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## INTEGRATION

### Self-Confidence, Willingness to Share Resources, Acceptance of Larger Goals Keys to Integration

It's a fair assumption that integrating PR and marketing is a good way to achieve long-term business results. "The opportunity is so great, it would be naïve of us not to recognize the importance of integrated communications and marketing," says consultant Matt Goring, a former VP, communications, **Jackson National Life**, a financial services firm.

The question, then, is why do some brands, non-profit organizations and government departments continue to keep their PR and marketing units in silos, separated by figurative and sometimes literal canyons? Depending on the company, it can be a relatively easy question to answer. The reasons often have little to do with business ob-

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BY MARGOT SAVELL, SVP, HEAD OF GLOBAL MEASUREMENT, HILL & KNOWLTON STRATEGIES, RESEARCH & DATA INSIGHTS; N. AMERICA CO-CHAIR, INTERNATIONAL ASSOCIATION FOR THE MEASUREMENT AND EVALUATION OF COMMUNICATION

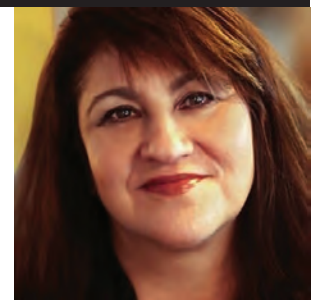
## MEASUREMENT

### 10 [Math-free] Steps to Setting Up a Successful Measurement Program

I will never forget one of my first experiences in PR measurement. I was talking to a smart young man about a calculation I found intriguing. He interrupted and said, "I do PR. I don't do math." That was the first time I explained that you don't need to excel at math to measure the success of your PR efforts. Excel spreadsheets do the math for you. Seriously, though, measurement is about far more than numbers.

Effective measurement looks behind the numbers to find insights—ways to optimize strategy to ensure that

messages resonate with your audiences. Numbers are results; they do not represent the impact of your PR efforts.



As an analogy, when you take a trip, you tally the number of miles that you drove for the day. Those miles are the results of your driving. If you use GPS, you also will be advised if there is a better route to take to make your journey better—perhaps there are breathtaking viewpoints to enjoy along the

*Continued on page 4*



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 HYATT REGENCY, CHICAGO

**MEDIA RELATIONS CONFERENCE**  
**DECEMBER 11, 2015**  
 THE NATIONAL PRESS CLUB  
 WASHINGTON, D.C.

## DATA DIVE

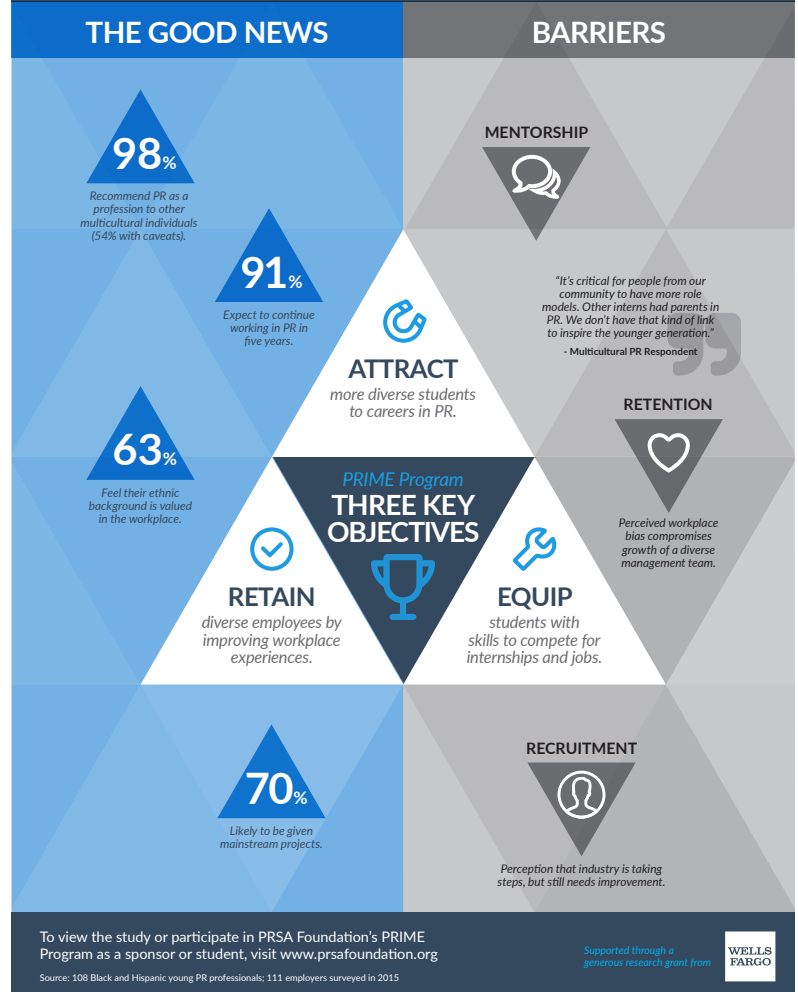
# Supportive Senior Execs are Critical to Building, Retaining Diverse Workforce

Sometimes a survey stands alone. Its data is acknowledged and then placed on a shelf to gather dust. Last week's **PRSA Foundation** study of the attitudes of young Black and Hispanic PR professionals is meant to kick off a larger effort. The survey of 108 young PR professionals, hired since 2008, and 111 employers found both groups generally sanguine about the industry's steps toward building a diverse workforce. And most of the young practitioners feel valued in the workplace, says Lynn Applebaum, a professor at **City College of New York** and a co-principal of the study. 70% say they are given "mainstream accounts," not pigeonholed into ethnic business, she adds. The largest disagreement was over retention. Nearly 80% of employers felt PR is "very" to "somewhat successful" in retaining a diverse workforce; the young PR pros felt otherwise, with one-third saying the industry is "not successful." One of the major takeaways, amplified during focus groups, is that young multicultural pros' daily workplace experience "matters most" in creating a supportive atmosphere, Applebaum says. "41% said their immediate supervisor was one of the most important factors contributing to their success in the workplace. Of that 41%, 20% said it was even more significant if it was somebody of the same ethnicity as them." Figures were similar when a senior leader is the supportive executive, she says. Both the young pros and employers perceive HR as having "no role" in addressing the daily work experience of the young PR pro. As for the larger picture mentioned above, PRSA Foundation president Louis Capozzi, in a statement, promises to "undertake a comprehensive effort [this year] to

## DIVERSITY IN PR: 2015 SURVEY RESULTS

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aggregate existing industry research into a focused set of options drawing on learnings from other industries as well as from PR companies and leaders." Even better, he pledges in 2016 to "partner with major industry groups to convene a think tank to laser in on specific actions we can take as an industry to meaningfully address [diversity] ... and to continue to monitor and focus on progress toward an industry-wide goal." PRSA's next step, Capozzi says, is "making sure that employers are aware of the findings and consider what they mean to their organizations." Briefings, webinars and presentations to professional association meetings are on the agenda, he says. ■

# VW'S Letter to Owners Works Because It's Brief, Informative, Apologetic and Accepts Blame

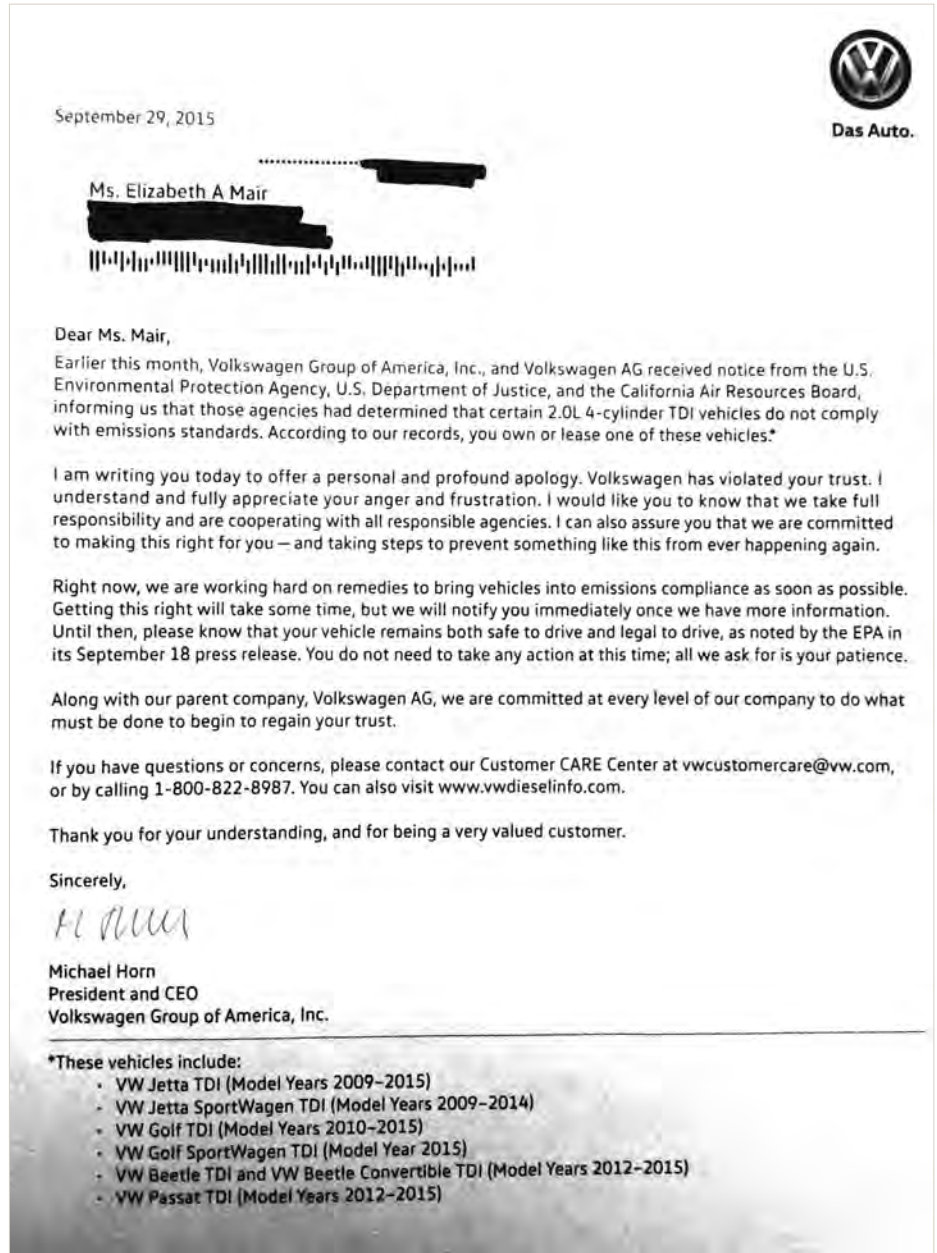
As the owner of a Volkswagen “clean” Jetta TDI who purchased the vehicle in an effort to access great German engineering and ensure more environmental friendliness, all at a good price, I was unnerved when I learned earlier this year that my car was not compliant with emissions standards. As a consumer, I wasn't 100 percent sure what this meant. As a communicator, I was fascinated to see how VW would handle this—having, of course, a very personal reason to pay close attention.

Late last month, I received a letter from **Volkswagen Group of America, Inc.**, that offers a glimpse into one thing smart companies can and must do in the worst crisis situations and hopefully at all times: Communicate well with their customers.

Obviously, lawyers and their desire to avoid further legal or regulatory headaches for their clients heavily influence the contents of these letters. Such letters, though, also are exercises in large-scale communication. Often what counsel might put on paper or what a regulator wishes to see will fail to do the job. These types of communication have a huge influence on the fortunes of the affected company for years, so getting them right is important.

My read is that VW did a good job. We have re-printed the full letter here. My summary of what VW did right follows.

**1. Begin With a Succinct Explanation of the Problem:** Yes, this sounds obvious, but it's important. I know a number of VW own-



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ers, including plenty who have read news accounts surrounding the emissions issue fairly closely. Several remained unclear as to whether the illegal software was installed in their vehicles.

Was that situation something consumers themselves could have rectified through better research into the problem? Yes, probably. Was it nonetheless smart to communicate in clear, concise detail exactly what cars were involved since people are people and a lack of clarity was bound to exist? Yes, and that matters in crisis communications.

**2. Apologize Unreservedly, Personally and Avoid Anything That Could be Construed as Shifting Blame:** Since news of the VW situation broke, among car-lover friends and media covering the story, I've spotted a few people placing blame in quarters other than VW itself. Undoubtedly there are policy debates that can, and will, be engaged in regarding emissions standards and environmental regulation. That's fine. But in a letter like this, the president and CEO of VW America was right to simply issue a "personal and profound apology," note the violation of trust of VW buyers that had occurred, as well as their anger and frustration, and accept responsibility without any subtle effort to divert attention or blame.

**3. Say What you Know. When you Don't Know Something, be Honest. Avoid Trying to Sound as if you Have Answers:** Among VW drivers, there are a lot of questions about what will happen from here and what the impact will be for us, our vehicles, our pocketbooks, and so on. Some people were unclear about whether they could still drive their cars legally, or whether the failure to comply with emissions standards would mean

their cars would need to come off the road immediately.

Again, researching around probably could have set many people's minds at ease, but knowing that people are busy and do not necessarily have time to spend hours reading up on the effects of a problem with their car, it was best for VW to do what the company did and just say it: "Your vehicle remains both safe to drive and legal to drive."

Beyond that point, there is not much definitive that VW knows—or at least would be advised to say—publicly about what happens from here. In the letter, it does the smart thing and rather than hinting at outcomes or solutions that may or may not come through, it has indicated simply that it is working on a solution and needs time to come up with the right one. That's better than plotting a lot of what-happens-next scenarios to settle on a likely one, only to find out months later that you were wrong.

Does this letter fix all of VW's problems? Not even close. Did it reassure at least this VW-driving family? Yes. Has it helped get one VW driver back to a place where she still would consider buying a VW? Yes, it has.

If the letter has that effect on a sizeable chunk of VW drivers, and I suspect that is so, it will have proved a valuable tool in repairing VW's reputation and maintaining the trust and loyalty of existing customers long-term—despite a situation that has directly threatened those things in a way that, say, a more standard automotive defect typically might not. ■

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## Tailor Reporting to Your Target Audiences

way or a different route that will avoid traffic. The GPS gives you insights that the odometer does not.

Similarly, a successful measurement program combines numbers (quantitative results) with insights (qualitative outcomes). Data drives the strategy.

### QUANTITATIVE AND QUALITATIVE ANALYSIS

One month ago, AMEC launched Barcelona Principles 2.0, an update to the set of seven principles for measurement first released in 2010. Agencies, corporations, organizations and government units have adopted them since then.

Barcelona Principle #4 states: "Measurement and Evaluation Require Both Qualitative and Quantitative Methods."

This principle underlines that qualitative information plays an important role in measurement, adding color and context to help you understand the "why" behind quantitative numbers.

But how do you get there? How can you find the best data and then deliver quality insights and recommendations to help revise strategies and deliver a bigger impact?

Below are ten steps to help you set up a successful measurement program.

**1. Define Business and Communications Goals:** Measurement against defined goals is fundamental to good PR programs. It's obvious, but often overlooked.

**2. Review Your Target Audiences:** Externally, what audiences do you target as a goal for your messages to reach? Are they consumers, partners, influencers, students, academics, employees, government or industry leaders? Understanding your external audiences will help you choose media channels and metrics in your measurement program. Internally, is the audience senior leadership, the C-suite, your client or your team? Similarly, knowing your internal audiences helps you pick the format and visualization of your report.

**3. Choose Your Media Channels Based on Those Audiences:** Just because **Twitter** generates a high volume of con-

versations doesn't mean that your target audiences are listening. If you're not sure which media channels are important to your target audiences, conduct an audit to find out.

**4. Select Metrics Based on Goals, Audiences and Channels:** If your audiences mainly read newspapers or watch TV news, you won't choose engagement metrics such as shares or retweets.

**5. Find the Best Tools to Report on Those Metrics:** If your audiences are most interested in print media, tools that pull data from online news sites might not suffice. Should audiences gravitate toward social channels, tools that provide broadcast or print data are unnecessary. When your audiences find information from multiple sources, a tool must provide data from all media channels, or you'll need a combination of tools.

**6. Develop Your Search Strings, Pull the Data and Optimize It:** Spend time to create complex search strings that eliminate noise, so you can return quality data based on relevant information. In addition to company names, messages and topics that are most important for your analysis, search strings should include words that reflect objectives. For example, if increased thought leadership is an objective, your string might include search terms that pull coverage about research studies, white papers, speaking events or industry conferences. After you apply the search string in your analytics tools, review the data. If there are irrelevant results, add exclusionary words to the string to eliminate noise. For example, if results for an analysis about government include police stories that are irrelevant, update your search string to exclude crime and police stories.

*Continued from page 1*

**7. Analysis:** Sort the data so you can visualize it in different ways. This helps to find trends and insights. When reviewing the data, look for the reasons behind the numbers. Ask yourself what happened, why it happened, and if it matters. Look for successes and missed opportunities in relation to your business and communications goals and objectives. Develop data-driven recommendations for future action and/or revised strategy. Typically recommendations are based on trends in the media landscape, in addition to an examination of which of your messages and tactics resonated in the media and which did not work.

**8. Provide the Best Visualization to Represent Findings:** Does your internal audience have time to review an online dashboard with real-time results? Or does it prefer to receive slides with charts and insights?

**9. Revise Strategy Based on the Insights:** Meaningful reports show what resonates in media. They provide reasons, backed by data, to adjust your strategy.

**10. Repeat Monthly or Quarterly:** The media landscape is changing constantly. By repeating analysis each month or quarter, you can measure success and react in a timely manner.

In summary, you can avoid advanced math. But you need an effective measurement program that will help chart a course of strategic change in the future. ■

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## Overcoming Turf Battles in Favor of Integration

jectives. In some cases, history, corporate and departmental cultures, budgets and inertia are the culprits. In other cases, egos keep PR and marketing departments apart. In still others, territoriality and turf battles, which Gongring says are the most detrimental factors, are to blame. We asked several PR pros what elements need to be present for integration to work and how to overcome some of the hurdles.



**Gary Grates**  
Principal, W20 Group

A veteran of integrated campaigns on the brand side, running corporate communications at **General Motors** for 7 years and at agencies like **W20** and **Edelman**, Grates believes the following four actions are critical for integration to work.



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**1. The Framers:** “The biggest hang-up [to integration] is the goal must be framed properly at the outset,” he says. “What is the macro goal? A lot of organizations are so in the weeds, they can’t do this.” For example, if the “uber goal is finding the next generation of customer,” leaders must communicate that early, defining how marketing and PR will work together to achieve it. “If not, people get lost in their silos.”

“Leaders of marketing and PR must recognize, or be made to recognize, that there is something larger than their personal goals,” he says. “The point is how can we make the company successful?” Leaders must create a climate and a culture where departments think holistically. In addition, they need to create an incentive system so that people realize “what they do is a means to an end. And everybody has to understand what the end is...it is subtle and simple and one of the most-overlooked portions of what we do...it’s got to be part of a culture where all the pieces [of a business] fit together. PR alone can’t solve problems. Marketing alone can’t solve problems, but together they can be part of a solution. But the units have to be choreographed deliberately on an end goal.”

**2. Enjoy the Journey:** “You have to plot the consumer journey from interest to influence to consideration to purchase to repeat purchase...a big part of getting yourself able to integrate is to organize your thinking.” Until you understand “exactly what the flow is and the cadence” of what you’re trying to address, “everything else is futile...it’s just someone doing a bunch of PR and someone else doing a bunch of marketing and advertising.”

**3. Metrics:** Establish metrics upfront, but not only to gauge success, Grates says. “In a social-digital reality, everything we do is iterative, we are learning as we go. With new data points coming in frequently, we have to have the ability to be agile and recalibrate. So you need metrics set up to gauge the progress of what you’re trying to do.”

**4. Areas of Responsibility:** “You must establish ownership over the areas that [PR and marketing] are responsible for.” After that you have to be able “to plot collaboration points, like a Venn diagram.” Determine where PR and marketing intersect “so they can share lessons, report out and update and recalibrate if necessary.”



**Matthew Gonring**  
MP Gonring Associates

Gonring looks at integrative communication from several angles: as a corporate practitioner of many years, a consultant and an academic. We asked him how to foster integration.

**Hurdling From the Top:** “If one has a marketing colleague who prefers to stay within his/her realm, the best opportunity for the CCO is to share knowledge, share planning and resources with that colleague,” he says. It takes “a good degree of self confi-

dence...and a willingness to understand [marketing’s] problems, its customer needs and a willingness to talk the game of the customer effectively while at the same time addressing the other accountability aspects of PR,” he says. “It’s much more often the case that PR professionals will venture to partner with their marketing colleagues than the other way around.”

**In the Moment:** Integration, he notes, tends to happen more during major events, a product launch, an acquisition, a major campaign. “It’s all hands on deck” at those times. When life returns to normal, “people go back to their old habits, into their silos.” To counter this, he says, use examples from those major events, illustrating how marketing and PR, as well as other departments, worked together. It’s also instructive to point out examples where the organization’s lack of integration resulted in a missed opportunity.

**Same Script:** Echoing Grates, he says, “One of the most important factors is that PR and marketing [and other stakeholders] must work from the same data and knowledge set.” If there’s agreement on customers’ wants, needs and desires, “then the opportunity for integration is much greater. The astute CCO will venture into the marketing organization and make sure knowledge is shared.” A CCO’s ability to collaborate across the C suite “is critical to success.”



**Helene Solomon**  
Founder, CEO, Solomon McCown

**It’s the Sector:** Solomon says it’s worth considering the possibility that the sector a brand works in may dictate an integrated approach. In health care “we’re dealing with providers and patients, regulators and communities. I think the smart organizations understand that they need a very integrated approach.” Solomon gives larger companies she’s worked with “high marks” for recognizing integration’s merits and says smaller firms also are integrating. “[Large companies] all [handle integration]...differently, but they often have the CMO...report to the CEO. [The CMO] works very hard...to pull the best from all the disciplines, but in an integrated way.”

**Beware the Brand Refresh:** “One place where [PR] gets pigeonholed is when a large organization is starting a branding refresh. The word branding sometimes moves things away from PR and toward marketing and advertising. When I hear branding, though, I think messaging and...a role for PR.” She says “there’s still a mindset that the visual work required for branding needs a marketing discipline or an advertising mindset.” Integrating digital works better. “The digital piece pulls us over more to the marketing mindset in that we’re able to measure digital and get to ROI...digital has been [PR’s] biggest boost toward being included in those broader marketing initiatives and discussions.” ■

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# In a Rebrand, Rethink Everything, Get Outside Help and Reconnect Boldly



As an industry, PR tends to stand in the shadows—behind its clients, promoting them and making them the heroes. Within many agencies, including the one I've been employed at for 16 years, often there's been an allergic reaction to the notion of self-promotion versus viewing it as a necessary business imperative. In truth, we're all about keeping our heads down and doing killer work—work that should speak for itself.

So here we found ourselves, like many agencies, faced with the reality that what we were telling our clients every single day about what *THEY* needed to do for their business was not something we did in our own business.

We knew we had to step back and examine who we are at our core. In addition, we knew we couldn't do this alone. So roughly one year ago we brought in an outside partner, **Salt Branding**, to work with a group of cross-agency leaders to help us nail our story. Salt talked to employees, clients and industry influencers to understand how we were viewed in the world. It dove into our work to better understand our capabilities and strengths.

What that deep examination brought to the forefront was our strength in transformative storytelling. Sitting at the intersection of people, brands and technology, we determined we do our best work in this impact zone where disruption is happening and the pace of change is high.

When you figure out that you are all about change—suddenly you have to put everything on the table and open it up for debate—nothing is sacred. That included our name, our logo and our voice.

Ironically, we didn't set out to change the name of the company, or the logo or even the brand voice and personality. But once we had gone through the work with Salt we saw very quickly that the comfortable shoes that had gotten us this far were going to need some major updating.

That's when **Waggner Edstrom Communications** became simply **WE**. Why? We realized it better reflects what we do together—fusing different ideas, skill sets and diverse thinking to tackle a problem. It showcases the power that comes in the collective **WE**—our clients, our people, our partners, our influencers. Best of all—it's aligned to who we always have been.

We needed a way of expressing this idea visually, which led to the concept of fusion and juxtaposition of ideas—colliding to show those impact zones where the best thinking happens and the greatest ideas are born. The introduction of green to the color palette to contrast with the orange played this out further, as did the new logo that is the literal interpretation of the blending of seemingly different things.

Our next step was reintroducing ourselves to our most important audiences. We did this internally with our employees and externally with our clients in what we felt were non-

traditional ways; more on that below. As communicators we felt strongly that the way **WE** introduced itself would be critical.

When done effectively, communications can play a critical role in successfully moving brands through transformation—helping change minds, shift behaviors and ultimately meet business goals.

What did we learn on this journey, besides how fun it is to unleash creativity and great thinking on your own organization after so many years of doing it for others? Here are three lessons that stand out from this adventure:

**1. Find a Trusted BFF:** We had been discussing the need to rethink our story for a long time, and found ourselves with differing points of view on where we needed to focus. Salt Branding cut through the clutter, held the mirror up for us on our strengths and helped us be reductive when and where we needed to.

**2. Create a Groundswell:** Instead of starting at the top and communicating from the executive level down internally, we brought a group of 50 employees—from every region, nearly every office and almost every level—to a mystery event in San Francisco. We anointed them as our brand ambassadors. We gave them deep training on the brand and a BIG job: make the brand their own—and then share it with their peers in their own offices. They responded to the challenge—creating customized teaser events, trainings and celebrations. The result was an engaged employee base that bought into the change.

**3. Do the Unexpected:** We turned absolutely everything inside out. Instead of a traditional press release we let social media and our other owned channels take the lead in announcing our news. We created events in key markets to spark interesting conversations and brought together unlikely brand pairings. Instead of sending email to our clients, we sent them beautifully crafted boxes full of unexpected chocolate pairings with a clever note. We trashed the old game plan and purposely showed up differently.

We know that transformation is a continuous loop. There is no beginning, middle or end. We are excited to take another big step in an evolution that has been underway for quite some time. And while we're still fighting against the temptation to stand in the shadows, we're finding more and more opportunities to purposefully shout from the rooftops. That's pretty liberating. ■

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**1. Brands: Twitter** continues to commit news. After laying off 8% of the workforce two weeks ago, last week new CEO **Jack Dorsey** hired former *The New York Times* editor-at-large **Marcus Mabry** to work on Twitter's new Moments feature. Moments is the feed of video, news and tweets that Twitter curates without the assistance of pitches from PR professionals. It's been fairly impressive so far. No doubt an editor of Mabry's experience will improve it. The question is whether or not Moments can add to Twitter's roster of 316 million monthly active users. **Facebook** has 1.49 billion. Prior to Twitter, Mabry was editor of the *Times*' "Watching" section, also a curated site. Before the *Times*, Mabry spent nearly two decades at **Newsweek**. Then Thursday Dorsey revealed he's donating one-third of his Twitter shares to the employee equity fund. In a tweet, Dorsey indicates that's about 1% of the company. At Thursday's price of \$29.16/share, billionaire Dorsey is throwing about \$198 million into the pool. Dorsey's tweet says he's "reinvest[ing] directly in our people." He prefers a small share of something big than a larger share of something small. "I'm confident we can make Twitter big!" Dorsey tweets. Perhaps Twitter will get bigger, but it was an uneasy week for the company's share as **Morgan Stanley** downgraded the stock to sell, based on doubts about attracting more users and advertising potential. Twitter reports Q3 earnings Tuesday. – While **KFC** stumbled digitally in the U.K. (see next story), on another front it shined, literally, by making a smart branding move in time for Halloween. In a tweet from its official account, KFC offered followers the chance to download a stencil of the iconic **Col. Sanders**,



making it easy to carve into a pumpkin. A photo of a pumpkin with the Colonel's face on it, illuminated by a candle inside, next to a traditional Jack o' Lantern was compelling. Now that's a finger lickin' good way to spread the brand.

**2. News Bits:** There's disagreement over the origin of "a picture's worth a thousand words." Some believe it dates to the early 1900s, when visual ads began appearing on the sides of streetcars. Others recall **Ivan Turgenyev's** novel *Fathers and Sons* (1861), which contains the passage: "The drawing shows me at one glance what might be spread over ten pages in a book." There's little doubt, though, over the role pictures played in the image problem facing **KFC's** new Ricebox. The story also illustrates the importance of integrating corporate units; in this case marketing, advertising, product development and operations. The Ricebox comes in a small, rectangular container. A menu item at British KFC outlets, the dish consists of pulled or fried chicken atop a bed of lettuce, rice and vegetables. The problem? The Ricebox looks fabulous in advertisements, but not nearly as appetizing when it is served to the consumer. As highlighted in a terrific piece in *Business Insider*, disappointed Brits tweeted photos of the item upon receiving it at KFC outlets. BI reporter **Hayley Peterson** presented the story well, essentially stepping back and letting the unappetizing pictures do the work. In addition to integration lessons, there are takeaways galore here for brand communicators and executives who think social media isn't worthy of their time and believe an inferior-looking product can survive in the digital era.



**3. People Moves: Dawn Rowan** was named VP, director of media relations at **Rubenstein Public Relations**. Prior to joining Rubenstein, Rowan was director of communications at the local NYC **NBC** affiliate, **NBC 4 New York**. Earlier she was an SVP at **Dan Klores Communications**. – **Newlink Group** named **Angela Camacho** to lead its reputation management and public affairs practice. The newly minted VP comes to Newlink from **Microsoft**, where she was director and associate general counsel. – D.C.-based **Sage Communications** named non-profit veteran **Scott Greenberg** to run its non-profit division. – Congrats to **APCO Worldwide's** founder and executive chairman **Margery Kraus**, who received a Luminary Award from **The Committee of 200** last Friday in D.C. Kraus founded APCO in 1984 and transformed it from a small shop into an international consulting firm. Prior to APCO, Kraus assisted in creating the **Close Up Foundation**, an educational foundation. C200 is an invitation-only, global organization composed of leading female entrepreneurs and corporate leaders. – What began as a plucky, 2-person firm in a squalid one-bedroom apartment and eventually was named our Small Agency of the Year in 2006, celebrated its 20th birthday earlier this month with several well-deserved events for staff and clients. Named for co-founder/CEO **Steve Cody's** pooch, **Pepper, Peppercomm** today boasts *Fortune* 500 clients yet remains plucky. Heck, how many PR agencies insist employees get trained in standup comedy as a way to improve presentation and listening skills? It was no joke that *Crain's NY Business* cited this in awarding the agency NY's Number 1 Place to Work in '12. ■



# PRNews' DIGITAL PR AWARDS

Awards Luncheon  
November 9 at  
the Yale Club NYC  
12:00 - 2:00 p.m

Congratulations to this year's finalists! View the full list: [digitalprawards.com](http://digitalprawards.com)

## Blog (Organization)

- Adobe Systems, Inc.
- Anadolu Efes
- The Coca-Cola Company
- Entropy Solutions
- Human Rights Campaign
- Liberty Mutual Insurance
- MasterCard
- Polycom

## Cause Marketing / CSR

- The ALS Association
- CareFirst BlueCross BlueShield
- CSS Corp - Care for Paws
- ExxonMobil
- FleishmanHillard
- Litton Entertainment
- National Hospice and Palliative Care Organization
- Pizza Hut
- TogoRun
- Toyota
- USC Shoah Foundation and Discovery Education
- Weber Shandwick & Mondelez
- Weber Shandwick in partnership with Unilever

## Contest / Game

- 451 Marketing
- CareFirst BlueCross BlueShield
- The Clorox Company
- DEVENEY
- ESET North America
- Glad Food Protection
- Marriott International Caribbean & Latin America
- Weber Shandwick & Genentech

## Crisis Management

- Anthem, Inc.
- Emergency Nurses Association
- Moroch Partners & McDonald's Austin

## Digital Communicator

- Victoria Bowness, Klick Communications
- John McNerney, Ruder Finn
- Bernhard Mors, MasterCard

## Digital Marketing Campaign (100k - 200k)

- Eastwick Communications
- Jackson State University
- Tata Consultancy Services

## Digital Marketing Campaign (100k and under)

- The ALS Association
- American Society of Landscape Architects
- C-4 Analytics, LLC
- CareFirst BlueCross BlueShield
- The Clorox Company
- Edelman/Activision
- EMC Corporation Surveillance Big Impact Campaign
- Lockheed Martin
- Revolution Messaging
- XO Group Inc.

## Digital Marketing Campaign (200k - 500k)

- Jackson Family Wines
- JetBlue
- Stein IAS on behalf of Juniper Network
- Novartis Pharmaceuticals
- San Francisco Travel Association
- TogoRun Twist Marketing
- Weber Shandwick & GSK

## Digital Marketing Campaign (500k +)

- Accenture Digital and Accenture Strategy
- American Heart Association
- Financial Consumer Agency of Canada
- Marina Maher Communications and CrowdTap, Inc.
- Raytheon Company

## Digital PR Campaign

- 451 Marketing
- Catalyst IMG
- Connecticut Office of Tourism
- Eastwick Communications
- High Road
- Human Rights Campaign
- JetBlue
- NewYork-Presbyterian Hospital
- PAN Communications
- RBC Wealth Management
- Southwest Airlines
- TogoRun
- Weber Shandwick

## Digital PR Firm of the Year

- iMiller Public Relations
- Nebo Agency
- NJI Media

## Digital PR Team of the Year - Nonprofit

- Human Rights Campaign
- UN Foundation

## Digital PR Team of the Year - Corporate

- Anadolu Group
- Cisco
- PepsiCo

## Email Newsletters

- 70kft
- Entropy Solutions
- Global Hotel Alliance
- MasterCard

## Employee Communications Online

- CropLife America
- Nexteer Automotive
- Novartis & Ruder Finn
- PayPal with MSLGROUP

## Facebook Communications

- The ALS Association
- Cardinal Health with Fahlgren Mortine
- CareFirst BlueCross BlueShield
- The Honest Company
- The Howard Hughes Corporation
- Hunter Public Relations

Questions about registering for the luncheon? Contact Jessica Placencia at [jessica@accessintel.com](mailto:jessica@accessintel.com).

Interested in placing an ad in the program guide or sponsoring the luncheon? Contact Lindsay Silverberg at [lsilverberg@accessintel.com](mailto:lsilverberg@accessintel.com).

## Influencer Communications

- Cohn & Wolfe /Tom's of Maine
- Experience Columbus
- Hunter Public Relations on behalf of E. & J. Gallo Winery
- Johnson & Johnson, Neutrogena
- Marina Maher Communications
- Sierra Club

## Intranet

- Allstate Insurance Company
- Coty Inc.
- PayPal with MSLGROUP
- Pepco Holdings, Inc.

## Listening Campaign

- Digital Air Strike
- Hudson Integrated Web Agency
- MasterCard
- Monster & Brandwatch
- Pizza Hut

## Media Relations Campaign

- JetBlue
- Marina Maher Communications
- Rainier Communications
- SevenTwenty Strategies
- Weber Shandwick on behalf of Suave Professionals

## Microsite / Custom Site

- BMO Harris Bank
- Burson-Marsteller and Hormel Foods
- Discovery Communications
- Genentech
- Greyhound
- JetBlue Oakwood Agency
- PepsiCo PhRMA
- Racepoint Global
- Ruder Finn

## Mobile Campaign

- Edelman/Activision
- Eric Mower + Associates
- Hunter Public Relations on behalf of Can Manufacturers Institute
- PJM Interconnection Meeting Center
- Tata Consultancy Services
- Utah Department of Transportation Student Neighborhood Access Program
- Westat

## New Digital Service / Product

- C-4 Analytics
- CareFirst BlueCross BlueShield
- Discovery Education
- Hilton Worldwide
- Hyundai Motor America

## New Site

- Action Digital
- Aetna Flagship Food Group
- SevenTwenty Strategies
- Singer Associates, Inc.

## Online Community

- The ALS Association
- Easy Care
- UN Foundation

## Online News Room

- Aetna
- Genentech & Weber Shandwick & FleishmanHillard
- National Shooting Sports Foundation

## Public Affairs Campaign

- American Heart Association
- Chesapeake Public Strategies
- Greenbrier
- Hearth, Patio & Barbecue Association
- PhRMA
- Purple Strategies
- United Nations Foundation

## Redesign / Relaunch of a Site

- 70kft
- CareFirst BlueCross BlueShield
- Entropy Solutions
- ESPN.com
- Fahlgren Mortine
- Genentech
- Middle East Public Relations Association
- Swirl

## SEO (Search Engine Optimization)

- Audio-Technica
- BusinessOnline
- Swirl
- TopFire Media

## Social Networking Campaign

- 451 Marketing
- The ALS Association
- Essencius
- Eastern Virginia Medical School
- Flowers Communications Group
- G&S Business Communications
- The Howard Hughes Corporation
- Marina Maher Communications LLC and CrowdTap, Inc.
- PAN Communications
- UN Foundation

## Twitter Communications

- Baylor Scott & White Health
- Cisco
- Cohn & Wolfe
- FleishmanHillard G&S Business Communications
- Hunter Public Relations
- PepsiCo
- Weber Shandwick on behalf of Suave Professionals

## Video

- The ALS Association
- Clean Energy Fuels
- DEVENEY
- GetWellNetwork, Inc.
- Jackson State University
- Landis Communications & Brain Health Registry
- Matter Communications
- Notch Video
- Story Partners
- Swirl Utah Department of Transportation Student Neighborhood Access Program
- Weber Shandwick

## Viral Campaign

- The ALS Association
- American Heart Association
- Experience Columbus
- Havas PR North America, 92nd Street Y, United Nations Foundation, Coyne PR, Edelman, Fenton, FleishmanHillard, Sunshine Sachs, Turner 4d, Weber Shandwick
- Human Rights Campaign
- JetBlue
- Olson Engage
- Unilever

## Wow Campaign

- The ALS Association
- Edelman/Activision
- Hunter Public Relations on behalf of Can Manufacturers Institute
- JetBlue

**Winners will be announced at the Nov. 9 awards luncheon in NYC. Register online at [digitalprawards.com](http://digitalprawards.com)**