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PUBLICIS SELLS QORVIS TO MGMT GROUP

Publicis Groupe has sold Washington-based PA shop Qorvis Communications to a management group led by its



long-time executive Matt Lauer.

The French firm acquired Qorvis in 2014 when it ranked No. 10 on *O'Dwyer's* rankings of independent firms with fees of \$30M and 80 staffers.

Lauer, who joined Qorvis in 2004 and launched its public diplomacy brand, will helm what he calls a "reborn agency."

Maria Jose Abad, a ten-year Qorvis veteran, will serve as COO of the independent firm.

Matt Lauer of the independent firm. Grace Fenstermaker will take on the managing partner–EMEA position based in Dubai, while CFO Ozkan Yilmaz will be stationed in Geneva.

Qorvis has provided PR services to the Kingdom of Saudi Arabia since it took over crisis duties from Burson-Marsteller in the aftermath of the 9/11 attacks.

Saudi Arabia's fees hit the \$6.3M mark during the 12-month period ended Sept. 30, 2022.

The Mecca-based Muslim World League spent \$2M at Qorvis during the same period.

PRECISION PICKS UP PELOSI'S CD

Henry Connelly, communications director for former House Speaker Nancy Pelosi, is joining Precision Strategies as senior VP.



Henry Connelly

Most recently, Connelly guided Pelosi's messaging through the midterm election, second impeachment trial of Donald Trump, the Jan. 6 attack on the US Capitol and response to the Supreme Court's Dobbs decision.

During his nine-year run with Pelosi, he also handled communications for the prescription drug law, US-Canada-Mexico trade agreement and Trump's tax cut.

Connelly was previously Pelosi's chief speechwriter and aide to Congresswoman Janice Hahn.

Precision calls Connelly a battle-hardened communications pro equipped with "political acumen forged at the side of the most powerful and effective Speaker in generations."

PEEKSKILL NEEEDS DESTINATION MARKETING

The city of Peekskill, New York is soliciting proposals from agencies that can provide marketing strategy, branding and social media services.

The Westchester County city is looking for an agency that can develop a marketing strategy and create a new brand for the city utilizing social media as part of a larger downtown revitalization initiative.

Scope of work includes: creating a new brand for Peekskill's based



on the city's historic identity as well as its status as a vibrant arts, entertainment and technology hub; devising a marketing strategy and plan based on Peekskill's economic drivers and communities of interest; developing a destination marketing platform via social media; and producing content for websites, postings and advertising materials.

Proposals are due by 5 p.m. (EST) on January 18, and should be mailed to: Debra Petrosky, City Clerk; Office of the City Clerk; 840 Main Street; Peekskill, NY 10566. All bidding agencies should enclose three copies of their proposals.

Submissions should also be submitted via email to: Matthew D. Rudikoff, Economic Development Specialist, Department of Planning & Development City of Peekskill, <u>mrudikoff@cityofpeekskill.com</u>.

Download the RFP (PDF).

BCW HIRES WINER FOR CHICAGO

BCW names Maxine Winer EVP, market leader, Chicago.

Winer joins the agency from Di-Gennaro Communications, where she served as president and COO.

She was previously GM of FleishmanHillard's Chicago office and has also run the corporate practice at MS&L/Chicago.

At BCW, Winer will be responsible for business growth, talent management and client satisfaction in the Chicago market.

"Max brings an enviable combination of broad sector expertise, strong operational acumen and rig-

orous focus on client service excellence to her role as BCW's Chicago market leader," said BCW president, North America Mary Corcoran.



Maxine Winer

Raleigh's French West Vaughan has acquired The Millerschin Group, the Detroit shop that serves the mobility/transportation sector.





The eight-member shop counts Mitsubishi Electric Automotive America, LG Energy Solution, Eaton, and SMAC Corp. among its clients.

FWV chief Rick French, a Detroit-area native, said he's "been looking for an opportunity to plant the FWV flag in the Motor City for more than a decade." He said "TMG has an outstanding

reputation in the mobility and B2B sectors, both of which we view as growth opportunities for the agency, especially with so many automotive manufacturers and first-tier suppliers having already established significant operations in the South."

TMG will maintain its own brand and operate under the FWV umbrella as do: AMP3 PR (New York), CGPR (Boston), FWV Fetching (Tampa) and Prix Productions (Los Angeles).

CHENEY COMMS ADVISOR JOINS UPLAND

Jeremy Adler, who was Congresswoman Liz Cheney's top communications advisor, has joined Los Angeles-based Upland Workshop to help open its New York office.

He began working with Cheney in 2018 when she became



chair of the House Republican Conference and continued with her following her vote to impeach Donald Trump and her role as vice chair of the January 6th Select Committee.

Adam Mendelsohn, founder/ CEO of Upland said Adler helped Cheney "tell one of this generation's most important and complicated stories."

Jeremy Adler

Before joining Cheney's team, Adler worked for House Speaker

Paul Ryan, Marco Rubio's presidential run and Scott Brown's campaigns for the Senate.

Adler will work with fellow Upland senior VP Rico Ripoly to build out the NYC outpost.

KERRIGAN FINDS BLISS

PR veteran Ken Kerrigan has joined The Bliss Group as senior VP and co-head of its professional services unit, which he will lead with Keri Toomey.



Ken Kerrigan

He had served as communications director for Ernst & Young Americas division, handling internal/external messaging and strategic PR during a ten-year stint.

After E&Y, Kerrigan joined Weber Shandwick in 2010 as executive VP-corporate reputation and brand.

Most recently, Kerrigan was VP at Infinite Global, the legal and professional services specialist.

The Bliss Group ranked No. 8 in O'Dwyer's rankings of professional services firms with 2021 fees of \$6.7M.

ON THE MOVE

Transcarent, a health and care experience company, hires Janine Gianfredi, a veteran of Google and Instagram, as

CMO. Gianfredi most recently served as head of marketing at Redesign Health, a startup creator that powers companies who are innovating in health care. At Instagram, she served as director, global consumer marketing. She led brand, product marketing and partnership efforts at Google, and also served as chief marketing officer at the United States Digital Service under the Obama administration. Gianfredi will oversee the



Janine Gianfredi

company's marketing and communications functions. The Cannabis Media Council appoints Marino VP Samantha Qualls to its board of directors as communications lead. Qualls will be leading all public relations initiatives, including strategic communications, thought leadership, media relations, and the development and management of core Cannabis Media Council messaging. At Marino, she leads day-to-day operations and strategic initiatives for the agency's cannabis practice, among other verticals including higher education and energy.

OpenX Technologies, a global omnichannel advertising exchange, names Amanda Forrester vice president of marketing. Forrester most recently was senior director, product marketing at Ampersand, a data-driven TV and advertising sales and technology company. She has also held marketing and sales roles at the New York Times, Omnicom Media Group's Annalect and Tremor Video. In her new post, Forrester will be responsible for setting the strategic direction and overseeing global execution across all marketing channels.

Kinetic, a broadband, entertainment and security services company, names Clay Fisher CMO. Fisher previously worked as senior VP of consumer marketing and revenue at the New York Times. Prior to that, he was vice president of the digital media group for DIRECTV, and he has also held marketing leadership roles at Travelocity and Monster.com.

UNICEPTA, a provider of media, marketing & corporate



Clav Fisher

intelligence, names Larry Thomas vice president sales. Thomas most recently served as head of alliances, Americas at SaaS platform Talkwalker. He has also held management positions at PR Newswire, Bulletin Intelligence and CISION. UNICEPTA has offices in Berlin, Cologne, Krakow, London, Shanghai, São Paulo, Washington DC, and Zurich.

Nikkl, a minority business enterprise that provides equity financing to the employees of unicorn companies, appoints Cathy Siciliano as CMO. Most recently, Siciliano was director of channels at Silicon Valley Bank. She previously served as VP of marketing at LawLogix Group. At Nikkl, Siciliano is responsible for creating and executing an integrated marketing strategy and rapidly scaling awareness of Nikkl's technology platform and investment fund.

CAREER CHANGE: TOUGH TO THINK ABOUT

Media, public relations, and marketing are glam fields. Therefore it seems unthinkable that there would be a migration out of those high-octane niches into other careers. But that could be a trend in 2023 and beyond.

Jobs Not Coming Back, Chatbots

In media, of course, there have been the realities of the massive reductions-in-force. But what should be getting more attention is this: As <u>NPR</u>'s Eric Deggans sums it up, the



Jane Geonva

whole media sector is in transition. In the past, those axed from media jobs could and did retrain for careers in public relations and marketing. Now, technology could singlehandedly cut off big chunks of that traditional option.

Artificial intelligence chatbots, which generate communications strategies/content free and in a user-friendly way, are already producing quality strategies and content. Since <u>Open AI's launch</u>

of ChatGPT on November 30, 2022, there have been endless illustrations of that. For instance, among the brand slogans which popped out for a former client had been Powering success on Wall Street: Paul Weiss, elite legal counsel. I wondered if I could have done better. For the chairperson of Paul Weiss, Brad Karp, the <u>content</u> was more than adequate for a firm's website or media relations.

Good Reason for Magical Thinking

The red flags are there for considering career change. But the odds are they will be ignored. Primarily that is because, as the <u>Holmes-Rahe Life Stress Inventory</u> documents, career change triggers extreme stress.

Transition is always scary. But this one is especially so because it involves professional identity, networks, skills, knowledge base, earnings and uncertainty as to outcomes. Although increasingly common now, it has no official definition yet. <u>Flexjobs</u> provides this simple way into the concept:

"... when you use the skills you gained from one profession and apply them to a completely new career."

Postings/comments on professional anonymous networks such as <u>Reddit Career Guidance</u> bear witness to how tough career change is and that it does not always pan out. According to <u>LinkedIn</u> there is only a 0.008 percent chance you will be perfectly happy with the results of your efforts.

The 4 Success Factors

As a career coach I have observed 4 features embedded in successful transitions. Ronald Reagan, who navigated from media to the US Presidency, seemed to showcase them.

Identifying Transferables. Those may be as basic as soft skills. The media sales representative considers using high emotional intelligence for customer service in pharma. The television producer investigates project management in construction. What is important is being aware of what can be carried over from the first career or careers and is marketable.

Planning. This transition is complex and should be approached carefully and slowly. A disappointing job or toxic boss is not a good-enough reason for a career-change decision.

A major piece of the preparation is financial. Leaving a source of steady income from a proven-out career path to the uncertainties of a new one can trigger financial catastrophe. A reserve is necessary. There is also the possibility of lower compensation, at least initially, for the Next.

Realism. A career change really does entail starting over. To some a new start may be exhilarating. But to others it can wind up being total overwhelming. There could be a whole new professional identity, need for new knowledge and skills, establishing new networks and creating a new track record. Along the way can be loss of prominent branding, power, influence and even an enviable level of compensation.

Self-confidence. That, <u>LinkedIn</u> hammers in, is a prerequisite for navigating the unexpected twists and turns of career change. The locus of control is internal. There is no being co-dependent on the people, places, and things out there to build and reinforce the drive to do what has to be done.

The 3 Derailers

Given the volatile economy there is no shortage of career changes and anecdotes about those which wind up disasters. Professional anonymous networks such as Reddit Jobs post on those sagas.

Of all the problems career changes run into these are the most common.

Failure in Marketing (including shooting themselves in the foot). Dale Carnegie instructor and executive coach <u>Michael Francoeur</u> observes that during the transition, "Many career changers don't develop solid footing in how they present themselves. They, for example, over-analyze during the interviewing process and experience self-doubt that causes them to second guess their performance. The solution? Be in the moment, stay attentive, be spontaneous and allow your authentic self to come across. Avoid getting in your own way."

Doing Too Much of a Stretch. There are limits to how much change professionals can absorb—or even wind up being willing to endure. It is one thing to sit at the desk miserable and have a fantasy of very different work. It is very different actually performing those tasks or even learning the new knowledge base and skills.

The content creator for regulatory issues at the *Fortune* 50 could find law school a non-fit for a creative personality. Before investing in three years of pricey legal education, that writer could do freelance proofreading at a law firm.

No Longer Who You Were. Many do not recognize that career change usually mandates surrendering the whole package. That extends from being known in a profession to expecting certain perks. There are those who may not be able to embrace the loss. After retiring as CEO at Disney Bob Iger dabbled with careers in tech and venture capital. Soon enough he was back as CEO at Disney. A classic about this is Jeffrey Sonnenfeld's <u>"The Hero's Farewell."</u> The bigger the job the harder it is to start doing something different.

Change Before You Have To

Timing is almost everything. When an industry downsizes or technology wipes it out it might already be too late to make smart strategic moves. Instead, as in the implosion of the legal sector in 2008 - 2009, it becomes a scramble. Therefore, the oldest fundamental in professional life is to probe change options before being forced to. A whole career shift might be among them for those in media, public relations, and marketing.

Jane Genova made the career change from content-creation to intuitive coaching. Specializations in transitions and in aging. <u>https://janegenovaintuitivecareercoaching.blogspot.com/</u>. Complimentary consultations (janegenova374@gmail.com).

DANFORTH ACQUIRES ARGOT PARTNERS

Danforth Advisors has acquired New York's Argot Partners strategic communications shop, which is focused on the life sciences sector.



Since its launch in 2011, Waltham-Danforth MA-based Danforth has provided Advisors C-level advisory, risk management, human resources and finance & accounting services to more than 1,000 life sciences clients.

The Argot deal enables it to provide

a full scope of IR and corporate communications services to help clients articulate their sciences and value to stakeholders.

Argot works in the therapeutics, bio-economy, diagnostics and med-tech sectors.

It has handled product approvals, commercial launches, M&As, IPOs, data partnerships, events, ESG communications and executive visibility projects.

Argot founders Andrea Rabney and David Pitts will continue to lead the firm.

HOLLANDER HEADS TO BATH & BODY WORKS

Bath & Body Works has named Heather Hollander VP, investor relations. Hollander was most recently head of investor relations at Nordstrom. She previously held various



finance leadership positions at Lowe's and served in leadership roles spanning finance, analytics and strategy at Bloomin' Brands, Burger King and MEDNAX.

At Bath & Body Works, Hollander will be responsible for leading the company's investor relations program.

including engagement with shareholders, investors and the analyst community.

"Heather is a seasoned investor relations professional with deep finance expertise and consumer brands industry experience, strong relationships within the investment community and extensive knowledge of the capital markets," said Bath & Body Works CFO Wendy Arlin.

Bath & Body Works registered a five percent dip in Q3 revenues to \$1.6B and a 3.7 percent uptick in net income to \$91M.

Its stock trades at \$42.93. 52-week range is \$71.51, \$25.75.

BGR DELIVERS FOR GRUBHUB

BGR Government Affairs is providing strategic counsel and advocacy services to Grubhub, the online food delivery



service It is handling issues surrounding privacy, food insecurity and treatment of Grubhub's workforce.

BGR president Erskine Wells, who also heads the firm's commerce practice, leads the Grubhub team.

He is joined by Robin Colwell (SVP-commerce), Fred Turner (SVP-international & trade), Joel Bailey (VP-health & life sciences) and Joseph Lai (principal-commerce).

Amsterdam-based Just Eat Takeway.com acquired Grubhub in 2020.

ACCOUNTS IN TRANSIT

360PR+ adds Do Good Chicken, a chicken brand that works to fight food waste and combat climate change, and Little Leaf Farms, a brand of packaged lettuce

that is sustainably grown through controlled environment agriculture, to its food and beverage practice. The agency's work for both clients will focus on driving awareness of the brands' innovative products as well as elevating their founders? voices to further their shared mission of pioneering a better model of production in their respective industries.



"These two brands are some of the most innovative in the food industry right now and are well-aligned with our team's passion for sustainable, entrepreneurial brands," said 360PR+ PR chief client officer and partner Victoria Renwick.

Weber Shandwick is named corporate PR and public affairs agency for IKEA UK. The agency is tasked with building trust in the IKEA brand in the UK market by amplifying understanding of the IKEA vision and purpose, helping to drive short and long-term growth. "In Weber Shandwick we met an agency that demonstrated equal fluency between Corporate PR and Public Affairs - with a truly integrated response that met our ambition and stretched our thinking," said IKEA UK and Ireland country communications manager Kym Bradbury.

Rivergate Marketing, which works with business-to-business companies in the engineering and tech sectors, signs up its first international client, Omnicon, a system integrator based in Colombia. Rivergate will serve as Omnicon's US marketing and public relations partner, implementing a customized strategic media relations and digital marketing program. The company has a presence in the United States, Latam, and 65 countries worldwide.

Team One, a Publicis Groupe agency, signs on with Barclays US Consumer Bank as AOR for strategic and creative

marketing. The Barclays marketing leadership team will collaborate with Team One on the overall strategy and delivery of key marketing initiatives across its partnership credit card portfolio and Barclays-branded assets that include online savings accounts, personal loans and Premier League sponsorship activations in the United States.



The Decker/Royal Agency is appointed agency of record for Tourism Fiji, the destination marketing arm of the Fijian government, and has also signed on to represent tour company Island Routes and Lindblad Expeditons. For Tourism Fiji, Decker/Royal is developing a creative PR strategy that will target the UK and Irish markets. Island Routes and Lindblad Expeditions will rely on the agency to support their internal communications teams, building robust proactive and reactive media relations programs, message development, media monitoring, news bureau and event support.

Haberman lands Egglife Foods, a natural foods company that uses eggs to transform traditionally flour-based foods. The agency will provide consumer insights, brand strategy, integrated campaign planning and implementation, creative and social strategy and content, media planning/buying and public relations for the brand.

NFL'S MISHKIN JOINS BCLP

Doug Mishkin, who was in charge of the National Football League's gambling-related commercial activities, has joined Bryan Cave Leighton Paisner's global sports and entertain-



ment group.

He handled the NFL's first-ever casino and daily fantasy sports sponsorships, official sports betting data, live video distribution deals and slot machine licenses.

Mishkin also supported the NFL's government affairs push related to sports betting and counseled individual teams on structuring their sportsbook partnerships.

Doug Mishkin

Prior to the NFL, he was senior VP-legal and business affairs at Metrick Gaming in Las Vegas.

Ryan Davis, co-chair of BCLP's sports & entertainment unit, said Mishkin's NFL's experience and "specialized legal experience in gaming, sports betting and other emerging categories will provide tremendous value to our clients."

BCLP's sports & entertainment group advises 31 of the 32 teams in the National Hockey League and more than 20 soccer teams in the Premier, La Liga and Champions leagues.

GCI HEALTH BRINGS ON MMC'S INZANTI

GCI Health hires Amy Inzanti, who was most recently chief strategy officer at Marina Maher Communications, as



chief insights and strategy officer. Before coming to MMC in 2017, Inzanti was at Cohn & Wolfe (now BCW), where she led the branding and insights group for North America. She has also been a VP at Ogilvy Public Relaitons Worldwide and Porter Novelli.

At GCI Health, Inzanti is tasked

with bringing the agency's research,

analytics and strategy teams under one

Amy Inzanti

and strategy across the global organization.

"Amy is a brilliant, relentless and collaborative leader," said GCI Group global CEO Kristin Cahill.

DISNEY'S STRAUSS MOVES TO APPLE TV+

Ricky Strauss, who in almost a decade at the Walt Disney Company held such positions as president of content and marketing for Disney + and president of programming for Hulu and Disney +, has joined Apple TV+ as its head of marketing.



Ricky Strauss

At Disney, Strauss worked on several films from the "Star Wars" and Marvel franchises.

Before coming to Disney, he was president of Participant Media, where he worked on such projects as "The Help" and "An Inconvenient Truth."

At Apple TV+, which is led by heads of worldwide video Zack Van Amburg and Jamie Erlicht, Strauss will over-

see the campaigns across original series and films. Based in Culver City, he will be part of Apple's marketing communications team, serving under its vice president, Tor Myhren.

NEWS OF FIRMS

Kaplow is handling communications programming, strategic partnerships and activations, advocacy efforts, regional market initiatives and media relations for HearingLife's

"Live Life to Your Fullest" campaign, a joint effort with William Shatner. The year-long advertising, communications and marketing campaign, which will be placed in broadcast and digital outlets, seeks to educate Americans about the importance of caring for your hearing and getting hearing tests, as well as pointing out ways to identify hearing loss in your loved ones. Kaplow is also HearingLife's agency of record.



William Shatner

Slice Communications, a Philadelphia-based agency, acquires **GillespieHall**, a firm located in Wilmington, DE. GillespieHall will continue to operate under its own name for at least the first quarter of 2023, and will integrate into the Slice Communications identity over the course of the year. Slice CEO Cassandra Bailey will continue in her current position, and GillespieHall founding partner Bridget Paverd will join Slice as a consultant.

Susan Davis International launches the 2023 edition of its interactive calendar of military events and observances for the year. Created in 2021, the annual calendar is a resource for communicators, event organizers, media and advocates who support service members and veteras as well as the families and care givers. In addition to events and observances, it lists historic moments in military history, with links for each event with additional information.

<u>Ruder Finn</u> expands its presence in the Washington, DC metro area with a new office that houses more than 20 communications specialists. The expansion follows the agency's acquisition of Virginia-based multicultural firm Co-



municad in May. Ruder Finn's DC office will service anchor clients such as Southwest Airlines, which recently named the agency as AOR to advance overall communications and thought leadership.

Allison+Partners launches the Performance+Intelligence Group, which combines the existing and new capabilities of the agency's marketing innovation team into a centralized group of data and analytics experts. Led by agency partner Brent Diggins, the group includes cross-channel analytics and insights, data science, measurement and research functions. It works with such brands as AB InBev, Dexcom, UL's FSRI and Toyota. Key hires include Kevin Convery, vice president of data science and Philip Kam, vice president of data aAnalytics. Katie Malark, current senior vice president of Research+Insights, will serve as operations lead.

Gazelle Touch, based in Abidjan, Ivory Coast, has been elected to partnership in PROI Worldwide. Gazelle Touch serves major consumer brands, as well as providing corporate and crisis services to a variety of organizations in Ivory Coast and nearby countries. They bring a strong research focus to client programs, using surveys, focus groups and field research to bring data insights that drive program success. "We respect Gazelle Touch's strong reputation for innovation and success in consumer branding," said Jeff Lambert, global chair of PROI Worldwide and chair of Lambert Global

COMMENTARY

The influential Eurasia Group ranks Generation Z as No. 9 on its list of the 2023 top 10 risks.

As the first generation with no experience of life without the internet, Gen Z "has both the ability and motivation to organize online to reshape corporate and public policy, making life harder for multinationals everywhere and disrupting politics with the click of the button," according to an essay by Eurasia chairman Cliff Kupchan and president Ian Bremmer.

Gen Z grew up as America's post-Cold War dominance waned and experienced formative historical events such as the 2008 financial crisis, Arab Spring, Trump's election, Black Lives Matter movement, MeToo reckoning, mass shootings in the US, COVID-19 and the Russian invasion of Ukraine.

"The result is a generation radicalized by the turbulent nature of its times and the failures of leaders and existing institutions to respond," wrote Kupchan and Bremmer.

As the most racially and ethnically diverse generation in western history, Gen Zers are "more aware of systemic racism, gender issues and economic inequality—and they accordingly lean heavily progressive."

Gen Z will account for 27 percent of the global workforce by 2025, and push companies to "incorporate fundamental changes in how they recruit, organize, retain and develop talent; foster genuine diversity and inclusion; and reevaluate their social, political and environmental impact."

Companies will be forced to take sides in political and geopolitical debates, whether they like it or not, according to Kupchan and Bremmer.

Baby Boomers just can't catch a break. My generation has been castigated for sticking around their jobs for too long, blocking career advancement for Gen Xers and Millennials.

Boomers delayed retirement to build up nest eggs needed to eventually fund their "Golden Years."

The pandemic changed all of that.

The Bureau of Labor Statistics reports that labor participation rates for Americans aged 18 to 64 have rebounded to pre-pandemic levels.

The 65 and up crowd is the only segment that has not rebounded to the early 2020 levels.

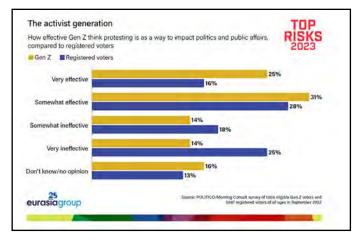
About 900K "oldies" are missing from the work force due to what Fed chair Jerome Powell called accelerated retirements.

Those missing workers have contributed to the labor shortages that force employees to jack up wages, fueling inflation. Blame it on the Boomers.

Bring in the ESG experts. A Morningstar Sustainalytics report finds that 61 percent of companies plan to hire outside consultants to address their environmental, social and governance concerns.

The respondents said dealing with "E" issues will be the top concern for 2023 as managing carbon emissions is the No. 1 priority for 84 percent of respondents.

The top "S" and "G" issues are occupational health and safety (58 percent), human capital management (51 percent)



and human rights (48 percent).

ESG will offer plenty of opportunities for PR firms.

Are you looking for a challenge? Southwest Airlines, the Grinch who stole Christmas for tens of thousands of Americans, is scouting for a PR advisor.

The airline that canceled 15,000 flights around Christmas due to storms and an outdated crew-scheduling system wants a PR person who will develop messaging that is inspirational and entertaining, according to Southwest's post on LinkedIn.

The person must demonstrate comfort and confidence with public speaking and presenting in front of senior-level leaders and external audiences.

Southwest was deservedly criticized for "going dark" during the early days of its crisis.

After coming under fire by customers, the media and Transportation Secretary Pete Burttigieg, Southwest provided an update on Christmas Eve about its efforts to fix its system.

It then went three days before posting a video apology by CEO Robert Jordan and finally addressed the media on Dec. 29, promising that operations would return to normal on Dec. 30. Southwest's PR advisor will have a lot on his or her plate.

Southwest STR advisor will have a lot on his of her plate.

Steal this idea. Prior to the COVID-19 outbreak, PR firms were notorious for holding meetings. Every office had staffers walking the halls with their laptops heading for the next strategy session.

As PR workers trickle back to the offices in 2023, managers should take a cue from ecommerce site Shopify, which wants to end the never-ending cycles of meetings.

COO Kaz Nejatian called meetings a bug that needed a fix. He tweeted: "To start 2023, we're canceling all Shopify meetings with more than two people. Let's give people back their maker time. Companies are for builders. Not managers."

Shopify has banned all meetings on Wednesdays and ruled that any meetings of more than 50 people can only be scheduled for Thursdays from 11 to 5.

The company estimates it will save more than 75,000 hours of meeting time this year.

PR firms should follow Shopify's lead. -Kevin McCauley

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