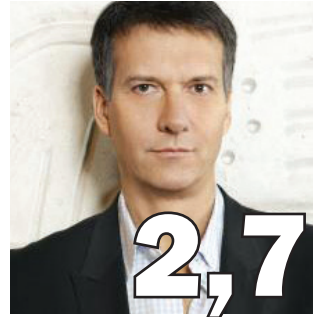


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## SOCIAL MEDIA

### How Brands Can Create Content That Will be Shared on Facebook but Won't Cost Too Much

As it's done many times recently, the behemoth, **Facebook**, dominated social media news recently. Nevermind its direct line to the White House, announced Aug 11. On Aug. 9 Facebook said it will begin to push back against ad-blocking companies and their subscribers (see page 8). Facebook will load ads differently, making it more difficult for ad-blocking software to detect them, it said. Speaking of advertising and Facebook, several big-name brands

went on record to voice their displeasure with aspects of Facebook's ad policy. **Comcast's NBC Universal, Walt Disney Co.** and the **National Football League** are "balking" regarding Facebook Live, a *Wall Street Journal* article published on Aug. 10 said. In short, they are concerned about losing control over their content and want to avoid "being at the mercy of a mysterious algorithm that will potentially give their videos the same treatment as user-

*Continued on page 3*

## MEASUREMENT

BY KATIE PAINE, CEO, PAINE PUBLISHING

### Seven Steps You'll Need to Complete the AMEC Measurement Framework

**[Editor's Note:** In the interest of transparency, the author runs a consulting organization that designs measurement programs. She's also developed a framework.]

I've just spent the better part of one day trying to navigate the hottest thing in measurement this month: the **AMEC** Measurement Framework, unveiled with great fanfare in July during the AMEC Measurement Summit in London. It's an interactive version of the original AMEC framework, designed to make it easier for clients to implement Barcelona Standard-compliant measurement in their organizations.

It features multi-colored squares. Each requires you to provide information about your organization program or cam-

paign. The squares are: Objectives, Inputs, Activity, Outputs, Out-takes, Outcomes and Organizational Impact. When you click on a square it asks you questions like, "What are the broad objectives of your organization? And what are your communications objectives?"

Visually, it is certainly an enormous improvement over the old version, which, I will confess, I have never once been able to get a client to comprehend. And the interactive nature of the Framework is a lot less daunting than the old Power-



*Continued on page 4*



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**NOVEMBER 16, 2016**  
 NEW YORK CITY

# A Crisis Lingers: Numbers Show Chipotle Has Long Road Ahead

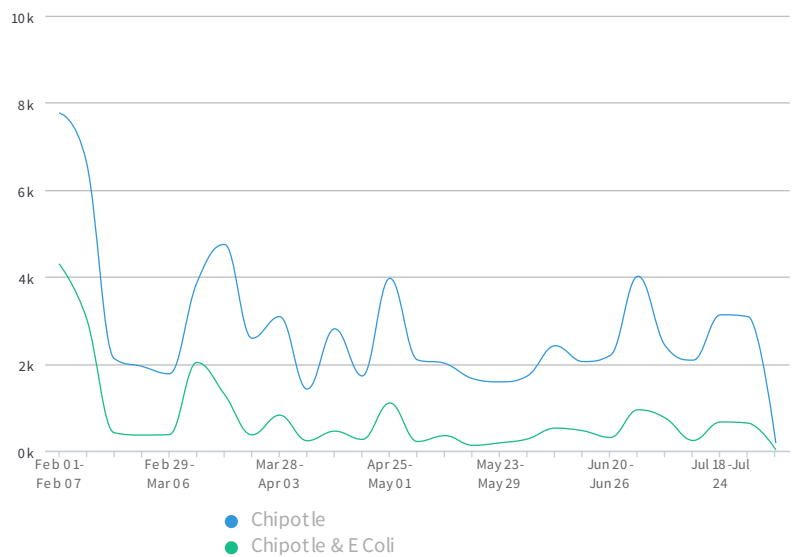
By now you've heard the Don Draper line more than a few times: "If you don't like what is being said, then change the conversation," (*Mad Men*, season 3, episode 2).

While it's inadvisable to take business advice from a fictional TV character, the concept has merit. It is used in PR regularly. Just weeks ago we ran a sidebar on pivoting, or bridging, a technique for changing the conversation when a media interview has headed into dangerous territory. While no pivot word or phrase works every time, some of the words recommended in the article, by Andy Gilman, included "but" and "however." Phrases used include "Actually, that's not the data we've seen," or "I can't answer the first part of your question since I'm not our best expert on that subject, but here's what I can say..." (*PRN*, June 27). [Note to Subscribers: See examples of good and bad interview techniques, as well as other media training resources, at the PR Pro Essentials page: <http://www.prnewsonline.com/pr-news-pro-essentials/>]

Then there are attempts to change extended conversations about brands. You can use an ad campaign, supplemented by a new logo. That's what **Subway** did August 5. Or resort to the explosiveness of online videos.

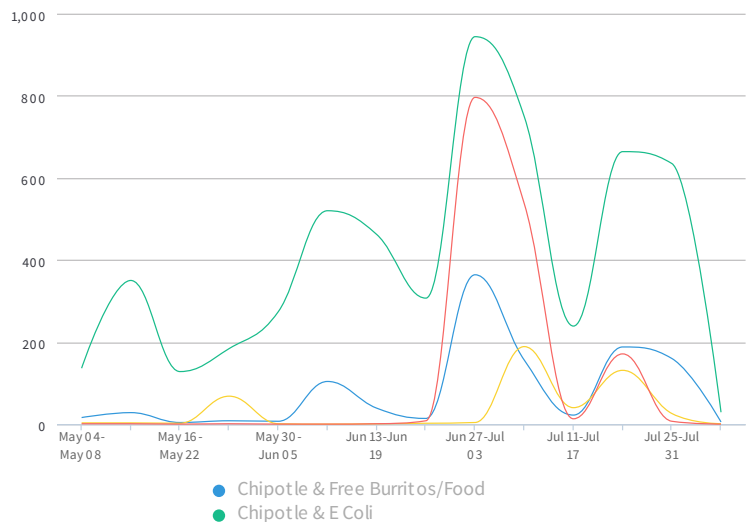
**Chipotle**, which has been battling the aftereffects of several well-publicized E.coli incidents that began last Halloween, opted for a video in early July. You can see it at: <https://www.youtube.com/watch?v=nKleQ1MXMCs>.

## Chipotle & E.Coli News Share of Voice Over Time



Since Feb 1, E.coli has owned 25% of the Chipotle conversation. In the crisis' first 3 months (Oct 1-Dec 31'15), it occupied 50% (38,000 mentions in online news, blogs, TV, and radio). Source: TrendKite

## Crisis & Solution Campaigns Comparison Over Time



During the last 90 days, E.coli overshadows redemption campaigns. The yellow line shows mentions on online news, blogs, TV, and radio of A Love Story video; the red line show mentions of the cocaine story.

[tube.com/watch?v=nKleQ1MXMCs](https://www.youtube.com/watch?v=nKleQ1MXMCs).

While the official line from Chipotle is that plans for the video pre-date the E.coli outbreak, it's reasonable to assume the video, *A Love Story*, was an attempt to shift the conversation.

With that in mind we asked **TrendKite**, a

Continued on page 7

# How to Create Facebook Content Inexpensively

generated content.” Facebook urged the brands to have patience as it figures out this delicate dance. With all this news swirling around, we asked communicators who spoke during PR News’ Big 4 Social Media Summit, Aug. 9-10, San Francisco, to provide insights about how brand communicators can develop a strategy for Facebook content that will enable it to appear in your audience’s news feeds. Ever budget-conscious, we also asked about making videos for Facebook Live without breaking the bank.

## GREAT CONTENT AND \$5

So, how does a brand get its content to show up in news feeds? Stephanie Elsea, VP, communications, the **American Heart Association**, has a three-part plan: “First, create great, relevant content with high-quality images and video when possible. Second, game the system a bit by earmarking a small budget for boosting a couple of posts per week. Third, enlist your biggest supporters (volunteers, employees, donors, friends and family) to engage with and share your content. For organic reach, engagement is key, especially considering Facebook’s ever-changing algorithms.” Since the latest update places more emphasis on content your friends and family have shared, your odds for success increase if they’ve engaged with your content.

For Paul Englert, VP, marketing, **C. Mondavi & Family**, creativity is key. “There’s really no silver bullet. Decide what about your brand is unique,” he says, and then “insert that in your message in a way that isn’t overly self serving...in a sense it’s like your brand is going along for the ride...you’re talking about yourself without talking about yourself.” Englert adds Facebook is not the exclusive purview of big brands. “Even small brands can come up with great ideas...maybe better than big brands, whose ideas sometimes come from committees...in this sense social media can be the great equalizer,” he says. In addition, small nonprofits can be part of Facebook, Englert adds. Their content can be compelling by “showing an emotional connection to the work they’re doing....” Like Elsea, he favors boosting posts. “It can cost as little as \$5,” he says, but admits, “I don’t understand Facebook’s algorithms.”

Among the keys for creating engaging Facebook content,

says Veda Banerjee, director, communications & digital marketing, **Golden Gate National Parks Conservancy**, is that the content be new and make people feel smarter. “It’s about them, not you [and your brand]. If they feel smarter [after engaging with your content], they will share it,” she says. A big factor, she adds, is importance and relevance. “Is your content important enough for people to take time to watch it?”

Adds Englert, “Marketers often try to position their product as the hero. Think of ways you can make your viewers the hero. Give them content that they want to share.”

## FACEBOOK LIVE AND LOW BUDGETS

While all our interviewees believe brand videos on Facebook Live should look good, they said that it doesn’t necessarily require a large budget. For Englert, a creative idea trumps a professional look. “The creative idea is critical,” he says, “the production techniques are not.” He adds, “More people will see the Chewbacca lady than will see a prime movie...people aren’t expecting top-notch videos on social... even some top brands are trying to make their videos look more like home movies...we spend about \$5,000 to create a video...there’s inexpensive software so you can do it yourself....”

Elsea agrees, noting her nonprofit’s low budget prohibits it from purchasing expensive video equipment. “We have found that we can do just about everything we need for social media with a few basic tools,” she says. Her staff uses iPads to shoot video and is able to upload directly from that platform to Facebook. Among her favorite video and photo apps: **Animoto, iMovie, Moviemaker, Cinemagram, Ditty, VidLab, VivaVide, Video Editor, Splice and Reel Director**.

In terms of content strategy, Elsea says her brand strives to balance things based on the “Social Media Rule of Thirds”: “We spend approximately 1/3 of our content and time budget on push or promotional messaging; 1/3 on engaging with followers; and 1/3 on content sharing others content.” ■

For Subscribers: New at the PR News Pro Essentials Page, SEO tips from Google: <http://www.prnewsonline.com/pr-news-pro-essentials/>



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Questions? Contact Jessica Placencia at [jessica@accessintel.com](mailto:jessica@accessintel.com); 301-354-1641

# Answering AMEC Framework's Qs Step by Step

Point version. Still, I love it. I will tell you why below. But be aware, in the end, it will be just as challenging to fill out as the earlier version. That's because the problems inherent in the old framework remain, despite the sexy, new front end. Sure, there's a taxonomy that offers examples of the type of answers it's looking for, but the confusion will persist because the very smart people who created the Framework live and breathe measurement. Many, if not most, primarily work with large, sophisticated organizations that have staff with at least some background in measuring results. But that's not your typical PR program. Despite the impression that Samantha Jones of *Sex and the City* left on a generation, the vast majority of PR is for small to medium-sized businesses. The people in these businesses are asking far more basic questions than the Framework will answer.

## TAKING THE PLUNGE

I decided to fill out the Framework using a PR campaign I recently helped a client measure. I used the responses that members of its PR team gave me at our first meeting. In short, there was considerable confusion between inputs, activities and outputs, no clear connection between organization objectives and no clue what the actual impact would be. The good news is we eventually identified target audiences and objectives and connected the dots between the communications activity and the ultimate impact. The client now has a wonderful working dashboard.

Then I went back and tried to fill in the Framework with the information I used to make this client's dashboard. After a long day of checking the taxonomy and making sure I put everything in the right boxes, I have these tips:

**1. Before you Google AMEC Framework, do your homework:** What all PR measurement requires, regardless of what framework or tool you employ, is a thorough understanding of the business goals of the organization. What is the mission? How does it make money, and what is the perceived role of PR in that process? For agency PR folks, this is your biggest weakness and the reason why PR gets no respect when budgets tighten. If you don't have an agreed-upon definition of how PR contributes to the success of the organization you'll never get beyond square one, literally. So meet with your boss, your boss's boss, the board and get one.

**[Subscribers:** See Katie Paine's dashboard recipe and other useful measurement documents at the *PR News Pro* Essentials Page: [prnewsonline.com/pr-news-pro-essentials/](http://prnewsonline.com/pr-news-pro-essentials/)]

**2. Bake cookies to find your inputs:** Some answers to Framework questions about target audiences and strategy may reside in other departments. Depending on the size of your organization, information on specific target audiences or personas, or even overall strategy, may well live in sales, marketing or customer intelligence. Visit whatever departments hold the clues and bring treats. I've always gotten more information with chocolate chip cookies than an email. Depending on their stress level, a good scotch also can work.

**3. Look at the communications budget for activities:** What you're really doing with this Framework (and any measurement program) is determining what efforts are and are not worthwhile. The fundamental concept is worth, which implies a financial or resource commitment. So rather than just a laundry list of activities, which could quickly become a nightmare of random metrics, only list those activities that require either a significant amount of budget, time or resources. (You can get to the others later.) To simplify the process, since the Conclave has determined that you earn a share, I wouldn't even bother with the S column, just include any shared data under earned. Also, note that earned doesn't mean what you have already earned, but rather what you plan to do in terms of earned media, i.e. what you're writing, the nature of the media outreach, speechwriting etc. – anything that is going to require resources.

**4. Outputs are what you've checked off your to-do list:** After you've listed all the activities, you need to see what actually happened, i.e. did any of that activity reach the target audiences? This is where you can count the number of media items that ran or that you earned. Tally up the paid media placements and anything that was shared. Add data on clicks, time on site or whatever metrics you've agreed are important from your web analytics platform. When measuring events count the number of attendees as well as anyone who used your hashtag. Whatever you do, try to avoid completely inaccurate definitions of reach and impressions.

**5. If you don't have good survey or engagement data, skip the out-takes section:** Essentially out-takes are what your target audience actually takes away from all the stuff you've listed in step 4. To understand what an audience member takes away, you have to ask his/her opinion. In other words, are they more aware, more likely to consider or prefer your brand? While not the same as awareness, engagement may be an acceptable proxy for evidence of attention on the part of your target audiences. So likes, shares, favorites, reactions and comments may all be evidence of out-takes.

**6. Outcomes should be the same as the communications goals in step 1:** Go back to step 1 and cut and paste your communications goals in the Outcomes section and change the tenses, i.e. if the goal was "To increase preference in the new brand by 10%," the outcome should be "Increased preference in the new brand by 10%, as measured by pre/post testing." If that didn't happen, prepare a good explanation.

**7. Impact should be the same as the goals you listed in step 1:** Go back to step 1 to copy and paste the business goals in the Impact section and change the tenses. As above, if the impact is different, prepare a good explanation.

Ultimately, I love this Framework, not because it is perfect, or even particularly easy to use. I love it because it poses the kind of questions I've been answering for 30 years. I know all too well how hard many of them are to answer. ■

**CONTACT:** [kdaine@paine-publishing.com](mailto:kdaine@paine-publishing.com)

# Three Skills That Aspiring PR Pros Need and How Mentors Can Help



As PR and communications practitioners we often emphasize communications skills, including writing, when hiring junior staffers. Communications competency obviously is critical, but how much thought do we give to other business skills? Can those additional skills make the difference between an average hire versus an outstanding one? If so, what are those skills and are they being emphasized adequately in professional development programs and academia?

A new survey for *PR News* exploring some of these questions suggests skills in addition to communications for young PR pros to hone. Moreover, veteran communicators might hire better employees by looking for evidence of several skill sets in addition to communications.

The survey data was culled from more than 150 respondents in the communications and PR profession who serve in positions from CCO to individual contributor roles. Most have more than 20 years of experience (63%); 25% have 11-20 years of experience; and 9% have 4-10 years of experience.

Respondents were asked to rank 14 potential skills that ranged from advancing personal brand, collaborating on a team, building relationships, financial understanding, critical thinking and strategy development, among others. These 14 choices were offered in a series of six questions gauging viewpoints of most important to least important for success early on, their importance when seeking to advance to a senior PR position and the role they played in the eventual success of the survey's respondents. Here are the chief findings:

**1. Critical Thinking Tops the List:** The respondents considered critical thinking the most important skill to have when embarking on a PR career, although not in large numbers (30%). Relationship building (27%) followed closely. Understanding the business or sector you are working in was a distant third (13%). [See chart A, page 6]

Unfortunately the respondents, in another question, said few young PR pros possess critical thinking skills. Just 9% said critical thinking was part of the young PR pro's tool kit. Instead, they stated collaborating on a team (35%), building relationships (33%) and advancing personal brand (15%) were the qualities young PR pros most often possess.

**2. Skills of Less Value:** We then asked what skills are least critical for young PR pros? Creating a personal brand topped the list (28%), developing a leadership model (21%) and understanding effective management theory (17%) followed.

**3. Skills Young PR Pros Are Least Capable of:** When queried what skills young communicators are least capable of, understanding finance was first (38%), followed by developing strategy (19%). Nothing else was close [See Chart B]. This is interesting, because as you will see below [#5], when we asked what skills had been most important to respondents' success, financial acumen was deemed unimportant.

**4. Skills to Advance:** When respondents were asked to select three skills that are most important for advancing to a senior leadership role in PR and communications, the percentages were large. The top vote getters: building relationships (64%), critical thinking (55%) and strategy development (54%). These three were markedly higher than the other responses, which included understanding the business sector (29%), emotional intelligence (24%) and collaborating on a team (21%). So-called hard skills—finance (9%) and measurement/analytics (7%)—barely registered [See Chart C]. This was consistent with findings in the recent *PR News*' Salary Survey (*PRN*, June 6). **[Note to Subscribers:** You can find the 2016 Salary Survey at the *PR News Pro* Essentials Page: [prnewsonline.com/pr-news-pro-essentials/](http://prnewsonline.com/pr-news-pro-essentials/)]

**5. Relationships Matter:** When asked what skill contributed most to their own career success, building relationships topped the list (38%); next was critical thinking (23%); followed by understanding the sector they were in (9%). This contrasts slightly to the responses regarding what young PR pros need to do to be successful at the outset of their careers. That list started with critical thinking, followed by relationship building and understanding the sector. Again, we note the small responses for the hard skills of finance (2%), measurement/analytics (0%) and legal (0%). Emotional intelligence and collaborating each received 7%; strategy devel-

*Continued on page 6*

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opment got 5%.

Several respondents commented that writing was important to their success; some indicated understanding/navigating politics within an organization was necessary to be successful.

The respondents were 55% female and 45% male. The majority came from publicly traded companies (52%) and private companies (20%). Nearly half lead their communications' organization (49%).

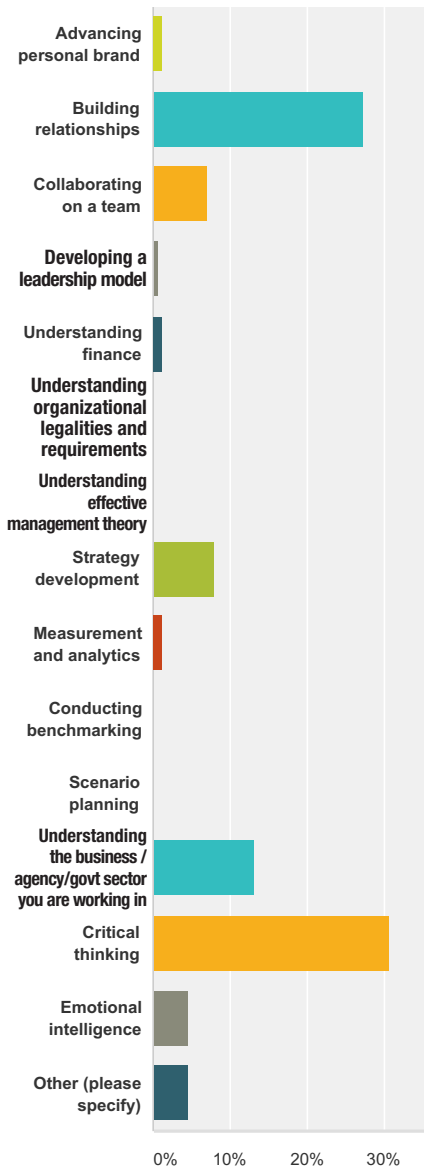
The data provide a useful construct for leaders and academics as they coach young PR pros in critical thinking and

help them advance their understanding and appreciation of analysis and the range of possibilities in decision-making. In addition, leaders and mentors can provide tools and insights to help aspiring PR practitioners develop meaningful professional networks, realize the value of feedback and hone listening skills. With guidance in strategy development, the aspiring PR practitioner will enhance his/her ability to deliver results and benefit the organizations they support. ■

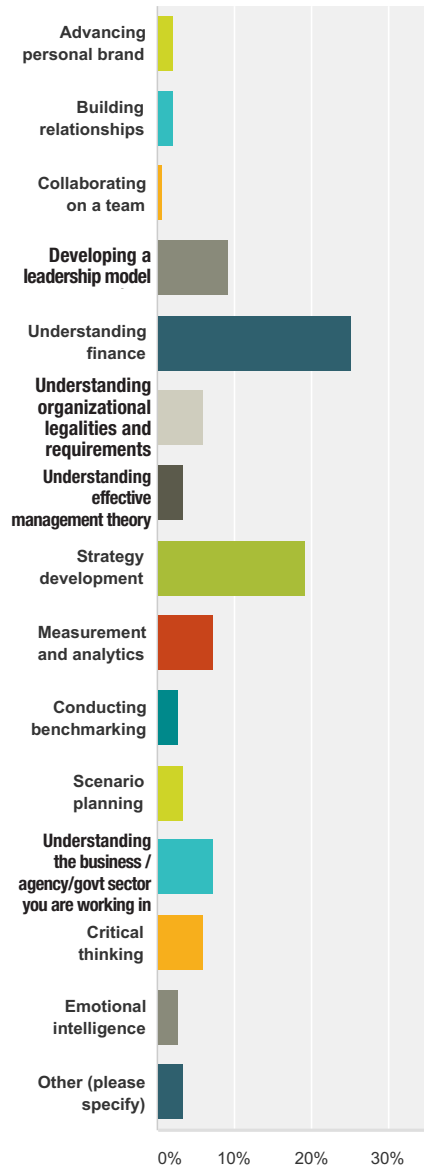
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## Business Skills and PR

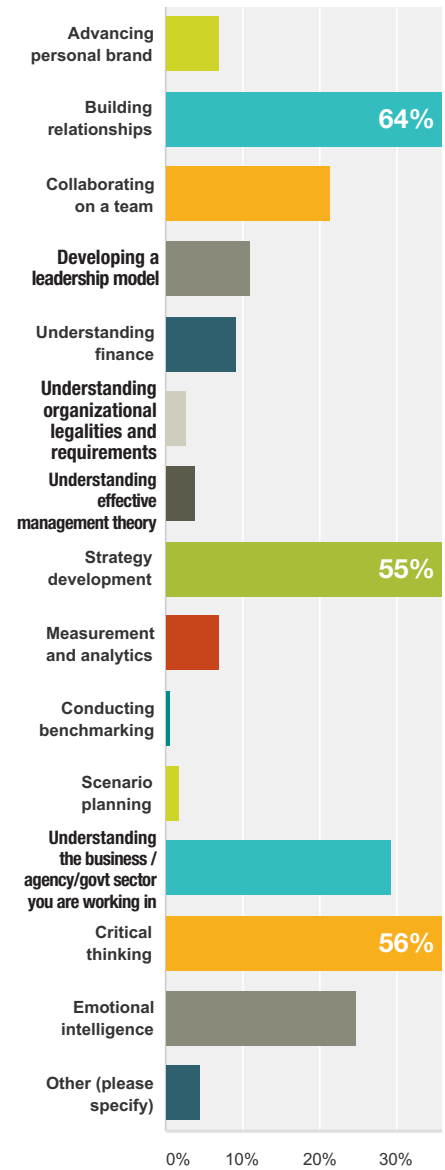
**(A) Which skill/capability do you believe is most important to be successful when embarking on a career in comm/PR (other than communication skills)? (check one)**



**(B) Which factor do you believe PR/comms pros are least capable of when embarking on their careers? (check one)**



**(C) Which do you believe are the top three skills that are the most important in order to advance to a senior leadership role in the PR/communications practice?**



Source: *Business Skills and PR, A Study*

Texas-based media tracker, to run an analysis of media and social mentions, key messages and headlines to see if the plan worked. The data, generated exclusively for *PR News Pro*, could also determine how long a crisis can linger in the media. The stock market, however, has a quick way to calculate this: Chipotle shares are down nearly 50% during the past year.

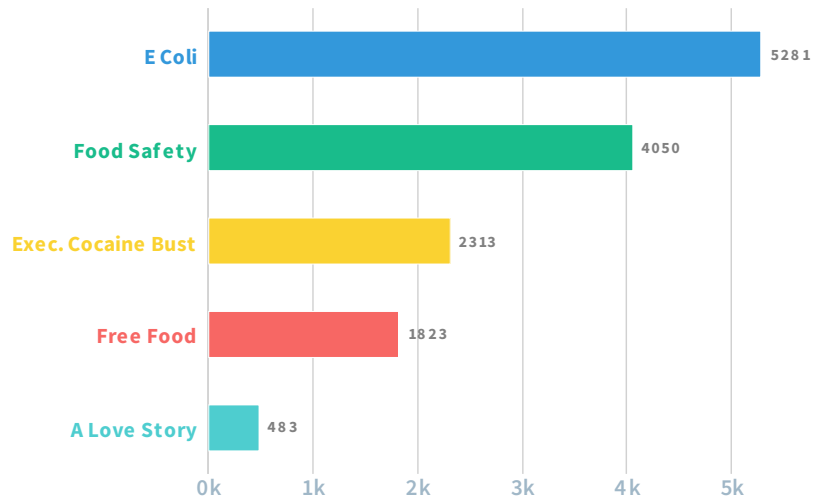
As we know, once a crisis has erupted it's hard for the media to leave it or a brand alone. Chipotle is a textbook example of this. In early July its chief creative and development officer, Mark Crumpacker, the man tasked with creating the look and feel of the post-crisis Chipotle, was named in an indictment involving a cocaine ring. Needless to say the headline writers had a field day with this one. The story probably doesn't receive top coverage had it not been for the E.coli incident and Crumpacker's role in attempting to re-route Chipotle's ship. Chipotle moved quickly to put him on administrative leave. Incidentally, that's when *A Love Story* was released.

Then, on Aug. 8, the brand lost a case in Washington, D.C., where a former female employee charged she was fired for being pregnant. She was awarded \$550,000. That story gave media the opportunity to note several other similar cases where female employees defeated Chipotle in cases involving their gender, one in California and the other in Ohio. Again, do these stories make national news without E.coli? Probably not.

Getting to the TrendKite data, they show that for the past six months, E. Coli has owned a consistent 25% of Chipotle's media coverage [see chart 1, page 2]. Mentions of the E.coli crisis have spiked higher with every new piece of Chipotle news, including articles driven by negative events such as the Crumpacker story. In the last 90 days, negative PR coverage of Chipotle dominated 82% of all the brand's coverage [see green line, chart 2, page 2]. The video made a ripple, but died quickly [see yellow line, chart 2, page 2].

It was a natural, and we'd argue smart, idea on Chipotle's part to try to change the conversation with positive coverage around the *A Love Story* video. Unfortunately, as the key messages chart shows [top, right], *A Love Story* failed to change the media conversation. Instead, additional coverage continued to amplify the E. Coli story. "It's a great attempt at changing the conversation, but the first three key messages resonating are negative. The fourth, free food, Chipotle's coupon-based giveaway program, is still overwhelmed by the negative coverage...and *A Love Story* barely registers, getting less than 10% of the coverage that E.coli continues to

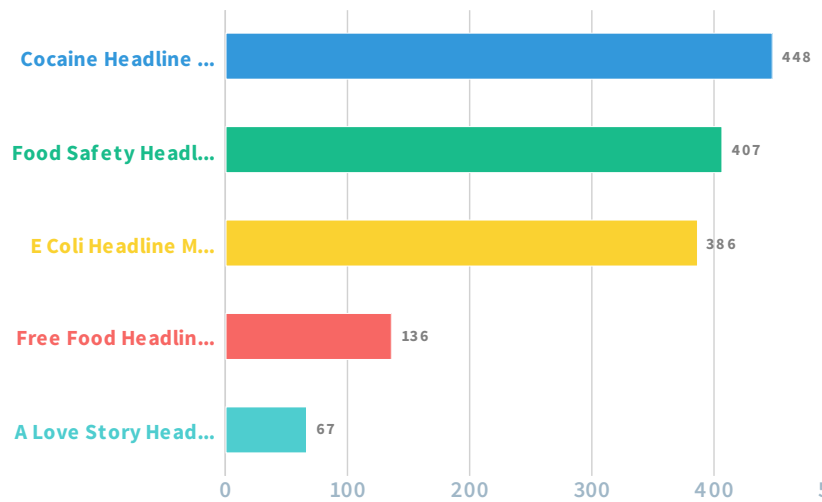
## Chipotle Key Messages in the Media



ANALYSIS | Chipotle over 5/04/16 - 8/02/16

The story here is similar to the previous charts, with E.coli taking up about 50% of the messages in online news, blogs, TV and radio. Free food receives about 10%. *A Love Story* debuted in early July. Source: TrendKite

## Chipotle Media Headlines Comparison



ANALYSIS | Chipotle over 5/04/16 - 8/02/16

In some ways the headlines metrics, measuring blogs and news sites, may be more accurate than the key messages chart above in that a story concentrates on the headline topic as opposed to merely mentioning it.

get," says TrendKite VP Russ Somers.

The lesson for communicators? "However much you want to change the subject, you have to acknowledge the conversation that's going on and become part of it, rather than simply trying to start a new one," Somers says. ■



Panera Bread CEO Ron Shaich



Ingrid Kaiser, PR Pioneer



Marcus Jadotte, VP, Public Affairs, AAR

**1. Platform Prater:** This story has two parts and both are germane to communicators. **Facebook** said it's working against ad-blocking software, making it more difficult for users to block ads. Basically Facebook says it will be making it more difficult for ad-blocking software to decide what is an ad and what is not. The social media giant also has updated its ad preferences features, allowing people to tell Facebook not to send them ads from particular companies. Users will be able to see the names of brands that have them on their advertising lists. They then have the option to ask Facebook to no longer send them ads from specific brands. In addition, users can check boxes that exclude them from receiving ads in a specific category, for example gourmet foods and automobiles. – Add **NBCU** to the list of media companies that are creating or will create content for **Snapchat**. The interesting wrinkle in the deal with the **Comcast**-owned network is that it won't simply re-purpose television clips for Snapchat, but instead produce original content for the platform. NBCU re-uses some of its television content on **YouTube** and **Facebook**. The television channel **E!** will supply a weekly rundown show of celeb news and gossip for Snapchat, while the series *The Voice* will create an original production for the platform, NBCU told *The Wall Street Journal*.

**2. News Bits:** **Kevin Akeroyd** was named CEO at **Cision**. **Peter Granat** will transition to chairman of the board. Akeroyd was GM/SVP at **Oracle Marketing Cloud**. – **PRSA** said **NCAA** president **Mark Emmert** will be a speaker at its late-October conference in Indianapolis. On Oct. 24, Emmert will discuss the role that “clear, concise and target-

ed communications play in sharing...recent advances in college sports,” PRSA said. – As we know, chiefs of large brands rarely engage in public disputes with other brands. Similarly, brands are loath to publicly call out a rival brand. So why did **Panera Bread** boss **Ron Shaich** blast **McDonald's** for its ads that tout preservative-free Chicken McNuggets? Our guess is that it wasn't just the ad he'd seen during the Olympics. It goes deeper, probably back to McDonald's' Aug. 1 press conference (more on that below). On Aug. 11 Shaich ripped the burger behemoth saying that the sauces it supplies for dipping the poultry bits in are “filled with” preservatives, Business Insider reports. Shaich's beef was that the ad implies everything McDonald's serves is preservative free. Shaich then smacked fast food generally for its marketing to kids and the meals it serves them. Panera's menu for kids is devoid of artificial flavors, sweeteners and colors. He challenged the industry to remove anything artificial from kids' meals; halt marketing of kids' meals by using toys and cartoon characters; provide kids with healthy choices such as organic yogurt and fruit; and ban sugary drinks. McDonald's responded by reiterating what it told a room full of journalists, bloggers and influencers Aug. 1. The brand will be removing preservatives from McNuggets as well as dropping high-fructose corn syrup from hamburger rolls and moving to antibiotic-free chicken earlier than planned. The brand will become “consumer-obsessed,” McDonald's USA President Mike Andres said.

**3. People:** Defense contractor **AAR** named **Marcus Jadotte** VP, public affairs. Most recently Jadotte was

an assistant secretary for the **U.S. Commerce Department**. Previously, Jadotte served as VP of public affairs and multicultural development for **NASCAR**, its first African-American officer. – **Wayne Hickey** joined **Weber Shandwick** as EVP and senior technology practice strategist. He joins from **Edelman**, where he led its Bay Area operations across San Francisco, Silicon Valley and Sacramento. – **Green Room Communications** named **Beth Kitzinger** COO. Most recently, she was COO/managing director at **Fenton Communications**. – **The Dealey Group** named **Jesse Tron** to lead its new corporate communications and PR business. Most recently Tron was VP, communications, for the **International Council of Shopping Centers**. – **Travis Bullard** joined **APCO Worldwide's** Raleigh office as a director. Prior to joining APCO, Bullard helped lead corporate communications at **Cisco** in its Americas region. – **The CW** promoted **Paul Hewitt** to EVP, communications. Prior to The CW, Hewitt was VP, communications at **UPN**. – Online credit provider **Elevate** named **Al Comeaux** CCO. Comeaux led strategic communications at **Sabre**, **American Airlines** and **Travelocity**, where he helped to launch the Roaming Gnome. – **Long John Silver's** named **Karen Wantland**, director, media and local store marketing. Previously, Wantland was a media director at ad agency **Scoppechio** and a media supervisor at **Doe Anderson**. – We note with sadness the passing of **Inez Kaiser**, 98, the first black woman to join **PRSA** and the first black woman to own a PR firm, **Inez Kaiser and Associates**, founded in 1957, according to the *Kansas City Star*. ■





Entry Deadline: August 19, 2016

Late Deadline: August 26, 2016

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# IT'S TIME TO HONOR THE TOP WOMEN IN PR

We invite you to enter the Top Women in PR Awards where we will salute women who work in communications for corporations, agencies, governmental organizations, academic institutions and nonprofits of all titles and years of experience. The winners and honorable mentions will be celebrated at a special awards luncheon in January 2017 as well as in editorial coverage in the newsletter and online.

## WHO SHOULD ENTER?

We are celebrating women of all titles and years of experience who are having an impact on the discipline of Public Relations. Both domestic and international organizations are eligible and will be judged according to the category. Please note that the names and identities of all nominators will remain confidential, but the information provided will be used for judging purposes and for coverage in PR News Online.

## HOW TO ENTER

You can nominate yourself or your colleagues. Your nomination/s need to include the following:

- The nominee's name
- The nominee's position (title and organization, type of organization)
- Why should the nominee be included in PR News' Top Women in PR list? (100 words max)
- List three (3) communications campaigns or initiatives created or led by the nominee in the last 12 months. Include each campaign's goal, the nominee's role in the campaign and measures of success (200 words max per campaign)
- How has the nominee's influence in PR extended beyond her own organization? (100 words max)
- Three words to best describe this nominee.
- Have you worked professionally with the nominee and, if so, in what capacity? (100 words max)
- Nominee's contact information (full name, title, organization, email and phone)
- Your name and contact information so that we may follow up with questions during the judging process

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