PR News
The How-To Resource for Communicators

March 21, 2016
Issue 12
prnewsonline.com

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INTERNAL COMMUNICATIONS

Tips and Tactics to Help PR Communicate More Effectively With CEOs and the C-Suite

"Uneasy lies the head that wears a crown," the Bard of Avon wrote of King Henry IV. The rest of the body probably is unsettled, too. No wonder. To say today's kings and queens, aka CEOs, are pressed for time is an understatement. Look what's on the plate of **United Continental Holdings** chief executive Oscar Munoz, according to *The Wall St Journal*: he must improve the airline's customer service and operations, schmooze corporate clients, hire a CFO, tend to morale among United's 85,000 workers and face off against a pair of hedge funds who are trying to unseat him and much of his board. The hedge funds want to replace Munoz, who's never run an airline, with Gordon Bethune, an industry legend who formerly ran **Continental**. On top of all that, Munoz, 57, is recovering from heart transplant surgery. He returned to work last Monday.

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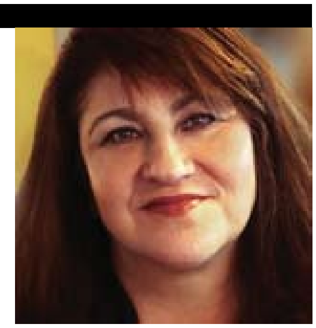
MEASUREMENT

BY MARGOT SAVELL, SVP, HEAD OF GLOBAL MEASUREMENT, HILL+KNOWLTON STRATEGIES' RESEARCH + DATA INSIGHTS

A Guide to Executing a Complete Media Analysis Research Report



Everyone in PR knows about the five W's of journalism—the questions reporters ask to gather information for a story. According to the principle of the five W's, a news story is considered complete only if these W questions are answered.

This principle applies also to the many M's of measurement. While the M's are not questions, they provide a list to guide you when designing and executing a media analysis program that can be considered complete.

MEDIA AND MULTI-CHANNELS

Not surprisingly, the first M of measurement always begins with media, where you focus your effort to enhance brand perception, awareness and reputation.

The second M is multi-channel: measuring your presence in multiple media channels provides validation for investment, and can help you understand which of your campaigns and programs work, where they work best, and why.

The most important media channels to measure are the ones your target audiences frequent: print, online news, business publications, trades, broadcast or social channels such as **Twitter**, **LinkedIn** and many more.

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PR News

Vol. 73 ISSN 1546-0193

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Published weekly by Access Intelligence, LLC
9211 Corporate Blvd, 4th Floor
Rockville, MD 20850

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DATA DIVE

Consumer Engagement With Brands' Instagram Videos Up Nearly 90%

Even a social media platform designed by and for photographers seems to be in love with video.

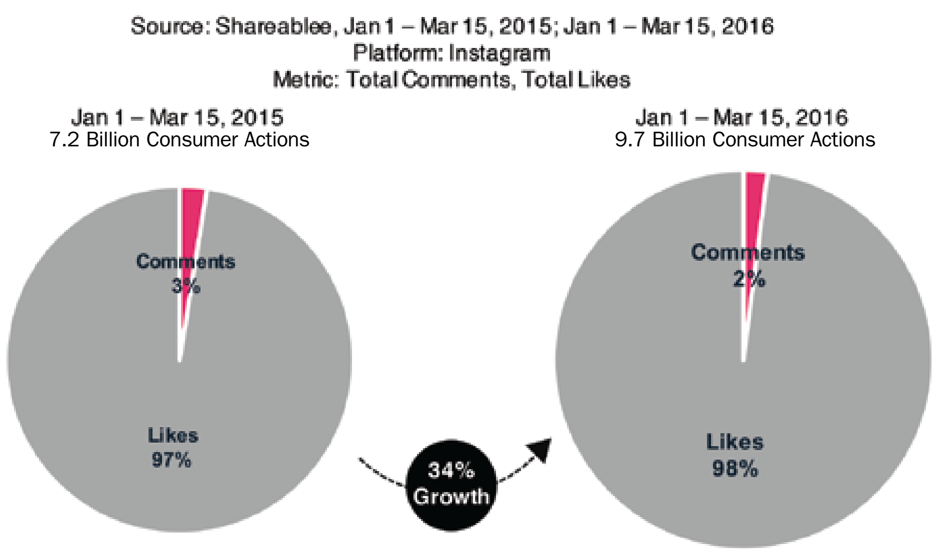
From January 1–March 15, the number of **Instagram** video posts from U.S. brands increased 68% vs the same period in 2015, driving a 90% spike in consumer engagement with those videos, according to exclusive **Shareablee** data supplied to *PR News*. Engagement is defined here as the sum of consumer likes and comments. The **NBA** was the top U.S. brand for video on Instagram, streaming nightly highlights of its games to fans. Video was 41% of the league's Instagram engagement with consumers.

So far this year, the top brand overall on Instagram is **National Geographic**, touting pros' and UGC photos of animals. As the charts show, consumer engagement on Instagram with U.S. brands grew 34% vs the same period in 2015. Brands' Instagram posts were up 22%.

Overall, the NBA had 213 million Instagram actions, trailing Nat Geo's 265 million. The NFL was third, ahead of **Victoria's Secret**. ■

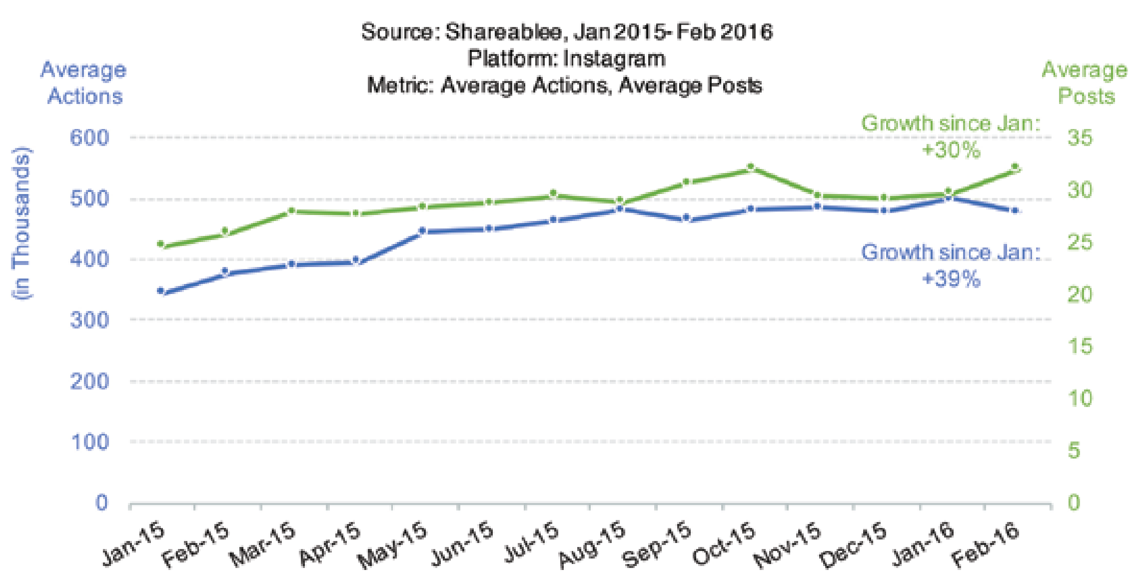
U.S. Brands

% of Consumer Action Type on Instagram: Jan 1 - Mar 15, 2015 vs Jan 1 - Mar 15, 2016



U.S. Brands

Average Instagram Actions & Average Instagram Content per Month



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How PR Pros Can Connect With Harried CEOs

Another CEO with much on his platter is Michael Pearson of **Valeant Pharmaceuticals**. Last week shares in his company, a former Wall St darling, fell 51%, costing its largest investor, **Ruane Cunniff & Goldfarb**, a cool $1.26 billion. Shares this summer had peaked at $258. They fell to less than $30 last week, a fall of nearly 90%.

The worst for Valeant came just one day after Munoz returned to work at United. Valeant had a terrible Tuesday and at least one mishap seemed to be a PR gaffe. The company's CFO said in a conference call its 2016 earnings would be $6 billion. A press release, issued a few hours earlier, said earnings would be $6.6 billion. Oops. Making matters worse, during the call Pearson expressed doubt Valeant could file its earnings report on time due to problems getting its figures straight. That's bad news for a company with debt of $30 billion. He also said non-core assets might be sold to help pay creditors. Did we mention Pearson recently returned from a two-month hiatus after suffering from pneumonia?

While Munoz and Pearson are extreme examples, one question, among many, for PR pros is "what are the best ways to break through to harried chief executives?"

Lost Sleep Is Key: Kate Finley, CEO, **Belle Communications**, takes a Shakespearean approach: Find out what issues are keeping the head wearing the crown from sleeping at night. "PR really is like an assistant to the CEO, so we need to figure out from the start what the business issues and goals are," she says. It's likely a combination of sales, profits, growth, reputation, vision for the future, strategy, the competition and operations, she says. "If these are keeping the CEO up at night, they need to be important to the entire PR team" and shape the proposals it makes to the CEO.

Adds Sharon Reis, partner, **GYMR Public Relations**, "[PR] has to be tied directly to a brand's business goals and perspectives…[it has to] know where revenue is coming from and where the organization is going."

Reis' filter is sharp: "If a great idea [from PR] does nothing for the CEO or the organization, it's not a great idea."

Learn the Specifics and Adapt: Once PR is crystal clear on the brand's business goals, communication is next. Reis emphasizes communicating to the CEO using the business terminology the C-suite employs. "We [in PR] speak our own language…don't do that," she says. "Figure out how the CEO wants to receive information…and use that style." Finley adds that knowing the CEO's communications preferences "up front" is critical and PR must be willing "to adapt its typical process to accommodate the CEO." Many times PR people will assume the CEO has been told about interviews and other events because numerous emails were sent. That's a dangerous assumption, Finley says.

Another tip related to the above: Pick up the phone when other communications to the CEO have failed. Once on the phone, though, be mindful of avoiding "process" (see below). Finley also advocates finding out how the CEO organizes his or her calendar and partnering with the CEO's executive assistant to help with scheduling and deadlines.

Avoid Process: When sending email to those CEOs who will respond to it, Finley says, use bullets, separating them so they look more visually appealing. Adds Reis, "with CEOs, if you're involving them in [PR] process, you've lost them… you must always be thinking how valuable their time is."

Says Jill Zuckman, managing director, **SKDKnickerbocker,** PR needs to approach working with CEOs on a case-by-case basis. Preparing a CEO for an important interview or an event varies depending upon the executive's learning style and other factors. Some CEOs prefer to see detailed briefing reports well in advance, others would rather have everything distilled into a single page emailed or texted, and there are those who want nothing more than a quick conversation just prior to the event.

Of course, CEOs who prefer detailed briefing reports or even just a single page can and do differ in their reading habits, Zuckman says. Some will read every word, others will skim the material and there are those who read just a few bullet points. "You have to find out the style of the executive you are working with and adapt to it," she says. ■

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How to Make Measurement Reports Meaningful

METRICS

Media metrics should always connect to your business goals and communications programs. You might choose metrics to analyze brand awareness, reputation, brand preference, customer loyalty, purchase interest, executive visibility, thought leadership or engagement. Each of these goals requires different metrics, which are the mainstay of a successful measurement program.

MENTIONS

The most frequently used metric is the volume of mentions that your PR tactics generate. An axiom that bears repeating: not all mentions are created equal. A mention in *The New York Times*, the *L.A. Times*, *The Washington Post* or on a popular morning show is obviously valuable. But depending on your goals or brand, a mention in a widely circulated regional newspaper or key trade pub might be more important.

A measurement scorecard can differentiate the value of each mention about your company, messages, products and solutions.

METICULOUS

Working with a large volume of mentions leaves you open to error, so your collection process should be meticulous. It is crucial data be gathered using specific search strings that eliminate noise. Once they are created, data must be reviewed and cleaned weekly to remove irrelevant mentions.

For example, if results for a report about new downtown office buildings include articles about arenas or stadiums, update your search string to exclude stories about sports and concerts. Of note: synonyms for “meticulous” include “careful,” “thorough,” “detailed” and “accurate”; all are necessary to ensure your data represent the best information to find trends and insights in the media landscape.

MESSAGES

Aside from mentions, an important metric is message penetration, which also is called message pull-through. Most PR practitioners spend hours honing strong messages to describe their company’s mission, brand qualities, campaigns and products.

Whether you have crafted messages for corporate, brand, business units or programs, there is considerable value in understanding how they resonated with the media, influencers and other target audiences.

MEANINGFUL

Measurement reports that are meaningful explain the reasons behind the numbers and show ways to optimize your strategy to help ensure that your target audiences hear your messages. They provide insights and recommendations backed by data. In other words, these reports focus on the impact of your PR effort and the outcome you hope to achieve. The best reports provide quality analysis that is meaningful and consistent, showcasing your success.

MAPPING

Meaningful analysis might also map the coverage and conversations of the influential few—the coveted people who have the reputation and power of persuasion to sway others with their opinions.

First, find the influencers and advocates on the topics most relevant to your company. Then map their connections. Maps provide visualizations of individuals cited in media and those posting in media; they also indicate networks of people and the strength of their connections, based on how often they mention each other.

Analyzing influencers is more effective, less time-consuming and less costly than tracking all mentions.

> **“Working with a large volume of mentions can invite error... analyzing influencers is more effective, efficient and less costly than tracking all mentions.”**

METHODOLOGY

Every measurement report needs a section that describes the methodology used to collect and analyze data. This provides the reader with context.

The methodology should include where the data was sourced (e.g. the analytics tools), the dates of media coverage, the media channels, the languages and countries evaluated, the system used to score sentiment (e.g. manual or an automated text analytics engine), the topics, messages and metrics used to analyze the data.

MEASURE (AGAIN)

Measurement is a continuum. The most effective programs are ongoing, monthly or quarterly. It seems a maxim to say measurement is critical to every PR program, but it is a strategic discipline for the industry and should not be activated only at the end of a successful campaign.

In summary, following these M’s when you develop and conduct research will help make your report as complete as the story of a journalist who heeds the five W’s.■

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Note: *Margot Savell will speak at PR News’ Measurement Conference in April. www.prmeasurementconf.com*

BY DEREK LYONS, SVP, INTEGRATED SERVICES, SHIFT COMMUNICATIONS

5 Tips to Help Communicators Lead Brands' Dialogues on Data Security

The nature of security, its definition and importance to every enterprise and global market, has fundamentally changed. Through concurrent trends such as social network advertising, the rise of mobile and increasing consumer breaches, along with events such as Edward Snowden's NSA leak, individuals now are aware of the value of their data and expect corporations to be held accountable. Brands of all sizes need to consider security not as insurance or an IT issue but as a fundamental strategic initiative that requires vigilance and crisis communications planning.

C-level execs, especially board members, rightfully are becoming more concerned and aware. The rivers of data flowing underneath businesses they run are at legitimate risk. The damage from breaches can run into the hundreds of millions of dollars when totaling the financial impact of what comes with a breach today: customer and activist investor lawsuits, initial and ongoing investigations and the strain on technological and human capital.

MISSING THE TARGET

Target's CEO famously lost his position in May 2014 because he was found negligent for failing to ensure the right data management and security protocols were in place. Target was hacked late in 2013, resulting in the theft of 40 million payment cards and 70 million other records. Owning the error and committing to working on immediate solutions weren't good enough answers for the Target board.

Just consider the damage to Target. Customers and banks filed more than 90 lawsuits for negligence and compensatory damages. That's in addition to other costs, which analysts estimate could run into the billions. Thus far, Target has paid out more than $120 million to settle lawsuits. The firm's February 2015 earnings report says the net expense of the breach stands at $162 million. The total reached a gross expense of $191 million, according to the same report. The effect on the C-suite was dramatic. CIO Beth Jacob resigned in March 2014. CEO and president Gregg Steinhafel did the same two months later.

The market is starting to have more conversations around brands and their ability, or inability, to be secure outside of the security industry cloister.

WHAT COMMUNICATORS CAN DO

1. Reevaluate the definition of a crisis communications plan. This includes every brand from **P&G** to **Boeing** to **Burberry**—everyone in enterprise leadership has to be thinking about what defines and requires a security crisis plan. It's not just physical or logical in silos. It's about the digital assets that live in every part of your business and how you're going to holistically protect and maintain those digital assets.

2. Lead the conversation. If you're at the C-level of a P&G, **ConAgra** or **Wells Fargo**, what do you know about your data security posture? Historically, it wasn't a focus or priority. It was check-boxed by hiring smart, trusted IT people to make sure the lights were on, that business users were productive and general protections were in place. That's no longer a safe assumption or approach. Make security a top business issue. As stewards of the brand, communications employees need to be a part of driving these conversations at the C-level.

Industries like healthcare and pharma already are conditioned to have some form of crisis communication plan in place due to regulations and FDA standards. No reputable pharmaceutical company, for example, would operate without a strongly vetted crisis communications plan, because drugs can impact lives directly, a responsibility taken very seriously in that industry. When you step outside of these types of industries, however, crisis plans are not always part of the natural thought process.

CYBERSECURITY IS EVERYONE'S BUSINESS

How this is playing out for brands outside of traditionally security-focused industries has evolved. Consider the public awareness around E. coli and food recalls. To-

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day, consumers know who's behind those issues given the rise of social media, and are changing buying behavior accordingly. People can more easily find out about issues and are making more informed choices about brands they support. Their voices are being heard as never before, and the C-suite needs to be prepared for when, not if, a public crisis hits the data behind its core products and services.

3. Prepare for the inevitable. Given the market and technology realities, brands will get more equity and value by owning the situation and having a vetted escalation plan in place. Bloggers like Ryan Naraine have in the past given security vendors credit publicly for how they addressed breaches or issues. This type of public barometer is becoming even more important. The companies bloggers praised had a security issue escalation plan reminiscent of what a pharmaceutical or consumer packaged goods company would have for a potential recall. This needs to be the norm for all companies.

We talk about how social media has created a "flame up/flame down" reality. Initially, an issue will gain airtime and everyone will seem to be piling on, only for it to disappear within a day or so. This is the positive and negative of social—it brings a shining beacon to an issue but then moves so fast that issues get washed away in the next wave.

SOCIAL CHANGES NEWS CYCLE ON SECURITY

With things like Heartbleed and Snowden, though, the importance and rising consciousness of security to businesses and individuals is changing that equation. You can't expect the same rules of engagement. If something flames up in security, it's not automatically going to flame down. In truth, you should be prepared for the opposite, since security issues seem to have a common and significant long tail effect that goes for months or sometimes years (discovery, remediation, historical comparison, benchmark for new issues).

4. Gauge the response. Not every issue requires a full and high-alert retort. You still need to know whether an issue is important strategically before responding. That balance is not always evident. It takes constant monitoring and adjustment to the tone and tenor of the public conversation. And you always have to balance out what it will mean for your customers and partners behind the scenes. This is where a prepared crisis and escalation plan (if well-conceived) pays significant dividends, since it would include a scale to determine the event's nature and potential. By proxy, the plan gives you a sense of the seriousness via threshold questions such as, "Is this a core issue that goes to the heart of the product we deliver and is putting our customer at risk? Is this a nuisance? Is this a kiddie sort of thing where there's just someone defacing a website?"

For example, your team identifies a minor issue with no real data exposure. If you see conversations taking place about transparency, you could put up a quick blog post, address the technical aspects of the issue and have your response team conduct short-term monitoring. You wouldn't need to aggressively activate and directly engage on social, since that would only continue the conversation. Having these filters to put issues through keeps you from overreacting and running the risk of giving a minor item more credence than it deserves.

5. Deploy a data security escalation plan in addition to any other crisis plan.

A market conversation spurred by the 2014 Gartner Security Summit focused on response teams, making the case for executive leadership beyond the Chief of Information Security. This evolution would create a specific role solely focused on digital risk, driven by the reality that security is embedded into every part of the business. This person would be responsible for making sure every asset in the organization has something that's built into it that provides security.

Whether it's financial data or core IP, manufacturing line production data or your SaaS portal for sales leads, in the end it's all data and it's all at risk. It's time for all brands to reorient their definition of security and risk, address the need for revamped crisis communications policies and plan for the day when digital risk is a regular item on the board of directors' monthly meeting. ■

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WHAT'S MY DATA SECURITY COMMUNICATIONS CRISIS PLAN?

There are plenty of historical cases in all industries where companies used well-designed crisis plans with defined decision trees and escalation processes to quickly assess, address and respond to crises. A security crisis communications plan should look familiar and address the following:

- Who's on the initial call-down list, and in what order?
- What's the expected response time, internally and externally?
- Do we have pre-drafted responses ready for customers/partners/investors?
- Do we have the right communication channels in place? (email, portals, releases)
- How quickly do we tell sales? How quickly do we tell support?
- What will be our ongoing communication cadence?
- Who is at the top of the decision tree?
- Who is the main spokesperson?
- There also needs to be an understanding that if you experience one of these episodes, it likely will have multiple phases (discovery, remediation, historical comparison, benchmark for new issues) that will go on for weeks or months.

Being properly staffed and setting aside the appropriate bandwidth to monitor, report and mitigate these issues with C-level involvement and buy-in changes crisis communications from a period-in-time issue into a longer-term, ongoing element of the business conversation.

BY EMILY LENZNER, VP, GLOBAL COMMUNICATIONS, ATLANTIC MEDIA

Instinct & Hope: A PR Person's Lessons From a Life-Threatening Crisis

[**Editor's Note:** We thought the story of Emily Lenzner, VP, global communications, **Atlantic Media**, was such a fine case study of PR and media cooperation that we wanted to share it with you. Last week Lenzner keynoted *PR News'* Spring Awards luncheon in Washington, D.C. The following is excerpted from her talk.]

Like you, I work in PR—it's been my career for nearly 20 years. But it's not because of this work that I'm here today. Rather, it's because of some very unusual work I did with my boss, Atlantic Media chairman David Bradley, to help hostages held in Syria.

You may remember hearing about them: Kayla Mueller, Steven Sotloff, Peter Kassig, Jim Foley and Theo Curtis. They were held by **ISIS** for, in some cases, nearly two years, and they died in captivity. Only Theo, who was held by a different terrorist group, survived and is home.

[Bradley helped free a freelancer for *The Atlantic* as well as reporter Jim Foley from Libyan captivity in 2011. When Foley again disappeared in early 2013, Bradley, who got to know Foley and his parents, offered to help.]

I think it's important to note that throughout their childrens' captivity, the families of these five hostages were forced to keep their kids' captivities secret. They couldn't even tell their closest friends because the captors made it clear that any publicity or media coverage would get their children killed. Some reporters around the world knew of their plights, but they held to an established media blackout. There was no reporting on the hostages—not even their existence. My role in this began in late August 2014, the day we learned that Jim had been killed.

I went from coordinating interviews to advising the families on how to handle unsolicited calls from reporters. You can imagine the fear and stress a call from one of them would cause. It became my job to call the reporter back and explain why they couldn't report. Did they want to be responsible for getting hostages killed? I often had to ask.

CRISIS MANAGEMENT

There's really no other way to describe it—this work was pure crisis management. I like a good crisis—I'm sure many of you feel the same—especially when it plays out as planned or according to the strategy. But, in this case, there was no plan. This was not a client I had pitched—it wasn't even an area I had experience in. There was no playbook, no rules. The only strategy was to do everything in our power—stop at nothing to keep these people alive.

I jumped in headfirst as one does when dealing with a crisis of this magnitude, but with little knowledge of what exactly I was dealing with or what lay ahead. Who knew if any of the advice I was providing would prove sound or our tactics effective? We operated on gut, hope and determination.

There was no time or room for error. The beginning was spent cold calling the leading national security and terrorist reporters for the country's top outlets. Even though the stakes were unlike anything I had ever experienced, the rules and practice were the same. Some examples:

Honesty: More often than not, we have one chance to establish rapport and credibility with a reporter. When we lie to them we lose their trust and our ability to work with them and influence them. This was something I couldn't risk. But there was also the challenge of maintaining the trust of a reporter without violating the families. It was a fine line.

Other Lessons: Whenever possible respond. Even when it may seem safer to ignore or duck. It helps the reporter, who often just needs to be able to tell their editor that they've been in touch with a legitimate spokesperson. And it allows you to find out what they know and guide and direct them as needed. And it helps build that important trust and rapport.

I can't tell you how many times reporters thanked me for getting back to them even when I wasn't saying anything.

No Assumptions: And you know what they say about never assuming? Just don't do it. If I wasn't sure a reporter knew of the media blackout, I would always contact them to be safe.

I should also mention how understanding and empathetic the press was throughout this experience. There were only a couple times when a journalist's desire to break news or advance a story took priority over the hostages' safety. Most of the time, they stood down when I asked, even when it meant not getting the story. Sometimes the pleading phone call wasn't enough. I had my share of coffees with editors to convince them why they couldn't report this story.

When I started working with the families, they often questioned if it would serve their child better to go public. What I have since learned is that there's no clear answer. Each hostage situation is unique. There's no standard protocol.

The other thing people ask me about is how I coped personally. I saw a therapist, I did yoga. Nothing in my life had prepared me for this work. I felt responsible every time I spoke to a reporter. I had lots of nightmares.

The secrecy was hard too. In those first few weeks, I would go home from a long day of this work and have no one to talk to. I couldn't tell anyone about what we were doing.

Another way I coped was to watch *Homeland* reruns. In some crazy way, it calmed me—I think because I needed to see the good guys win and to know it was possible.

People often ask how we were able to do the work. That's a tough question. There was no way I wasn't going to help these families. They are the most amazing, resilient and inspiring people. And they had so much hope and determination to bring their kids home. As a result, I did, too. Throughout those months of working round the clock, I never lost hope and or thought we wouldn't succeed. Even as we saw each of them fall one by one, I still had hope and believed that for each of them, there was a chance to bring them home. ■


Tell Me About It: The Paisley Dress


I Caught Your Dinner


Bridget Klein, Exec Director, Consumer, Golin

1. The Natives Get Wrestled: "You will never get a second chance to make a first impression," **Will Rogers** said. The **Federal Trade Commission** (FTC) was listening. For its first action enforcing regulations on native advertising in online publications, the FTC went upscale. It cited luxury brand **Lord & Taylor** for deceiving consumers in 2015 by paying for "a seemingly objective article" in *Nylon*, an online pub, about its summer collection. Lord & Taylor settled with the FTC last week for an undisclosed sum. With this action "[the FTC] has put [industry] on notice…it's really scrutinizing" native advertising, says attorney **Allison Fitzpatrick**, partner at **Davis & Gilbert** in its marketing, promotions and PR practice groups. While regulations on disclosing native advertising were in place and an FTC guide was issued late last year, "since the FTC hadn't acted yet, people were trying to get away with as much as possible," she says. Brand lawyers who'd been receiving a lot of pushback on this issue from advertisers have been vindicated, Fitzpatrick says, noting many lawyers were busy last week answering questions from brands about the legality of their native advertising disclosures.

The commission also charged the retailer for failure to disclose it paid 50 fashion influencers to wear a paisley dress from its new collection last year in posts on Nylon's **Instagram** account. The posts contained the Lord & Taylor hashtag, but lacked "#paidpost" or "#sponsoredpost." The retailer also settled those charges, the FTC said Tuesday. It's important that brands not ignore this part of the story, Fitzpatrick says. "The FTC is watching influencers more closely…brands should make sure [agreements with influencers] stipulate that they disclose" compensation.

Mad About You: Last year March Madness boasted off-court records: 81 million live video streams consumed during 18 million hours. With a record 12 platforms available this year, new marks seem imminent. With some 51 million American workers in March Madness pools this year, the cost to employers could be $4 billion during the tourney's first week alone, says **Challenger, Gray & Christmas**, an outplacement firm.

At issue for PR teams during the busy month is how to keep staff engaged in work when games occur during office hours. With labor markets tightening, Challenger recommends embracing rather than stifling Madness through free, company-wide pools with lunches or gift cards for winners.

PR firm **GCI Health** has a different take. It uses a Madness-style competition to foster employee engagement in March and yearlong. Pitting account teams against each other in a winner-take-all tournament based on work goals, *Take a Break from March Madness!* is in its 4th year. GCI's tips: involving staff in tournament planning keeps engagement high and ensures incentives are meaningful; encourages employees to apprise brands of the competition and spur business ideas; and keeps things fun by including raffles, lunches, massages to give staff a breather.

2. Transparen-see: Those of you who were outraged at learning some 20% of public companies may be cooking figures courtesy of loopholes in the generally accepted accounting principles (GAAP) (*PR News, Feb 29*) will be relieved to hear the **Securities and Exchange Commission** (SEC) is on the case, sort of. Chairman **Mary Jo White** last week told a Washington, D.C., conference the SEC is looking to limit some non-GAAP metrics that allow firms to adjust earnings. The SEC might even resort to (oh my goodness) regulation, White said, to halt some of the creative storytelling. Most of the time such customized reporting makes earnings appear better than had they been stated using GAAP. White's comments fail to address the cooking of books using GAAP loopholes, however. – A more promising note on transparency comes the culinary world, where niche brand **Fishpeople** prints photos on its packages of the ships and captains who caught the fish contained inside. On other packages are codes that when entered at the company's site provide users with pictures and names of the boat captains who caught the fish they're consuming. Large brands with far more complicated supply chains are attempting to join the ranks, *The Wall St Journal* says. Brands mentioned include **Hershey**, **Kellogg** and **General Mills**, whose website includes names and bios of farmers who supply grains for its cereals. **Wal-Mart's** Sam's Club, the paper says, has begun affixing codes on packages of produce that shoppers can scan with mobile phones to learn about who grew their food and how.

3. News: The U.S. Treasury granted **Weber Shandwick** a license to pursue opening operations in Cuba.

4. People: Chuck Norman was named treasurer of the **PRSA Counselors Academy**. He's owner/principal of **S&A Communications**. – **Golin** named 14-year **Edelman** vet **Bridget Klein** executive director of consumer in its New York office. ■

PRNews' Digital PR & Marketing Conference & Google for Communicators Workshop

JUNE 6-8 | MIAMI

The annual gathering of communicators and digital ideas, strategies + tactics

Prepare yourself for the future of brand communications and put your PR/marketing career on a faster track by joining PR and marketing experts from leading brands, nonprofits and agencies at PR News' annual Digital PR & Marketing Conference and Google for Communicators Workshop at the Ritz-Carlton in Miami, June 6-8, 2016.

You'll Become an Expert In:

- Making customers and employees your content stars
- Developing KPIs with the C-suite in mind
- Using free and paid technology tools to find and recruit the influencers that matter
- Using keywords, links and meta tags effectively without harming your page ranking
- Using Google Analytics data to answer key questions about which content drives traffic
- Writing for Google search
- Search engine optimization tactics

Testimonials:

- I was so impressed with the overall event. The quality of the presentations was top-notch, and the ability to network with like-minded people during the breaks and at lunch was invaluable. —**Director, Global Media Relations**, *SAP AG*
- I thought it was incredibly relevant to the audience. I walked away with several key ideas that I can't wait to implement on my clients behalf. —**Chief Public Affairs Officer**, *Clemson University*
- Amazing speakers. Relevant Case Studies. I went back to the office literally with a fire hose of apps to investigate. Also, great ideas for companies with low budgets. —**Sr. Director of Corporate Marketing and Communications**, *MTN*

Register online at www.prconferencemiami.com

For registration or event questions contact Jessica Placencia at jessica@accessintel.com or 301.354.1641

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