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DIVERSITY

Diversity in PR: Is the Emphasis on Research a Stalling Game Slowing Down Real Change?

Diversity was all over the news last week. While the topic generally receives more media coverage around Martin Luther King, Jr. Day, it exploded online and in the traditional media in reaction to the Oscar nominations. Members of the **Academy of Motion Picture Arts and Sciences** failed to nominate a person of color for any of the acting awards. That resulted in several prominent black artists in film, including filmmaker Spike Lee and actor Jada Pinkett Smith, stating

they will shun the awards this year. Later in the week Pinkett Smith's husband, Will Smith, who she feels was overlooked for his work in the film *Concussion*, said he would join his wife in protest.

In PR, diversity often is a topic of relatively quiet discussion, although when people voice their criticisms they are similar to those of Lee and the Smiths. While there is agreement among the industry's various associations about the need for more

Continued on page 3

IMAGE PATROL

BY KATIE PAINE, CEO, PAINE PUBLISHING

Integrity, Passion Distinguish Boston Globe From Lumosity in Crisis Mode

During the opening days of 2016, a hot new startup company, **Lumosity**, was hit with a \$2 million fine for false advertising—essentially running a very aggressive and ubiquitous advertising campaign based on claims it could not prove. Sounds like a lot of 10-year-olds I know.

While that news was breaking, an old company, **the Boston Globe**, was dealing with a very old-school problem—home delivery of its product. It did so in a brilliant way that had everything to do with PR and nothing to do with marketing.

LUMOSITY

San Francisco-based startup Lumosity is the most visible

of the “brain-training software” companies capitalizing on fears of America's aging demographic by offering computer games that purport to sharpen one's memory. In the decade since its founding, Lumosity has become ubiquitous, spending millions on advertising and marketing to get out its messages. The only problem was that its messages weren't true. Its advertising promised that using its games would reduce or delay memory loss, intellectual impairment, prevent Alzheimer's and dementia, help students learn better and improve athletic performance.



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Editor, Seth Arenstein,
sarenstein@accessintel.com
Editorial Director, Steve Goldstein,
sgoldstein@accessintel.com
Graphic Designer, Yelena Shamis,
yshamis@accessintel.com
Group Content Manager, Richard Brownell,
rbrownell@accessintel.com
Assistant Content Manager, Mark Renfree,
mrenfree@accessintel.com
Managing Editor, Guidebooks, Ian Wright,
iwright@accessintel.com
Director of Marketing, Laura Snitkovskiy,
lsnitkovskiy@accessintel.com
Assistant Marketing Manager, Rachel Schermann,
rschermann@accessintel.com
Publisher and VP of Marketing, Amy Jefferies,
ajefferies@accessintel.com
SVP/Group Publisher, Diane Schwartz,
dschwartz@accessintel.com
Chief Operating Officer, Heather Farley
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Group Subscriptions — Laurie M. Hofmann,
lhofmann@accessintel.com
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9211 Corporate Blvd, 4th Floor
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Client Services:
Phone: 888.707.5814 • Fax: 301.309.3847
e-mail: clientservices@accessintel.com

New York Editorial Office:
40 Wall Street, 50th floor, New York, NY 10005
Phone: 212.621.4890 • Fax: 212.621.4879

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How to Choose Your PR Dashboard

Frequently I am asked about PR dashboards. Typically I answer the question with another one: Do you want an online real-time dashboard or do you prefer data visualization on a slide or two in your monthly reports?

That question needs to be asked because PR pros seem to use the word dashboard loosely. So the question: What is a PR dashboard?

The deliverables—and the cost—for these options are quite different.

An Online Dashboard: Frequently positioned as “anytime, anywhere,” it provides the bells and whistles to showcase your brand’s media success in real time. The best let you slice and dice data to your heart’s content.

In an instant, you can see how you stack up against competitors, find out if your coverage is trending positive, or learn who owns a topic in the media. You can discover the most up-to-date list of influencers in conversations that are important to you, determine which words are most frequently associated with your brand, and view content in different media channels.

In some cases, with just a click you can review results in various geographies and languages.

With a couple of keyboard strokes, you can open your online dashboard on your computer, phone or tablet. Or you might want to have large projections on the walls in your command center to immediately see reactions to breaking news, or just to track trends during a meeting.



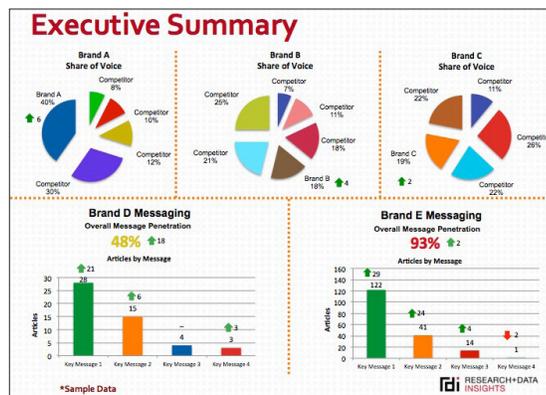
ONLINE DASHBOARD: A shiny new toy.

Users love these shiny toys. But online dashboards can range from \$2,000–\$25,000/month, depending on features and pricing structures.

The high cost makes an online dashboard truly valuable when PR pros spend time viewing and analyzing data regularly, discovering things that can drive strategy and improve outcomes.

Data Visualized in a Monthly Report: More frequently, when people ask for a dashboard they

simply want one slide in the executive summary of their monthly reports to visualize PR results.



DATA VISUALIZED: Slides in monthly reports are far less costly.

The content of that slide depends on your communications and business goals, and what constitutes success for your brand.

For example, you might want the first slide to be a visual of winning metrics—those that demonstrate your best media achievements that month. Or you might want to display charts with business metrics and high-level insights to share with senior leadership, instead of sending a lengthy, time-consuming report to read. You could also show charts with your data on one slide and competitive intelligence on another.

The cost of a dashboard slide or two is typically included in monthly reporting fees, and as a static visualization, it is considerably less expensive than an interactive online version. However, this type of dashboard won’t help you evaluate trends in real time and lacks the anywhere, anytime capabilities.

Making a Choice: As you can see, these dashboards are dissimilar and serve very different needs. The best way to determine which dashboard will be most valuable to you is to answer the following questions: What is the purpose of a dashboard? Real-time view of data regardless of the time of day or your location, or monthly analysis of performance success? Do you have a command center? Are you involved in crisis communications? What is your budget? What are your business and communications goals? What represents PR success to you?

With either choice, your dashboard should help assess the influence of your PR programs on your brand awareness and reputation. By connecting actions to outcomes, your dashboard should indicate trends and PR successes while identifying opportunities to drive future strategic decisions. ■

Contact: margot.savell@researchdatainsights.com

Diversity in PR: A Call for Action, Not Research

diversity, there seem to be differences in approach. The **PRSA Foundation** believes research and studies are necessary to inform its actions on diversity. Other groups, like the **National Black Public Relations Society (NBPRS)**, feel the state of the industry's diversity is self evident, i.e. one can see the lack of diversity simply by looking at senior ranks and C-suites of major PR firms. As a result, concrete steps are needed now, rather than studies, NBPRS's new president Neil Foote said in an interview with *PR News* [see below].

In an item in last week's *PR News*, timed to Martin Luther King, Jr. Day, a member of the PR community, Mike Paul, called for an end to research on diversity. Instead, Paul insisted, groups like the PRSA Foundation and the **Arthur W. Page Society** need to take immediate action. Studies are tantamount to stonewalling, Paul said.

In our piece, the PRSA board's senior counselor on diversity and inclusion Rochelle Ford said, "The PRSA Foundation believes strongly that in order to proactively address... diversity challenges...we must be informed through research insights and build programs that specifically address those challenges." She added, "For the last two years, our grant-funded diversity programs addressed strengthening the pipeline. Our research specifically addressed diversity best practices for CCOs and agency leadership..." Most important, Ford said, "This research is now being used to frame action agendas of the Arthur W. Page Society, the **PR Council** and PRSA." Ford also is chair of the PRSA Foundation Program Committee and serves on the Page diversity committee.

But in an interview with us last week, Foote, the NBPRS president, said, "There's not really much more to study. The numbers speak for themselves. The visual appearance also kind of speaks for itself. My hope is that with the effort of [NBPRS's 400 members] we will be able to say, 'Let's shape this framework, let's really roll up our sleeves and get to the heart of it. There are barriers; what are they? Let's blow them out.' There are more than enough financial and intellectual resources to come up with new solutions."

We asked Foote about barriers to diversity. "From what I've seen so far, it's very similar to when I was working on diversity issues in the newspaper industry back in the early '90s," he said. While he feels he has a learning curve to overcome, he

feels so far "among the major issues" he's seen are recruiting talent and retaining it. "People come [into PR] and they have false expectations of how long it will take to rise through the ranks. This points to the need for retention and development programs, so you can identify talent and develop it... so then when it comes to the C-suite you will have a greater potential of having a larger pool of talent." Last, "there has to be a commitment...from the top that says this is how we to look at every individual...regardless of race."

Foote, a former journalist and newspaper executive now teaching journalism in Texas and heading his own firm, promises to work with PR associations. "You'll be seeing evidence of partnerships within the next 12 months." He'd like to see a breakthrough "in terms of percentages" within two years.

Roger Bolton, the Page Society president, in an interview, touted his 600+ member organization's commitment to diversity. "It's a significant issue and the Page Society is dedicated to try to address it as personally and as thoroughly as possible." The Page board recently adopted a resolution urging Page members to commit to diversity within their own companies. Page will be "providing resources to help them do that," Bolton said. Those resources "will be made available over the coming months."

"We are doing everything we possibly can to increase diversity within our membership," Bolton stressed. Page members, however, are the most senior communication executives at large companies or CEOs at significant PR firms. This is a group unlikely to include many people of color. While Bolton acknowledged that point, "that's one of the challenges," he said, adding, "We do everything we can to recruit diverse candidates within those criteria." As evidence, Bolton said there are "many qualified executives of color and many have become leaders at Page...when we hear of a qualified candidate we make a special effort to recruit" that person.

Page also has a new membership organization called Page Up. "This is basically an organization for very, very senior executives in those same kinds of companies," Bolton said, adding "we do everything we can to get our members to nominate diverse members for Page Up." ■

CONTACT: @rocford footecomm@gmail.com @rogerbolton



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Image Patrol: The Boston Globe and Lumosity

Too bad Lumosity didn't have research to back up those claims. Nor did it bother to inform anyone that the research it had was a bit unorthodox. Users were offered prizes, including a trip to San Francisco, in return for testimonials. Lumosity's response to the fine was that the offending verbiage was "marketing language" and was no longer being used in its commercials. It also continued to cite other research that's been disputed. The direr message to potential investors came from the FTC, which lowered the fine from \$40 million to \$2 million after it examined Lumosity's books. Presumably the FTC deduced it couldn't get blood from a stone.

THE BOSTON GLOBE

At the same time Lumosity was taking its punishment, subscribers punished the Boston Globe for failing to deliver the paper. Apparently, as a cost-saving move, Globe management made a change in its home-delivery vendors. Had this been any other town, vendors would have been evaluated, a winner would have been chosen and only the accountants would have known the difference.

People who settled in Boston rode horses and kept cows, so its streets are notoriously narrow and impossible to navigate. The company the Globe switched to, **ACI Media Group**,

Lumosity

Criteria	Grade	Comments	Advice
Extent of coverage	F	Due to its high visibility, the media jumped on this crisis and it received remarkably widespread attention both in the U.S. and abroad.	If you buy yourself a large profile with marketing, you make yourself a large target in a crisis.
Effectiveness of spokespeople	F	There were no visible spokespeople. Lumosity issued a written statement and a self-congratulatory letter to its members with no explanation other than to say that it chose to settle the case in order to "focus."	Don't invest millions in paid advertising and ignore PR. With visibility comes responsibility and attention, and you need to be prepared for it.
Communication of key messages	F	Lumosity left a vacuum that the FTC was only too happy to fill. Worse still, it continued to run commercials, which only reminded people of the crisis.	The problem with relying on paid media is that it doesn't help in a crisis. It only reminds people of what you did wrong, and makes them more skeptical about your claims.
Management of negative messages	F	It made no attempt to manage negative messages, so the FTC used the opportunity to declare war on the industry and paint Lumosity as "preying on consumers' fears."	If you decline to explain your side to the media, don't be surprised if the other side dominates the discussion and gets out 10 of its messages for every one of yours.
Impact on stakeholders	NA	Lumosity isn't public yet, but the FTC's warnings must have made any early investor in the brain-training industry nervous. It's unclear whether the crisis has hurt sales.	Even if you don't have investors, if you're on track to issue stock at some point, future investors likely will view unfavorably a fight with federal authorities.
OVERALL SCORE	F	The FTC clearly controlled this crisis from start to finish. Lumosity's reliance on paid communications contributed to its downfall.	Don't put all your eggs in one basket. This crisis should serve as a warning to small start-ups. Big marketing campaigns may be great to get early adopting customers and a lot of buzz, but they also make you a bigger target.

may be an expert in distribution across the country, but couldn't find its way across the Boston Common because delivery routes "lacked any logical sequence," according to a source. Worse, ACI couldn't hire enough drivers to deliver the papers and then was unable to prevent hundreds from quitting when they found themselves using faulty delivery routing that sent them back and forth across the city numerous times. As a result, thousands of papers were left sitting undelivered on loading docks.

Then, in an unprecedented move, Globe editors and writers hit the streets and delivered the paper. The move astonished customers and the media. Many subscribers took to social media to celebrate the effort. What might have been a disaster was mitigated, if not solved entirely. Management got enough breathing room to bring ACI to the table and re-hire the former vendor to help clean up the mess. ■

CONTACT: @queenofmetrics measurementqueen@gmail.com

The Boston Globe

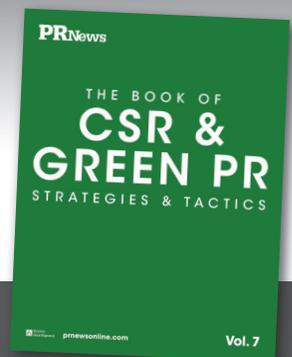
Criteria	Grade	Comments	Advice
Extent of coverage	F	The fact that this crisis happened to a media company fueled the extent of coverage, but in reality, the notion of reporters and editors delivering the papers was too good a story to not jump on.	While it's seldom a good idea to fan the flames of a crisis, in this case the solution itself was newsworthy and worth leveraging.
Effectiveness of spokespeople	A	The reporters really became the spokespeople for the crisis, but Globe CEO John Henry managed the crisis impeccably. He expressed concern at every turn; his letter of apology was abject and respectful.	Just putting a good spokesperson in front of a crisis helps, but if your CEO can issue an authentic and credible letter of apology, it's even better.
Communication of key messages	A	The reporters became the paper's best spokespeople. With their actions they conveyed a passion for the customers and the product.	In a crisis, actions always will be the most effective medium for conveying your message.
Management of negative messages	C+	The reporters' actions took the spotlight off the blame game that was going on between the ACI and the Globe.	Creating an authentic diversion that will distract the media from the anger and mistrust of the players can pay off sometimes.
Impact on stakeholders	B	Some customers are still not getting their papers, and are justifiably angry and frustrated. ACI drivers continue to grumble but Globe employees are considered heroes to many.	In the end, if you can keep the majority of your customers and stakeholders from hating you after a crisis, consider it a win.
OVERALL SCORE	B+	What could have been an expensive disaster resulting in lost customers, a lack of trust and bad feelings all around was saved by noble actions that conveyed perfectly what a community newspaper is all about.	Corporate culture, unity of mission and a whole lot of passion are your best weapons to fend off disaster.

CSR & GREEN PR GUIDEBOOK

PR News' CSR & Green PR Guidebook captures best practices in communicating the positive relationships that organizations are building with their communities of interest. This six-chapter guidebook connects the dots between the effective communication of positive social contributions and corresponding improvements in bottom lines.

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www.prnewsonline.com/csr-green-pr-guidebook-vol-7

Crisis Management Tips Learned From the Ebola Outbreak in West Africa



Through my work with humanitarian aid organization **Linking the World**, I've been involved in coordinating efforts during numerous crises, including the Ebola outbreak in 2014.

While each situation is unique, the importance of effective communication in these instances isn't. Similar to the ability of poor communication during a crisis to damage a brand badly, communication can make or break a relief effort and, most importantly, determine how many lives are saved.

Here are five PR lessons from the Ebola outbreak.

1. Be Aware of the Communication Barriers: Communication challenges contributed to how quickly Ebola spread throughout West Africa. In the first regions affected, misinformation, social stigmas and illiteracy stifled NGOs' efforts. There were also differences in how people perceived the message, depending on whether they were from large cities or small villages. It is critical to be prepared in advance to overcome such barriers, particularly if your brand is working in places like West Africa.

2. Give Your Audience a Reason to Care: Making an audience understand why it should care has always been a challenge for nonprofit organizations. No matter what message you're spreading, it's important to demonstrate specific ways your organization or cause connects to your audience.

Linking the World has tried to show people why they should care by communicating to them how quickly Ebola can spread and the impact it would have on the global economy.

3. Stick to Your Organization's Mission: It's easy for nonprofits to get sucked into hype-based fundraising and trendy social campaigns, but those aren't sustainable and they often hurt the ones you serve or diminish the cause you're championing.

For example, a humanitarian aid organization in the late 1990s launched a PSA that began: "Every 60 seconds in Africa, five children die of hunger." This perpetuated the idea that Africans are helpless victims, incapable of solving their own problems and in need of a savior from the West.

It's vital to avoid sensationalizing the causes we work with or demoralizing those in need by circulating horrific photos or implying that they're helpless. No matter how visible your organization or cause is, don't lose sight of the principles behind it.

For your organization to serve effectively, it's vital to learn how to communicate with compassion and conviction.

4. Use Caution When Partnering: There were several misconceptions about the Ebola virus and the outbreak. When you're helping in a crisis, it can feel like you spend more time correcting misinformation than spreading legitimate information and doing good works.

We partnered with *The Guardian* to deliver accurate health and prevention notices to the communities we were serving.

Many nonprofits like to partner with other organizations or celebrities to spread messages.

It goes without saying that any partner you take on must be viewed as reliable and trustworthy. If you align your organization with a celebrity, you'll forever be associated with that person's brand and lifestyle, so it's critical to choose wisely.

“ Relying solely on digital channels reinforces people's tendency to stay behind computer screens rather than actively contribute. Try and strike a balance between building an online following and communicating offline with supporters. ”

5. Use Social Media But Find a Balance: Social media has played a major role in the dissemination of information throughout the Ebola outbreak. It's allowed governments, healthcare officials and aid organizations to communicate with citizens in real time. Social media has also transformed the way nonprofits raise awareness and support.

However, social channels should not be an organization's primary method of communication. Relying on digital channels reinforces people's tendency to stay behind computer screens rather than actively contribute.

Try and strike a balance between building an online following and communicating offline with supporters. Consider the group you're targeting and the platforms it uses to get information.

While traveling to some of the most remote places in the world, we saw people who had no food or water, but they had cell phones and used SMS messaging. For disseminating information to people living in regions affected by Ebola, NGOs should definitely consider text messaging.

The Ebola outbreak proves that effective communication is essential to help those in need, coordinate humanitarian efforts, educate citizens and garner support and donations. For your organization to serve effectively, it's vital to learn how to communicate with clarity, compassion and conviction. ■

CONTACT: info@linkingtheworld.org

5 Ways to Build Better Coexistence Between Millennials and Managers

[Editor's Note: We welcome millennials and other generations to contribute to this new recurring feature.]

It seems organizations publish articles and release studies regarding best practices for connecting with millennials nearly every day. It's not often, however, that there are studies and articles sharing what millennials can do to mesh with other generations.

In a *Fast Company* opinion piece, two millennials asked other generations to “stop treating millennial employees like enigmas.” Yet the problem wasn't that the authors asked for more opportunities to provide meaningful feedback and have dialogue with senior leaders, it was that they failed to discuss what millennials can and should do in return.

It doesn't make sense for the millennial microscope to be a one-way device. As millennials' workplace saturation increases, so does the need for millennials to understand how to work with managers from other generations and to work with other generations in general. After all, Generation Z is just around the corner.

Here are ways the parties can coexist:

1. Millennials: Learn and Understand What Managers Want and Why. While there may be better ways of doing things, there also may be logical reasons why things are as they are. If you question something or have an issue, ask—but do so with an open mind.

“The sense of entitlement in our generation often leads many, but not all, of us to believe the customer-is-always-right mentality applies everywhere, including our jobs,” says Jess Noonan, **PRSA** new professionals section chair. “Millennials I've seen succeed recognize that an entire company cannot change everything...to adjust to a single generation.”

Smart businesses will learn how to attract and retain millennials, but they also will know how to generate results. And that may not entail meeting every millennial demand.

2. Millennials: Contribute to the Culture Without Attacking It. Managers' top criticisms of millennials in PR include that they are self-centered and disrespectful, according to a report by the **Plank Center for Leadership in Public Relations**. To avoid being seen that way, recognize what the organization is doing well, and ask questions before jumping to accusations.

The report also revealed that managers want to hire millennials who will contribute to an organization's culture. That's right: Companies are looking for young, talented leaders to make a difference in the business. If you look at the bigger picture, this provides an opportunity.

“Instead of expecting the company to completely change its culture, millennials should look to influence culture in small ways that make the company better for every generation,” Noonan says.

3. Managers: Communicate What You Are Doing. You've heard millennials want transparency. That means sharing

what good you are doing already.

You may host internal focus groups and facilitate an employee mentorship program, but if millennials don't hear about it, they may not think it exists. Internal communication is critical for any type of work, but it is especially important when working with PR pros.

Regardless of generation, everyone likes to feel valued and appreciated. Establishing regular communication isn't just good for the people you manage. Gathering feedback regularly can help you learn how to better motivate staff and improve results from your team. It may even draw your attention to issues you've never noticed.

4. Managers: Recognize This Is More Than a Generational Issue. “I believe it's up to leaders and managers inside the organization to create an environment where employees at all levels, and particularly at the entry level, can share thoughts on how to better drive business performance,” says **MasterCard** CCO Chris Monteiro.

Focusing on one generation at the sake of losing other generations' attention will get you nowhere. Instead of considering how to connect with millennials, consider how to best serve all employees, no matter where they are in their careers. Different generations have different values, but so do different people. While mass employee engagement surveys may not deliver insights into individual employees' thoughts, ensuring that every single employee has the opportunity to check in with his or her manager to provide and receive feedback is a necessity.

“To best capture ideas in a timely manner, organizations should make a variety of channels and methods available to employees allowing them to use the manner that is most comfortable based on personal preference,” MasterCard's Monteiro adds.

5. Managers: Hold Millennials Accountable. All you hear about is what millennials want and how to cater to their needs. Don't let our generation off easily. Millennials should enter your company understanding that they have a responsibility to learn what the company is doing to engage its employees and to respectfully speak up if they feel things could be done differently. Make sure millennials understand what is expected of them so that everyone is meeting, and perhaps setting, the expectations.

When it comes to employee communications, it's all about having an employee-centric focus, regardless of the generation. In the end, connecting with millennials is not an issue of generational differences, but of something PR pros have been dealing with for decades: two-way communication. ■

CONTACT: Heather Harder is an account executive at Capstrat. @HeathHarder





It's not fast food.

1. 'It Ain't Over 'Til...': Chipotle head **Steve Ells** said earlier this month that he expected the government to “soon” declare Chipotle-related E. coli outbreaks over. Last week an official from the **Centers for Disease Control and Prevention** said the investigation continues, *Food Safety News* reported. In addition, **Food and Drug Administration** officials said its investigation continues into the source of the outbreaks in 12 states that sickened 58 people. Meanwhile Chipotle said last week it “may” know what “caused some customers to become ill in 2015.” In a statement, it also said its enhanced food safety procedures are “largely in place” and it instituted “paid sick leave helping to ensure that ill employees have no incentive to work while ill.”

2. Bounced Check: Another example of how brands that aspire to do good sometimes face setbacks. Some background: **Facebook's** Safety Check is a system where friends and family can find out whether or not a loved one who resides in an area that's experienced a natural or man-made disaster is safe. The company introduced the feature in Oct. 2014 and activated it exclusively in response to natural disasters. Its first use in response to a man-made disaster was in November when ISIS launched an evening of killing that left more than 120 people in Paris dead. Some 360 million people received messages from Paris-based users, Facebook said. Shortly after that, however, critics wondered why Safety Check hadn't been activated in response to ISIS attacks in Lebanon just one day before Paris that left more than 40 people in Beirut dead. The disparity led one commentator, **Sousan Hammad**, to conclude angrily on *Al Jazeera Amer-*



ica's site that Facebook's Safety Check “is not for Arabs.” Facebook responded with well-crafted messages, saying these are the early days of Safety Check and that it will be more vigilant going forward. In fact, just days after those posts Safety Check was activated in response to a terrorist bombing in Yola, Nigeria on Nov. 17. That brings us to the present and another ISIS attack, seven bombs and shootings, in Jakarta, Jan. 14. Despite 69 million users in Indonesia and being Facebook's no. 3 mobile audience, Safety Check remained off, complained **Yunita Ong**, a contributor to *Forbes.com*. CSR is far from easy. It involves planning, execution and communication. Facebook, and any leading brand, must approach doing good as carefully as they would other business decisions. In the digital era, the world demands it.

3. Carmageddon: You can't fool Mother Nature, but she can be tricky. As millions on the East Coast were preparing for a weekend snowstorm, Washington, D.C., received a seemingly benign prelude: A one-inch dusting late Wednesday afternoon. With temperatures in the 20–30 range for much of the week, however, the few flakes became ice on contact with untreated roads, creating havoc for home-bound commuters. At midnight, major roads and highways were bumper-to-bumper, with tales of seven-hour commutes all too common. The next day, while other local and state governments disguised their apologies by emphasizing how quickly they reacted to the situation (commuters would disagree strongly), D.C. mayor **Muriel Bowser** (D) took the high yet icy road, offering an abject apology. She tweeted, “Last night the District failed to deploy the necessary resources in response



J.J. Carter, FleishmanHillard Global COO

to the snow—for that I am sorry.” She did the same during a Thursday-morning press conference that helped restore confidence in the District's ability to handle the anticipated blizzard. – **The International Association for Measurement and Evaluation of Communication** (AMEC) said Friday its representatives would be available to provide advisory service to companies entering the research, data, analytics & insight generation and PR excellence in effectiveness categories of the **PR Lions** awards.

4. People: It was a week of big-name job moves. **Kimberly-Clark** tapped **PepsiCo** SVP **Christopher Wyse** as VP of communications, replacing the departed CCO **Ken Smalling**. – Pundits say you won't see **NFL** commish **Roger Goodell** on the stump as much now that the league has hired former White House press secretary (to **President Clinton**) **Joe Lockhart** as EVP communications; he replaces the departed **Paul Hicks**, who went to D.C.-based **Glover Park Group**, which Lockhart co-founded before a stint at **Facebook** (that's the way the revolving door works in D.C.). The NFL also upped former White House hand SVP of government affairs **Cynthia Hogan** to EVP of public policy and government affairs, boosting its D.C. muscle. – **United Airlines** named **Jim Olson** SVP of corporate communications. He comes over after five years as **Starbucks'** VP of global corporate communications. – **FleishmanHillard** named **J.J. Carter** its first global COO and **Jack Modzelewski** global president, business development and partnerships. – **Publicis Worldwide** upped **Carla Serrano** to CEO. ■

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- How to Align with Social Media Influencers and Bloggers in Your Market
- Messaging Apps to Watch—and Maybe Use for Your Brands
- Case Studies: Cross-Platform Social Campaigns
- What's Next for the Big 4 Social Platforms?

VISUAL STORYTELLING SESSIONS INCLUDE

- How to Use Snapchat to Enhance Your Brand's Messaging and Reach New Audiences
- Visualize Your Organization's Mission and Messages With Instagram
- Use YouTube as Your Gateway to a Global Audience
- How Facebook's Latest Video Features Can Grow Your Brand's Online Profile
- How to Visualize Your Brand's Messages and Data With Infographics

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Questions? Contact Jessica Placencia at Jessica@accessintel.com; 301-354-1641.