PRNews

The How-To Resource for Communicators

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SOCIAL MEDIA

Tips and Tricks to Use Facebook's New Live Video Feature to Boost Brand Engagement

It was a safe bet when pundits put the continued growth of video on their lists of predictions for 2016. It still is. Just look at **Facebook**. Late last month during a Q4 earnings call Facebook chief Mark Zuckerberg noted his 1.59 billion monthly active users and 1.44 billion mobile monthly active users were logging 8+ billion video views daily, equating to 100 million hours of video. Not a surprise then that Zuckerberg said a bit later that Facebook is considering a dedicated spot solely for video viewing.

Soon after, on January 28, Facebook product manager Vadim Lavrusik, in a post, unveiled details of Facebook's Live video service, available for "everyone in the U.S. via iPhone." [Facebook had offered Celebrities and Verified Pages a version of Live for several months.]

Akin to **Periscope**, Live allows users to broadcast events in real time. Unlike Periscope, whose vids expire after 24 hours, Facebook's can be saved and archived indefinitely

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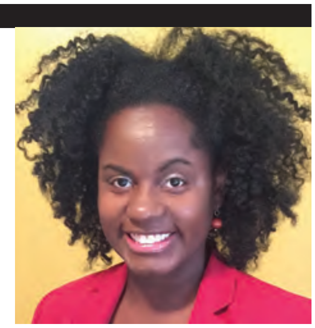
CSR

BY DR. JULIANA TRAMMEL, ASSOCIATE PROFESSOR, SAVANNAH STATE UNIVERSITY

6 Tips to Gain Employee and Stakeholder Buy-In for CSR Success



Being a CSR practitioner today is more challenging than ever. CSR is changing and gaining momentum. Pressure for companies to become more responsible is increasing not only from customers and employees, but from governments and global institutions. As CSR shifts from desired to expected, countries such as India and China have moved toward mandatory, not voluntary CSR regimes.

Your stakeholders will expect more than philanthropic programs. They now want to see sustainable initiatives in your day-to-day operations that make CSR an integral part of your company's mission. The name change of **British Petroleum** to **Beyond Petroleum** and **Volkswagen's** creation of "Think Blue. Factory." to reduce environmental impact in its factories by 25% by 2018 are just two examples of how CSR is changing the way we engage in corporate citizenship. Here are six principles driving CSR programs that you should keep in mind as you develop effective CSR communication deliverables to stakeholders:

1. Shared Value: In general, people are more willing to participate in causes they believe in. As a result, for your CSR program to work, you must engage stakeholders in causes and activities they believe in. **Texas Instruments**, for exam-

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BY TED DEUTSCH, PRESIDENT, TAFT & PARTNERS

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A Job for Communicators: Just 47% of Workers Receive Diversity Training

As we know, diversity and inclusion are hot topics. The controversy over the Oscar nominations that exploded as the country celebrated Martin Luther King Day is only the latest chapter. Racial tensions often remain just beneath the surface in this country until an incident pushes them to the forefront of the American consciousness. Diversity also is a topic of importance in our industry (*PRN*, Jan 18 & 25).

In this context **Taft & Partners** felt it was important to consider how diversity is being communicated in workplaces and homes, and to explore what employees encounter on the job.

A study from Taft and **Fairleigh Dickinson University's PublicMind** research unit found a decidedly mixed bag. Almost 20% of employees reported having heard insensitive language regarding racial/ethnic minorities and Muslims. Some 16% reported the same about Lesbian Gay Bisexual and Transgender (LGBT) employees; 13% said they've heard slurs against women. The study surveyed a random sample of nearly 600 employed adults in N.J. early in January.

Is diversity in the workplace spoken about as a value more than it is actually learned and practiced? The study found 90% of employees said their employer values cultural diversity, yet only 47% had ever received training in that area. That's an attention-getting gap.

The survey results remind us that workplace diversity is not a sprint but a marathon. As every communicator and leader knows, internal communication is the lifeblood of an effective organization.

For the modern organization, pushing out priority business messages is no longer enough. A message's content and context must be married to a deep awareness of the demographics of today's culturally diverse workplace. Are the message's words inclusive? Are the images cognizant of the range of employees receiving them? Did the communicator solicit diverse input before building the message platform?

And beyond communications and training, employers need to set clearly defined procedures for employees to report concerns, and then show that they will take diversity-related grievances seriously.

Most important, leaders need to use communication as a tool to build a culture where it is clear that inclusion and cultural sensitivity are not just ideals, they are the expected norm. ■

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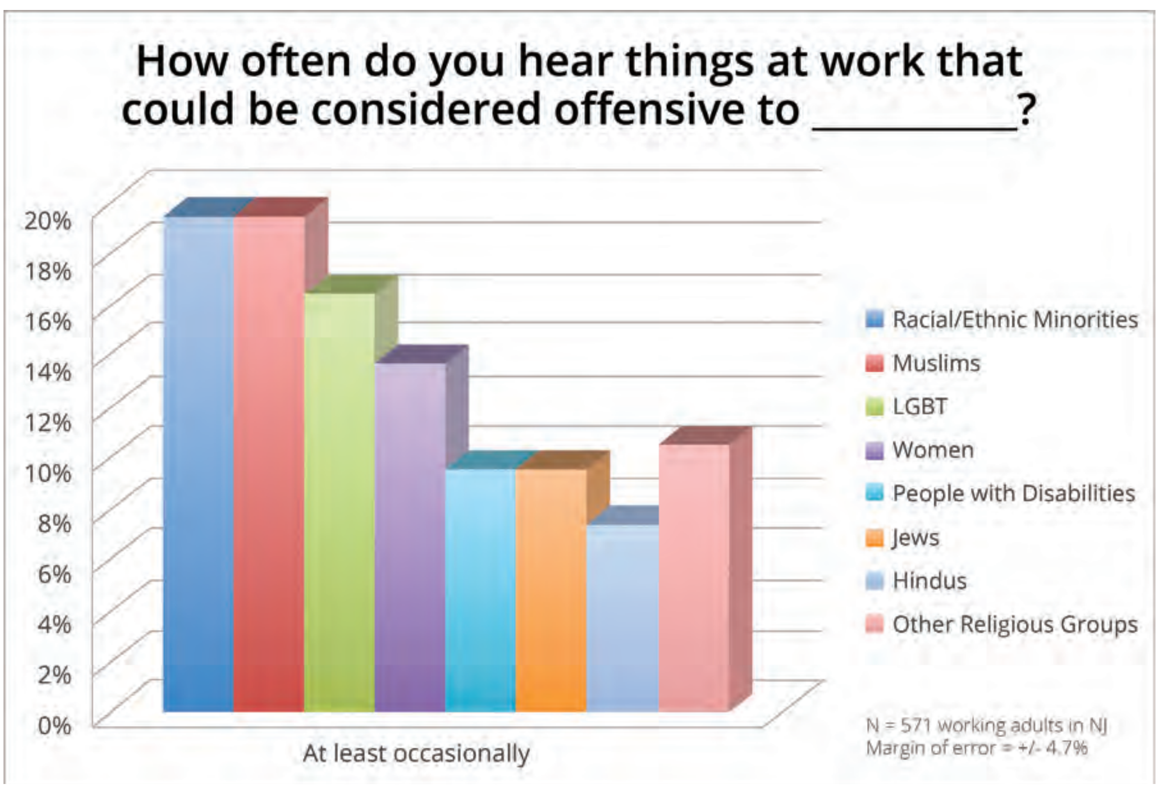

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Video Strategy: Test All Platforms, Stay Flexible

on users' Timelines. News Feed will allow Facebook users to discover Live videos from friends and celebs they follow. "While watching a live video, you can tap the Subscribe button to get notified the next time the broadcaster goes live."

The implications of Live for PR pros seem apparent: There's a new, seemingly easy way for influencers and fans to share your brand's message via live video on the world's largest social network. And with saveable videos, Live seems to be a plus for brands, or anyone hoping to rack up large numbers of views. We asked PR pros, all of whom will be panelists at PRN's Visual Storytelling Bootcamp later this month in Huntington Beach, CA, what brands should be doing to best capitalize on Live.

Lisa Arledge-Powell
President, MediaSource

1. Experiment, but Stay Flexible: "Facebook still is finalizing details, so now is the time to get experience on Live and other platforms." **YouTube** and other video platforms remain "just as relevant." In fact, the competition between sites could offer big opportunities for PR pros, she says.

2. Choose the Platform That Works Best for Your Brand: Similar to measurement tools, there are choices in video platforms. Arledge-Powell advises choosing the one that fits your brand best. "Facebook Live is the hottest new enhancement…it's also pretty easy to use…after the success of Periscope and **Meerkat**, it's not surprising that Facebook would jump into the game as well…PR pros should try them all, monitor the latest advancements and choose the platform where your brand receives the highest ROI." Testing Live on your personal site is a good move, as is monitoring how other brands, public figures and news outlets are using it. She's keen on **CNN's** Live post last week where Dr. Sanjay Gupta fielded questions from viewers in the comment section.

3. It's an Experience, Part I: Use video to enhance consumers' experience. It's important to interact with viewers. "Live and other Facebook video enhancements allow your followers to feel included in private, behind-the-scenes moments. Whenever deciding the video content, create it to make sure followers know that they're a part of the experience." Arledge-Powell also favors broadcasting longer when using Facebook Live. "The longer the broadcast, the more viewers will watch," she says. Still, before starting a Live broadcast, plan a set amount of time to shoot.

Jacqueline McGinnis
Deputy Director, DoD Social Media
Defense Media Activity

4. It's an Experience, Part II: For McGinnis, Live is yet another step in the evolution of social media and a chance to "give people a more personal connection…you want them to feel like they're right there [at a live event] in real time."

She also agrees with Arledge-Powell about picking a video platform. "Know your brand's objectives and what you want to do with video," she says. Brands also must "weigh the pros and cons" regarding privacy when deciding on video.

5. Be Choosy: The proliferation and ease of video means, though, PR strategists should pick "exclusive moments" to deploy video using Facebook, **Vine** or Periscope. Look for events that most people won't experience, she says. Even with events open to the public, there are moments that the general public won't be privy to. An example, McGinnis says, is when Pearl Harbor memorial activities were streamed live to a defense site, yet her unit did a Periscope session from a part of the 74th annual ceremonies that was open only to select people. Closed events, with permission, of course, are prime targets for live video, she says.

Melissa Wisehart
Director, Social, Digital Strategy
Moore Communications Group

6. The Future? Wisehart agrees with Arledge-Powell about experimenting first with your personal iPhone and then on various platforms, although she wonders about Periscope's financial viability without archiving videos. Live's "archiving is huge," she says. ■

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6 Tips to Effectively Communicate CSR Efforts

ple, emphasizes causes that touch the communities where its employees live and work. In 2015, it recognized 18 North Texas STEM teachers for advancing student success.

2. Greater Employee Influence: Employees from top to base must embrace your CSR program. In addition their outlook on corporate citizenship will influence their sense of purpose and commitment. The 2015 **Deloitte** *Millennial Survey* revealed that millennials, for example, select employment opportunities based on corporate purpose and positive organizational performance. It's also worth noting that the way your employees perceive the brand's CSR effort will influence your corporation's group mentality and consciousness.

3. Increased Transparency: As transparency has become an expectation, stakeholders want to hear the good news and the bad. **Positive Luxury**, for example, made its environmental profit and loss report public for the first time in 2015, according to co-founder and CEO Diana Verde Nieto.

4. Broader Accountability: Your stakeholders also will expect compliance within your supply chain. Many businesses are going beyond internal corporate compliance to expand their responsibility to third-party vendors. **Mars**, for example, has made a public commitment to a zero-deforestation policy throughout its supply chains.

5. Collaboration: A collaborative approach across departments and outside the organization also has become key for CSR success. In 2015, **Unilever**, **Nike**, **General Motors** and **IKEA** joined together against climate change under the *We Mean Business* coalition. It also is good to remember that collaboration has become necessary in CSR efforts. The year 2015 was particularly unique as we saw a range of industries such as retail, corporate, governments, civil society, faith-based organizations and transportation joining together to fight climate change.

6. Sustainable CSR Efforts: Your CSR program should display not only compliance or relief efforts, but proactive and long-term measures to avoid future damage and losses. Your CSR initiative must provide a sustainable program that practices effective and safe management of natural resources and human protection.

Although these new expectations are creating stronger relationships, legitimacy and positive attitudes among stakeholders, if not communicated properly, they can create skepticism. Your CSR efforts and communication tactics must be aligned. Keep in mind that the effectiveness of your CSR program is different from the effectiveness of your CSR communications program.

KEYS TO SUSTAINABILITY COMMUNICATION

• **Be Conversational:** As you prepare tactics to communicate with stakeholders, create space for dialogue and feedback. Forums and social media sites are great ways to engage with stakeholders. Be flexible enough to gradually create a sense of shared meaning when it comes to your CSR program. Your stakeholders will expect that your CSR initiatives emerge from a relational process. CSR initiatives should be understood not as a clear or consistent agenda, but rather as a forum for sense-making and diversity of perspectives.

• **Display Sustainability Messages:** Sustainability should be a key strategy in your communication. **Coca-Cola** made its global sustainability report fully digital, designing it for accessibility across all social platforms and tablets. Another example is the signature line that appears at the foot of employees' emails: "Please, consider the environment before printing this email." As a communicator consider ways for CSR and sustainability communication to work together.

"Understand that the effectiveness of your CSR program is different from the effectiveness of your CSR communications program."

• **Build a Two-Way Street With Stakeholders:** Have an open line of communication with your stakeholders to receive constant feedback. The shortcomings of many CSR programs are due to a failure to recognize that stakeholders are a dynamic learning system. Press releases, dialogues, interviews with journalists, forums and meetings with interest groups build understanding and ensure that communication from these groups reflect your point of view.

• **Employ Data:** Communicate objective outcome measures of CSR initiatives and explain them in objective terms. **General Electric** exemplifies a good CSR promotion that displays objective measures with the communication of its *Ecomagination Initiative*, explaining the value of the program for the environment to customers and shareholders.

• **Focus:** Report on issues that are important to your stakeholders instead of detailing various aspects of your company's good citizenship activities. Not every CSR message will go to every stakeholder. Similarly, prioritize the stakeholders who have the greatest influence on your success.

• **Tell Your CSR Story Broadly:** For CSR initiatives to be successful they must be understood by many different stakeholders. Know how to reach and influence diverse groups using different platforms. **Texas Instruments** communicates its CSR strategies through its *Citizenship Report*, citizenship website and social media. ■

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BY NICK LUDLUM, SVP, CORPORATE & PUBLIC AFFAIRS,
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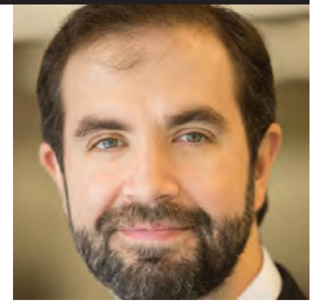
6 Steps to Help Coordinate a Crisis Response in a Large Corporation



The most successful crisis response plans deliver all the best attributes of an involuntary reflex. An incident is identified. A crisis team convenes. The circumstances are assessed. Crisis protocols are activated. A response is developed and implemented. Activities are measured for effectiveness, and the team cycles through these steps again and again until some form of equilibrium is reached. Someone flips a switch, and the machinery kicks into gear.

This approach works best when protocols are defined clearly and a small group—typically senior executives—is trained relentlessly to apply the organization's approved crisis protocols. But the time has passed when a few executives could speak for a brand during a crisis—if, indeed, it ever existed.

Corporations increasingly are complex, of course, but so is the concept of the brand. Every employee represents it, but so, to some extent, do channel partners, suppliers and customers—whether the brand wants them to or not. Implementing an effective crisis response, therefore, requires coordinating the work of employees and partners across the full spectrum of an organization's operations. Achieving this requires taking a deliberate and comprehensive look at where the responsibility for representing an organization begins and ends, understanding the unique needs of stakeholders and audiences, and creating a crisis-response framework that accounts for these nuances.

1. Establish who or what your organization is in the context of reputation management. This may not be so easy. An organization is its employees, products and services, assets, resources and brand. But is that all?

From a reputation management perspective, the answer is no. Think of the organization's workforce. Most organizations have sales and marketing, HR, customer service, finance and legal, among others. Each is part of the organization and needs to be factored into crisis planning and response.

What of the franchise or licensee or independent operator with rights to represent the brand in a local market? What about the channel partner, the retailer who stocks your products, the partner who resells your services? Consider the business partner who complements your goods and services, or the supply chain partner whose identity as your supplier may be inextricably linked to yours.

Reflect on your customers. Many serve as brand ambassadors—officially or not—or they may be beta testers or references. They may be viewed as representing the organization on a de facto basis. Each of these groups, therefore, bears responsibility for representing the brand to external audiences. Each must be considered part of the organization for the purposes of crisis planning.

Reflect on your customers themselves. Many serve as brand ambassadors—officially or not—or they may have a role as beta testers or references. In any case, others may view them as representing the organization on a de facto basis. Each of these groups, therefore, bears some responsibility for representing the brand to external audiences. And each must be considered part of the organization for crisis planning purposes.

2. Analyze how and if stakeholders may be audiences as well as channels for crisis communications. Define scenarios for each. If the first step is cataloging and defining the organization, the second is determining when and how each stakeholder is a channel for crisis communications and a partner in crisis response, when each stakeholder is an audience, and when each is a mix of both.

For instance, consider the cashier in a supermarket chain recently victimized in a data breach. That cashier certainly is a channel for communications, as customers may ask about security during a transaction. But the cashier also is an audience member, who might ask questions: Is my information secure? What are we doing about security? What is my company doing to fix this problem?

Each stakeholder group should be evaluated for unique needs both as channel and audience, and each also should be considered in light of specific potential scenarios. For

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Constant Evaluation Critical to Crisis Response

instance, consider the shifting role of a retailer in its relationship with a consumer electronics company undergoing a crisis. The CEO of the company is charged with a crime. Retailers are an audience for communications, but not partners in crisis response. The retailers need reassurance that the supplier will continue to operate despite upheaval in its business. Depending on the CEO's actions, retailers may need reassurance that they are not also victims.

Now consider the same partners, only this time the electronics company is issuing a recall. The retailers' role changes and, depending on the nature of the recall, retailers may consider themselves in crisis mode. Now, as an audience and partner in the crisis response, retailers need different information. When will supply be restored? Might any of our customers be at risk of harm? What is the process for replacement and refunds? How, when and where should we carry and reinforce the supplier's message? What are we at liberty to say, and what should we avoid saying? Knowing the answers to these questions, who may ask them and how they view their role in the issue is a critical step in crisis response management.

3. After identifying stakeholders and their needs, the goal should be to incorporate them, as appropriate, into the crisis infrastructure. Certainly every department in the organization should be represented on the core crisis management team, but guidelines should be developed for "flexing" the team as circumstances dictate. Individuals responsible for key channel partners, for instance, may not have a role on the crisis management team but clearly are important players in the case of a major, nationwide recall. Or, to cite another example, joint venture partners in the midst of crisis may have a shared role in defining and implementing a crisis management and recovery program. The task, then, is to identify a process for incorporating these stakeholders into the crisis management infrastructure, defining the triggers or thresholds that would result in flexing the crisis team and establishing the specific communications mechanisms that will be employed.

4. After defining the appropriate crisis infrastructure and establishing different teams for various scenarios, define the tactical methods of communication that will be employed to coordinate crisis response. While a decidedly less glamorous side of crisis management, defining up front how people will congregate to discuss a crisis, which representatives from departments or partners will be expected to engage, and how information will travel back and forth among response team members all are critical.

Each organization will define methods that fit its unique needs, but some elements are common. Communication among the crisis response team needs to be secure. There should be an accepted template for all material produced, whether or not it is intended to be seen only by the crisis team or by other audiences. Roles and responsibilities should be clearly defined. Every potential channel of communication should be represented on the crisis team, and every member of the crisis team should have a backup.

Attention must also be paid to the methods that the crisis team will use to communicate with others. When is it appropriate to send an all-employee email, for instance? Is there an employee portal where information can be posted and read? When and how should something be posted to the corporate website, emailed to partners, distributed via traditional and social media? When should personal one-on-one contact be made and with whom? There is no one-size-fits-all answer to these questions. Each scenario will require slightly different communication methods. The methods themselves will change if the scenario escalates.

5. Monitor and measure how to tune those methods. Constant evaluation is a regular feature in any crisis management plan. For the purposes of coordinating crisis response across an organization, the needs change slightly. Certainly, external metrics of reputation risk, which could range from stock valuation to media sentiment, should serve as thresholds for modifying crisis response, but the crisis team should also monitor how internal stakeholders are reacting. Are they using the crisis management material appropriately or at all? Are they asking for more information, more clarification? In conversations with third-party stakeholders, are they veering off script? Some of these are difficult to determine—especially in a crisis—and so the crisis team must be in near-constant contact with stakeholders engaged in the crisis response to gather feedback and incorporate it into plans.

6. Address the emotional and rational needs of your partners. Addressing the emotional needs of audiences is a well-established truism, but it's all too easy to forget that those engaged in managing the crisis have emotional needs as well.

For instance, consider a case of personal misconduct or criminal behavior by a senior executive. A customer service representative may have a role to play in addressing consumer complaints and concerns. The same customer service representative, however, may feel that he or she is entirely blameless and is taking the brunt of criticism leveled at the company. Very few companies in crisis take note of this emotional effect and help these employees go through the stages of guilt, anger and catharsis. The same companies overlook this even as they make plans to address the emotional needs of external audiences. At each stage of the process, however, as the company is developing plans to deliver a truly coordinated response, the emotional needs of all stakeholders must be accounted for and addressed. ■

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BY NED BARNETT, MARKETING & PR FELLOW, AMERICAN HOSPITAL ASSOCIATION

How to Use Social and Traditional Media to Promote Your White Paper

[**Editor's Note:** The first article in this two-part series appeared in our January 18 edition.]

Using white papers as promotion tools is all about using someone else's rigorous academic, medical or scientific research to help make a case for your client's technology-based products or services.

Creating a white paper is the first essential step. On its own, though, a white paper will do little to help promote a brand, its product or service. The white paper must exist where people will find it; its existence has to be made public before media or other potential targets will uncover it.

There are several steps involved: Publish the white paper; promote it on social media; promote it with the news media; and directly promote it.

Publishing: While the white papers referenced in Part One lived on the client's website, they were able to do that because the named author—an adjunct professor and published author—added credibility and gave the appearance of a third-party source. In other cases, it may make more sense to publish the white paper on a stand-alone website or blog-site, with links back to the brand's website.

I've seen both used with significant success. Generally, the choice of publishing format was based on the brand's needs and status in the marketplace. Some prefer a white paper that appears totally divorced from the brand; others prefer credit for white papers.

PROMOTING THE WHITE PAPER

Initial Promotion: Two approaches work. It's best when both are used, complementing one another. These involve promotion on social media, and via the news media.

Social Media Promotion: There are several approaches to promoting a white paper on social media.

- Optimize the white paper's SEO value, especially if it's posted to a **WordPress**-driven website or a free-standing blog site such as **Blogger.**
- Directly promote the link to the white paper on **Facebook**, **Twitter**, **LinkedIn** and other social networks as well as on the brand's social pages. This involves a sizzle pitch and a link.
- Indirectly promote it by writing and publishing blogs based on (and linked back to) the white paper. This has the benefit of explaining the conclusions in a more conversational fashion and at shorter length. A good white paper can provide information that can be transformed into three to ten blogs, each with a different focus but all related.
- Indirectly promote the white paper by recording and posting vlogs based on (and linked back to) the white paper. This enhances access among those who prefer to watch and listen, rather than read. Again, three to ten vlogs can result.

News Media Promotion: When reaching out to the news media, once again, there are two approaches that work, and again, these work best when both are used, complementing one another. First, send out a press advisory with an attached press release to your targeted media list. I find two paragraphs of sizzle above the sig-file, with the full press release included below the sig-file, generates the best results.

Then, publish that press release via one of the news media distribution services. There are dozens of such services. In each case, you're balancing cost vs. reach and impact; all of the strong ones have networks of dozens to hundreds of news aggregator websites that contractually publish all the press releases they're provided by the distribution service. In addition, some focus on publicly-traded companies—ideal for white papers that are targeting potential investors. Other distribution services focus on topically or geographically related distributions. Choose the distribution service that best works with your brand's market space and message.

Direct Promotion: This is for brands with strong email contact lists, targeting their own clients and prospects, as well as decision makers and decision influencers. Such direct promotion can be used to push the white paper link, as well as to push links to each of the blogs and video blogs. This kind of outreach also can distribute links to favorable press coverage about, or based on, the white paper.

Follow-On Promotion: All of the social media and direct-promotion approaches noted above should be used to promote media and social-media coverage that leads back to the white paper. If, for instance, the white paper is covered in a trade publication, or cited in a well-read blog, this fact should be aggressively promoted on social media.

Going a step further, if the white paper is picked up by a major mainstream media outlet, this often is worth additional press outreach. For example, when a start-up website landed favorable coverage in *Newsweek*—being named as one of the top five healthcare sites on the Internet (and the only one of the five focusing on natural and alternative healthcare)—a press release announcing this led to dozens of favorable articles published, each citing the *Newsweek* recognition.

Conclusion: To take your white paper to the next level, or the next several levels, maximize social media promotion, direct promotion and news media promotion efforts. The goal is to maximize the opportunity for prospects, or others for whom this information is going to be positively influential, to find the white paper, and to do so in a favorable context. ■

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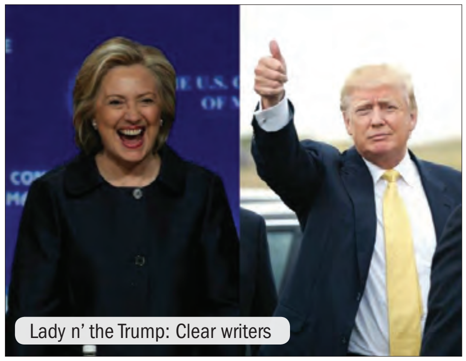
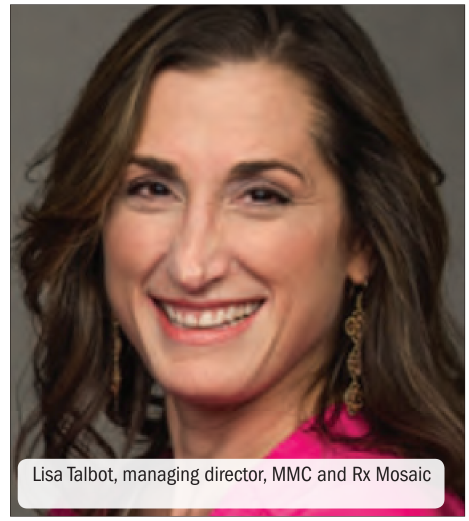
Did he cause the E. coli outbreak?

1. Mystery Wrapped in a Burrito: We know who shot **J.R.** but what caused E. coli at **Chipotle** remains a mystery. Last week the burrito maker reported a 44% profit drop for '15 and its first down quarter since it went public in '06. On the upside, the **Centers for Disease Control and Prevention** declared Chipotle's E. coli outbreak over, yet a federal investigation continues. This week the chain unveils an unprecedented ad campaign to lure customers and closes its doors today to explain enhanced food safety procedures to employees. "[The Feb 8 closing] is a great move, and it needs to be followed up with excellent public communications to all stakeholders...especially, on its clear directives to its teams, the methods to assure safety going forward, and the way it intends to maintain its value proposition for all parties involved,"says **5WPR** chief **Ronn Torossian**.



Lady n' the Trump: Clear writers

2. Study Hall: In PR's unofficial rules, communicating clearly arguably is #1; maybe it's 1B, with spelling people's names correctly being 1A. Still, have you read a government document lately whose long, dense and jargon-loaded sentences made your brain hurt? Thought so. Congress agreed, culminating in The Plain Language Act of 2010, which orders federal agencies to write clearly. (What a concept! Congress orders the feds to write in a way that citizens can understand.) That brings us to a study of 29 federal agencies' Web pages that **Visible Thread**, a language analysis firm, will release tomorrow. It analyzed up to 100 pages of each agency's pages for: readability, passive voice, long sentences and word complex density. The sad results: The 29 federal agencies surveyed write worse today than they did in 2011, when the law went into effect and Visible Thread's first study of them was released. The **U.S. Geological Survey**, **U.S. Mint** and **The Smithsonian** were the best communicators, the analysis says; the **Justice Department's Community Oriented Policing Services** was the worst. Long sentences were the main offense. As PR pros know, clear communication is far from a theoretical pursuit. It can raise engagement and sales. It's beneficial to government agencies, too. A revised letter from **The Veterans Administration** asking beneficiaries to update contact information saved it $8 million in follow-up costs. More proof that clear communication is important? A Visible Thread analysis of the 2016 presidential campaigns' writing mirrored the Iowa Caucus results: **Ted Cruz**, **Donald Trump** and **Hillary Clinton** were the clearest. Though not bound by The Plain Language Act, their writing would be in the top 5 of the feds' list. ■



Lisa Talbot, managing director, MMC and Rx Mosaic

3. On the AVEnue: PR measurement rarely gets mainstream press. So when a post about it appeared last week on *Forbes.com*, you'd think the measurement community would've rejoiced. No. The main peeve about **Robert Wynne's** article surrounded his resurrection of Advertising Value Equivalency (AVE). His formula to measure PR's value: PR Dollar Value = AVE x Multiplier of 5. The formula, he writes, was based "...on a six-year study of 72,000 readers" of the *L.A. Times*. It "determined editorial content was much more valuable than advertisements in terms of awareness, recall and attitudinal impact," according to Wynne, whom *PRN* regular **Katie Paine** in 2015 unadoringly dubbed "Measurement Menace of the Year." The rest of the Wynne piece divides PR into three camps: small firms who say only they know the secret sauce of measurement; those who think The Barcelona Principles are "the Bible"; and an unnamed third group, including Wynne. The 2nd half of the piece is a Q&A with Barcelona guiding force **David Rockland** (*PRN*, Sept 21, 2015). Wynne douses the fire somewhat, writing of the Principles, "Although we disagree on AVE, there's a lot of good information...contained in [them]..." Hmmm. "AVEs do not equate to the dollar value of earned media exposure; they represent the cost of paid media, not editorial impact or the value of PR," **Margot Sinclair Savell**, SVP of measurement at **Hill+Knowlton Strategies** and a *PRN* contributor, said. "This has been supported by PR and measurement communities around the world since the Principles were designed in 2010."

4. People: After 3 years at **Johnson & Johnson**, CCO **Maggie FitzPatrick** is departing. – Online reputation management firm **Status Labs** named **Mike Paul**, aka The Reputation Dr, a board advisor. – Speaking of reputation management, **Porter Novelli** added **Greg Jawski** as SVP in that area. – **VW** lightened the load of **David Geanacopoulos** by hiring a general counsel so Geanacopulos can concentrate on public affairs. – **MMC** and **Rx Mosaic** named **Lisa Talbot** managing director, healthcare strategy, business development.■

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