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SOCIAL MEDIA

5 Hashtag Tips to Help You Promote Your Brand Without Stumbling Into Dreaded Inauthenticity

Brands and organizations from **Lifetime Movie Network** (LMN) to the member unions of the **AFL-CIO** last week hopped on one of the week's trending hashtags #EqualPayDay, celebrating a holiday that brings attention to the disparity between the pay of men and women in some sectors.

For LMN and other media brands that target women, tweets and **Instagram** posts with the #EqualPayDay hashtag seemed authentic. For brands in sectors seen as perpetu-

ators of unequal pay, however, social conversations with #EqualPayDay affixed to them were problematic. Most stayed away from the relatively new holiday, which started in 1996.

While brands with a strong presence in social media have been hopping on hashtags linked to news events and even creating hashtags, it seems clear from what we hear on the circuit that while many PR pros use hashtags and know about them generally, plenty of us sheepishly admit that hashtags

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INTERNAL COMMUNICATIONS

BY DEBORAH HILEMAN, PRESIDENT/CEO, INSTITUTE FOR CRISIS MANAGEMENT

How PR Pros Can Shape a Brand's Culture to Avert Looming Crises

Every day, another organization finds its way into the headlines embroiled in a once-preventable crisis that threatens its reputation, financial health, even its very survival. In this age of instant global communication, no organization is immune. Entire companies and their stakeholders can suffer from the consequences of poor decisions made by people at every level of the organization. Often, powerful cultural influences in an organization disguise the warning signs that can identify smoldering issues that spell disaster.

Effective crisis management and crisis prevention in particular include a systemic approach to identifying issues and correcting them. Crisis management consultants often

advise clients to implement an early-warning system to surface issues early enough to prevent or mitigate them before significant damage occurs.

As it turns out, communications and culture are key parts of such a warning system. As important members of the crisis management team, communicators can and should work with executive leadership to build the cultural dynamics needed to support an effective crisis early-warning system centered on transparent communication.



Continued on page 4



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Org Chart: An Integrated PR Team Built to Thrive in a Complex Landscape

There's little doubt that successful communicators need to constantly adapt to myriad changes in content creation and distribution.

"The digital age has not made [being a communicator] simpler," says Erin Streeter, SVP, communications, **National Association of Manufacturers (NAM)**. "The talent and infrastructure needed to be successful is greater and more complex than ever," she says.

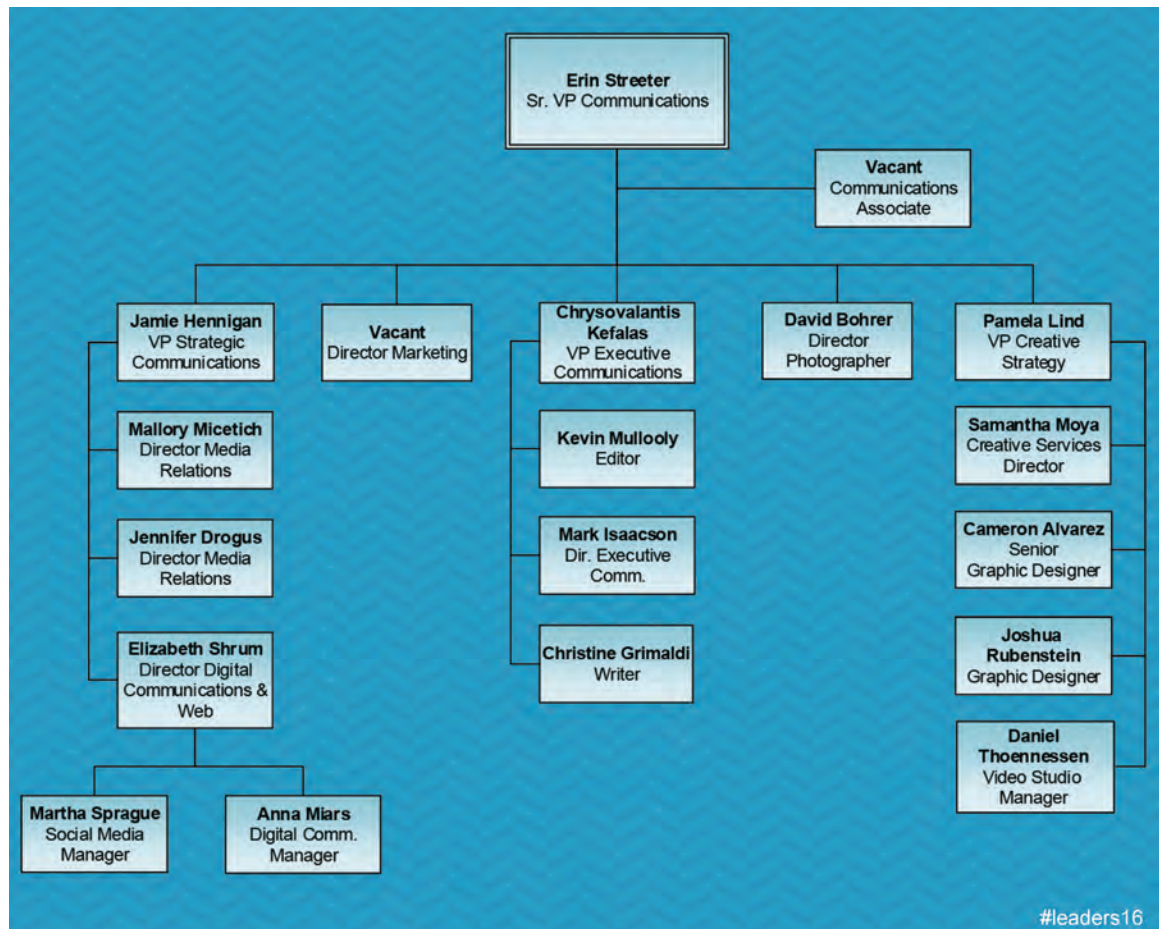
The org chart of her team reflects Streeter's belief about the complexity of digital communications and the need to integrate communications and marketing. As the org chart below shows, communications for the country's largest industrial trade association (14,000 members) is a team sport. Accordingly Streeter's PR team includes units for social media, video, photography, marketing, media relations, strategic and executive communications and creative strategy.

More than having multiple talent bases, Streeter espouses the belief that the communicator's role has expanded beyond communications. "In today's world, to be a communicator means you have to be a strategist" for your brand, she says.

One of the strategic initiatives Streeter championed recently was a *State of Manufacturing* tour, whose goals included "injecting" NAM into the presidential discussion and "getting the candidates talking about manufacturing." It included a multifaceted approach that cut through 7 states in 7 days incorporating strategic, creative and executive communications. NAM reached "tens of millions of social media users" and saw a 110% increase in volume of earned media. ■

Contact: @shopfloorNAM

NAM's Communications Team



#leaders16

With Hashtags Authenticity, Research Key

are mysterious in their power. Questions we receive and have heard at PR News events include “What happens to a hashtag after I use it on a post?” “How does it get counted?” “How many hashtags should I put on a post?” “How will people know about my hashtag?” “How can I use hashtags without turning people off from my brand?” With these questions and more in mind, we asked hashtag specialists to assist in explaining these conundrums and offering best practices.

1. From the Beginning: Hashtags came into use in 2007, although **Twitter** accepted them reluctantly. Now when you use the pound or hash sign on Twitter, it turns a word or word group that follows it into a searchable link. This allows a brand to organize content and track discussion topics based on those keywords. And capitalization doesn't matter in terms of analytics, so #EqualPayDay is #equalpayday. Yes, there's Twitter Analytics [see sidebar]. Click on a hashtag and you will see all the posts mentioning that subject in real time.

2. Hashtags as Buckets: Kelley McLees, senior digital account manager, **Everywhere Agency**, says the easiest way to think about a hashtag is as a bucket of information. “Hashtags are a way to organize information, especially regarding live events,” she says. Adds Margaret Case Little, senior director, communications & brand strategy, **National Retail Federation**, “Hashtags are essential for audience discovery and conversation engagement.”

3. Promote It Everywhere: When a brand decides to create a hashtag “you need to promote it everywhere,” McLees

says. Adds Little, “Promotion of a brand hashtag must be baked into every tactic of a campaign.” Although creating hashtags can assist branding, it's not essential that brands create their own; however, “it is absolutely pivotal to leverage existing hashtags,” Little says.

4. Caveat Emptor: Brands need to be careful to remain authentic. For example, if singer Miley Cyrus is trending, it's inauthentic to tweet an unrelated message like “Enjoy our ice cream today” and append #Miley to it merely to take advantage of the trending hashtag. Infamously, fashion brand **Kenneth Cole** tweeted during the Arab spring, “Millions are in uproar in #Cairo. Rumor is they heard our new spring collection is now available online.” Little notes, “The conversations associated with any hashtag can flip in a moment...there's certainly risk involved. You can decrease this risk by doing your research, thinking through possible reactive scenarios ...and remaining aware of user trends in real time.”

5. Hashtag Creation: A key point about creating brand hashtags is to be direct and simple. A rule of thumb: Create a hashtag with words that people will search for, McLees says. “Will they **Google** those words?” In addition, “Practical is always better than clever...at the end of the day it has to be clear what you're promoting.”■

Editor's Note: Both McLees and Little will be speaking at PR News' Social Media Workshop Apr 20: <http://www.prmeasurementconf.com>

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HASHTAG TIPS

- 1. Know Your Audience:** As with nearly every initiative you take in PR, researching your target audience before wading in is recommended. Ditto with hashtags. “Know what your audience will respond to, what hashtags it is following, when, etc... and most important, be authentic to your brand,” McLees says.
- 2. Use Analytics:** “Twitter Analytics is free, very easy to learn...it's easy to train yourself...and it provides a lot of insight,” McLees says. “You can see who your audience is, their demographic, what tweets are doing well on your channel, and what posts people are interacting with.”
- 3. Images, GIFs and Videos:** Think of Twitter as a newspaper, McLees says. How many times have you read an article in a newspaper because you were intrigued by the photo? “It's the same thing with Twitter...posts with images, GIFs or video outperform on every platform.”

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Open Communications Can Spot Impending Crisis

A culture of transparent communication across the organization is fundamental to the success of such a system. An organization's culture plays a defining role in how employees communicate, make decisions and solve problems.

How do you know if your organization's culture discourages employees from raising legitimate concerns? Consider the following:

Shooting the messenger: In many organizations, it's common for members of senior management to blame those who bring issues to their attention. In this culture, people learn quickly to keep quiet to stay safe. Such fearful silence is toxic to the organization, creating abundant opportunities for manageable issues to become costly crises.

Passing the buck: On his desk, President Harry Truman had a sign that read: "The buck stops here." In other words, "I am ultimately responsible." All too often, though, in a culture where people fail to take responsibility for decisions, crises can smolder for months or years before they erupt.

Mixed messages: The potential for smoldering crises to escalate intensifies when management routinely sends mixed messages to employees. For example, the company mantra may be "quality first," but when employees are directed to cut costs or take shortcuts to meet a short-term financial goal, the mantra is undermined, creating ideal conditions for a crisis to grow.

Groupthink: Coined by Yale's Irving Janis, the term refers to behaviors where group members' desire for unanimity overrides their motivation to consider alternative courses of action. Groups may develop an illusion of invulnerability that encourages extreme risk-taking behaviors. Group closed-mindedness occurs where warnings or other information are discounted or ignored. Groups may apply peer pressure to those who express strong arguments against a course of action, causing individuals to self-censor their concerns.

Management by committee: Especially in medium-to-large companies, this drives individuals to avoid taking decisive action out of fear of being blamed for a mistake. Critical decisions are not made, resulting in crises.

Changing a culture takes time and often involves a lot of collective pain for leaders and employees. Cultural modification is not a quick fix. In a larger company, it can take years to effect meaningful change. Clearly, then, culture is an important risk factor to consider when developing and implementing an early warning system.

In an effective culture, communication is reciprocal, transparent, consistent, frequent, timely, appropriate, managed up and down, supportive and empathetic. When all team members can communicate effectively with one another and with those outside their immediate group, issues are resolved, good decisions are made and the company succeeds.

What can leaders do to create the culture of communications and disclosure that encourages employees to speak up when they see a problem?

TRANSPARENT COMMUNICATION IS KEY

Most organizations have articulated a mission and stated values or principles. When trust and transparency are part of the culture, interests of employees are balanced with those of the organization in a process that demonstrates the shared value of disclosure.

If your organization has not made transparent communications one of its core values, I encourage you to work with leadership to revise them to include this as a clear element.

Communication Training: Ineffective communications contribute to more failures in business than any other cause. Every employee, from line staff to CEO, is responsible for effective communications. Yet far too few companies offer values-based communications skills training to teach employees how to share information with peers and supervisors.

Collaborate with HR or the training department to develop communications skills training for all employees, starting with managers. A strong example is set when senior leadership participation is mandatory, including the CEO. Leaders must walk the talk.

Training should include: (1) understanding diversity and different communication styles, (2) developing active listening skills, (3) shared understanding through mirroring and feedback, (4) workplace interpersonal skills and (5) resolving differences and conflicts. As a follow-up, offer coaching and support to help managers refine skills and fulfill the goals of two-way symmetrical communication.

Employee Hotline: To support a culture of transparent communications, set up a toll-free telephone "hotline" that anyone—employees, family members, customers—can use to report concerns 24/7. Publicize it vigorously.

Engage an experienced third-party vendor to manage the line. Promote it in every medium, reminding employees that a neutral third-party is taking the call. Adhere to strict confidentiality standards to assure callers can remain anonymous.

Commit to following up with callers (who provide their names). To build trust, provide regular reports to all employees regarding reported concerns (to the extent possible) and outline the actions management is taking to correct them.

Rituals of Recognition, Positive Feedback: Humans learn by example. Positive reinforcement helps make new behaviors a habit. Consider ways to enhance transparency and build a culture of communication by acknowledging those who raise concerns. Include a regular agenda item in team meetings to talk about issues. Highlight management's corrective action, which will engender transparency and trust.

A business crisis can be a short-term disruption or spell the end of a brand. More than two-thirds of organizational crises are preventable. Leaders have a responsibility to manage issues and prevent them from becoming a serious threat. Communicators are vital to this effort. ■

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How Speakers Can Grab an Audience Fast and Craft an Unforgettable Ending



[Editor's Note: Part I of this article about writing a speech for an executive appeared in *PR News*, April 11.]

In my experience, it's often helpful to save writing the opening of the speech for later in the process, rather than trying to start with some engaging anecdote or shocking fact and then trying to build your speech around your opening.

Your opening needs to hit fast and hard, because you'll lose audience members every minute your executive is speaking. Even with a really good speech, you start losing people after the first 60 seconds. See if you can keep the introduction to less than 15% of the entire speech.

CAPTURING THE AUDIENCE IMMEDIATELY

A lot of attention is gained at the beginning of a speech, before the topic is broached. Consider these when you're advising a speaker before the big event.

- ▶ **Eye contact.** Make sure you coach your speaker on the importance of making eye contact with members of the audience before he or she begins speaking.
- ▶ **State who you are.** Yes, most audience members already will know, but an introduction helps to make a speaker more credible, human, and relatable.
- ▶ **Say something about the company.** Even if it's the motto. Or a foreshadowing statement about the speech itself.
- ▶ **Say "I'm happy to be here with you."** This helps humanize the speaker, and forges a bond with the audience.
- ▶ **Slam them with an opening they can't ignore.** These might include: A dramatic statistic; a shocking fact; a humorous anecdote relating to the speech topic; an interesting a question—and have audience members raise their hands; a rhetorical question; a (very) short story; or a little-known fact about the occasion.

Note that humor may be your worst enemy in the opening of a speech, or at any point. If the executive you're writing for isn't funny, don't try to make him or her so. Stick to the facts, and try to make the speaker relatable. Another important thing to do in the first minute is to make sure the audience

knows why it needs to hear the message. This keeps an audience attentive.

WHAT MAKES A CLOSING EFFECTIVE?

"Great is the art of beginning," said Henry Wadsworth Longfellow, "but greater is the art of ending." While Longfellow was speaking of poetry, the sentiment applies also to speeches. A strong ending leaves your audience with something to remember. The good thing is, your ending can be the third time you state the main message of the speech.

Unfortunately, some of the best executive speakers I've worked with have lost an audience with a long-winded or last-minute "add on." Caution your speaker that not sticking to the speech document, talking points or outline can reduce the impact of the message.

Ideally, ending the speech should correspond with the length of the entire speech, since this is where you're driving home your main point. For a five-minute speech, the closing should be not longer than 45 seconds. For a 10-minute speech, keep the closing to less than 90 seconds.

Hopefully you will work with executives who are comfortable enough to conclude without a spoken signal like, "What I'd like to leave you with today is..." Other, less-seasoned speakers might need: "My purpose today has been..." or "I want to leave you with..." For speech endings, metaphors, analogies, a surprise and axioms all work, but make sure they're relevant and used in the right spot.

Despite this serious topic, I encourage you to have fun writing speeches. Most executives will respond positively when they see the variety of ways to deliver their key message. Just remember to keep it short, know what your executive wants from you, and end strong. Other than that, get creative. It makes writing the speech much more fun, and it helps to stretch your writing skills. And if you take a risk or two, you might just write a speech that your audience will remember for a long time. ■

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How Arby's Found Its Voice Under Pharrell's Hat



At the end of 2015, **Arby's** same-store sales increased 8.1%, outpacing a comparable set of Quick-service restaurants (QSR) by an estimated 5.5% during the same period. While it might seem that this happened overnight, several elements were in place that helped prompt the brand find its voice.

A spirit of reinvigoration permeated the halls of Arby's global support center as 2013 turned to 2014 and a new leadership team looked to sustain an aggressive turnaround strategy for a brand that had faded from national relevance and consumer consideration.

While long-term business, operational and marketing plans were being created, leadership knew that a spark was needed to catapult the brand off the back burner and into the cultural spotlight. Enter 2014's most prolific artist—Pharrell Williams—and his now-famous “Arby's-like” Vivienne Westwood mountaineer hat.

No doubt, Arby's caught a lucky break with Pharrell's head-gear choice, but several things had changed at the brand that allowed it to make its own luck. In addition, the Arby's social media and communications teams, including agency partner **Edelman**, used skill and strategy to fan that spark into a firestorm.

We believe it was a hunger that drove the team to turn a real-time marketing “moment”—similar to **Oreo's** at the Super Bowl in February 2013—into an actual, sustained campaign. And while arguably fortuitous, an exceptional organizational willingness to take calculated and authentic risks fed this big, bold idea that became much more than a one-time dunk in the dark. In the following case study, we'll demonstrate how a brand with limited cultural relevance suddenly inserted itself into the year's most talked-about pop-culture moment without feeling contrived, and how the lessons learned from this campaign were leveraged for continued activations over the following years.

CLEAR PURPOSE AND VISION

Arby's brand purpose is “Inspiring Smiles Through Delicious Experiences.” Everything the brand does—marketing, operations, guest service, menu development—is done with the goal of inspiring smiles for guests. This is Arby's “North Star,” if you will. But this hasn't always been the case.

Prior to 2014, Arby's was, as often is said in business, a brand with opportunity. Sales were declining and not only were consumers beginning to give up on the brand, but the media was, too. And who could blame them? Arby's wasn't exactly the model for “on-brand” consistency, having jumped from tagline to tagline in the years prior to 2014.

Further, Arby's was known for one thing and one thing only: roast beef. Although Arby's was and is proud of its roast beef, it accounts for less than 3% of all QSR dining occasions. Arby's had other proteins outside of roast beef, it's just that no one knew about them. That was soon about to change.

PRIMED TO CAPITALIZE

No one can plan a “Pharrell moment” and it certainly isn't included on a marketing calendar. So how did Arby's, a brand with little cultural relevance, seize this moment?

1. The internal structure at Arby's was primed to capitalize on the Pharrell episode. A culture of risk taking and entrepreneurship had started to wash over the brand. As often is the case with such changes, the impetus flowed from the top.

After new leadership was introduced (CEO Paul Brown in April 2013 and CMO Rob Lynch in September 2013), there was a new tone at Arby's. Things began to be done differently. An important change was that tweets no longer had to endure rounds and rounds of review. For the first time, the social media manager could tweet on behalf of the brand within reason, whenever it was deemed appropriate.

2. At the same time there also was an evolution of the brand's expression and personality. It was decided that Arby's would just “be ourselves.” Arby's serves delicious sandwiches stacked high with quality proteins. So why not embrace “the meats” and the often witty, sometimes raucous culture of carnivores? This pivot opened up a smorgasbord of new ways to engage guests.

REAL-TIME MARKETING IS NOTHING NEW

After Arby's' famous Grammys tweet, “Hey @Pharrell can we have our hat back?” an avalanche of coverage poured in across the social and earned media spectrum. But honestly, real-time marketing is nothing new. By this time, the industry was familiar with and trying to replicate “The Oreo Moment” during Super Bowl XLVII. The hat tweet could have easily turned into “The Arby's Moment”: buzzed about for a few days and forgotten by the end of the week.

As the team was coming down from the Grammys high, however, it collectively came together to figure out how to extend that moment into a campaign.

So, the million dollar question: How did Arby's manage to capture lightning in a bottle and not let it go? As we've admitted, part of it was luck. The brand was fortunate in that Pharrell was in good spirits over it all, and actually tweeted back at Arby's, “Y'all tryna start a roast beef?”

But the biggest part was nuance and skill. The team knew that if it was going to continue engaging around the Pharrell hat, it had to be authentic in its approach and not come off as overly opportunistic or overbearing.

AN AUTHENTIC ENGAGEMENT STRATEGY

3. The single most important decision we made was not to associate the hat with a product or sales push. There were no walk-in discounts given to Pharrell look-alikes or “send us your Pharrell hat photos!” **Facebook** contests to win free curly fries or a Jamocha shake. We knew consumers would see right through that and tune us out immediately.

Arby's took a more authentic and altruistic approach, essentially “giving back” the good fortune bestowed upon the brand by this lucky happenstance, and taking our guests along for the ride.

We bought the hat “back” during Pharrell's Oscar auction through a \$44,000 donation from the Arby's Foundation to Pharrell's From One Hand to AnOTHER youth empowerment charity. We partnered with the **Newseum** in Washington, D.C., to make the hat part of a temporary exhibit on the power of social media. We loaned the hat to the Grammys Museum in 2015 to bookend the year-long story. Each activation generated significant, positive media coverage and online sentiment because the brand didn't expressly use the hat to drive sales. Instead, we communicated based on core values between the celebrity and the brand, and we didn't take ourselves—and our good fortune—too seriously.

LEARNING FROM THE PAST

What did this moment-turned-campaign do for Arby's?

It earned us the right to play in the pop-culture space and gave the brand confidence to be itself. That's exactly what we did.

Since the Pharrell moment, we've introduced the *We Have the Meats* advertising campaign and several consumer activations that have further solidified the Arby's brand voice, including an *Apology to Pepsi*, a 13-hour commercial to tout our 13-hour smoking of meats (the commercial, which makes the yule log seem exciting, features 13 hours of footage of a brisket sitting in a smoker). And for those who missed it or wanted to re-live this 13-hour “extravaganza,” we offered a commercial commemorative DVD set.

The 2015 launch of Brown Sugar Bacon epitomized what Pharrell taught us: following the brand voice and leading our marketing and communications with authentic, audience-centric ideas. The result: the Vegetarian Support program, complete with a toll-free hotline and soothing messages and advice for vegetarians. This was a risky play, but again we succeeded by trusting our core instincts on how to engage meat lovers, even if it means having some good-natured fun at the expense of our anti-audience (non-meat lovers).

COMING FULL CIRCLE

We believe Arby's owned the biggest pop-culture moment of 2014 with Pharrell, and frankly, no one expected that kind

“ No doubt, Arby's caught a lucky break; but it was strategy and skill that fanned the Pharrell spark into a firestorm. ”

of opportunity to present itself again, let alone the following year. But it did, thanks to our best “frenemy” Jon Stewart.

If you used to watch *The Daily Show* with Stewart, you might be very familiar his “beef” with Arby's. He made fun of the brand, relentlessly, and some of the jokes weren't the nicest (some were quite disgusting, actually).

But, instead of complaining or sending cease-and-desist letters after some of Stewart's comments, the team decided not to freak out; we knew that all was going to be OK and that eventually, this “ribbing” actually could present an opportunity for the brand.

We leveraged lessons learned from Pharrell: 1) Know your audience and how it will engage with you; 2) Make sure to stick to your

brand voice and style, but give yourself permission to be fluid enough to adapt to the conversation in real time; and 3) Don't look too defensive or opportunistic.

So, Arby's played nice. Stewart's team received lunch from when he announced his retirement. We also sent out a tweet offering him a job. During Stewart's second-to-last show as host, Arby's ran two commercials—including one that thanked him for being a “friend”—borrowing the theme song from *The Golden Girls*. Many considered the handling of the Jon Stewart situation smart marketing and how a brand should act in the face of adversity. For us, it was just a real response in our authentic brand voice.

BRAND RESULTS

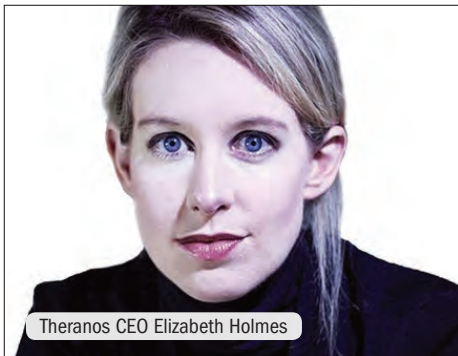
Arby's has experienced same-store sales growth for 21 consecutive quarters. The brand has a lot of momentum and shows no signs of slowing; while PR can't take all the credit, one has to agree we had a meaningful part in the brand's success and rise to pop-culture prominence. ■

For Subscribers: Links to video examples related to this story can be found in the Subscriber Resources section of pnewsonline.com

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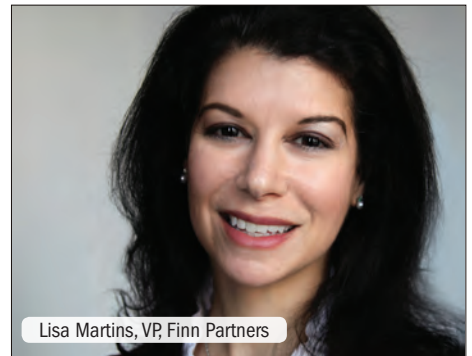
Hat Trick: While this tweet was lucky, Arby's also made its luck with corporate culture changes.



Theranos CEO Elizabeth Holmes



Adam Emery, EVP, Grayling



Lisa Martins, VP, Finn Partners

1. How's the Wind Blowing? With crises, you never know. Three examples. Earlier in the month we reported former Wall St darling **Valeant** was in the dumps (*PRN, Apr 4*), due in part to a press release that said 2016 earnings would be \$6.6 billion and a CFO who told investors a few hours later the figure would be \$6 billion (*PRN, Mar 21*). Shares in the Canadian pharma was down 90% since August, CEO **Michael Pearson** was out and it was seeking breathing room from creditors to avoid default. But two weeks ago creditors budged, giving Valeant hope. Shares responded, rising 36% for the week, closing late April 7 at \$35.51. Even better, an internal probe related to the botched press release and other things found nothing alarming. Some analysts were saying the company, which also came under investigation from the SEC and Congress for precipitous drug price increases, could see shares rise to \$65. Not bad, but still a long way from their August 5 value of \$262.52. The past week was less ebullient. Early in the week *The Wall St Journal* reported a major creditor, **Centerbridge Partners LP**, called a default resulting from Valeant's failure to file its annual report. Valeant returned serve, saying it will file the report April 29, avoiding default. Thursday night *Reuters* ran unconfirmed reports that Valeant has retained investment banks including **Goldman Sachs** to assess its options, a sign the drug maker will unload assets to reduce its \$30 billion debt load. Valeant refused to comment on that story. – **Theranos**, another troubled company in the health sector and also a former Wall St darling that has been nearly silent for months, took another hit. A negative report from the **Centers for Medicare and Medicaid**

Services (CMS) about Theranos' testing products (*PRN, April 4*) has regulators mulling sanctions against the blood-testing company and founder/CEO **Elizabeth Holmes**, which would ban her from owning or operating a lab for two years. On the upside, Theranos broke its silence. Spokesperson **Brooke Buchanan**, in an interview with *CNBC*, denied Holmes is banned from the lab industry and said Theranos is working with CMS to address issues raised. – It was an up-and-down week for embattled **Chipotle**. Shareholder **CtW Investment Group** blasted the burrito maker's board, saying members' long service slowed turnover that could diversify the all-white group. It urged shareholders to reject the re-election of **Patrick Flynn** (18 years on the board) and its only female, **Darlene Friedman** (21 years). Later in the week **JP Morgan** analyst **John Ivanko** Thursday upgraded Chipotle. The brand is "highly meaningful" and will regain customer trust with time, Ivanko said, although he admitted its E. coli incidents cost it three years of earnings growth.

2. News Bits: Interesting combination last week as security and investigation firm **Beau Dietl & Associates** joined PR firm **JConnelly** to launch **PI|PR**, to "protect companies and individuals facing threats to their businesses, reputations, and bottom lines." – Now here's an appealing benefit. Earlier this year **MWWPR** unveiled an unlimited paid time off (PTO) policy for all its full-time employees. And there's no catch, MWWPR's group VP **Emily Graham** and account coordinator **Rebecca Vignali** tell us. The move should benefit millennials, whose brief tenure equated to limited PTO, forcing

many to use days off on personal matters like doctor appointments. "With unlimited PTO, we can take vacation without worrying about rationing time for other commitments," the 2 millennials say. – **Twitter** appointed **Kathy Chen** managing director for Greater China. Although Twitter is blocked in China, it's been trying to get Chinese companies to buy advertising. – Transparency, sort of. In addition to paying a \$5.1 billion settlement, **Goldman Sachs** agreed to a list of facts the **Dept of Justice** composed stating the investment bank misled investors and failed to do due diligence during the 2007 financial crisis. – On the eve of Equal Pay Day, **Hill+Knowlton Strategies** unveiled 3 initiatives to ensure it pays men and women equally. – Big Data's contribution is "the value that can be created to improve performance, and better understand competitors, consumers, employees, media and other publics," **Institute for Public Relations** says in *Irreversible*, a new report. "Uncovering insights of Big Data requires a human element and critical thinking to create meaning," it adds.

3. People: **Grayling** named former BlackBerry global communications head **Adam Emery** EVP and head of the agency's national technology practice. – **Lisa Martins** joined **Finn Partners** as VP in the agency's health practice. Prior to joining Finn Partners, Martins was VP at **Ogilvy** and a senior director at **Burson-Marsteller**. – Kudos to **Rick Gould** of **Gould+Partners** on the May publication of his 5th PR book, *Doing It The Right Way: 13 Crucial Steps For A Successful PR Agency Merger or Acquisition*. Gould donates all book proceeds to kids' charities. ■

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