

PR News

Building the bridge between PR and the bottom line.

January 20, 2014

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Contents

Crisis Management

Events PR

Bay Episode Underscores Need For Plan When Something Goes Wrong

It was a scene that makes PR pros cringe: Hollywood director Michael Bay bolting from the stage during an appearance at last week's Consumer Electronics Show after the teleprompter failed. Bay was there with a Samsung PR executive to plug the company's new 150-inch curved

television. From a communications standpoint, it was a good idea (at least on paper) to have the director of the Transformer film series promote a new TV that would, er, "transform" television viewing.

It was an opportunity for Samsung to get its message out to CES attendees, many of whom are online influencers and early adopters of new technologies. But the buzz related to the event—with a healthy dose of

Schadenfreude via social media—was about Bay's meltdown, rather than Samsung's state of the art TV.

The episode underscores the challenges communicators face when producing PR programs and events, which are increasingly dependent on technology. The onus is on communicators to come up with a back-up plan that will not only mitigate any technical glitches (which will happen) but ensure that the overall message doesn't get buried.

Perhaps more important, it also points to some of the inherent problems PR executives must confront when trying to get the boss and other C-suite executives to carry the message and put their ego aside.

"When it comes to helping CEOs prepare [for events], PR execs have to say, 'You may not like this, but I'm here to save you from yourself,'"

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(DID YOU KNOW?)

Seven Things You Will Learn In This Week's Issue of PR News

1. Michael Bay's meltdown at the CES points to some of the problems PR executives face when trying to get top execs to carry the message. (p. 1)
2. When there's an agency-client conflict, tough calls must be made, and quickly. (p.1)
3. Video blogs are an effective ways to break down the walls between the C-suite and rank-and-file employees. (p. 4)
4. Most consumers (93%) said they take some type of action following a bad experience with customer service. (p. 5)
5. Third-party validation is critical in fighting the general public's misperceptions about a brand or PR campaign. (p. 6)
6. CEOs hardly do anything extemporaneously. (p. 8)
7. PR must step up to the plate and assume its rightful role in co-creating a strategic content blueprint for generating 'Revenue Marketing.' (p. 10)

► Media Matters

By Ned Barnett

In Agency-Client Conflicts, Tools For Resolution May Already Be In Place



Conflict is part of most client/agency relationships. But conflict resolution is also a major PR agency client service. Resolving inevitable conflicts between agency and client should follow the same pattern and pathway as resolving external conflicts on behalf of clients in their own markets.

When there's an agency-client conflict, tough calls must be made. Money and careers are at stake, and the agency's own reputation is on the line. This makes a win-win conflict resolution your goal, even while recognizing that this may not be possible. If not, it's up to the agency to

consider its long-term future when seeking the best solution to a bad situation.

There are several possible outcomes, ranging from publicly losing a client amid a chorus of negative publicity, all the way to strengthening the client-agency relationship—there's no one-size-fits-all solution.

Before considering other options, if the agency is clearly in the wrong, there is only one workable solution: honesty. Get on a plane, meet the client face-to-face, explain what happened, admit you are in the wrong, and apologize.

At that point, the resolution is up to the client, but even if

it goes badly, you've done your best to resolve the situation with integrity.

However, few client-agency conflicts are that black-and-white. Try to find a conflict resolution scenario that's as close to a win-win as possible. There are usually several factors involved.

First, frequently, conflicts are not about the apparent reason. The client may seem angry about a botched press release or a dropped ball, but the real issue may be the client's current financial situation, and its feeling that things are slipping out of con-

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PR News Announces Nonprofit PR Awards Finalists

Nonprofit PR is an increasingly vital component of public relations, as purchasing patterns tend to mirror how much companies and organizations contribute to society. We cover the entire waterfront via PR News' Nonprofit PR Awards Luncheon, which will take place at Washington D.C.'s National Press Club on Feb. 26 (to register, visit prnewsonline.com). For sponsorship opportunities, please contact Diane Schwartz at dschwartz@accessintel.com.

Nonprofit Team of the Year

- Consumer Electronics Association
 - CropLife America
- National Industries for the Blind
- NYU Langone Medical Center

Advocacy Campaign and Lobbying Efforts

- Airlines for America
- Consumer Electronics Association
 - Impact Public Affairs
- Proof Integrated Communications
- The Partnership at Drugfree.org
- Weber Shandwick on behalf of the National Women's Law Center

Annual Publication or Brochure

- APCO Worldwide and Yunus Social Business
 - 2012 ASCD Annual Report
- Consumer Electronics Association
- 2013 CropLife America Annual Report
 - 2012 PATH Annual Report
- Silicon Valley Community Foundation
 - Sutter Health 2012 Interactive Online Annual Report

Branding/Re-Branding

- Health Partners Plans
- LeadingThinkers/BFM Creative on behalf of Texas Torah Institute's 10th Anniversary Fundraising Video
 - Neathawk Dubuque & Packett
- Three Square Food Bank's Bag Childhood Hunger Campaign

Corporate/Nonprofit Partnership/s

- Charles Schwab Foundation and Boys & Girls Clubs of America
- The Healthy Weight Commitment Foundation and Discovery Education's Together Counts
- Henson Consulting
 - Honeywell Hometown Solutions
- The Power of Us: Porter Novelli and Junior Achievement of Georgia Unite for Common Goal
 - Volunteers of America

Crisis Management

- Airlines for America
- NYU Langone Medical Center Responds to Unprecedented Natural Disaster in NYC
 - World Vision

Digital & Social Media Excellence

- Alembic Health Communications
- CropLife America
- Longwood Gardens
- Lymphoma Research Foundation
- Neathawk Dubuque & Packett

Employee/Internal Communications

- Allstate Insurance Company
 - Kaiser Permanente
 - U.S. Postal Service

Event PR

- Nasher Sculpter Center
- NYU Langone Medical Center Celebrates Hurricane Babies First Birthday
- Pollock Communications
 - SelectHealth
- St. Vincent de Paul Society



NYU Langone Medical Center is a finalist in the Crisis Management category.

- U.S. Holocaust Memorial Museum 20th Anniversary National Tour & Tribute
 - U.S. Small Business Administration
 - Volunteers of America
- Weber Shandwick on behalf of ExxonMobil

External Publication or Report (online or print)

- American Cleaning Institute 2013 Sustainability Report
- Office Depot Foundation • Prospectors & Developers Association of Canada's Core Magazine
- The American Association for Cancer Research
 - United Way Toronto

Fundraising

- AARP Foundation • SparkFarm and Communities Foundation of Texas

Green PR/Marketing

- American Cleaning Institute 2013 Sustainability Report • Consumer Electronics Association

Marketing

- American Society for Aesthetic Plastic Surgery
 - Asian Art Museum
 - Center for Audit Quality
- Fahlgren Mortine and Donatone Life Ohio and the Ohio Department of Health's Second Chance Trust Fund
 - Silicon Valley Community Foundation
- U.S. Holocaust Memorial Museum 20th Anniversary National Tour & Tribute

Media Relations

- Coyne Public Relations
 - Global Strategy Group
- The Heart Rhythm Society and BRG Communications
 - Nasher Sculpter Center
- NYU Langone Medical Center Responds to Unprecedented Natural Disaster in NYC • PadillaCRT and the American Physical Therapy Association
 - Pollock Communications • Scott Circle Communications



Webster University is a Finalist in the PR on a Shoestring Budget category.

PR on a Shoestring Budget

- Canadian Dental Hygienists Association
 - Global Strategy Group
 - Pollock Communications
- Uniomedia Communications
- Weber Shandwick with Reboot
 - Webster University

Public Affairs/Issues Management

- Global Strategy Group
- Proof Integrated Communications



Sutter Health 2012 Interactive Online Report is a finalist in the Annual Publication or Brochure category.

• SKDKnickerbocker Public Service

- National Association of Broadcasters
- Ogilvy Public Relations • Schmidt Public Affairs/DaVita

Social Responsibility

- Artemis Medical Society
- Luquire George Andrews
 - Office Depot Foundation
 - PACO
- SelectHealth • SKDKnickerbocker
 - The Allstate Foundation
 - Wagons Ho Ho Ho

Video and/or Podcast Program

- APCO Worldwide
- LeadingThinkers/BFM Creative on behalf of Texas Torah Institute's 10th Anniversary Fundraising Video • National Association of Broadcasters
 - NYU Langone Medical Center

Website

- American Society for Aesthetic Plastic Surgery
- 2013 CropLife America Annual Report Microsite
 - JPA Health Communications
 - Longwood Gardens



American Society for Aesthetic Plastic Surgery is a finalist in the Website category.

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▶ How To...

Digital PR

Internal Communications

By Liz Guthridge

Make Your CEO More Video Savvy



When Dean Scarborough travels, there's one thing he never leaves at home—his iPhone. And that's not because he's worried he'll miss a phone call. He needs his phone to shoot footage for his internal video blog, which allows him, the chairman, president and CEO of global manufacturing company **Avery Dennison** to engage with employees in an entirely new way.

Thanks to the new video series, "Dean's Download," Avery Dennison employees hear from their CEO firsthand, and in near real time, about everything from customer visits and trade shows to the company's most important business initiatives.

▶ **A new reel.** Dean's video posts, available on the company portal, are under three minutes long and designed to educate, inspire and express appreciation for Avery Dennison's global team. Each piece highlights the latest innovation or opportunity for the business he's visiting; team accomplishments that he's particularly proud of and what's next in sales, operations, or even strategy, for example.

"We're in the business of solving customers' problems. And the more of our 26,000 employees who we can bring into the conversation, the stronger our solutions will be," Scarborough said. Recently, Dean's video blog has featured the Labelexpo trade show in Brussels, Belgium; the Amazon Rainforest in Uaxactun, Guatemala and rice paddies in Yangzhou, China.

"We've gone from formal quarterly email messages and Town Halls to more frequent video blogs, discussion threads, employee socials and tweets from our CEO," said Heather Rim, Avery Dennison's VP of global corporate communications.

After getting Dean's video and photos, the corporate communications team may shoot additional footage to help tell the story. As needed, the team engages an external partner to do minimal editing. The result: a quickly produced clip that costs a fraction of a traditional corporate video.

▶ Being 'In the know.'

According to Rim, employees who are located in more than 50 countries are now more "in the know" about the company's most important initiatives, and more familiar with Dean. "When they bump into Dean at their site, they're far more likely to approach him and ask a question about the business, because they've already been part of the virtual conversation," she said.

Rim and her team helped the CEO design the video blog concept as an outcome of a "Beat" Mission.

The "Beat" is a volunteer opportunity introduced in 2012 to Avery Dennison's wired employees as a way to provide feedback and ideas to company leaders on key business issues. The goals were to gather insights from more diverse voices and develop a more open communication culture.

For one of the Missions, the CEO asked "How can I be a more effective communicator?" Interested Beat ambassadors answered: "Be more visible."

Video blogs, with their ease and speed, seemed the best solution, not just for the CEO but also the global corporate communications team. And since starting the video blogs, the CEO also is meeting more frequently with employees when he travels.

Behind the scenes, the seven-member global corporate communications team

has changed the way it operates to support Dean's Downloads, The Beat, the CEO employee visits and other programs that are helping reshape the Avery Dennison culture.

The team adheres to these five principles:

1. **Shift our mindset and our actions.** We're enablers, not creators. Employees are our storytellers. It's our job to help them tell their stories.

2. **Focus on simple-to-use tools and infrastructure.** We invite employees to join the conversation, including showing them how to use the tools.

3. **Make it easy for people to join the conversation.** We're creating a movement, not a moment, for employees to take part in conversations.

4. **Choose speed over perfection.** We want to encourage real-time, authentic conversations; we are not gatekeepers.

5. **Jump in and embrace the new way of working.** We are now champions of helping employees be brand ambassadors. We're on a new path, and we're not looking back.

"We're helping our employees engage in a new way of working and communicating," Rim said. "We certainly don't have all the answers, but we're learning and course correcting as we go, and having a blast along the way." PRN

CONTACT:

Liz Guthridge is the managing director of Connect Consulting Group. She can be reached at liz.guthridge@connectconsultinggroup.com.

► Quick Study

Business Managers Grappling With 'Digital Readiness'; Customer Service Can Make (or Break) Your Brand

► **Bridging the Gaps in the Digital Age:** More than three-quarters (76%) of business leaders view talent management as an important business challenge, according to a recent study conducted by **The Boston Consulting Group**.

The digital revolution was cited as the second-largest challenge facing business, especially for the consumer and retail sectors.

The survey took the pulse of more than 1,000 global business leaders from various sectors in order to determine their biggest pain points.

Here are some additional results:

- More than two-thirds (70%) of respondents said that leveraging data is the most important challenge.

- More than half (57%) of North American companies indicated that they were most prepared to tackle challenges regarding long-term values.

- Small companies indicated that they are more adaptable and prepared for oncoming challenges than big companies (22% versus 17%).

Source: The Boston Consulting Group

► **Communicators and the Fickle Consumer:** Nearly half (44%) of U.S. consumers are changing who they do business with because of poor customer experience. And more than half (53%) said they have switched due to lack of customer appreciation.

NewVoiceMedia recently conducted a study to find out what happens to make a customer a "switcher."

The study asked 2,030 U.S. adults questions about consumer habits and customer service experiences to gauge why companies are spending more than \$40 billion a year on customer service efforts.

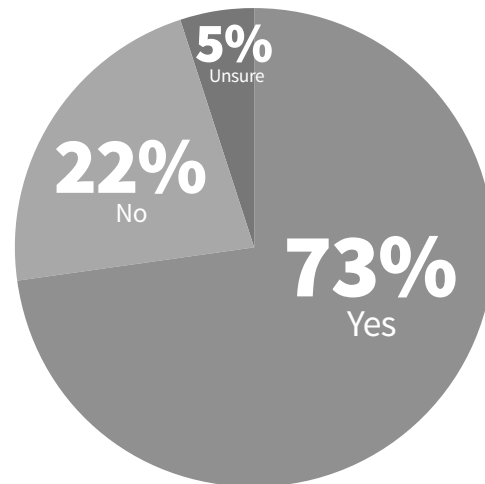
Here are some key take-aways:

- More than half (53%) of the respondents said they have been irritated by not being able to speak to a person immediately.

- More than 9 out of 10 (93%) said they take some action following a bad experience.

- Nearly two-thirds (59%) of respondents between the ages

Percentage of B2B Marketers with Someone Who Oversees Content Marketing Strategy



2014 B2B Content Marketing Trends—North America: Content Marketing Institute/MarketingProfs

Content marketing is no longer a "nice-to-have" but an essential component of doing business. Nearly three-quarters of B2B companies have someone in place to oversee their company's content marketing, according to a recent study by The Content Marketing Institute. The institute, which surveyed 1,217 B2B marketers, found that small companies (78%) are more likely to oversee the strategy than large companies (58%). It also found that 86% of marketers considered "most effective" are dedicating someone to take charge of content marketing.

of 25-34 said they would take revenge online.

- Picking up the phone is still the most effective way to get a quick response, according to 75% of the respondents.


- Women are less patient than men when it comes to waiting on hold, with 18% saying they would hang up before waiting 5 minutes, versus 26% of men. **PRN**

Source: NewVoiceMedia

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National Adoption Day Campaign Builds Awareness and Momentum to Find Foster Care Kids a Permanent Home

Organization: National Adoption Day Coalition
Agency: Paul Werth Associates
Time frame: September 2013 - November 2013

On the Saturday before Thanksgiving, as parade planners make sure all the marching bands know their places in line and turkey supplies start running low, a celebration of quite a different kind is underway across the country. National Adoption Day is a celebration of some of America's toughest kids, the ones who have spent too many Thanksgivings unsure of where they'll be when the next one rolls around.

Foster care is not an easy place to be for a kid, so several organizations, such as the Dave Thomas Foundation for Adoption, the Freddie Mac Foundation, and the Congressional Coalition on Adoption Institute, among others, have banded together to create the National Adoption Day Coalition.

Since 2000, NAD has found permanent homes for nearly 50,000 kids. National Adoption Day brings policymakers, practitioners and advocates together at events across the country to

finalize adoptions and celebrate adoptive families.

To help the program gain traction, **Paul Werth Associates**, which has worked with NAD since 2008, produced a PSA that was distributed to networks and TV stations, and supported by social media and media relations outreach and an e-newsletter campaign.

The total budget for video production, distribution to networks and TV stations, social media and media relations outreach and the e-newsletter campaign was \$75,000.

The campaign set out the following goals:

1. Increase awareness of the more than 100,000 children in foster care waiting to be adopted.
2. Secure in-kind placement of the PSA by TV stations in top media markets
3. Secure media coverage about the PSA and National Adoption Day in major news

outlets, adoption trades and online platforms.

PR PREP

One of the main issues Werth aimed to work on was correcting the numerous myths and misconceptions about foster care, such as the following:

- Adopting a child from foster care is expensive.
- Children in foster care have too much baggage.
- Children in foster care have some kind of physical, mental or emotional handicap.

Werth used data from NAD coalition member Dave Thomas Foundation for Adoption, which "found

that perceptions of foster care adoption, and consideration of foster care adoption, were more positive when Americans heard personal stories from people they knew," said Kimber Perfect, senior VP at Werth.



Rachel Crow, the 15-year-old singer and actress, who was an audience favorite during the first season of Fox's singing competition, *The X Factor*, was adopted from foster care and volunteers her help on National Adoption Day.

Photo courtesy: National Adoption Day

3 Tips to Address Public Misperceptions

Regardless of your industry, sooner or later you'll face situations in which the general public's prevailing perception of an issue affecting you is false. This misperception can be so ingrained that it's tough for the casual observer to distinguish myth from fact, even when presented with clear evidence. Here are three tips to improve your success in sharing the truth with the public.

1. Stick to the facts. Nothing is as powerful as the truth, backed up by verifiable facts. A helpful exercise is to develop a myth versus fact sheet that addresses each aspect of the public's misperception. Include outside

sources that can be tapped for additional, credible information. Key facts should be shared consistently in your organization's communications vehicles, from your website to e-newsletter to social media platforms to presentations. Spokespeople for your organization should know the facts inside and out, and be ready to direct naysayers to credible third-party sources.

2. Empower others to be your voice. One of the most powerful communications techniques is storytelling. Rather than relying on your organization's spokesperson alone to share the facts, look for others within your industry and community to speak out and share their stories. Third-party validation is critical in fighting the general public's misperceptions. When possible, develop video

testimonials from third-party validators to use in all digital communications.

3. Stick to your game plan.

There will be situations in which doubters will try to draw you into an emotional battle of words in hopes you'll stray from the facts and contradict yourself. Take the high road and don't get caught up in these situations. Be professional, take a deep breath and stick to the facts. Stay positive, do not repeat negative words used by others and return repeatedly to your key message points.



Kimber Perfect

Kimber Perfect is senior VP at Paul Werth Associates.

She added: “That reinforced the importance of highlighting local families with compelling stories, to generate awareness of adoption from foster care and dispel myths associated with adoption children from foster care.” (Dave Thomas, the founder of **Wendy’s**, who was adopted when he was a kid, launched the foundation.)

To help correct these misconceptions to the general public, Werth used its PSA as well as the infographic pictured (at right), to spread the word. The graphic was shared more than 2,300 times and had hundreds of “likes” on Facebook.

“The infographic was a great addition to the 2013 campaign,” said Rita Soronen, president-CEO of the Dave Thomas Foundation for Adoption. Perfect found the success of the campaign on social media to be the most surprising part of it.

CELEBRITY POP

It also didn’t hurt to have such celebs as Supernanny Jo Frost; X Factor season one fan favorite Rachel Crow; “The Blind Side” inspiration Leigh Ann Tuohy and Grey’s Anatomy creator Shonda Rhimes tweeting about it, as well.

The 15-year-old Crow was adopted from foster care as an infant after being removed from an unsafe and unhealthy family situation. She also has a sister who was adopted from foster care.

In the season-one premiere of X Factor in 2011, Crow hilariously told the story of how she hoped to use her potential \$1 million prize money to help her family, which was crammed into a tiny house, find new quarters. “I’m a girl,” the then-13-year-old said. “I need my own bathroom!”

Before last year’s National Adoption Day, Crow shared her story with a number of media outlets, including the Huffington Post. Perfect said she believes the involvement of Crow, who is also an ambas-

sador for the Dave Thomas Foundation for Adoption, was central to gaining a lot of media coverage.

Crow also gave her time on the actual day itself, talking with families and children celebrating at the Los Angeles event, in which she also sang a song. There were events scheduled across the country, where those looking to adopt could be connected to one of the many children who needed their help.

“The value of balancing national celebrity spokespersons with local families and expert thought leaders cannot be overstated,” Perfect said. “Leveraging this strategy provides opportunity to engage specialty media at all levels, as well as incorporate a diverse range of tactics into a media relations campaign.”

THE RESULTS

Werth received more inquiries than in prior years from event planners hosting their community’s first-ever National Adoption Day celebration; requests for hard copies of state proclamations in support of the effort and questions from prospective parents on how to learn more about foster care adoption.

In addition the PR campaign generated the following:

- The video PSA began to air at TV stations in November 2013. As of December 30, 2013, the PSA had aired 752 times, reached nearly six million viewers, with an ad equivalency value of \$161,104 (monitoring provided by **Connect360 Multimedia**). The video PSA is not dated and will continue to be shared with TV stations through April.

- The 2013 NAD campaign received more quality media coverage than in prior years, including placements with *Adoption Today*, *Fostering Families*, Huffington Post, HuffPost Live, JustJaredJR.com,

NATIONAL ADOPTION DAY
Celebrating a Family for Every Child

THOUSANDS OF CHILDREN WAIT FOR THEIR FOREVER FAMILIES

REALITY FOR CHILDREN IN FOSTER CARE*
All of them deserve a loving and safe forever family. It's our responsibility to make sure they have one.

- MORE THAN 100,000 CHILDREN ARE WAITING**
- Wait an average of **2 YEARS** for an adoptive family
- Every year, more than **23,000 children** age out of foster care WITH NO FAMILY OR PERMANENT HOME
- Are on average **8.5** years old
- Neglected, abused and abandoned through no fault of their own by those who should have loved and cared for them.

REALITY OF THE FOSTER CARE ADOPTION PROCESS
You don't need to be rich, married, own a home, or be of a certain race or age to become an adoptive parent.

43% of Americans believe foster care adoption is overwhelming and expensive... **but it's not:**

- There are little to no costs**
- Ongoing financial supports are available as the child grows, instead of one**
- 52% of employers offer a financial adoption benefit***
- You may be eligible to state and federal tax credits****

For the first time since 2002, Americans' opinion of foster care adoption is higher than international or private adoption. **

- 84%** of Americans have a favorable to extremely favorable opinion of foster care adoption.
- 69%** of Americans who are considering adopting are somewhat or very seriously considering foster care adoption.
- 51%** of Americans believe that every child is adoptable.

GET INVOLVED! There are resources available to help potential parents take the first step towards adopting out of foster care at nationaladoptionday.org.

WAYS TO PARTICIPATE

- Adopt a child from foster care
- Be a foster parent
- Be an advocate
- Share about foster care adoption on social media

Sources: *U.S. Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families, Children's Bureau, AFCARS FY 2012 data
**Dave Thomas Foundation for Adoption's 2013 National Foster Care Adoption Attitudes Survey
***New York Times, Spring of 2009 Report, U.S. Employers
****Adoptable Tax Credit Workgroup

Logos: Dave Thomas Foundation for Adoption, Freddie Mac Foundation, NCCAI, Alliance for Children's Rights

This infographic was used extensively leading up to National Adoption Day—particularly on social media—to help dispel some of the myths and misinformation about the foster care and adoption process.

NBC 4 DC, *The Philadelphia Inquirer*, *The Washington Post*, as well as many adoption and parenting blogs.

- In 2013 all 50 states and the District of Columbia celebrated National Adoption Day on or near the Saturday before Thanksgiving. And, President Obama and 47 states issued proclamations in support of the goals and ideals of National Adoption Day.

Getting those kinds of results wasn’t just about a good PSA and solid celeb backing.

“Being authentic and consistent with client communications is important,” Soronen said.

She added, “Don’t rely on email for correspondence; we’re all busy. Take the time to schedule phone or in-person meetings to discuss priorities and deadlines.” The human touch can really be effective, particularly when dealing with such a human issue. **PRN**

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Prepping the C-Suite

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said Doug Spong, founder and president of **Carmichael Lynch Spong**, adding that the higher-level the executive, the more likely that during an event or speech something is going to happen that deviates from the original script.

YOUR NEW BFF

Before you do anything make sure that a senior PR executive will provide coaching and counsel to the C-level exec about the presentation, because no C-suite executive is going to take direction from someone four or five levels down the food chain.

Start the process by having a conversation with the person's executive assistant, who can be your new BFF when it comes to carving out some time with the executive in order to rehearse the program and make sure he or she knows what's at stake.

And when coaching CEOs for presentations, Spong said, don't leave anything to chance: What's your plan if

the light goes out? What do you do if the PowerPoint fails?

When something does go wrong the most popular remedy is for the executive to be self-effacing or tell a story that wasn't in the original script but still is relevant to the message.

MAKE AMENDS

Ethan Rasiel, CEO and co-founder of **Lightspeed Public Relations**, who was previously PR director at Samsung, stressed that because it's difficult to inoculate

C-level execs from something going wrong during a presentation, PR pros need two separate back-up plans:

1. On-stage recovery:

Advise the speaker that he needs to keep his cool and deliver the overall message, even if it's impromptu.

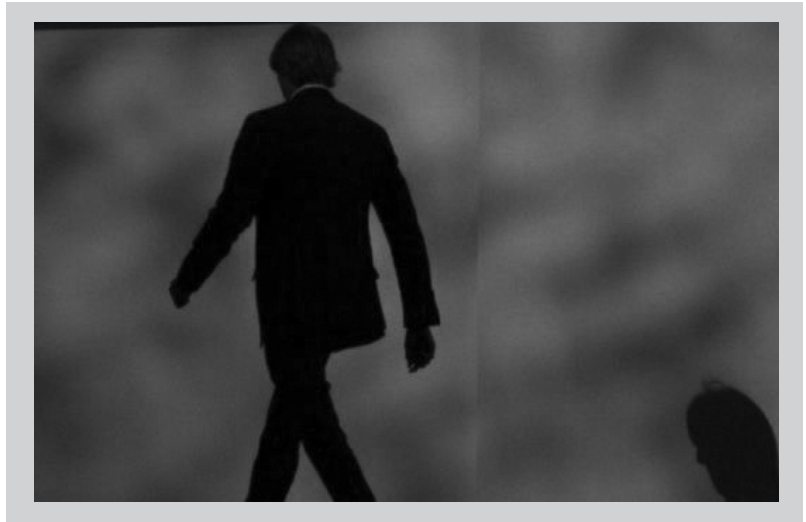


Photo courtesy: USA Today

Exit, stage left. Hollywood director Michael Bay leaves the stage at the Consumer Electronics Show earlier this month after he got tripped up by the teleprompter. The episode raises some key questions for PR pros and communicators.

2. Off-stage recovery (if needed): Find a way to reiterate the original message and recover value that may have been lost when things went awry. Samsung "should have had Michael do a do-over, in a two-minute video, explaining, 'This is what I meant to say,' which would have gone a long way," Rasiel said.

Tim Washer, who has worked in executive communications at **IBM**, **PepsiCo** and **Cisco Systems Inc.**, has advised dozens of C-level execs on how to focus on the single most important idea they need to convey during a speech and salvage things if there's any type of glitch.

"I advise that [the executive] put a 3X5 index card in her pocket with a few bullet points," related to the original message, Washer said.

Echoing Spong's comments, Washer stressed that when things go wrong during a presentation both humor and self-deprecation can be "incredibly endearing to an audience."

Another (and new) way to focus C-level execs for public appearances, Washer said, "is to say, 'If this happened to Michael Bay it can happen to anyone. Let's have a conversation.'" **PRN**

How to Avoid 'Pulling a Bay' During PR Programs

Have you ever pulled a Bay during an important presentation? I sure have.

"Pulling a Bay" is my phrase for Hollywood director Michael Bay's on-stage meltdown during a recent presentation made on behalf of Samsung at the Consumer Electronics Show

Bay's stagefright is the norm, not the exception. Indeed, a now-famous survey said that Americans fear public speaking more than they do dying.

I, too, once feared public speaking. And, then I discovered stand-up comedy. I've been performing stand-up for seven years. It's been so useful in improving my public speaking that we now include it in the training of all Peppercomm employees. We've also trained hundreds of client executives in the art and science of stand-up comedy.

Comedy to the rescue. Had I had the chance to train Michael Bay in stand-up beforehand, here's what I would have said:

1. Own your fear. Everyone experiences anxiety before stepping on stage. Rather than freak out about it, embrace it. Here's a trade secret: the audience cannot tell you're nervous.

2. Cut the umbilical cord. I despise PowerPoint presentations (or any ersatz, pre-planned speech on a teleprompter). The single best way to avoid pulling a Bay is to memorize your four or five key messages in advance.

3. Show vulnerability. Even when I have memorized my presentation, I can still experience brain freeze. When I do, I admit it. Had Michael Bay been able to chuckle and sigh, "Sorry, guys, I can't remember the prepared speech," he would have lowered his own stress and the audience would have empathized with his plight.

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Agency-Client Relations

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trol. Deeper issues are often at stake. Identifying those real issues is at the core of an effective and lasting solution to the conflict.

Conflicts between agencies and clients tend to also be human, rather than merely structural. The resolution of those conflicts may involve taking the human element off the table, either by removing an offending agency member from the account or even terminating that individual.

While there is no all-inclusive solution to client-agency conflicts, there is a set of reliable conflict resolution steps—the same steps an agency takes when helping the client resolve an internal or external conflict.

SELF-AWARENESS

To be effective—especially because the agency is so intimately involved—each of these steps requires a high level of self-aware objectivity on the agency's part. While emotion may infect the conflict itself, objectivity is the key to finding a solution.

These objectives include:

- Before a conflict occurs, conduct a risk assessment. Identify potential conflicts and take prudent pro-active steps to avoid looming potential conflicts, or at least to minimize them.
- Once a conflict arises, assess the problem. This strategic process will identify the conflict's origin, its development, its current state and possible end-game resolution scenarios.

Many conflicts are about something very different from the stated issue, and personal factors may add fuel to the fire. Home in on the real underlying source of the conflict, as well as the more obvious cause.

Steps here include:

- Develop strategic options
- Evolve an action plan
- What does each party really want?
- Can they both get what they want—is a win-win possible?

- It is also important to assess both parties' "conflict styles." Identify how your agency responds, and how your client responds. This will dictate both the path of the conflict and the nature of the resolution.

- Assess possible conflict resolution processes, including attack, negotiation, mediation, diplomacy, peace offering or even surrender.

- Determine which party will have to "give" (or if both parties have to "give") as well as what they'll have to give.

- Despite the best intentions, not all conflicts can be resolved peacefully. Sometimes, it's essential to win, even if that means overwhelming your opponent. Decide up front if the conflict is so basic to the relationship that abandoning the client is the only resolution.

- While an executive at **Fleishman-Hillard**, a client not just ignored, but flouted our core advice, so the agency walked away from that client, costing us a seven-figure account. The agency's integrity was deemed more important than the revenue that a compromise could generate.

Other steps include:

- Respond to the crisis. At some point, the crisis will impact both organizations; how you respond will influence the conflict's ultimate resolution.
- Candidly accept responsibility for your part, offer a

Military Model Conflict Resolution, Applied to PR

Carl von Clausewitz is famous for pointing out that "war is nothing more but a continuation of politics with the admixture of other means." If you substitute "conflict" for "war," and "politics" for "agency-client relations," you can understand how the military approach to conflict resolution may have some applicability to resolving agency-client conflicts. Below are four possible levels of conflict resolution, per the military, applied to agency-client relations:

1. **Cease fire/truce.** This is a short-term agreement to put the conflict on hold, to "kick the can down the road." This is usually adopted when both sides either want a cooling-off period, or when some external issue—a product launch, for instance—is so imminent that the client thinks changing agencies right then and there is impractical. Agencies should use this period to mend fences and see if there can be a turnaround and longer-term adoption of one of the other three conflict resolutions.
2. **Armistice.** This is where both sides agree to disagree; there is no victory but there is an extended end to the conflict. This is not entirely satisfactory to either party, but it is something that both agree they can live with. If this occurs, it is imperative that the agency use this time to mend fences; otherwise, the conflict will break out again.
3. **Partial victor/conditional surrender.** This is the resolution where one party or the other admits primary fault—the other party may admit contributory fault, but that is not always required. At this point, the other party agrees to continue the relationship, perhaps under terms of a probationary period, or some other future evaluation process. There may be some staff reshuffling or even terminations in order to "bind" this agreement and eliminate the outward or apparent cause of the conflict.
4. **Total victory/unconditional surrender.** This is where one side wins and the other side loses, or gives in completely. In this scenario either the agency is fired, or the person behind the conflict on the client side is terminated; this action is taken in order to maintain the strong relationship the client realizes it has come to value. — *N.B.*

solution, and either work toward an agreement or resign the account.

- Follow through. Follow-through is where the conflict is ultimately resolved, for good or ill.
- Reputation management and image restoration. If the conflict goes public, this obviously applies to the client, but it can also apply to your agency, if you publicly lost the client. If it comes to that, how you handle the former client will impact your ability to find new clients.

Client-agency crises are unfortunately all too common. Favorable resolutions seem to be far less common.

However, by applying the same tactics that you'd apply to resolve a client's crisis, you have a fighting chance to favorably resolve your client-agency conflict. **PRN**

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PR Plays Big Role in Revenue-Oriented Marketing



As we ease into 2014 content marketing continues to play a vital role in generating sales ready leads. As I shared in my previous column, marketing is now accountable for driving revenue. PR, of course, is a part of marketing and must step up to the plate and assume its rightful role in co-creating a strategic content blueprint for generating “Revenue Marketing.”

During a recent client engagement I was asked to help build such a blueprint.

Creating this document was an intricate process that entailed identifying the various stages of the buyer journey, identifying key prospect personas and anticipating buyer behavior at each point in his or her journey.

Next, we identified the required content type for each stage and what type of content was preferred by each persona at each stage and in what channels. It was an arduous, but necessary process culminating with the \$64,000 question: How will all of this content get created?

▶ **The ‘Buyer Journey.’** In the room were key people from the Revenue Marketing team, a few sales reps and folks from the Web crew.

The Revenue Marketing team needs the content blueprint so they can effectively create and execute campaigns—

both nurture and trigger. The sales team has a keen sense of how its customers take this journey; the content it finds effective and the channels it uses for gaining access to this content. Sales reps use content to qualify a prospect.

The Web team has a vested interest, as it wants the best performing website possible; this means highly engaging and targeted content offers at all stages of the buyer journey, for all personas, and across all channels.

I’ve conducted more than 40 content blueprint workshops and, unfortunately, not once have I observed PR execs participate in the content blueprint process, before, during or after.

This is a glaring flaw considering the influential role of content in the buyer journey and the purpose of PR. Let’s examine the role of PR and content and then take a look at a few steps to address this process gap.

▶ **Improving the process.** PRSA (Public Relations Society of America) defines PR as “a strategic communication process that builds mutually beneficial relationships between organizations and their publics.”

This definition was reset in 2012 (using crowdsourcing and public vote) based on the evolving role of PR, in large part due to technology.

The earliest definitions of PR emphasized press pageantry and publicity, while more modern definitions incorporate the concepts of “engagement” and “relationship building.”

Simple and straightforward, this definition focuses on PR as a communication process; a process that is strategic in nature and emphasizes “mutually beneficial relationships.”

The current working definition of PR emphasizes relationships. PR needs an insightful content blueprint to understand whom its organization is serving. The question becomes, how can PR influence those relationships in the buyer journey through content they help produce?

▶ **Multiple personas.** Let me give you an example. Let’s take a new product release and see how PR can use this as a strategic content play.

A press release answers the basic questions of what, who, why, when and how. For the PR team gathering this information, a product press release may need to influence multiple personas.

It will need to influence the product end-user; the product decision maker; the company’s distribution channel and, perhaps most important, the business owner or CEO.

▶ **Next steps:**

1. If you are a member of the PR team, talk to your demand generation folks and understand what how they define personas and a buyer journey.
2. Work with the demand generation team on your next few press releases to understand how to create compelling content for your identified audiences, how to employ smart calls to action and how to push qualified leads to sales.
3. Start tracking your conversion rates from the calls to action. PR is as much a part of demand generation as any marketing campaign.

Unlike most other marketing campaigns driven by the vendor, PR is based on third-party endorsements and fosters trust and credibility. It’s time for PR to reclaim its unique power in the marketing mix and demonstrate its pivotal role in the Revenue Marketing process. *PRN*

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Social Media for Associations and Nonprofits Workshop

FEB. 26 | 8:30 - 11:45 A.M. | NATIONAL PRESS CLUB, D.C.

Danielle Brigida of the National Wildlife Federation will give you the tools and strategies you need to fully integrate social media into your PR strategy and make it work for you.

Questions? Contact Kristina McHale | kmchale@accessintel.com | 301-354-1609

www.prnewsonline.com/nonprofit-workshop2014



PR News



Entry Deadline: March 14 | Final Deadline: March 21

Enter Today at: www.prnewsonline.com/awards/agency-elite2014

One of the most important—if not the most important—signifiers of the success of a PR agency is a client saying, “Thanks for the great work, let’s do it again next year and here’s an increase in your budget.” That’s great news for you and your team members, but what you really need to spread the news is amplification and peer validation. That’s where PR News’ PR Agency Elite Awards come in. We are going to showcase the top PR agencies by practice area at an awards luncheon event in Fall 2014, and now is the time to secure a place for your agency on the Agency Elite list.

CATEGORIES

By Practice Area:

- Advocacy
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- Community Relations
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- Content Marketing
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- Media Training
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- Nonprofit/Association
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- Product Launch
- Publicity
- Reputation Management
- Search Engine Optimization/Marketing
- Word of Mouth/Viral
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Agency People “Awe” Awards:

Please write a one- to two-page synopsis explaining how this person has raised the bar on creativity, strategy and execution for his or her agency, or how this person has gone above and beyond for their agency or for clients. Agency professionals of all titles can apply. Multiple winners will be selected.

**Self-nominations are accepted.

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Enter Today!

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