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O'Dwyer's Newsletter



The Inside News of
PR and Marketing
Communications

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October 29, 2018 Vol. 51 No. 43

WPP LAGS, SEEKS PARTNER FOR KANTAR

WPP reported a 0.8 percent dip in Q3 revenues to \$4.8B as CEO Mark Read promised “decisive action and radical thinking” to turn around the ad/PR combine.



Mark Read

That action includes reviewing strategic options for Kantar, the No. 1 data, insights and consulting unit.

Read said WPP faces “structural change, not structural decline” and was hindered in the past for being too slow to adapt, overly complicated and under-invested in core parts of the business.

He’s developed a plan to simplify the organization, invest more in creative talent, establish a common data and technology strategy and make it easier for clients to access offerings throughout WPP.

Read is soliciting partners for Kantar to unlock the full potential of the research giant. He expects WPP will remain an investor in Kantar with strategic links to ensure clients benefit from its expertise.

WPP has suffered several major client losses including Ford creative and American Express, HSBC, United Airlines and GSK for primarily media work.

Read also announced the retirement of group finance director Paul Richardson, who will exit next year after 23 years of service to the company.

CRAMPTON TO HEAD DIGITAL AT EDELMAN

Thomas Crampton, who leads Ogilvy Consulting’s market transformation practice in London, will join Edelman in January as digital practice chair in charge of its more than 700 staffers.

As a *New York Times* and *International Herald Tribune* reporter for almost 20 years, Crampton worked in New York, DC, Paris, Bangkok and Hong Kong.

At Ogilvy, he also served as managing director of Social@Ogilvy, responsible for a team of 1,500 social media pros in 60 countries.

Digital generated more than half of Edelman’s growth during the past decade, according to CEO Richard Edelman. He expects Crampton’s consulting experience will allow the No. 1 independent firm to “go deeper on the strategy side, extending from communications into helping our clients transform their businesses through digital.”

Crampton will continue to be based in London.



Thomas
Crampton

VISIT FLORIDA MAKES POST-HURRICANE PUSH

Visit Florida has unveiled a \$9M campaign to support tourism in the Sunshine State’s Panhandle region and the Gulf areas hit by red tide.

It has retained Omnicom’s Harrison & Shriftman and its affiliated sister shop Ketchum to provide general guidance and recommendations for crisis work, according to Sara Sowerby, communications manager at VF.

The campaign includes digital, social, broadcast and outreach to traditional travel media outlets in the US and overseas.

The bulk of the communications drive (\$5.1M) is earmarked for Panhandle counties that sidestepped the full fury of Hurricane Michael.

Florida Governor Rick Scott said Oct. 23 the marketing push is geared to making sure the travel market remains strong ahead of the upcoming key winter season.

The goal is to maintain the perception of Florida as a warm, welcoming and diverse destination and remind visitors that the majority of the state remains open for business.

Scott said employment in Florida’s travel sector has grown by 1.6M since December 2010.

EVINS BRINGS IN BRISKIN AS PRESIDENT

Longtime DKC managing director Diane Briskin has joined Evins Communications, where she’s been named president, a new role at the New York-based branding, marketing communications and PR firm.

Briskin’s official start date was October 15. Louise Evins maintains the CEO title.

Briskin held to managing director role at DKC for more than 16 years and led that agency’s lifestyle and hospitality practice. She was previously vice president of sales and marketing for W Hotels.

Briskin was also sales and marketing director for Hotel Westbury in New York and managed the launch and marketing program for the Hotel Nikko Beverly Hills.

As president, Briskin will lead Evins’ senior management team and will oversee the agency’s day-to-day operations and client services, as well as spearhead future business development and growth. She’ll report to Louise Evins, as well as chairman Mathew Evins.

Evins, which staffs around 30, was founded in 1987.



Diane Briskin

UK FINES FACEBOOK IN SECURITY SCANDAL

The United Kingdom's Information Commissioner's Office has fined Facebook 500,000 pounds (\$645,000) for its role in the Cambridge Analytica scandal.

The ICO ruled that Facebook from 2007 to 2014 "processed the personal information of users unfairly by allowing application developers access to their information without sufficiently clear and informed consent, and allowing access even if users had not downloaded the app, but were simply 'friends' with people who did."

Mark Zuckerberg's social media site also failed to keep information secure because it failed to make suitable checks on apps and developers using its platform, according to the ICO.

These failings allowed Aleksandr Kogan and his company, GSR, to harvest Facebook data of up to 87M people worldwide without their knowledge. A subset of that data was shared with SCL Group, parent of CA, which was involved in the US presidential election.

Facebook did not suspend SCL until 2018.

The ICO's 500,000 pound fine is the maximum allowable penalty under law at the time of the data misuse.

Gizmodo notes that Facebook chalks up \$645K revenues in less than nine minutes based on its 2017 revenues.

FTI'S PR UNIT JUMPS 14.3%

FTI Consulting's strategic communications unit registered a 14.3 percent in Q3 revenues to \$55.1M, sparked by higher project revenues and an upswing in pass-through business.

Adjusted EBITDA rose to \$10.8M from \$8.1M a year ago. For the quarter, CEO Steven Gunby reported a 14.3 percent revenue rise to \$513M. Net income surged 37.6 percent to \$44.2M.

He attributed the record results in part to the success "attracting, developing and promoting our people" which has enhanced FTI's ability to collaborate with its clients.

Gunby upped full-year guidance, expected revenues to clock in between \$1.96B and \$1.99B.

OBAMA'S DIGITAL GURU JOINS EDELMAN

Tom Cochran, who ran WhiteHouse.gov for President Obama, will join Edelman Oct. 29 as general manager of its digital & integrated marketing team in DC.

At the White House, Cochran helped develop the "We the People" petitions platform and ran the State Dept.'s global digital diplomacy effort.

He was the first person hired by Blue State Digital, which helped raise \$1.2B online for Obama during his two presidential runs.

At Edelman, Cochran is responsible for D&IM's team of strategy, planning, creative and social media content specialists.

He will report to Lisa Ross, Edelman DC/president.



Tom Cochran

ACCOUNTS IN TRANSIT

NJF has added the Hamilton Princess & Beach Club in Bermuda and The National WWII Museum in New Orleans to its client roster. The agency will work to drive strategic media coverage for the Hamilton Princess & Beach Club. Known as the "Pink Palace," the property completed a three-year, \$100 million renovation in June 2016. For The National WWII Museum, NJF is charged with generating national media coverage leading up to the 75th anniversary of D-Day on June 6, 2019.



BCW Group has been named public relations agency of record for Office Depot, Inc. The agency will help Office Depot tell its transformation story through an integrated communications platform that builds the company's corporate reputation, positioning and thought leadership. The announcement follows the March 2018 appointment of WPP's Office Depot Partnership, which includes BCW Group as well as other entities from across WPP, as the brand's marketing partner.

3rd Coast PR has added V&V Supremo Foods, Inc., a producer of Mexican-style foods. The firm will work with the brand to choose strategic partners that will amplify the conversation surrounding the brand, while educating general consumers about Mexican cheese and chorizo varieties.

Hawkins International, which opened in Los Angeles in January, has announced its newest client, Andaz Palm Springs. The hotel, set to open in February 2019, joins a portfolio of hospitality clients including Balboa Bay Resort in Newport Beach CA, Gaige House + Ryokan and Kenwood Inn & Spa both located in Sonoma, Sausalito's Casa Madrona and Crustacean Beverly Hills. For each of its clients, Hawkins will develop an integrated PR campaign with national and local reach.

Child's Play Communications is now representing Klutz, Kidvelope and Kabook. The firm will be responsible for managing holiday publicity for Klutz's Maker Lab line of STEM (Science, Technology, Engineering and Mathematics) kits for kids age eight and up. For Kidvelope, a game designed to help kids build connections with family members who live far away, the agency will manage traditional media and social influencers for holiday visibility. Child's Play is managing outreach to parenting-focused social influencers promoting Kabook, which allows families to create customized books.

Zapwater Communications has been named public relations agency of record by Ecoco Inc. and Oilixia Skincare. The agency has also been tapped to launch the Winky Lux Chicago pop-up store and experience. For Ecoco Inc. and Oilixia Skincare, Zapwater's services will include media relations, influencer relations, events and partnerships. Efforts for Winky Lux focus on the store and experience launch. All three accounts will be managed out of the Zapwater Chicago office.



DIGITAL TURNS THE TABLES ON INFLUENCE

How many screens do you check each day? Smart watch, phone, tablet, laptop and desktop? More? On those screens, how many social sites do you visit and how often? It's an accepted fact that digital media has changed the communications dynamic and in many more ways than people recognize. For the last several years, communications professionals — on the client and agency side — have treated digital media as a new and growing group of social outlets, a place to post “information billboards” or a wait-and-see mystery. This isn't the complete picture of the digital media landscape.

Once PR practitioners pursued the “big placement.” But, the *New York Times*, *USA Today* or *Washington Post* feature — still cause for champagne-popping celebration — may have less reach than the story that goes viral on social media with hundreds of shares that add up to millions of influencer connections. The bigger that conversation, the further the reach, drawing in people from the furthest points of the health ecosystem circle-of-influence, creating awareness and driving change.

What's changing is more than the number and type of social media outlets. Digital technology enables new ways of relating to information. Digital communications transform how media works, whether it's the 200-year-old newspaper or a two-month-old blogging platform.

Digital media is inviting readers to become part of the narrative. When the *Wall Street Journal* publishes an important story geared for the Tuesday print edition, readers are already viewing the story online Monday night and talking about it on social media that evening. The information exchange game is in motion hours before the paper appears at the corner newsstand.

As communications professionals, we need to tell stories with impact and resonance. We need to move beyond thinking about securing the “big placement” to sparking the “big conversation” that changes mindsets and behaviors.

At the heart of this new information environment is an ability to search, access and engage in seconds. SEO and hashtags have the power to connect with topics that are important to our lives with specificity. The smart phone has enabled a 24/7 “I want to know now” engagement mindset. “Now,” takes precedence over complete information. To compete in fast-breaking news environments, top “traditional media” reporters often post initial comments on Twitter and file their longer stories hours later. In the meantime, an army of content bloggers have taken center stage with 280-character Twitter posts.

To make sure target audiences assess client news objectively, communication pros must educate clients to consider how information changes hands. The *Wall Street Journal* might be a safe bet to cover a story with objectivity, but winning over a social media pundit and seeing their positive tweet may have equal influencer value.

The transformative effects of the digital conversation become apparent in how we research information in every area of our lives, from cooking to politics. The applications of this transformation to how we relate to our personal health are already apparent and are making their mark — and waves — on how consumers consider their



From left: Gil Bashe, Kristie Kuhl, John Bianchi

right to know and ultimately engage.

“Many consumers expect to own their health journey,” said Michael Heinley, Partner, Health, Finn Partners, and former WebMD VP of Corporate Communication. “Reporters are also consumers and approach access and timing of company information through the lens of: ‘are you worthy of my trust?’ Failure to move quickly is seen as stalling or massaging the facts.”

Likewise, if we consumers go to the doctor's office for a blood test, we're no longer content to wait for the paper results. In many cases, they're available online for our access the same moment that the physician's office is notified. Here, curiosity — once cited as the danger that “killed the cat” — saves lives. Spurred to action, we may do research on the risks and possibilities the results reveal.

Digital information is creating healthcare democratization, especially in an age when we rely less on a consistent primary care physician and have become our own health historians. As access to information is critical to our families' wellbeing, we need our health data at hand. Life-enhancing wearables link to our smart phones and alert us to irregular heart rhythms, adjust diabetes insulin pumps and even fine-tune neuro-implantables to better control Parkinson's tremor. Digital access is improving lifestyles for people with chronic conditions through cloud-based services that enable people to store and access health records while on the go. Personal investment in digital communications is the mark of the early adapter.

We no longer wait for tomorrow's paper when it's news that's vital to our pocketbook or medicine chest. Digital media unleashes the “power of now,” and as agencies, we must harness it, or our clients will be left behind, or worse. More importantly, from the moment fast-moving social media reporters share a point of view on their channels, physician leaders, patient advocates and other reporters interact and put their stake in the ground. The sharing of accurate, authentic and compelling editorial and content is how we facilitate a conversation that has influence and causes ripples to spread, affecting positive change. If we embrace our core mission to make a difference through communications — to enable people to make informed decisions through access to information — we will find a way to help clients in the highly-regulated health space find better avenues to social and digital platform use. If not, others will tell their versions — accurate or not — of our stories for us.

Gil Bashe is Managing Partner, Global Health, Finn Partners @Gil_Bashe. Kristie Kuhl is Senior Partner, Health, Finn Partners @KPCK. John Bianchi is Vice President, Health - Social Impact, Finn Partners @Jnbianchi.

HEALTHCARE LEADERS MUST TAKE A STAND

According to the 2018 Cone/Porter Novelli Purpose Study, 87 percent of Americans feel the health and wellness industry must have a sense of purpose. Not surprising for an industry that has such a personal impact on so many.



Maura Bergen

Had we conducted this same survey a few years ago, the results may have been different. However, consumer attitudes and behaviors are changing, and so are their expectations.

They expect companies to take a stance on social issues.

They expect companies to have and lead with purpose.

They expect companies to anticipate and address their needs, today and tomorrow.

No small feat, yet this sense of urgency from consumers has still not translated into action for some health brands. How can we be the partner our clients need to rise to the challenge and meet these growing demands? The answer lies beyond traditional PR tactics.

Today's health environment is full of complexities, and so is the world. We must push our clients to step outside their comfort zone and stand up for the right issues.

However, in the undeniably tumultuous times we're living in — fraught with an unprecedented level of political and environmental uncertainties and social justice challenges — no issue is off-limits. Even an issue that transcends a company's immediate operational footprint.

The 2018 Cone/Porter Novelli Purpose Study found that 71 percent of American consumers expect companies to connect with them emotionally on issues that matter to them personally, whether it's access to healthcare, racial equality, sexual harassment or gun control.

For the highly-regulated health industry, it's become increasingly difficult to sit on the sidelines. Taking a stand on issues of consumer interest is paramount to creating and sustaining brand equity and trust.

To help our clients do this, we must compel them to act and support them in tackling issues head-on through bold, authentic campaigns that are empathetic and — perhaps most importantly — supported by business actions.

With choice and control more often in the hands of consumers, we must help our clients define and demonstrate why their brands matter. While the consumerization of health has been driven in part by Millennials, the socially conscious consumer is quickly becoming the norm.

What's important to note is that purpose is more than just a mission statement or a commitment of values. It's what defines an organization's authentic role and value in society and allows it to simultaneously grow its business and positively impact the world. To be successful, it must be deeply embedded within the organization, the brand and the experience that's delivered.

We are helping our clients to do just this by assessing their brand's unique role in society, defining and articulating their purpose and ensuring that it's both activated externally and embedded internally within the company's operations and business practices. CVS took a stand back in September 2014, becoming the first na-

tional retail pharmacy chain to stop selling tobacco products in all owned stores because it conflicted with the organization's purpose of helping people on their path to better health. Since then, CVS has continued helping people lead tobacco-free lives by investing in and working with leading anti-tobacco and youth organizations to support education, advocacy and healthy behavior initiatives to move the nation towards a tobacco-free generation.

The benefits of having and leading with purpose go beyond consumer loyalty and revenue. It also makes companies more attractive to prospective talent, with more than two-thirds (68 percent) of Americans saying they would work for purpose-driven companies.

Social media and technology are enabling open, direct and two-way communication with consumers. We must ensure our clients are connecting with their audiences through the right media at the right time to be heard.

For an industry that has only in the last decade or so come around to the idea that a "one-size-fits-all" model is unsustainable, this way of thinking has required a complete shift in mindset. Digital advancements have afforded us the ability to take personalized care to new heights and create connected experiences that integrate seamlessly into consumers' everyday lives.

Helping our clients to define and articulate their purpose is only half the battle. To drive behavior change, it must be communicated through platforms that reach and resonate with key stakeholders. These vehicles will continue to change with advancing technology and shifting consumer interests.

Expectations are growing, yes, but so are our opportunities to drive purposeful action. We have a responsibility to our clients — and to the customers and consumers they serve — to keep purpose and people at the center of our work.

Maura Bergen is an executive vice president and the U.S. Health Lead for Porter Novelli.

STARBUCKS ORDERS CSR REFILL

Starbucks has hired LOP Strategies as federal lobbyist for a raft of corporate social responsibility issues.

Lori Otto Punke, who did a ten-year stint at the coffee chain before exiting as director of government affairs in 2015, heads the Mercer Island-based firm.

At Starbucks, she is remembered for helping to launch the company's high-profile College Achievement Plan to send baristas to college for free.

Earlier, Punke was Microsoft's manager of government affairs, dealing with intellectual property, antitrust, tax, trade, cybersecurity and regulatory matters. She also served on the board of the software giant's political action committee.

LOP will advise Starbucks on workforce employment, benefits, training, ethical sourcing, family leave and sustainability issues.

Starbucks spent \$8.4M for DC lobbying during the first nine months of 2018 at firms including Monument Policy Group, K&L Gates and Petrizzo Group.



Lori Otto Punke

ABMAC PLAYS GIBSON'S COMEBACK TUNE

Abernathy MacGregor is handling the encore performance of legendary guitar Gibson Brands as it plans to emerge from Chapter 11 on Nov. 1.

The Nashville-based company on Oct. 23 introduced its new management team led by president/CEO James "JC" Curleigh, who was former president of Levi jeans brand at Levi Strauss.



Curleigh, an owner of Gibson and Epiphone guitars, is joined by chief merchant officer Cesar Gueikian, a performer in several rock and heavy bands and

founder of Melody Capital Partners, an alternative asset management with \$1.5B in assets under management.

Curleigh said the reemergence from bankruptcy marks "the beginning of a new era for Gibson to build on its proven heritage and iconic status."

Gibson declared Chapter XI in May burdened by a heavy debt load connected with a disastrous push into home entertainment and headphones.

AbMac's Kate Murray and Dan Scorpio represent Gibson.

RG BACKS RUSSIAN PIPELINE HIT BY TRUMP

Roberti Global received \$1.2M in lobbying payments for the first nine months of 2018 to support the Nord Stream 2 pipeline to bring Russian gas to Europe, which is vehemently opposed by President Trump.

The US president says the finished pipeline will increase Europe's reliance on Russian energy sources.

Gazprom owns 100 percent of Nord Stream while Royal Dutch Shell has a debt interest in the project.

Vin Roberti, who has represented General Motors, Samsung, Pfizer, AT&T and Ashraf Ghani's successful bid to become Afghanistan president, and Lydia Strunk, deputy floor director for Republican House Speakers John Boehner and Paul Ryan, make the pitch for Nord Stream.

GSG SIGNS SCHIUMO

Veteran New York City journalist and news anchor John Schiumo has joined public affairs powerhouse Global Strategy Group, where he's been named vice president.

Schiumo joins the independent public affairs shop from CBS News, where he served as a national correspondent since October 2017. For more than two decades he was stationed at New York's 24/7 local cable news channel. He hosted NY1's popular hour-long live nightly newscast "The Call," which he created in 2005. That program, which allowed viewers to voice their concerns about the top city news stories of the day, was cancelled last year amid a major restructuring of the channel by parent company Charter Communications, which acquired NY1 parent Time Warner Cable in 2016.



John Schiumo

He'll be based in GSG's New York headquarters.

WB FILM GROUP REVAMPS PR, MARKETING

Warner Bros. Motion Picture Group is consolidating the domestic and international operations of its marketing and PR departments, with a cut of about 15 jobs in New York and Los Angeles, according to a report in *Variety*.

Domestic and international publicity teams that formerly operated separately will now be run as a single unit overseen by executive vp global publicity Michelle Slavich, who came to Warner Bros five months ago from YouTube, where she was head of entertainment communications.



Michelle Slavich

Among those receiving pink slips were executive VP of international publicity Lance Volland and Ernie Johnston, who has worked in promotions and field publicity for the company for 20 years.

A source told *Variety* that the cuts were the result of an extended review of the departments, and were not related to or dictated by the AT&T-Time Warner merger.

WS OPENS MANAGEMENT CONSULTANT UNIT

Weber Shandwick has launched United Minds, a global management consultancy specializing in transformation. The consultancy combines Weber Shandwick's global employee engagement & change management practice with United Minds Sweden, a management consultancy within Prime Weber Shandwick.

United Minds will be led by Kate Bullinger, who was formerly head of the employee engagement & change management practice. Thomas Areskou, previously CEO of United Minds Sweden, will lead business strategy work globally for the new consultancy.

The agency says the goal of United Minds is to combine data-fueled strategy and creative communications solutions to help executives deliver positive change and engage stakeholders in each step of the process.

WILLIAMSON TO HEAD APCO NORTH AMERICA

Kelly Williamson, who leads APCO Worldwide's Raleigh, NC office, has been named president of the Washington-based firm's North America region.

APCO global president Evan Kraus had previously overseen that region on an interim basis after former North American chair and New York managing director Nelson Fernandez departed the agency earlier this year.

Williamson joined APCO Worldwide in 1999. She served as vice president and senior vice president before becoming managing director of the agency's Raleigh outpost, which she helped launch in 2014.



Kelly Williamson

As regional president, Williamson will lead teams across North America. Globally, she'll head the agency's Key Client Initiative, which aims to provide best-in-class service to clients as well as develop client leaders.

She'll remain in Raleigh and will report to APCO global CEO Brad Staples.

COMMENTARY

Donald Trump doesn't understand that words matter. Words have consequences.

People are affected by words. Some may even be inspired by words to mail explosive devices to political opponents or lash out at desperate people fleeing poverty and violence in the hope of better lives for their children.

The president doesn't get it. Or at least I hope he doesn't get it.

He appealed for unity and civility Oct. 24 as if unity and civility can be flipped on and off like a light switch.

It took a series of bombs for Trump to be forced to say, "Those engaged into political arena must stop treating political opponents as morally defective."

And of course, he expected fulsome praise. "Do you see how nice I am behaving tonight?" he said.

He can't even fake acting presidential.

In true Trumpian fashion, the president made no mention in Wisconsin of the explosive devices; rather he

bemoaned the treatment of Republican politicians, who have had their dinners disturbed by fellow restaurant patrons and activists.

And of course, Trump could not overcome the temptation to criticize the media or as he calls them, the enemy of the people.



"As part of the larger national effort to bridge our divide and bring people together, the media also has a responsibility to set a civil tone and stop the endless hostility and constant negative and often times, fake attacks and stories," said Trump.

That's the ultimate false equivalency.

And Trump on Oct. 25 apparently ditched his pitch for peace, love and understanding.

He fired off this tweet:

"A very big part of the Anger we see today in our society is caused by the purposely false and inaccurate reporting of the Mainstream Media that I refer to as Fake News. It has gotten so bad and hateful that it is beyond description. Mainstream Media must clean up its act, FAST!"

Trump also ginned up fear-mongering of the so-called caravan. The tweeter-in-chief last week vowed to send 800 American soldiers to the Mexico border to stop the 7,000 bedraggled men, women and children heading north to turn themselves over to US officials at the border. He upped the ante today, promising to send 5,000 troops to the border in "Operation Faithful Patriot."

His bid to create fear of a Hispanic hoard may be delicious red meat for his supporters, but it goes against the core of what this nation hopefully still stands for.

The president hasn't dispatched any troops to the

newsrooms of the *New York Times*, *Washington Post*, CNN and NBC.

* * *

McKinsey & Co. likes to think it's the class of the management consulting firm business.

That's now a very iffy proposition following news that Saudi Arabia used a McKinsey report to arrest or intimidate three "influencers," who were stirring up negative sentiment on social media about austerity measures in the Kingdom.

The firm now says it's "horrified" that its intelligence may have been used by the Kingdom to snuff out dissent.

Spare us the crocodile tears.

The nine-page January 2017 report called "Sample scan of Arabic social media analysis" listed three Twitter accounts that drove the discussion on austerity.

The *New York Times* reported Oct. 20 that Saudi operatives arrested one of the troublemakers, detained two brothers of another and the other Twitter account was shut down.

In a defensive stance, McKinsey downplayed its work, telling the Oct. 21 *Financial Times* that it was a "short internal document prepared by one of our junior analysts as a showcase of basic social media capabilities, using publicly available documents."

Some showcase, all right.

The firm said it found no evidence that the report was misused but is "urgently investigating how and with whom the document was shared." Free advice for McKinsey: hires a security firm to protect your work.

In the immortal words of Yogi Berra, it's *deja vu* all over again for McKinsey.

In June, the same outfit was called out for its work on behalf of Immigration and Customs Enforcement amid anger over the Trump administration's "zero tolerance policy" that led to the separation of kids from their parents.

The consulting firm, which received more than \$20M from ICE, cut ties with the federal agency after staffers raised questions about the work.

Kevin Sneader, managing director, noted that though McKinsey did not consult ICE on immigration policy it "will not, under any circumstances, engage in any work, anywhere in the world, that advances or assists policies that are at odds with our values."

McKinsey was a "knowledge partner" in last week's Future Investment Initiative bash that was presided over by Saudi Arabia's Crown Prince Mohammad bin Salman, the apparent triggerman for the Khashoggi hit.

One wonders if McKinsey staffers will act upon the knowledge that their firm's report was used to stifle Saudi dissidents? Will they rise up and pressure the firm to say good riddance to the Kingdom?

Whether they do or not, McKinsey's reputation isn't what it used to be.

—Kevin McCauley