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CRISIS MANAGEMENT

Rapid-Response Tactics for When the News About Your Organization Is Bad and Getting Worse

One of the pleasures of writing about communications and PR is that the field is vast and exposes you to a variety of topics and sources. Reporting about brands in the food space last year put us in contact with the **U.S. Dept. of Agriculture** and a slew of excellent food-safety publications. It was a mixed blessing. When delving into the food space you discover quickly recalls and safety issues occur nearly every day. In fact, the recalls point out that we have better technol-

ogy to oversee food prep and packaging than previously. On the other hand, reading editorials in food-industry pubs about the lack of government spending for food safety tends to weigh on the mind. In sum, trips to the grocery store seem less pleasant.

The majority of recalls and safety-issue actions fail to gain national media attention, of course. It's likely the same with recalls and issues in most sectors—it's the major events

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IMAGE PATROL

BY KATIE PAINE, CEO, PAINE PUBLISHING

Prep Schools Not Prepped for Sexual Crises: Ego Dooms Exeter & St. Paul's

The root cause of most scandals is institutional belief in infallibility. For the Catholic Church, papal decree established it in 1870, and as the award-winning movie *Spotlight* so clearly illustrated, it is still a part of the Church's culture.

For politicians, winning elections seems to convince them that they can get away with anything (think John Edwards and Mark "hiking the Appalachian trail" Sanford). In corporations it generally comes from a narcissistic CEO. We've noted this corollary in numerous columns: the more ego-driven the leader, the more likely the corporation is to suffer a PR crisis.

In academic institutions, the notion of "We're the smart ones and know what's right" is even more fundamental. In-

stitutions of higher learning are created on a foundation of faith in the power of knowledge and scholarship. So it is little wonder that so many organizations that believe in their infallibility are suddenly being found very fallible. This is happening in a society where mobile phones, social media and **YouTube** videos have forced open formerly closed institutions.

ST. PAUL'S SCHOOL, CONCORD, NH

First it was St. Paul's School, alma mater of J.P. Morgan



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MILLENNIALS SPEAK

5 Tips Summer Interns Used to Get Hired, Plus Insight from Their Boss

[Editor's Note: We welcome submissions from millennials about relevant topics. With summer at the halfway point, this article's takeaways will be excellent for senior communicators to pass to summer interns. The authors are: Kevin Kearney, project assistant, APCO Worldwide and Lindsey Malcolm, internal communications assistant, APCO Worldwide, with commentary from Becky Boles, senior director, APCO Worldwide.]

So here you are: You've landed your dream summer internship. Look at you! Being an ambitious, forward-thinking go-getter, you're already wondering how to convert it into a full-time job.



Internal
Communications
Assistant,
APCO Worldwide

We were in your shoes not long ago. Below are the most important things we did as interns to land full-time gigs. To add perspective, we've invited our boss, Becky Boles, to add her thoughts on what it takes to get hired by a major communications firm.

1. Submit Only Client-Ready

Work: The tip is clear—only put forth your best. Never make the assumption that someone will have the time to review your work before sending it to a client. Whether the work is for your equal, superior or an executive at your firm, be intentional and carry the weight of the assignment to its fullest extent. Interns who demonstrate they're capable of doing client-ready work will be hired to do client-ready work.

Becky Boles: When you start out in your career, especially as an intern, you may feel you're doing monotonous, tedious work that no one is paying attention to. But that's not the case. Every assignment you do will either be sent to the client or serve as a building block to something bigger. And people are watching. If they feel you can nail the small assignments, they'll be willing to let you take on the bigger ones.

2. Don't Let Work Come to You. Go After It:

Occasionally, you'll find yourself with a moment where your bandwidth isn't as stretched. If you have capacity, volunteer for work that falls outside of your wheelhouse. Proactivity, willingness to diversify experience and versatility certainly don't hurt your professional reputation. Doing



Kevin Kearney,
Project Assistant,
APCO Worldwide

so also allows you to interact with more people across the network, prove your worth and become the go-to intern. Slow days happen; what you do on those days defines who you are as a young professional, and it won't go unnoticed.

BB: I think this is the single most important piece of advice to interns. Generally, summer internships last three months. Use this time to make yourself known. Raise your hand for projects. Stop in and talk to the boss...and maybe even the boss's boss. Find out what they're working on and tell them you're available and interested to help. And when you help, take every project to the next level. When you're doing an audit, include a summary of what you think your research means. When you're drafting social content, come up with something new and interesting.

3. Speak Up and Be Quiet: We've been fortunate that our firm has always encouraged everyone to raise his/her voice when they have a good idea or opinion. Being able to vocalize your thoughts and engage as a team member proves you're ready to make the leap from intern. But it's also important to be intentional with what you say and when you say it. A good young professional knows when to speak with purpose, as well as listen, observe and learn.



Becky Boles,
Senior Director,
APCO Worldwide

BB: Listen, observe and learn. This is critical, especially during the outset. Soak all of it in so you understand the subject matter, players and dynamics. But behind the scenes, work like mad always to be one step ahead of your teams. If you've been invited to a brainstorm, read the brief and research the topic in advance. Come to the brainstorm with a nugget of information no one else will know. Then find the right opportunity to speak up and add value.

4. Feedback, Feedback, Feedback! If you're willing to accept praise, also be open to constructive feedback about how you can improve.

Immediacy is the Catchword for Today's Crisis PR

that receive coverage. On the other hand, communicators are unable to relax. What seem to be small or middling incidents can grow like, er bacteria, thanks to social media. And then, of course, the huge events, like **Chipotle** (PRN, Nov 9, 2015) or the July 19 recall of 350,000 pounds of **Bar-S Foods'** hot dogs and corn dogs are always possible. Moreover, social media scrutiny has prompted regulators and lawmakers to take stronger action. Brands are reeling from the impact.

So when negative news, such as a recall or a possible E. coli outbreak, hits the headlines, how should brand communicators handle it? And since most PR News Pro readers are outside the food sector, let's broaden the discussion: How should communicators react when negative items about their brand make news? We'll use food as a jumping-off point. The tactics and strategies we'll cover apply to most sectors.

For Gene Grabowski, the veteran communicator who's handling two large food recalls, **CRF Frozen Foods** and **Dole Package Salads**, and a major auto parts supplier, there are several tactics specific to brands in regulated industries, such as food, but much of what he counsels is applicable across the board.



Gene Grabowski
Partner, kglobal

Speed Kills...a Negative Story: A partner at kglobal, Grabowski says speed is paramount on several levels. First, it's essential for a brand to get out in front of negative news, such as a recall. "You can't wait for the government be the first voice to be heard," he says. With regulated sectors a brand often needs to include various elements in its first release, Grabowski says, to meet statutory regulations.



Stephen Payne,
VP, Feld
Entertainment

After that's been released, a brand should put out a second release, telling its story and adding context. It used to be a second release was harmful, not anymore, he says. Broadening his advice to communicators generally, he says, "If you don't frame your story, others will." Adds Stephen Payne, VP, corporate communications, **Feld Entertainment**, "I'm a firm believer in rapid

response, even if the communications are not in response to a crisis. By rapidly addressing issues you help prevent something small from mushrooming and being more difficult to manage."

On another level the message has to be speedy, too. "If you can't say it fast, you'll lose," Grabowski says. "Nobody's reading anything that's not short...nobody's even reading long blog posts." Look at the candidates, Donald Trump and Hillary Clinton, he says. "They're not talking to reporters, they're tweeting out...even regulators are using social."



Hinda Mitchell,
President,
Inspire PR

A veteran of food industry PR, Hinda Mitchell, president, **Inspire PR Group**, urges brands to have "a dark page, or hidden website page, ready to take live to share recall-specific information." Broadening that to other industries, she says, "There just simply is no substitute for preparation. Any company can and should identify the highest risks, most likely crisis scenarios and then work a plan to address them." She adds, "Figuring out how to post in 140 characters is not something you want to be doing while in crisis mode. Craft template responses now."

Social Makes Brands Like Politicians: The immediacy and ubiquity of the digital world has forced brand communicators to strategize as if they were managing a political campaign, Grabowski says. "Due to social media, [a brand] can't allow a statement [about it] to go unchallenged...the culture today, particularly millennials, often assume the first thing they hear is the truth...and if it's not corrected quickly, it certainly is the truth."

Lights, Camera...: After you've issued your statement, or your second statement in the case of a regulated industry, it's time to "think about your video," Grabowski says. The video should be done and online within the first 72 hours of the negative news hitting. You have options for the vid. It can be an apology video or an expert's retort to the negative news. Perhaps your CEO will appear.

In any case, it needn't be a polished, smooth corporate video. In fact, those are not as credible, he says. Grabowski prefers "a simple, unscripted video...I like to brief the sub-

Continued on page 6



Entry Deadline: August 19, 2016 | Final Deadline: August 26, 2016

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Sex Crises: Lack of Transparency Dooms Schools

and Secretary of State John Kerry, thrown into the headlines. A freshman woman accused one of the most popular boys on campus of rape. As it happened, it was part of a tradition known as “Senior Salute.” The tradition urges soon-to-be-graduating male students to accumulate as many notches on their proverbial sexual belt as possible.

The police were called in, charges were filed and ever since, through the whole lurid trial, sentencing, and a tumultuous series of legal maneuvers, the school’s reputation has been under intense fire. Its reputation as a distinguished institution known for getting its students into prestigious schools has forever been tarnished. That tends to happen when you become the example that everyone turns to when discussing sexual assaults on high school campuses. And

due to the legal nature of so many facets of the crisis, the communications team has been able to do very little to mitigate the mess.

PHILLIPS EXETER ACADEMY (PEA) EXETER, NH

The folks at Exeter would rather be thought of as St. Paul’s’ rival for a hockey championship than as the “worst prep school sex scandal of the year.” But when you google “prep school sex scandals,” PEA gets twice as many mentions as its ice hockey rival.

First a celebrated teacher was banned from campus in the wake of a her teacher was involved. Then, while investigations into past misconduct continued, a female student accused one of the school’s star athletes of sexual misconduct. Rath-

St. Paul’s School

| Criteria | Grade | Comments | Advice |
|---------------------------------|-------|---|---|
| Extent of coverage | D- | When coverage of a tiny local prep school makes it on to National Public Radio, you know it’s lost control of the crisis. The story made headlines across the country because it was a classic American tale involving privilege, power and sex. | In the wake of the Penn State-Jerry Sandusky scandal, sexual assault on campus is in the top ten of hot news stories. If your crisis is around one of those top ten issues that may be trending on Twitter or in the polls, be prepared for a firestorm. |
| Effectiveness of spokespeople | F | There was deafening silence by St. Paul’s at the time of student Owen Labrie’s arrest, citing advice of counsel. As a result both the victim and the perpetrator’s attorneys drove the story. The reputation of St. Paul’s never had a chance. | Attorneys always tell PR people to say “no comment.” My standard advice to people and brands is: “Make good choices.” Either prepare for unmitigated disaster or find a way to get your side of the story out, whether through controlled leaks, friends, alumni, trustees or anyone else who has a vested interest in your reputation. |
| Communication of key messages | F | “No comment” and “We’re looking into it” are not acceptable key messages. When the media, and more importantly your key publics want answers, you need to decide whose relationships you value more, the one with your attorney, or with your community. | Your major message cannot be “no comment.” If you work in any kind of an ivory tower, you should have a crisis communications plan in place that you rehearse once a quarter. Key messages should be at your fingertips at all times, and anyone you put in front of the media should be able to say them in his/her sleep. |
| Management of negative messages | F | Because there was so little initial response from the administration, St. Paul’s reputation for centuries of excellent academics and noteworthy alums has been tarnished. The media, as well as numerous supporters of the victim and the assailant, portrayed the school as having a “frat boy” atmosphere filled with predatory young boys looking to rack up another notch on their belts. | In any situation involving a trial or even a person accused who has a vocal attorney, if you have any prayer of preserving your reputation, you need to have a messaging strategy to deflect the negative message missiles that will be heading your way. A crisis is not the time to be squeamish about your dirty laundry. Transparency is the only lifeline you have if you want to hang on to whatever trust you have left with your publics. |
| Impact on stakeholders | C | St. Paul’s appears to have successfully distanced itself from Labrie and trustees and alums seem to be standing by the institution. | Put as much distance as possible between any assailant and your organization. Get the person off campus, out of the physical vicinity so every TV camera and cell phone shot doesn’t have your logo in the background. |
| Overall score | D | Like all traditional New England prep schools, St. Paul’s was ripe for change. This is unlikely to be how it wanted it to happen, but we only get to choose the time and place of our crises if we admit we are vulnerable. | The higher the tower, the thicker the walls you build around your organization, the more vicious the assault will be, when (not if) it comes. Bring on all the attorneys you want, you can still be defeated by a single cell phone with a Twitter account. |

er than going to the police, the young woman reported it to a school dean, who sent her to the campus minister. Seeking an alternative resolution, the minister assigned the assailant a “penance” of baking bread and delivering it to the victim once each week. The bread delivery forced the young woman to confront her assailant each week. After several months of increasing trauma, she went to the police.

The news broke in *The Boston Globe* and other local papers. The backlash was fierce. As it turned out, the minister earlier had expressed support for the banned teacher. Charges of other episodes surfaced and just before graduation the assailant was arrested. The school’s response was to hire two law firms to investigate the problem and bring in experts from nearby University of New Hampshire to help design prevention programs.

There also were a number of other factors that combined

to make the situation a lot worse.

- ▶ The Boston Globe Spotlight Team has thrown its prodigious talent into a long-term, broad investigation of New England prep schools.
- ▶ The principal of the school at the time, Tom Hassan, is the husband of NH governor Maggie Hassan, currently embroiled in well-financed campaign for the U.S. Senate with incumbent Republican Kelly Ayotte. Since NH is considered a swing state that could possibly tip the senate back to Democrats, there is no shortage of ad money and opposition research against Hassan.
- ▶ It didn’t help that former principal Hassan was censured by the Association of Boarding Schools for not disclosing the truth about why the faculty member was banned.
- ▶ In an end-of-the-academic-year letter to the school community, the current principal, Lisa MacFarlane, called

Continued on page 6

Exeter

| Criteria | Grade | Comments | Advice |
|---------------------------------|-------|--|--|
| Extent of coverage | F | One sexual scandal might not have landed PEA in every paper in America, but a series of them, compounded by a connection to a hotly contested election, guarantees universal coverage. | Especially in an election year, make sure you take into account every possible connection your organization might have to whatever crisis is pending. It’s easy these days for opposition and advocacy groups to leverage a brand name for their own purposes. |
| Effectiveness of spokespeople | D | Given that she was new to the job, Lisa MacFarlane, principal of PEA, probably did the best she could when media stories initially forced her to communicate about charges against the teacher. But the timeline worked against her promises to the community. The community heard about the incident in October from <i>The Boston Globe</i> . | The best way to prevent a crisis from escalating is to maintain good relationships with your key stakeholders. Make sure you know who they are and how to inform them of anything that’s going on. Keep them informed and in a crisis some may become your best advocates. Dribbling out bad news in formal letters as you react to the most recent developments only builds mistrust. |
| Communication of key messages | F | PEA’s key message was right out of Crisis Comms 101: “We’re on it, we share your concerns, we’re doing something.” Unfortunately the facts didn’t support that statement. Even worse, the statements included links on the website for more information, but the links didn’t work. The “this is what we’re doing” message took too long to get out there | In situations involving one crisis on top of another, messaging has to change. The “We’re concerned and looking into it” message only goes so far when the media is exposing your weaknesses faster than you’re admitting them. |
| Management of negative messages | F | The St. Paul’s case clearly exacerbated the issue, drawing comparisons between the two and putting forth the idea that all prep schools are rife with sexual predators. But it appears from the timeline that the administration’s lengthy investigation and desire to keep the issue quiet also made the subsequent reaction worse, particularly on social media. | If you know what the negative messaging around an issue might be, you need to have in your tool kit a variety of responses and action plans to combat them. Otherwise all you’re doing is reacting and that only makes the negative messages get louder. |
| Impact on stakeholders | F | Given that 1,000 alumni signed a letter to the chairman of the board threatening to withhold funding is a sure sign that there was a communications breakdown. | In the middle of a crisis you need to give your most important stakeholders special attention. It’s not enough to send mass emails. You need to customize messages and do things that turn stakeholders into advocates, not the opposition. |
| Overall score | F | Given its population, the nature of the institution and the <i>Spotlight</i> team’s interest in New England prep schools, it’s hardly surprising that sexual misconduct took place and was discovered. What is surprising is how long it took PEA to react. | If you’re a communications professional and focused only on getting good news out there, chances are pretty good you’ll be surprised by bad news. Spend some time with your risk management colleagues to find out where your organization is most vulnerable. Then begin planning your response. Build the relationships you will require long before you need them. |

Constructive criticism can be hard for professionals to hear, but it demonstrates a sense of maturity and eagerness to grow. On the flip side, your manager may be hesitant to come across as critical. Don't be afraid to gently push them to tell and show you how you can improve. Critical feedback only makes you stronger.

BB: I've seen so many talented professionals falter early in their careers. You have so much to learn when you're beginning, in addition to the actual work: how to behave in a professional setting, how to deal with a diverse set of bosses, how to use the phones. Good managers will give you constructive feedback. If they don't, ask for it. You are destined to make mistakes, and to be better at some things than others. As a working professional you have two choices when receiving constructive criticism: get upset, or take it on board and learn from it. Those who are truly successful accept feedback and become better because of it.

5. Lift Your Colleagues: Be someone others want to be around and work with. Having a positive attitude and outlook with your peers goes a long way. Positivity is an enabler of productivity and pushes others forward. This doesn't mean that you always have to be a ray of sunshine, but when possible, be a source of light for your colleagues. On the days that matter most, they'll be there for you the way you're there for them.

BB: Your colleagues want to be around people who are exciting and energizing. It reminds them why they got into this business in the first place! You won't come to the table with the most experience, so make up for it by coming with the most passion. Don't pretend to be someone you're not, but express your passion in a way that makes sense for you. ■

Continued from page 3

jects, but let them work from 4-5 talking points." Another tip: shoot with two cameras, as it will make editing easier.

Ideal Transparency vs Foolish Transparency: Certainly be "as transparent as possible," Grabowski say. "Rip off the Band-Aid and tell the story...[yet] plenty of companies talk about transparency and few deliver." Still, Grabowski cautions, "Don't be foolish" about transparency, set limits. Payne agrees. "In the case of a systematic campaign against

Continued from page 5

2016 "difficult," but never specifically referenced the arrest of the assailant. Worse, she took the opportunity to announce a restart of a fund-raising effort that had been suspended in the wake of the original scandal. In response, 1,000 alumni signed a petition, delivered to the board of trustees July 18, threatening to withhold

High Percentage of Returning Interns Are Offered Full-Time Positions

The data below is based on surveys for 2015 and 2016 of nearly 300 member companies of the National Association of Colleges and Employers. More than 20 industries are represented.

90%

Percent of returning interns (who'd interned at a company for more than one period of time) who received an offer of full-time employment. #

90%

Percent of those who accepted the offer. #

43%

Percent of 1-time interns who were offered a job with their internship employer. #

86%

Percent of 1-time interns who accepted the offer. #

52%

Percent on average that employers reported converting their eligible interns into full-time hires. #

52%

Percent of conversion rate in 2014.

73%

The average percent offer rate made by companies to college interns. This is the highest it has been since the peak of the pre-recession market. *

85%

The current average acceptance rate by interns. This is higher than pre-recession levels. *

62%

The overall conversion rate, a 13-year high. *

\$17.69

The average hourly wage to interns at the bachelor's degree level. It has remained nearly unchanged over the past seven years. When adjusted for inflation, current interns actually make less than their 2010 counterparts. *

79%**vs****68%**

At the one-year mark, percent of hires who served in an internship with the organization and stayed with the company vs percent of those who did not serve in an internship at the company. *

Sources: National Association of Colleges and Employers, Surveys of 2016 and 2015

* 2016

2015

[your brand] by outside groups, transparency can be used against you. Understand the situation and realize the players before deciding how open to be." ■

CONTACT: @crisisguru @savethecircus Hinda@InspirePRGroup

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funding unless changes were made at the school. The next day, MacFarlane and the board chair admitted in a letter to the school community that PEA had mishandled the recent sexual misconduct accusation. It also said it created a director for student well-being to handle future sexual misconduct allegations. ■

Top Nonprofit Brands on Twitter: Engagement With Videos Up 125% in First Quarter of 2016

In case you hadn't realized, video is no longer a fad. It has become a fait accompli.

As we've seen in this series, which has examined **Shareable** data made available exclusively to *PR News*, consumer engagement with U.S. brands—B2C and B2B—on social media in Q1 2016 has grown year over year. Tremendous increases in consumer engagement with video posts have powered the bulk of the growth. Consumer engagement, or actions, is defined as the sum of retweets and likes.

The same pattern seen with B2C and B2B (*PRN*, July 11) holds true for nonprofits, the subject of this week's Data Dive. In Q1 2016, U.S. nonprofits generated 5.3 million actions on **Twitter**, a 49% improvement compared with the same time last year. A 125% increase in engagement with video content on the platform was responsible for the growth. Actions rose 49%, from 3.56 million to 5.3 million.

Loyal readers of this column may notice a wrinkle. The chart now includes a percentage comparison between consumer actions in Q1'16 and Q1'15.

As you can see, **PETA** was the brand with the most consumer engagement during the quarter, generating nearly

751,000 actions, more than twice as many as **Planned Parenthood**, the second-most engaged brand and the top in year-over-year growth (445%).

PETA's engagement represented a 51% year-over-year improvement in spite of posting 3% fewer tweets. Only 4% of PETA's engagement was generated from video. Yet one of its top posts was a video about the danger of eating chicken while pregnant. A quote about climate change from the actor Leonardo DiCaprio also pulled.

peta2, PETA's youth organization, the **U.N. High Commissioner for Refugees (UNHCR)** and **World Wildlife Fund (WWF)** rounded out the top five. UNHCR's Twitter success was driven by video, which accounted for 16% of its total engagement—more than any nonprofit. Half of its 10 most-engaged tweets were videos, including one that featured Syrian refugees sharing their stories. WWF generated the most actions per tweet among nonprofits with 502.

Make-A-Wish America posted the most-engaged tweet, which featured Justin Bieber, proving again that celebrity partnerships can generate significant engagement for brands. ■

| Shareable | | SOCIAL SCORECARD | | | |
|--|------------------------------|------------------------|--------------|--------------|-----------------|
| TOP NONPROFIT BRANDS ON TWITTER – Q1 2016 | | | | | |
| Based on Total Actions (likes and retweets) | | | | | |
| Data provided exclusively to PR News by Shareable. | | | | | |
| Rank | Brand | Total Consumer Actions | % Change Y/Y | Total Tweets | Total Followers |
| 1 | PETA | 750.8K | +51% | 1,787 | 640.3K |
| 2 | Planned Parenthood Action | 300.6K | +445% | 634 | 203.8K |
| 3 | peta2 | 276.6K | +70% | 2,469 | 91.8K |
| 4 | UNHCR | 211.5K | +32% | 1,795 | 1.9M |
| 5 | WWF | 194.2K | +19% | 421 | 2.1M |
| 6 | To Write Love On Her Arms | 152.8K | +42% | 556 | 289K |
| 7 | Human Rights Campaign | 150.3K | -5% | 657 | 588K |
| 8 | Amnesty International | 131K | -16% | 325 | 1.8K |
| 9 | Human Rights Watch | 101.2K | +21% | 829 | 2.8K |
| 10 | Sierra Club | 98K | +61% | 1,954 | 188.9K |
| 11 | Greenpeace USA | 96.8K | +45% | 1,246 | 156.5K |
| 12 | World Food Programme | 96.5K | +91% | 507 | 1.1M |
| 13 | The National Audubon Society | 90.7K | +173% | 736 | 95.7K |
| 14 | Make-A-Wish America | 90.6K | +287% | 416 | 201.1K |
| 15 | Mercy For Animals | 89.6K | +168% | 336 | 154.9K |

| Shareable | | SOCIAL SCORECARD | | | |
|--|------------------------------------|------------------------|--------------|--------------|-----------------|
| TOP NONPROFIT BRANDS ON TWITTER – Q1 2016 | | | | | |
| Based on Total Actions (likes and retweets) | | | | | |
| Data provided exclusively to PR News by Shareable. | | | | | |
| Rank | Brand | Total Consumer Actions | % Change Y/Y | Total Tweets | Total Followers |
| 16 | National Resources Defense Council | 89.5K | +51% | 1,567 | 194.2K |
| 17 | UNESCO | 84.3K | +15% | 465 | 1.1M |
| 18 | The Trevor Project | 78.9K | +112% | 159 | 219K |
| 19 | Oceana | 78.1K | +300% | 337 | 240.9K |
| 20 | ASPCA | 66.3K | +11% | 617 | 309.2K |
| 21 | The Nature Conservancy | 61K | +150% | 252 | 511.4K |
| 22 | Girl Scouts | 57.6K | +10% | 1,108 | 61.6K |
| 23 | ACLU | 54.7K | +31% | 677 | 256.6K |
| 24 | Save the Children | 43.8K | +61% | 236 | 1.4M |
| 25 | Doctors Without Borders | 42.4K | +109% | 549 | 532.4K |
| 26 | NBA Cares | 39.4K | +17% | 345 | 114.9K |
| 27 | The Humane Society of the U.S. | 37.2K | +45% | 229 | 368.8K |
| 28 | American Heart Association | 33.6K | +3% | 907 | 200.7K |
| 29 | Wounded Warrior Project | 33K | +54% | 270 | 173.8K |
| 30 | Sea Shepherd Conservation Society | 31K | +275% | 33 | 237.3K |



Leslie Jones
Actor/Comedian

1. Unsocial Media: There are myriad lessons for communicators related to transparency, monitoring the social conversation and when and whom to engage from two recent news items. The first item has the Republican Party being forced to shut down its live chat on **YouTube** July 18. The party had urged viewers to chat while it streamed its convention live on YouTube. The reason for the shut-down were anti-Semitic comments posted on the live chat as former Hawaii governor **Linda Lingle** was addressing the convention. Lingle mentioned progress the party was making with Jewish voters. The second incident involves the actor/comedian **Leslie Jones**, who's co-starring in an all-female remake of the film *Ghostbusters*. Commenters have pelted Jones and her cast members with sexist and misogynist remarks on social media for weeks, upset that the main ghostbusters now will be portrayed as females. Jones, who is black, also has received racist comments on her **Twitter** feed, @Lesdoggg. Often Jones returns serve, tweeting back at the haters. Jones's retort, July 18, was two-fold: She decided to seek help from Twitter and unblock racist commenters so the public could witness the hate. She tweeted "I wondered why some celebs don't have



David Herrick, Principal,
Hudson Cutler

Twitter accts now I know. You can't be nice...with fans cause people crazy."

2. The ABCs of Rebranding: Reading requires that you know your alphabet. Nobody said anything about **Alphabet**, though. Indeed, public perception of **Google's** holding company is murky, according to **FutureBrand's** new ranking of the world's top 100 companies by market capitalization, released July 21. Google topped the list 2 years running; this time Alphabet was inserted and it came in at 21. Alphabet needs to create an identity, FutureBrand says. New to the top 10 were **Toyota** (11 last year), **Amazon.com** (34) and **Facebook** (21). Despite tough times for health-care (*PRN*, May 16), **abbvie**, **Gilead** and **Celegen** stayed in the top 10.

3. People: **Barri Rafferty** was named worldwide president, **Ketchum**. The July 19 announcement said president/CEO **Rob Flaherty** will become chairman and CEO, following chairman **Ray Kotcher's** transition to non-executive chairman in January. Rafferty joined Ketchum in 1994 and has led its North American unit since 2012. – Former **Cohn & Wolfe** U.S. president **David Herrick** joined **Hudson Cutler** as a principal. Herrick had a brief stint at Cohn



Barri Rafferty, Worldwide President,
Ketchum

| FutureBrand Index Ranking | 2016 Top 10 Companies |
|---------------------------|-----------------------|
| 1 | |
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| 10 | |

Source: FutureBrand 2016

& Wolfe and prior to that was COO at **MWW** from 2012-15. ■

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