PR News

The How-To Resource for Communicators

May 23, 2016

Issue 21

prnewsonline.com

CONTENTS

SOCIAL MEDIA

To Disclose or Not to Disclose: What You Need to Know About FTC Regulations on Influencers

Brand communicators beware: The **Federal Trade Commission** (FTC) has declared open season on social media influencers who fail to disclose that they are paid for endorsing a brand's products and services. Not only that, disclosures must take a specific form; they also should be ubiquitous in some cases.

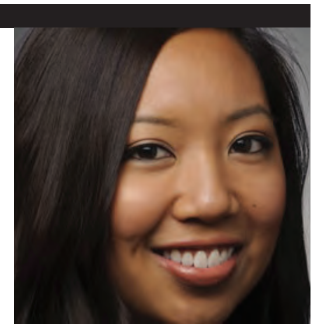
Late last year the FTC issued a long-awaited policy statement regarding native advertising and influencers, which was a follow-up to an earlier FAQ on the topic. Not even three months after it issued the later document, it "put industry on notice," says Allison Fitzpatrick, partner at **Davis & Gilbert** in its marketing, promotions and PR practice groups, by slapping a penalty on high-end retailer **Lord & Taylor** (*PRN*, March 21). The brand tried to blame its missteps—failing to disclose that it paid for a post to appear in an online fashion publication and neglecting to have 50 fashion bloggers

Continued on page 3

INTERNAL COMMUNICATIONS

BY ANNE MAY NAVARRETE, CREATIVE WRITER, DERSE

5 Tips to Help You Make the C-Suite More Relatable to Employees



As we soon begin the home stretch of the 2016 presidential election season, voters will want to know that the person they elect to run the country is a successful, proven, experienced leader. But the electorate also will want to gain insight into the human side of the candidates. What makes them tick? What inspires them? Are they nice people? Would I want to have coffee or a beer with them? Voters want to be able to relate. It's the same for employees and the executive suite.

Open communication between leadership and employees is integral to building employee trust, morale and engagement. Dry business language and performance metrics through company emails barely scratch the surface of who a leader actually is. More important, they do very little to make a company's leaders relatable and connected to employees.

Making business executives relatable can be a challenge, especially for companies with multiple office locations and work-at-home employees. In some cases, employees not only have never met their CEO but also don't know what any of their senior leaders look like.

As successful communicators, we must find ways to build, enhance and grow leadership-employee relations. After all, we are the eyes, ears and voice of employees and leader-

Continued on page 4

PR News

Vol. 73 ISSN 1546-0193

Access Intelligence

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

Client Services:
Phone: 888.707.5814 · Fax: 301.309.3847
e-mail: clientservices@accessintel.com

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

For subscribers only: full access to *PR News* article archives at www.prnewsonline.com

DATA DIVE

Celeb Pics Spur Consumer Interaction With PETA on Instagram by 79% in Q1

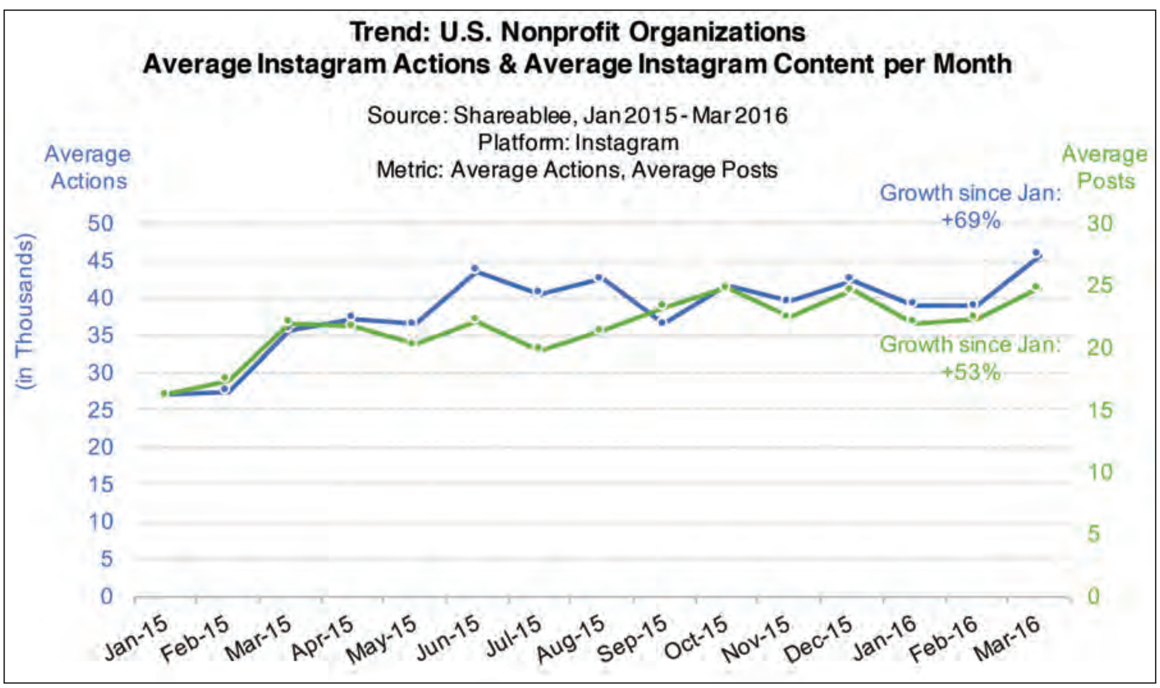
Shareablee SOCIAL SCORECARD

TOP NONPROFIT ORGANIZATIONS ON INSTAGRAM – Q1 2016
Based on Total Actions (likes and comments)
Source

Nonprofit Organization	Total Actions	Total Content	Actions per Content	Total Audience
PETA	1.3M	233	5,539	246K
Oceana	775K	230	3,368	158K
World Wide Fund for Nature	660K	80	8,246	281K
Mercy For Animals	615K	175	3,516	143K
Human Rights Campaign	585K	233	2,509	207K
NBA Cares	489K	204	2,397	402K
North Shore Animal League America	488K	319	1,531	61K
peta2	417K	224	1,860	82K
Adopt a Pet	330K	122	2,708	431K
Best Friends Animal Society	306K	72	4,251	173K
charity: water	295K	94	3,137	293K
Make-A-Wish Foundation	286K	116	2,466	105K
CMA Foundation	262K	83	3,161	269K
Save the Children	256K	82	3,117	231K
To Write Love On Her Arms	245K	82	2,990	121K

Just as compound interest can grow money quickly, **Instagram** posts bolster consumer actions, defined here as the sum of likes and comments. The most-engaged U.S. nonprofit on Instagram, **PETA**, saw Q1 2016 engagement jump 79% vs Q1 2015, although it increased posts just 17%, according to data provided exclusively to *PR News* by **Shareablee**. PETA knew what its audience wanted, posting photos of animal-loving celebs like Leonardo DiCaprio. Other posts that worked included salutes to **Armani** and **SeaWorld** for taking steps to end animal cruelty.

Across the U.S. nonprofit sector, Instagram posts were up 15% during Q1 '16 vs Q1 '15, as consumer actions grew an impressive 37%, including a 38% rise in likes and an 11% uptick in comments. ■



Continued from page 1

Brands Advised to Monitor Social Influencers

disclose they were paid to wear and later endorse a paisley dress on **Instagram**—on an outside agency it hired to handle its influencers. That wasn't good enough for the FTC, which blamed the retailer nonetheless. "If [a brand] hires an agency, [the brand] is not off the hook; it must follow-up with the agency," she says.

After speaking with Fitzpatrick, an attorney, and Josh Habursky, adjunct professor at **West Virginia University Reed College of Media**, the rules seem fairly straightforward: If an influencer is paid to endorse a product or receives a free product or service, the FTC requires disclosure in a resulting blog, Instagram post, tweet or **YouTube** video, for example.

Regulatory Rage: Where things get a bit tricky is in deploying the disclosures themselves. In the Lord & Taylor example above, influencers donning the paisley dress used the retailer's hashtag, but that failed to meet FTC regulations. They should have used #paidpost or #sponsoredpost. While #paid #ad or #sponsor are acceptable disclosures in a tweet, Fitzpatrick says, #spon doesn't cut it, for example.

Along the lines of word shortening, a favorite device on social, using #sweeps to denote a sweepstakes or contest on social won't suffice. Incidentally, there are a plethora of regulations when it comes to sweepstakes and social media, both Fitzpatrick and Habursky add.

Oh, and let's say your paid influencer takes a photo of your product, and posts it, sans words, on his or her Instagram account. This photosharing is tantamount to an endorsement and proper disclosure is required, Habursky says.

Video: The FTC is particular here, too. While an influencer must disclose that he or she was paid to endorse your product at the start of a video, the FTC says the disclosure should occur several times, as viewers might miss it at the beginning. On the other hand, Habursky notes having a single disclosure on a homepage or a webpage "is not sufficiently conveying an endorser-to-advertiser relationship."

An Education Issue: Why are brands running afoul of FTC regulations with regard to social? There are several answers. For Fitzpatrick, some marketers, advertisers and influencers "just don't like to disclose" that there's a paid relationship. "There's a conception of the Internet as open…that you can do what you want," Habursky says. In addition, until March the FTC hadn't enforced its regulations on influencers and native advertising. Beyond that, influencers who began doing a blog that suddenly caught fire and attracted advertisers "genuinely don't know about these regulations," Habursky says. ■

For Subscribers: Sample influencer rules and agreements from Fitzpatrick and Habursky are available to you at: http://www.prnewsonline.com/pr-news-pro-essentials/

Editor's Note: Joshua Habursky will speak at *PR News*' Digital PR & Marketing Conference, June 6-8, in Miami. Details at: http://www.prconferencemiami.com

CONTACT: *AFitzpatrick@dglaw.com jmhabursky@gmail.com*

THREE TIPS ABOUT INFLUENCERS AND DISCLOSURE

1. When in Doubt Disclose: "It's better to be safe than sorry" with disclosure, Habursky says. While influencers and marketers sometimes balk, the prudent brand communicator should recall the FTC's edicts that disclosures be "clear and conspicuous."

2. And Do It Often: Particularly with larger works, disclosing more than once is advised. As noted above, the FTC has recommended placing disclosures on videos at several points throughout a video, and at least at the beginning and the end.

3. Explain The Rules: Fitzpatrick and Habursky stress it's important for brands to, at a minimum, have a 15-minute phone call with its paid influencers at the start of employment so that FTC rules can be explained. Fitzpatrick adds that a copy of the FTC guidelines should be included in the influencer's onboarding package and that regulatory language appears in the influencer's contract with a brand. Habursky says, "it's essential" that brands create their own written rules for influencers as well as observe the FTC rules.

Continued from page 1

Make Executives Relatable Through Storytelling

ship. We have the intel and connections to go beyond quarterly emails and newsletters and tell deeper, more relatable stories about the organization and its people.

Employees and voters are hungrier than ever for their leaders and brands to be relatable. We rely on social media, customer reviews and blogs to stay in touch. Brands can interact with consumers in real time and tell stories in ways that they couldn't before. There is a sense of comfort in knowing someone is on the other side. This hyper-connected world has redefined the landscape of communication—we're accustomed to making personal human connections everywhere we go. That switch doesn't turn off when we enter our workplace. This has changed expectations for how communicators engage employees.

Executive profiles can help initiate that connection. But résumé highlights and professional bios only help to establish credibility—they don't shed light on the leaders' personalities. You can take your executive profiles to the next level by weaving in personal anecdotes and details that bring out their depth and character.

The first thing you'll need is a C-suite sponsor who will champion the project. Connect with someone who shares your passion for employee communication. And don't limit yourself to HR or marketing executives.

To sway C-suite doubters, you might want to build a mock-up of what your final intranet product will look like. Include pictures, profiles and contests that will engage your employees. Once you've done that, the following tips will help:

- **1. Relate Outside the Office.** Ask executives about who they are outside of work. Anecdotes and shared experiences can help make people relatable.
- **2. Inspire With Passion.** Appeal to your employees' emotions, imagination and hopes. Passion is key, and you can tap into it with the right questions. Have executives look back on their childhood ambitions, share stories about what shaped them and reflect on those who have inspired them. An executive shared a touching story about how the seed for a career in law was planted when he befriended a blind law student while volunteering at **Reading for the Blind**.
- **3. Illustrate With Stories.** Employees want proof that their leaders are strong and successful. But, again, the way to prove this can be fun and relatable. At **Esurance**, one executive shared a story about how he sold pizzas door to door as a kid to pay for his band's trip to Florida. The link to a sales career was easy to see.
- **4. Connect to the Business.** It's important to find ways to tie executive profile content to the company's business. This does not mean including business metrics or asking technical questions about the job, but a little reference goes a long way. For example, Esurance executives offered words of wisdom about safe driving, which fit with the brand's identity as an insurance provider.

> **"Employees want to feel a personal connection to their leaders. Communicators have the ability to provide that."**

- **5. Engage Through Incentives.** It's not a surprise that engagement makes an appearance. The most interesting stories mean nothing if no one reads them. You have to bring employees to your content. A powerful yet simple way to do this is by creating incentives. An interactive element can boost employee engagement. Host a quiz on your intranet homepage, asking questions that only employees who'd visited the executive profile pages would know how to answer. Everyone who responds correctly is entered for a chance to win prizes.

Author Betty Bender once said, "When people go to work, they shouldn't have to leave their hearts at home." It's human nature to want to feel connected and able to relate. Walking through the workplace doors shouldn't change that. Employees want to feel a personal connection to their leaders. Communicators have the ability to provide that. The gap between a call center employee and the CEO is only as big as you allow it to be. ■

CONTACT: *ANavarrete@derse.com*

USE PERSUASION TO ENGAGE EMPLOYEES

You have the power to sway employees' opinions about their leaders. Rely on the three modes of persuasion as you draft questions for the C-suite: ethos, logos, pathos. Prepare questions that will demonstrate credibility, align with the business and appeal to the emotions. Connect and relate, all while entertaining and inspiring.

Here are some useful interview questions:

- What is your alma mater?
- If you could give your 16-year-old self driving advice, what would it be?
- What was your childhood ambition?
- What do you like to do on the weekends?
- What tech gadget can you not live without?
- If you could meet any celebrity, dead or alive, who would it be?
- What's your favorite movie?
- What is one random fact about yourself?

BY JANA L. TELFER, ASSOCIATE DIRECTOR, COMMUNICATION SCIENCE, NATIONAL CENTER FOR ENVIRONMENTAL HEALTH, CENTERS FOR DISEASE CONTROL AND PREVENTION

Life and Death Communication: Lessons From the Ebola Epidemic

Ebola deaths were mounting. In early September 2014, Liberia was logging more than 70 confirmed cases daily, and the toll was rising. With too few Ebola Treatment Units (ETUs), a scarcity of ambulances, no way to reach remote areas quickly and healthcare workers falling ill, communication was the only means to forestall spreading the deadly disease.

CHALLENGES

When Ebola struck unexpectedly in the spring of 2014, Liberia had experienced less than a decade of peace, and the nation's infrastructure was only beginning to recover from years of unrest.

Among the world's poorest nations, Liberia's mean adult literacy rate was about 43%. The literacy level, poverty and poor infrastructure made face-to-face communication the best means to convey information, with radio the next most effective method.

Risk communication research has shown that trusted intermediaries are the best messengers. Trust is particularly important in post-war societies, yet lack of trust in political institutions is a persistent legacy of the Liberian civil wars.

Against this backdrop, the Health Promotion Department of Liberia's Ministry of Health and a host of national and international organizations joined forces to find effective ways of using communication to help the people of Liberia stop the spread of Ebola.

FIRST, THE BASICS

Although public health has known about Ebola for nearly 40 years and has identified the means to curtail it, previous outbreaks occurred in isolated village settings and involved comparatively few cases.

Previously unknown in West Africa, the virus was so foreign to Liberians that it was thought to be a government plot or a curse.

An information campaign with three primary messages was the first step in overcoming disbelief. The key messages were: "Ebola is Real," "Protect Yourself, Your Family and Your Community" and "Together We Can Fight Ebola." Information bolstering key messages focused on actions to avoid and self-protective steps people could take.

Owing to varying literacy levels, messages were conveyed in bright posters using illustrations more than words. To ensure that people interpreted the information accurately, illustrations clearly specified the nature of the symptom (e.g. vomiting, diarrhea) and the action (e.g. tell a community leader). Community radio stations and town criers also distributed the messages widely.

BUILDING A RISK COMMUNICATION FRAME

Information about causes and protective actions was so widespread that by October, a majority of people knew general information about Ebola. Nevertheless, they were still fearful of survivors and believed that they would die if they went to an ETU. Yet information from the Liberian government and international partners about actions they were taking to combat the epidemic was scarce, creating a climate in which rumor and misinformation could flourish.

Effective governance, which includes trust, is fundamental to long-term stability in post-conflict societies. Use of risk communication principles [see sidebar] and methods can support maintenance or rebuilding of trust. Frequently, however, government officials, scientists and other leaders instinctively try to minimize the gravity of the event or withhold information to avoid panic. Research is clear that people can handle bad news and that true panic rarely occurs.

Risk communication practitioners and researchers have found certain steps to be consistently effective:

- **1.** Expressing empathy for those affected by the emergency
- **2.** Acknowledging the severity of the event and the uncertainty of bringing it to a close
- **3**. Delivering honest, open communication

Ebola has far-reaching consequences that have affected many parts of Liberian society, ranging from education to trade and transportation. Working in partnership with the **Liberian Ministry of Information and Cultural Affairs and Tourism** (MICAT), the **Centers for Disease Control and Prevention** (CDC)

Continued on page 6

Continued from page 5

and the **Africa Governance Initiative** convened a Joint Communication Committee (JCC) that brought together key government ministries, public affairs officers from major international NGOs and groups working with Liberian media outlets.

CDC worked with committee members to create a risk communication plan specific to the health issues as a component of a comprehensive national Ebola consequences plan. The risk communication plan aimed to improve consistency in Ebola-related communication and to enhance integrated communications across diverse government ministries. The plan outlined a set of overarching messages that could be used by ministries and organizations to set the stage for delivering subject-specific messages, including those already in use in the health response.

The primary audiences for the new messages were government and international agency officials. The risk communication plan proposed using proven channels, such as interpersonal communication and radio, and sharing information about progress. As leaders and organizations adopted the risk communication framing and had greater access to health messages, they became conduits to more Liberians.

MICAT and the secretariat of the JCC created a calendar for national news conferences that focused attention on the actions underway to stop Ebola. The schedule facilitated regular updates on health and also created opportunities to talk about other branches of government.

GETTING TO ZERO

By late November, data showed fewer confirmed Ebola cases and Liberian President Ellen Johnson Sirleaf issued a national challenge: No new confirmed cases by Christmas. CDC and an international work group with deep experience in West Africa created a national campaign to support achieving this objective. With more resources in place—enough ETU beds and ambulances, as well as Rapid Isolation and Treatment of Ebola teams—the plan aimed to communicate protective actions that could be taken by any person, family or community.

The campaign promoted four essential actions to stop Ebola documented in the scientific literature and one more step—“tell somebody”—because stigma still caused people to hide illness. The campaign built on the collaboration established by the JCC, with the Ministry of Information leading the public awareness track and the Ministry of Health leading the social mobilization track.

The **Liberia Broadcast System** and **UNMIL Radio** carried the campaign launch with live feeds to community radio stations, and some 70 news outlets covered the event. Banners, billboards, and public service announcements were distributed throughout the country. Message guides were shared with local health officials and NGO representatives, who then shared them with chiefs and town criers. Regular radio programming and national news conferences continued public awareness about the recommended actions. Mobile Ebola cinemas with short films dramatizing the actions were dispatched directly to hot spots.

A few words about communicating during an emergency, especially in a foreign country. **1.** Know your audience and how it communicates. As noted above, in Liberia face-to-face communication reigns. **2.** Avoid negatives. Tell people what to do and how to do it instead of what not to do. **3.** Be sensitive to local customs. While the word “never” is acceptable in the U.S., in Liberia it is unacceptable. **4.** Listen. Meld information from international experts and locals for the best communication results.

CONCLUSION

The Ebola response involved having enough ETU beds and ambulances, as well as rapid response teams dispatched quickly to hot spots. A communication program characterized by strong and consistent risk-communication messages, culturally representative illustrations, and evidence-based action steps supported these actions from the onset.

EPILOGUE

On March 19, 2014, 307 days into the response, Liberia reported its first confirmed Ebola case in 28 days and began anew the 42-day countdown to be declared Ebola free. The country had progressed from what President Sirleaf called “the poster child of everything that could go wrong” to the example that West Africa looked to for guidance. ■

CONTACT: *jqt1@cdc.gov*

THE 6 PRINCIPLES OF CRISIS AND EMERGENCY RISK COMMUNICATION

Research by the **Centers for Disease Control and Prevention** defined a new field of communication—Crisis and Emergency Risk Communication (CERC)—that combines crisis communication and risk communication for use during emergencies.

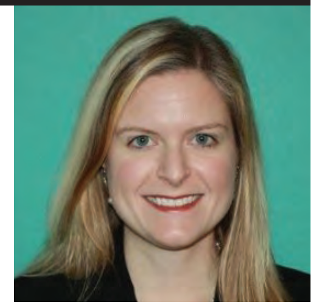
CERC has been used in public health responses since 2001 to provide information that helps people make sound decisions to protect themselves and their families under narrow time constraints and with insufficient information. It is built on six principles:

1. **Be first.** The first source of communication often becomes the source against which all others are measured.
2. **Be right.** Accuracy is critical to credibility.
3. **Be credible.** Honesty is fundamental to maintaining trust.
4. **Express empathy.** Emotion cannot be countered with facts. People must first know that their leaders care.
5. **Promote action.** Giving people something specific to do restores a sense of control over out-of-control circumstances.
6. **Show respect.** Lack of respect for a public in crisis undermines trust.

CERC resources are free and downloadable at: emergency.cdc.gov/cerc/resources/index.asp.

BY KRISTEN FOLTZ, ESQ, ASSISTANT PROFESSOR, UNIVERSITY OF TAMPA

8 Steps Presenters Can Take to Build Credibility With an Audience



To be an effective and persuasive presenter, you must build trust and believability in the audience's mind. The goal of presenting is likely to inform the audience of something or persuade it to act or not. To do this successfully, the speaker must be believable and likeable.

Credibility is not a naturally occurring phenomenon. People are not born credible presenters. Credibility is something a speaker must gradually build in the mind of the audience.

There are strategies for crafting credibility that can be implemented to ensure success as a presenter. The following should be done before, during and after your presentation.

BEFORE YOU PRESENT

1. As PR professionals we know the importance of having a strong digital identity. This includes a professional **LinkedIn** page and appropriate social media accounts. People sometimes forget that first impressions can be formed long before actually meeting another individual. Cleaning up your digital image is the first step in ensuring a successful presentation.

2. As a speaker, you should analyze your audience to determine an appropriate topic. Factor in the audience's knowledge level, as well as its interests, to decide on a topic. This allows you to customize your presentation for maximum impact on the audience. Research who will be in your audience, its size, demographics and even the goals it has for listening to you speak.

3. Everyone knows that preparation is a key to success. There is no magic formula for how many times you should practice the presentation before you deliver it, however. Unless you need to present from memory, it's suggested you practice the material until you are comfortable, without adding the extra pressure of memorizing it. You do not want the pressure of having a memorized presentation where you freeze midway through and cannot remember the next steps. This also allows flexibility to adapt the presentation, in case you see your audience fading or losing interest.

4. The last step in boosting your credibility prior to your talk is to dress well. A strong professional outfit will reflect your qualifications to speak. It also will boost your confidence. There is something to be said for putting on a flattering, new outfit to make a presentation.

Now that you have done as many things as possible to ensure success, here are tips on how to improve your credibility while you are presenting.

DURING THE PRESENTATION

5. Eye contact is very important and one of the strongest nonverbal messages you can send. Those who read directly off the **PowerPoint** or rely heavily on note cards signal unpreparedness and/or a lack of confidence.

If you bond with your audience through good eye contact, then the audience will tend to trust you more. Including interactive or engaging activities, questions or references to the audience will make it feel more involved in the presentation. Strong visual aids are recommended for most presentations.

6. Unfortunately, most of us have fallen victim to death by PowerPoint. This is what audiences experience from being forced to sit through a bad slideshow, with too much text or a lack of images. Be mindful that PowerPoint is a supplemental visual aid to your presentation, not the presentation itself. Although it's tempting, do not use it as a crutch and keep your body, eye contact and focus on the audience rather than the screen.

AS YOU END

7. Some people have a tendency to conclude presentations by saying, "That's it," "I'm done," or "That's all I've got." Why not end with a strong moment where you leave a memorable mark on the audience? Leave it wanting more?

Avoid closing with a question-and-answer period. Although this is the traditional format, it leaves the door open for someone to ask a question that stumps you. Is this the last thing you want the audience to hear? It might tear down the goodwill you have built up during the presentation.

Rather, ask if there are questions prior to your conclusion. That way, if someone asks a question you do not know the answer to, you still can regain control of the audience and conclude with your strong moment.

Although this is an unusual structure to a presentation that sometimes tricks the audience into thinking your presentation is over, it can be effective if you say, "Before I conclude my presentation today, do you have questions?" This way the audience knows the presentation will continue, but it has a chance to ask questions.

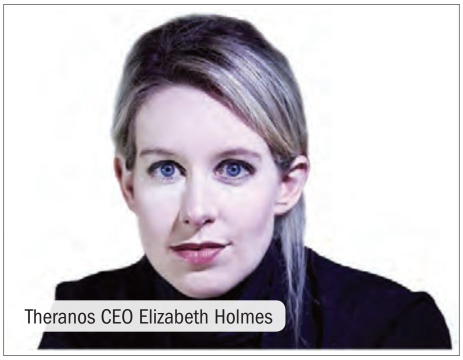
AFTER YOU PRESENT

8. If there is an opportunity to follow up with the organization that arranged for you to present, you should, immediately. A handwritten thank-you note will go a long way toward showing you are a professional. It works great after a job interview, too.

Public speaking can be stressful; however, if you keep your focus on building rapport with the audience by boosting your credibility, you can be a successful speaker and presenter. ■

CONTACT: *kafoltz@ut.edu*

Editor's Note: For additional insight about public speaking join our public speaking webinar, June 23, 1:30pm ET. Info at: http://www.prnewsonline.com/pr-news-webinars



Theranos CEO Elizabeth Holmes

1. Never Mind: As PR pros know, when you refuse to tell your brand's story, chances are decent that someone else will do it for you, accurately or not. That's been the story with **Theranos**, which likely has cemented itself as a case study in college PR classes. A former Wall St and media darling, Theranos sought to disrupt the blood-testing industry. Its revolutionary device is called Edison. An Edison test required just a drop of patient blood and cost far less than standard blood tests. Edison's potential made Theranos a star and its young founder, **Elizabeth Holmes**, a celeb and a billionaire. Late last year *The Wall St Journal* reported Edison didn't work as advertised. Essentially the company refused to discuss the allegation, and the rumors started (*PRN*, Dec 21, 2015). Last month, after failing to address persistent stories about the existence of a negative report from the Centers for Medicare & Medicaid Services (CMS) about a Theranos laboratory (*PRN*, April 4), the brand admitted finally it was working with the federal agency to address "issues" (*PRN*, April 18). Those issues could result in stiff fines for the brand and preventing Holmes from owning a laboratory for two years. Skip to May 19 and there's another *Wall St Journal* report, this one alleging Theranos has voided two years of results from Edison tests and has issued thousands of corrected blood-test reports to doctors and patients. The results on the corrected reports were made using traditional blood-testing equipment. *The Journal* found doctors who confirmed receiving the corrected reports. In addition, it located a doctor who sent a patient to the emergency room on the basis of an erroneous Edison report. In response to this latest media report, Theranos, in a statement, said, "Excellence in quality and patient safety is our top priority and we've taken comprehensive corrective measures to address the issues CMS raised in their observations."

2. News Bits: Omnicom Public Relations Group acquired **Rabin Martin**, a global health strategy consulting firm. – **DDCworks** moved its HQ from the suburbs to The Cast Iron Building, in Philadelphia's rejuvenated Center City. – **JWT** said it filed to dismiss **Erin Johnson**'s harassment suit against it and former chairman **Gustavo Martinez**.

3. Platform Prater: Instagram in a few months will be far more useful for business communicators with the addition of **Facebook**-like analytics tools and profiles, according to reports in *Later* and *TechCrunch*. Businesses will be able to use profiles that will include a contact button, access to maps and directions and a categorization feature. The analytics are expected to be similar to Facebook's deep dive data tool.

4. Studies: Organizations have much work to do in "prioritizing and communicating strategy internally," a new organizational clarity study of companies in five countries (U.S., U.K., China, Brazil and India) by the **Institute for PR** concludes. In addition, most employees were unlikely to feel fairly rewarded and some organizations do not have a solid understanding of the workforce, which hurts organizational clarity. Takeaways: employees are diverse and internal communications should no longer be treated as a "one-size-fits-all proposition"; create continual conversations with employees; "strategy alignment and clarity start at the top"; "if employees do not understand the marketplace they will not be interested in the company's direction and their role, so place employees at the apex of business strategy." IPR says *Organizational Clarity: The Case for Workforce Alignment and Belief* is the first iteration of its Clarity Research Project. – Overwhelmed by the amount of content you're asked to produce? You're not alone, a poll of 100 marketers finds. Not only that, the focus on churning out more content "is causing marketers to lose confidence" in their ability to personalize content to the needs of customers. *The Content Fitness Report* says marketers continue to struggle with measuring content's effectiveness and "aligning metrics to brand goals." Although the marketers said they're gaining confidence in their digital abilities, "keeping up with content and mobile trends" remains a concern. On the positive side, marketers are keen to adopt "more interactive approaches to targeting their audience."

Nat Geo EVP Chris Albert

5. People: National Geographic Global Networks promoted **Chris Albert** to EVP, global communications & talent relations for National Geographic Channels. A good friend of *PR News*, Albert began with Nat Geo as director of communications in 2000 and was with **Sony Pictures Television**. – **República** named **Lourdes Mateo de Acosta** SVP of communications and head of its PR practice. Mateo de Acosta has held senior positions at **Edelman** and **Weber Shandwick Worldwide** among others. – **Jackson National Life Insurance** named **Emilio Pardo** SVP, CMO and CCO. Pardo was chief brand officer and executive team member at **AARP**.■

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*

Sponsored by:

Business Wire
A Berkshire Hathaway Company
CISION
Power Your Story.
LexisNexis
PRESSPAGE

Register online at www.prconferencemiami.com

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

For event sponsorship opportunities contact Lindsay Silverberg at lsilverberg@accessintel.com or 301.354.1716

27775