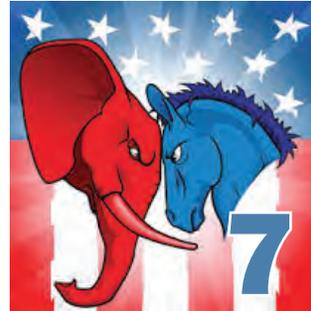


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TRENDS

TOP PLACES TO WORK IN PR

The Top Places to Work in PR honorees are included in this issue of PR News. See who made the list, and join us at the December 9 awards luncheon in DC. For more information visit prnewsonline.com

Integration, Mobile, Content Ahead in 2016

What are PR leaders thinking about as we head toward 2016? In truth, most still spend the majority of their time dealing with 2015's opportunities and hurdles. Still, we were able to get pros from brands, non-profits and agencies to share some thoughts about the new year with us, specifically what trends they anticipate will emerge in 2016 and how they are preparing for them.

SPECIAL ISSUE: 2016, PART I

It's 2016 Already? No, But It's A Good Time To Begin Thinking About The Year Ahead. To Help We'll Be Providing A Pair Of Issues That Look Ahead, Beginning With This Week's Edition. Our Second Look-Ahead Issue Will Be Published In December. Enjoy.

Tom Dowling, U.S. Consumer and Brand Marketing Practice Chair, Burson-Marsteller: "As 2016 approaches, organizations are starting to understand the importance of audience individualization and 24/7 hyper-connectivity. Consumers want relevant information and news just for them – available any time, any place. Many of today's consumers, especially the post-millenni-

Continued on page 3

DIGITAL PR

BY ALYSON JAMISON, SENIOR PROGRAM MANAGER, STALWART COMMUNICATIONS

From Pitching to Metrics: 5 Tips to Improve Your PR Efforts in 2016

It's always good to evaluate your business. Assuming you can find time to do it, year's end traditionally is a period for reflection. That means identifying what worked, recognizing what didn't and making changes. In preparation for a successful 2016, here are some tips PR professionals may want to consider.

1. Create Twitter Lists: A valuable feature of **Twitter** is its ability to create lists. In Twitter parlance, a list is a collection of users in a group. For years, I've maintained lists ranging from fun topics consisting of athletes and entertainers to professional matters encompassing PR/marketing and media relations pros. While lists take time to set up, it

pays off. Lists allow one to be efficient, selectively browsing what's occurring in various fields of interest rather than reviewing the 1,800+ accounts you follow in your Twitter feed.

► **To Create a List:** Log in to your account; click your profile icon. Under the drop-down menu, select the Lists page and click Create List. Enter a name and a short description for your list. Users have the option to make lists public or private. I keep my media relations list private.



Continued on page 4



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 DECEMBER 10, 2015
 THE NATIONAL PRESS CLUB
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MEDIA RELATIONS CONFERENCE
DECEMBER 11, 2015
 THE NATIONAL PRESS CLUB
 WASHINGTON, D.C.

How 'Calendaring,' Message Brevity and Social Ads Can Boost PR in 2016

To start planning for 2016, a good first step is to use "calendar" as a verb. "Start with given industry events and milestones, like **CES** and **SXSW**. Then add company, competitor and partner milestones/events, like earnings reports, annual conferences, etc.," says Katherine Eller, founder and principal at **ROAM Communications**. Calendaring allows you to work with news cycles and avoid forcing coverage. With a master calendar you can anticipate holes in the news cycle and find opportunities to pitch stories

- ▶ Events that likely will figure into your planning are the Olympics (Rio, Aug. 5) and the 2016 presidential elections (Nov. 8). With the elections, normal coverage and social media may take a backseat. "You need to assess the best times to pitch...to have the most realistic chance of coverage," says Chris Goddard, president, **CGPR Public Relations**. Yet PR pros can get creative and piggyback on trends from the political campaigns. Be careful about reaching out to writers and editors when pitching, though. Just as you would during a normal period, make certain your pitch is relevant to the reporter you're pitching.
- ▶ Few global moments create as much frenzy as the Olympics. "The level of noise, especially in the final 100 days before Aug. 5, is extraordinary. So think about the timing of your campaign and adjust accordingly," says Shane Winn, EVP/GM of **Alpaytac**. "While many brands try to get creative to ride the wave of Olympic fever, far too many are crushed beneath the surf and scrape helplessly along the rocks, where no one is swimming."
- ▶ When it comes to calendaring, make sure you incorporate editorial calendars from publications as part of your strategy. Many magazines and other publishing outlets provide editorial calendars that list themed issues as well as annual awards. Knowing these dates allows you to craft strategies to ensure your executives are considered for these accolades, says Maité Conway Ross, managing partner at **Wagstaff Worldwide**. Editorial calendars also give you insight into trends the media expects will be hot in the coming year. "You can tailor your pitching to align with these trends, which should reso-

nate with the media," Conway Ross says

- ▶ Integration isn't a fad. 2016 will see continued strong growth in integrated PR. For brands this means looking at existing silos with an eye toward integration. Agencies will need to offer a diverse range of specialties. And consider integrated reporting, which mixes financial data with non-financial info.

HURDLES

- Needless to say 2016 will have its difficulties. Below are tips to overcome some of them.
- ▶ That the newsroom is shrinking is far from a new concept. Yet as it gets smaller, PR pros are competing for the attention of a smaller number of journalists. As "more digital and traditional outlets continue to blur the lines between advertising and editorial, that pool shrinks even more. As such, you see a proliferation of contributor opportunities at outlets like *Fast Company*, *Forbes* and *Entrepreneur*" that allow brands and clients to "have a voice and better control the message," says Megan Severs, VP, client strategy, **Gen Communication**.
 - ▶ As attention spans decrease, the public demands high-quality messages in a short amount of time. "PR pros will have to move faster than ever" in 2016, says Greg Hakim, VP, **Corporate Ink Integrated PR and Marketing**. "The challenge for PR professionals is being intentional with your key messages in a compelling, compact and timely manner. So move fast, be relevant, add value and take a stance." Despite or perhaps because of the proliferation of available channels, finding the right platform for your message is another hurdle.
 - ▶ Budgeting in a changing environment will continue to be problematic. "We try to plan as far in advance as we can; however, in the fast-changing world of PR, planning often doesn't go as we originally anticipated," says Erin Kirkpatrick, director of PR at **Delucchi Plus**. "Social media advertising is a great way to plan for the unexpected as you are able to turn ad campaigns on and off at the drop of a dime, and also keep super current content top-of-mind." ■

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Authenticity, Clutter Will be Concerns in 2016

al audience, want their voices to be heard and identified without being categorized and homogenized. What's more, consumer interest in sharing has helped turn the Internet of Things into the Internet of Sharing Things. These trends present opportunities for agile brands to stand out above the noise as long as their outreach and messaging strategies are finitely tailored yet easily sharable through a multitude of channels."

Linda Rutherford, VP, Communication & Outreach, Southwest Airlines: "A trend we see is the emergence of behavioral science in communication. What that looks like for our team is digging deeper into understanding how information is being received by various stakeholders and then using lessons from neuroscience to inform how we develop message strategy to help enable conversations and behaviors necessary to keep our organization successful and change agile. We realize it's more than just "reporting the news" and the team wants to counsel all its messengers and change champions to be effective in getting the right dialogues started. We are working on skills to help our communicators tweak strategies based on deeper audience-specific data and understanding."

Bea Perez, Chief Sustainability Officer, The Coca-Cola Company: "The demand for authentic and rich content delivered through social and digital media channels will continue to grow. Our e-magazine site, *Coca-Cola Journey* (www.thecoca-colacompany.com), enables us to host and share photos, videos, infographics and editorial stories about our sustainability initiatives and the people and communities that benefit from them. From sharing news about our progress toward our water replenishment goal, to personal stories about women entrepreneurs we are empowering, to our online Sustainability Report, we have the ability to communicate with flexibility and the benefit of measurable results. We're having fun as we learn with experience and continually evolve our strategy in this space."

Veda Banerjee, Director, Communications & Digital Marketing, Golden Gate National Parks Conservancy: "While mobile was big in 2015, for 2016 it's going to dominate. At the Conservancy we are setting aside budget for mobile-focused

online marketing. Video ads are another area of focus for us to promote both our fundraiser events as well as sharing program information. Making videos sticky and informative is key. Digital advertising is going to become a bigger part of our overall content strategy with a focus on Pay-Per-Click and SEO as it is important to make sure our communications efforts are amplified. The social media ad landscape is evolving constantly and becoming bigger: **Twitter, Instagram, Pinterest** all are joining **Facebook's** established pay-to-play model for social sharing. Creating effective content campaigns for all the different social channels and effective listening within our online communities will be priorities for us in 2016.

Christopher Fuller, VP, Brand & Corporate Communications, Arby's, Executive Director, Arby's Foundation: "Looking ahead to 2016, I think upping our game will be the biggest trend. We anticipate more noise than ever clouding media, shorter attention spans and a heightened yearning for content that is different, interesting and engaging. As a result we have to become better storytellers to derive impact. Further, we need to be savvier about where we tell our story. With new platforms, apps and mechanisms for information barraging consumers daily, there's no dearth of opportunity for getting out a message. And while this certainly can be a good thing, we shouldn't take for granted the beautiful simplicity of a well-crafted message in a traditional format."

Chris LaPlaca, SVP, Corporate Communications, ESPN: "The pace of the media business is relentless 24 hours a day. While we all need to hone our abilities to be effective storytellers in every available medium, I'm just as focused, and will be in 2016, on figuring out how my team can stay fresh and nimble in the midst of a constant drumbeat. How will we do that? That's a great question and one without clear answers. But the first step in getting to a better place is identifying the need to do so."

Brendan Streich, SVP, Group Head, Atlanta Corporate Practice, Edelman: "More brands will lead with an engagement mindset rather than the traditional top-down, image-driven marketing ap-

Continued on page 5



PR News' Diversity Heroes Awards will recognize individual PR professionals, agencies, brands, government agencies, academic institutions, professional associations and nonprofit organizations that have demonstrated commitment to diversity and excelled at communicating their diversity achievements. Shine the spotlight on your organization by entering today!

Entry Deadline: November 13 | Final Deadline: November 20

Questions? Contact Rachel Scharmann at rscharmann@accessintel.com.

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Five Tips That Will Help You in 2016

► **To Add a User to a List:** On each user's account page, there is a gear icon next to the Follow/Following button. Click the icon and select Add or Remove from Lists. Toggle the list you want to add the user to and then close the window. To remove a user from a list, follow the same steps, but un-check the list you wish to eliminate the user from.

Are you curious if you're included on a Twitter list? When viewing your profile, there are metrics included under your cover photo, including Tweets, Following, Followers, Likes and Lists. Select Lists and the next page will display lists you've created as well as those that include you. In addition, if you discover that a Twitter user has a list that's of interest to you, click on the list and select Subscribe. This allows users to follow lists without following individual users in that list.

Recently, I reviewed people included in my media relations list and discovered that many of those reporters and editors had left the news industry. I then decided a better way to organize things was to break down each list by industry, such as national business, construction, craft beer and digital marketing. It's always a good practice to make time to ensure your lists are up to date.

2. Look for Opportunities: Aside from pitching editorial calendar topics, always keep your eyes open for additional ways to increase media coverage. If you're unfamiliar with **Help a Reporter Out** (HARO) at helpareporter.com, I highly recommend spending time reviewing this free resource and responding to HARO requests from journalists.

► **How to Use HARO:** Check your inbox for HARO emails that are delivered three times daily: 5:35 a.m., 12:35 a.m. and 5:35 p.m. ET Monday-Friday. Browse the media queries by desired category, including biotech and healthcare, business and finance, entertainment and media, high tech, lifestyle and fitness, energy and green tech, public policy and government, sports, education, travel and general. When you locate a topic, determine if the media outlet is a good fit. It's important not to overlook a query just because the source is listed as anonymous. Those queries often are larger outlets attempting to alleviate spam or prevent story poaching. For example, I know firsthand of an agency that responded to an unidentified source and the resulting piece was published in *Forbes*.

► Review the summary, requirements and deadline. If the query is something you or your client can answer, provide the journalist with relevant material, a brief bio and your contact information. Respond promptly so you have the best chance of being selected. If you wait until an hour before the deadline, others likely will beat you.

HARO has several taboos, including spamming reporters on off-topic pitches in response to their queries, pitching products in your reply and harvesting reporter information

provided in HARO emails. Violating the rules can result in being permanently banned from the service. Moreover, attachments are removed from email responses to protect reporters from viruses. If you have relevant information or collateral to include in your response, use a service similar to **Dropbox** and include links in your pitch.

3. Incorporate Visuals: There's little need at this point to cite statistics showing how much visuals can enhance a message. In this light you should become familiar with **Canva** if you aren't already. The simple graphic design platform can help those who lack the artistic gene to create various high-quality layouts. Canva Standard is the basic, free platform that allows users to upload and design images. In addition, users have access to a library of more than one million free and premium professional stock images, icons and illustrations. For access to additional features, users can upgrade to Canva for Work, a subscription service that provides greater customization and options.

► **To Create a Design:** Log in to Canva and select the type of design you'd like to make. Examples include social media posts, documents, blogging and eBooks, marketing materials, social media and email headers, events, ads and more. Once a category is selected, pick from a wide variety of free and paid layout options. Users can select text boxes to change or add content and click the background to change the color and much more. Once the design is finalized, simply click the Download button in the right-hand corner. Canva will provide the image or PDF download options you need.

4. Add Measurement Tools: If you're responsible for monitoring website, email and social media analytics, it's inefficient to visit each site individually to collect data. Instead you might want to consider **Dasheroo**, which allows you to track important KPIs, web analytics, email marketing, social media, marketing and sales via its dashboard. The free version provides users with four dashboards. In addition, users are given 12 complimentary data insights. For \$19/month, the most popular level, users get 8 dashboards and 30 data insights.

► **To Start Tracking Data:** Log in and create a New Dashboard; select + Insights; determine which of the 26 apps you want to monitor. Dasheroo says most businesses use 15-20 third-party apps, such as **Facebook, Twitter, MailChimp, Emma, AdWords, Google Analytics, Zendesk** and **Quickbooks**. Pick the insights you're most interested in tracking. Dasheroo will display stars next to certain insights which are recommended and V's next to insights that allow users to track and compare competitor activity. For example, if you select Twitter, you'll have the option of selecting from the nine insight options, including Overview, Engagement, Recent Tweets, Highest Engagement, Amplification Rate, Followers, Following, Tweets and Competitor Activity. Remember, each of those options count toward your data insight total. So if

you want to measure them all and you're on the free account, you'd have just three left. This means you need to pick your insights wisely. The dashboard will display insights for the apps selected within the timeframe desired.

There are numerous free and paid tools available that can help PR professionals perform their jobs. Research what's available, take advantage of free trials of tools to see which work best for your needs and don't forget to consult vendor tech experts, who are there to answer your questions; some tech experts are free, others can be hired for project work.

5. Monitor Calendars and Major Events: PR pros should gather and produce yearly calendars [for more please see page 2 of this edition of *PR News*] to ensure they're posi-

Continued from page 3

tioning brands, executives and clients to receive maximum coverage. Be sure to incorporate content from relevant publications and sites' editorial calendars. Such calendars allow you to see upcoming awards and topics journalists will be writing about. Pitch stories two to three months in advance for the best chance of inclusion.

It's also important to be aware of major events planned for 2016 and brainstorm how your brand, executives or clients can play a role in them. For instance, we have a brand whose headquarters overlook Petco Park in San Diego, home of the 2016 **MLB** All-Star game. We're already strategizing ways to promote it during festivities related to the game. ■

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proach. In our democratized and digitized business environment, brands regardless of sector or scale must work smarter, not harder, to earn relevance and operate from a position of trust. As communicators, we must be prepared to lead with more powerful, more resonant stories, which will drive more trusted and fruitful partnerships between CMOs and CCOs. The results will be more seamless collaboration among internal marketing and communications departments, and greater opportunities for agencies to drive strategic, creative and attention-earning campaigns."

Jenn DeGuzman, VP, Communications & Talent Relations, National Geographic Channel: "As we move into 2016, we're seeing the importance of strengthening and marketing the brand. **National Geographic** is iconic and we're look to build on this legacy with premium global content that is highly entertaining and brand definitional. We want to harness the potential global power of the brand in the ways we partner across all of the National Geographic platforms. We will be working more closely than ever with our internal colleagues on the marketing of content and how we can create breakthrough programming events around the world."

Gary F. Grates, Principal, W20 Group: "In summing up 2015, it's safe to say that organizational communications

continued to evolve in very profound ways. Looking to 2016, will the transformation continue or will it be more of a transitional year in terms of: 1) Advocacy/Outreach – More and more organizations are adopting an employee-advocacy model, unleashing their workforces, so to speak, to engage more deeply in social conversations sharing brand and product information, engaging in relevant discussion and extending the company's reach in new networks and communities. 2) Content – Relevance is the key word in any discussion of content. Recalibrating content to fit personal needs and wants from an information perspective regarding the business continues to dominate technology and strategy decisions. 3) Mobile – Fast becoming the channel of choice for today's highly agile workforce. 4) Analytics/Measures – Uncovering insights about workforce behavior, attitudes, sentiment, interests, bias, etc., is critical to achieving clarity and confidence internally. Coupled with designing more outcome-based measures, communicators and leaders will continue to increase their EQ regarding organizational dynamics. ■

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What the Candidates (and PR) Should Know About Millennials



As each generation comes of age, society begins to understand it better. Trends come to light surrounding lifestyle choices, social issues, buying decisions, feelings toward marriage and, most important, to the growing number of presidential candidates, affiliation with and support of political parties.

Due to the sheer size of this generation, its potential voting power is immense. As PR pros know well, understanding millennials is far from easy. It will be crucial to the candidates' success, however.

Already the millennial generation has made quite an impression. Ranging in age from 18 to 33, millennials are the largest percentage of the American workforce, according to **Pew Research** [see table below].

Here's what PR pros have learned and presidential hopefuls should know: Millennials are digital natives, socially aware, brand conscious, generally skeptical of new information and desirous of genuine conversations and content. While millennials have less wealth and more debt than other demographic groups, they have ample time for research. Presidential hopefuls take heed: Millennials are ready to champion a good cause as they strive to make their mark on the world.

Unique to the generational spectrum, millennials are idealistic, as a hopeful generation of baby boomers raised them. Also, research shows that nearly 30% still live at home without plans to marry soon, a clear indicator of their lack of concern for the status quo.

Perhaps one of the best examples of successfully engaging millennials was the **ALS Association's** Ice Bucket Challenge. This campaign gave millennials the opportunity to make a difference and bring awareness to a serious cause, even if they were unable to donate financially. Participants were urged to post a video on social media while performing the challenge and then to ask three friends to do the same. The challenge went viral almost immediately. It raised \$115 million in 2014 alone, according to the ALS Association.

Engaging millennials and understanding how to effectively communicate with them will prove essential to presidential candidates: which platforms are best, what conversations are taking place, what is being said and where it is happen-

ing. Candidates will need to answer these questions.

This presidential election will look vastly different. Millennials are consuming news via **Twitter**, **Facebook** and **Instagram**, requiring every candidate to have a vibrant and robust social media presence. Campaign speeches are taking place more and more online, at college campuses and in cities with major millennial populations.

Simply put, social media is the best place to engage this tech-savvy generation. Millennials aren't called digital natives for nothing. Pew Research says 88% receive their news from Facebook, so a candidate doesn't have to travel long distances to "meet them where they are."

Having a social media presence will not be enough, though. To resonate, candidates also must take an active role in conversations surrounding issues touching millennials. To grab the attention of this demographic, candidates must focus on non-traditional as well as traditional issues. Sharing content focused on student-loan debt, the top financial concern for millennials, is sure to garner engagement. With a large percentage in debt, millennials want to hear how candidates plan on addressing this issue.

As the country's most racially diverse generation, race relations and immigration also are at the top of millennials' minds. They want a leader who is as open-minded and accepting as they perceive themselves to be. Therefore, they are most likely to respond positively to a message that supports acceptance, non-traditional values and openness to multiple views.

In addition, millennials are quicker to veer off of the traditional marriage path, pointing to their societal belief in equality for all. A candidate who supports and openly pushes messages surrounding marriage and social equality is sure to garner increasing recognition from this group.

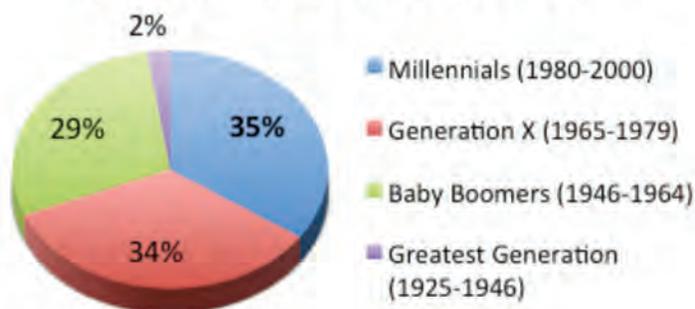
We predict an obvious shift in funding toward social media campaigns that are filled with genuine content related to meaningful causes. Posts should be easily shareable and clickable. As peers greatly influence millennials, they are much more likely to engage with content peers have sent them; this is the best approach for the candidates.

To win the hearts of millennials, presidential hopefuls must revolutionize the narrative to instill a greater focus on genuine, transparent, bold and honest conversations. This generation is different in many ways from its previous counterparts, the most prominent way being that it's not voting for a political party, but rather for a cause.

Millennials will be a major force in the 2016 presidential election. The successful candidate will be one who not only understands millennials, but embraces them. ■

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Generations in the Workforce



Source: Pew Research Center



1. Dogged Rumors: It was a good week for **Chipotle**. Almost. Thursday it reopened all 43 stores in two Washington and Oregon markets it voluntarily closed over Halloween due to an E. coli outbreak. The E. coli was linked to 11 outlets in those markets. The reopening was announced on a site the brand created days after it closed the restaurants (*PRN*, Nov. 9, 2015). Friday the brand took out a full-page ad in *The Seattle Post-Intelligencer*, *The Oregonian*, *USA Today* and *The New York Times* featuring an open letter from Chipotle founder, chairman and co-CEO **Steve Ells**, his first public statement since the E. coli outbreak. “Health officials have concluded that there is no ongoing risk from this incident,” he wrote. Ells also apologized to customers who contracted E. coli. Chipotle as well as local and state health officials have been unable to find the cause of the E. coli despite “extensive testing.” Reopening the closed restaurants is not mentioned in the Ells letter. Both the letter and the site demonstrate transparency, saying there have been “more than 2,500 tests, all of which confirm no E. coli” and that Chipotle is “conducting additional deep cleaning and sanitization” in all 2,000 of its restaurants nationwide. Not to worry, right? Wrong. Earlier in the week the chestnut was resurrected about the brand using dog and cat meat in its burritos. **Twitter** account @conspiracystory, which, as *Business Insider* aptly put it, “is seemingly dedicated to posting any and all conspiracy theories it can find or create,” tweeted that Chipotle will be closing totally in March. Why? Sniffing for dog and cat meat, an FDA inspector found dogs, cats as well as dog and cat corpses “in one Chipotle factory in



Denver.” Clever, eh? The brand is vulnerable so you tweet to your 750,000+ followers a beaut. Chipotle’s twitter rep **Shane** responded to @conspiracystory, “You realize this has been debunked several times, right? There’s no truth to it. –Shane.” Yet people are confused. As late as Thursday night questions flew about Chipotle closing. Is there any way for brands to control this sort of nonsense? “Wouldn’t it be nice if we could, though?” Shane messaged us on Twitter late Thursday night. “Brands that try to respond to every negative comment or misinformed opinion will quickly be taught a lesson in futility,” says **LEVICK** VP **Patrick Hillmann**. When waves of media coverage overwhelm a brand, a good response is to send a media flare, he says. “This is when a crisis communicator reaches out to a major media outlet or an extremely influential industry reporter and offers full access to print an exhaustive piece.” Then the brand pushes the story wide, “which will quickly help turn the tide of coverage.” Hillmann’s assessment of Chipotle’s response to the E. coli crisis? “Excellent. It demonstrated its commitment to transparency at the outset...and has continued to communicate its actions in a timely manner. More important, its words were backed up with decisive action, closing 43 stores while it continued the investigation.” Next it must “communicate the additional safety measures... and focus on rebuilding trust with its customer base.”

2. In Principle: A new *PR News* survey of some 150 PR pros found just 34% said they know what **The Barcelona Principles** are. When the 2.0 version of the Principles was launched in Septem-



Ginger Hardage, SVP,
Culture & Communications, Southwest Airlines

ber, **David Rockland**, partner and CEO, **Ketchum Global Research & Analytics**, and a guiding force behind the Principles, wrote here that “if you have ever complained that PR doesn’t get a seat at the table, application of the Barcelona Principles” will help PR get “the respect it deserves.” Here’s hoping the one-third of PR pros who know of the Principles have loud voices. – **PepsiCo** eliminated its global marketing procurement department, giving the task of dealing with agencies to brand personnel. *Ad Age* reported the story first. The move is intended to increase the speed of marketing as brands must react quicker than in the past, when relatively slow TV campaigns ruled. – **D S Simon Productions** rebranded as **D S Simon Media**, saying the name better reflects its role in creating and distributing video.

3. People: **Bacardi Limited** named **Jim Gallagher** global chief communications officer. – **GE’s** chief communications officer and **Edelman** alum **Deirdre Latour** added VP to her title. – Executive director/N. American health practice lead at **Golin Farah Bulsara Speer** was honored by **Chicago United** as a 2015 Business Leader of Color. – Our best wishes to **Southwest Airlines** SVP culture & communications **Ginger Hardage**, who announced her retirement, effective Dec. 31. Ginger practically invented communications at Southwest and after 23 years there she deserves retirement *and* a medal. The culture team and programs will report to **Teresa Laraba**, SVP of customers and culture. *PRN* friend and contributor **Linda Rutherford**, VP/COO, now will report to Southwest chairman/president/CEO **Gary Kelly** and add employee engagement & travel to her plate. ■

www.prnewsonline.com/top-places-2015

Join PR News on December 9 at the Top Places to Work in PR Awards Luncheon at the National Press Club in Washington, D.C., as we salute the year's top organizations in the highly competitive and dynamic PR arena.

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