310/868-0222

Argo Marketing
Baby Trend
Better Bone Health
Brides Entertainment
Celeb Luxury
Eat Well Co.
eBev
EVA Airways
Fronto
Greenleaf Medical
Holster Brands
InfoTech
Inova
Intellectual Artists Management
Jabu'she

\$300 enhanced listing includes your logo and up to 75 words describing your unique background and services.

Plus, you can add **pictures of execs, work done for clients** and even **embed a video greeting** for those viewing your page on odwyerpr.com, visited over 60,000 times per month.

Our database is **broken down geographically** (including your branch offices) and by **22 specialties** such as healthcare, social media, food, technology, beauty, travel and finance.

For \$300 you get:	Value
--Listing in the "Find the Right PR Firm" section of odwyerpr.com and 2016 O'Dwyer's Directory of PR Firms. Check out some of the current entries as a guide to preparing your own.	\$300
--One-year of access to odwyerpr.com . Get a leg up on the competition by consulting our exclusive listing of new RFPs.	\$295
--One-year subscription to O'Dwyer's magazine, now in its 30th year.	\$60
--O'Dwyer's Directory of PR Firms, the only printed directory of its kind!	\$95
Total Value	\$750

Submit online at <http://odwpr.us/list-your-firm>
or contact Melissa Werbell, Director of Research, 646/843-2082, melissa@odwyerpr.com

O'Dwyer's CAREER CENTER at jobs.odwyerpr.com

**JOB SEEKERS,
YOUR NEXT
PUBLIC RELATIONS
CAREER OPPORTUNITY
COULD BE CLOSER
THAN YOU THINK.**



Job Seeker Benefits

- **Access** to high quality, relevant job postings. No more wading through postings that aren't applicable to your expertise.
- **Personalized job alerts** notify you of relevant job opportunities.
- **Career management** – you have complete control over your passive or active job search. Upload multiple resumes and cover letters, add notes on employers and communicate anonymously with employers.
- **Anonymous resume bank** protects your confidential information. Your resume will be displayed for employers to view EXCEPT your identity and contact information which will remain confidential until you are ready to reveal it.
- **Value-added benefits** of career coaching, resume services, education/training, articles and advice, resume critique, resume writing and career assessment test services.

O'Dwyer's

jobs.odwyerpr.com

Phone: 866/395-7710

jobs.odwyerpr.com

An abstract painting featuring several faces rendered in a vibrant, expressive style. The faces are composed of various colors including green, yellow, orange, red, and blue, with visible brushstrokes and a textured surface. The composition is dense and layered, with some faces appearing more prominent than others.

KAPLOW CELEBRATES 25 YEARS

OF CHANGING CONVERSATIONS