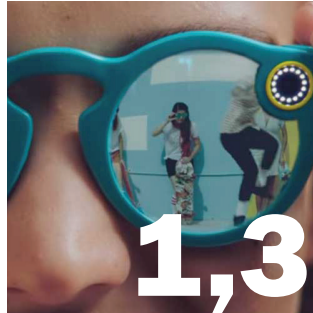


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### SOCIAL MEDIA

## How to Develop an Engaging Snapchat Content Strategy Without Breaking the Bank

Admit it, at least one time when you were tweeting or commenting on **Snapchat's** recently announced goggles, you accidentally typed Googles. In fact, the miscue might be more of a Freudian slip than a bad keystroke. The \$130 sunglasses, unveiled Sept. 23, which will allow users to shoot snaps from a tiny camera embedded in the glasses, and its decision to change its name to **Snap, Inc.** are evidence the company wants to mature, says Kathy Baird, **Ogilvy's** managing

director of content and social for North America. "It wants to be a company offering a full range of apps like" **Facebook** and **Twitter**, for example, says Baird, who's also an EVP.

The rub, of course, is that Snapchat, as an app at least, has tried to eschew a corporate image, in keeping with its informal and in-the-moment tone. Slowly, perhaps even reluctantly, it's introduced features, such as Memories, that make it slightly easier for corporate communicators to have some

*Continued on page 3*

### MEDIA RELATIONS

BY MICHAEL SMART, PRINCIPAL, MICHAEL SMART PR

## Question 1 From Influencers You Pitch: What Audience Can You Deliver?

A newsworthy pitch is no longer enough.

Journalists (and especially bloggers) want you to bring something else to the table: an *audience*.

For now, this isn't something most of them speak of openly. But when staffers at venerable titans like the *New York Times* or *WSJ* open up, they admit writers are under pressure to earn page views just like everyone else. Has this knowledge changed how you pitch?

### WHAT CAN YOU DO FOR ME?

It's become part of the journalist's editorial calculations by necessity. If they cover you, how many page views can you

deliver to them?

Podcasters are pretty blatant about this. They interview people who already have big followings—either via social media or email lists—because they know the thought leader will then push the link to the podcast out to his or her lists and say, "Hey, I was on this podcast the other day, check it out." And then the podcaster will get more downloads and be able to present that higher number to advertisers.

You also remember this from when blogs were still on the

*Continued on page 4*



**Editor,** Seth Arenstein, [sarenstein@accessintel.com](mailto:sarenstein@accessintel.com)  
**Editorial Director,** Steve Goldstein, [sgoldstein@accessintel.com](mailto:sgoldstein@accessintel.com)  
**Graphic Designer,** Yelena Shamis, [yshamis@accessintel.com](mailto:yshamis@accessintel.com)  
**Content Manager,** Sophie Maerowitz, [SMaerowitz@accessintel.com](mailto:SMaerowitz@accessintel.com)  
**Assistant Content Manager,** Mark Renfree, [menfree@accessintel.com](mailto:menfree@accessintel.com)  
**Managing Editor, Guidebooks,** Ian Wright, [iwright@accessintel.com](mailto:iwright@accessintel.com)  
**Director of Marketing,** Laura Snitkovskiy, [lsnitkovskiy@accessintel.com](mailto:lsnitkovskiy@accessintel.com)  
**Marketing Manager,** Rachel Scharmann, [rscharmann@accessintel.com](mailto:rscharmann@accessintel.com)  
**Account Executive,** Lindsay Silverberg, [lindsay@prnewsonline.com](mailto:lindsay@prnewsonline.com)  
**Publisher and VP of Marketing,** Amy Jefferies, [ajefferies@accessintel.com](mailto:ajefferies@accessintel.com)  
**SVP/Group Publisher,** Diane Schwartz, [dschwartz@accessintel.com](mailto:dschwartz@accessintel.com)  
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New York Editorial Office:  
40 Wall Street, 50th floor, New York, NY 10005  
Phone: 212.621.4890 • Fax: 212.621.4879

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NEW YORK CITY

## WHAT'S TRENDING IN PR

BY KATINA ARNOLD, VP,  
CORPORATE COMMUNICATIONS, ESPN

# Why ESPN's Doubling Down on Video Skills for PR Team

[Editor's Note: This weekly feature asks communicators to spot trends and discuss their reactions to them. In this edition we hear from Katina Arnold, VP, corporate communications, ESPN.]

**The Trend:** Video is growing as a viewing habit with consumers in the U.S. and abroad. Similarly, video has become more and more important in ESPN's PR effort. Enhancing the departmental efforts begun four years ago is a primary focus for us. Video provides another way to more effectively tell our story. We manage three websites, and whether we post behind-the-scenes footage of athletes at the ESPYs or in-the-moment interviews with our top commentators, video can creatively enhance a story where words alone simply cannot.

A regular tweet, Facebook or blog post can only communicate so much. If a video sound bite is done right, however, there will be more engagement and greater shareability. Adding video to public relations provides another dimension to storytelling, making what you communicate more memorable and interesting.

**The Response:** ESPN's head of communications, Chris LaPlaca, has been an advocate of using video as an external and internal communications tool for some time. Our team has been intensely focused on making sure to incorporate video and add it into our PR effort, espe-

cially since it's easy enough to shoot high-quality video with mobile devices.

One way in which we've concentrated more on video is through department training. Recently we held all-staff meetings to discuss the various tools available, and had multimedia experts provide advice on several editing apps (like **Splice**) and simple accessories (like a microphone for an iPhone) to better edit and improve video quality.

More good lessons: We learned it's helpful to determine the purpose of your video and establish a road map in advance. Even though your video may be short, sweet and to the point, planning is necessary for execution.

Another way we've improved communication around video is by establishing department Slack channels to share photos, video and content across our PR platforms.

Another benefit: Individual and staff development in building out skill sets has been a plus. The best example is the woman who manages our video group, who was doing a completely different job a few years ago. She caught the video bug and now has created a different career path for herself without leaving the department...a win for our group and for her. ■

Contact: [Katina.Arnold@espn.com](mailto:Katina.Arnold@espn.com)



## CAREER

# Toughest Challenges for CCOs & CMOs: Analytics Expertise and Silo-Busting

What are your toughest challenges? What would help you do your job better? **The Conference Board** asked those questions of CMOs and CCOs as part of its report, *Unlocking Value From Integrated Corporate Communications and Marketing* (PRN, Sept. 26). The report was sent to Conference Board members and provided exclusively to PR News Pro.

For Antonio Lucio, CMO and CCO at **HP Inc.**, better measurement systems "that evaluate marketing lag, how customers behave and how

the marketing industry operates" would help him do his job better. He says in the report, "We have to get comfortable with an ever-evolving set of marketing data that we use as inputs into how we make decisions. Triangulation across data sources and analytic tools along with good marketing judgment and a healthy sense of urgency is how we need to operate." He adds, "We use a mix of ROI analytics, survey research and ad response data to understand marketing effectiveness... I would not say that I am 100% confident

Continued on page 6

# Low-Cost Methods for Engagement on Snapchat

level of control over the platform. This can be a conundrum for communicators who are looking to create content for Snapchat. As you'll see in this first of a two-part series about content for the transitory tool (we'll discuss measurement best practices next week), the advice is to continue to assume it's best that snaps avoid feeling like ads. Behind-the-scenes content is stressed, as are quirky and fun experiences. And what of Memories, which allows communicators to store and use prerecorded material on Snapchat? "Well, it's an interesting opportunity for brands," Baird says, adding diplomatically, "it's probably steps away from what the average millennial wants from Snapchat...the beauty of the platform is it's real, live, unpolished and authentic."

## LOW-BUDGET SNAPPING



**Kathy Baird**  
EVP, MD,  
Social/Content,  
Ogilvy

We're always looking for budget ways to use web tools. As we know Snapchat video need not involve a formal photo shoot with expensive lights and cameras. In fact, a rustic look is preferred. Playing off that informality **Casper**, the e-commerce company that sells mattresses online, mixes Snapchat with sleeping and breakfast for its Waffle Crush Wednesday, says Lindsay Kaplan, the brand's VP, global communications. Casper's top performing Snapchat series costs "only the price of a waffle," Kaplan says. "We celebrate breakfast as a reason to get out of bed by going each week to a local breakfast spot and reviewing a different waffle. We tour the restaurant, try the syrup, chug the coffee and give it our very unofficial waffle rating."



**Sarah Maloy,**  
Director, Social  
Media and  
External Video,  
Fuse Media

For Baird of Ogilvy many tactics used with Snapchat hark back to PR and social media basics: setting goals at the outset of a project and using an editorial calendar. Similarly, she touts a three-year-old Snapchat campaign, ancient in social media terms, which frozen yogurt brand **16 Handles** mounted. Arguably the first brand to host a promotion on Snapchat, 16 Handles started the process by asking fans to snap photos of themselves eating yogurt at a 16 Han-

dles location. 16 then snapped a coupon to the obliging customers. The catch is that once the snapper opened the coupon snap, he or she had just 10 seconds to show it to the cashier at the 16 Handles before it expired. The coupon entitled the bearer to 16%, 50% or 100% off the price of a frozen yogurt. "They were an unknown...a small business...they got a ton of earned media out of that quirky, ephemeral campaign," Baird says.

## USE WHAT'S ALREADY THERE



**Lindsay Kaplan**  
VP, Global  
Communications,  
Casper

Several communicators advocate their own version of "buy two, get one free" to create budget-wise Snapchat content. Sarah Maloy, director, social media and external video at **Fuse Media**, parent of national TV network Fuse TV, advocates tapping into "what you're already creating [for other platforms] and what resources you already have at your disposal. If the brand is working on a video, see if you can steal a few minutes to record something for Snapchat...You can also repurpose content [on Snapchat] that's been created on a blog post or e-book..."



**Adrienne Chance**  
Director,  
Corporate  
Communications,  
Topgolf

Adrienne Chance, director of corporate communications at **Topgolf**, uses a variation on Maloy's tactics by encouraging guests at the brand's grand opening parties to snap away. With a red carpet, celebrity golfers, DJs, food and drink, there's plenty to snap. The parties are occurring anyhow, so why not take advantage of them, she says. And "our guests can tell our story better than we can...they love to share the experience with friends, which creates a lot of awareness...it's the bragging factor...we've found this to be a high-engagement, low-cost" undertaking, Chance says.

Topgolf also piggybacks on scheduled celebrity visits to its locations, she says. "We have local marketing managers take over Snapchat on those days," Chance adds. ■

**CONTACT:** [kathy.baird@ogilvy.com](mailto:kathy.baird@ogilvy.com) [maloy.sarah@gmail.com](mailto:maloy.sarah@gmail.com)  
[adrienne.chance@topgolf.com](mailto:adrienne.chance@topgolf.com) [lindsay@casper.com](mailto:lindsay@casper.com)



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# Using Your Network to Boost Coverage Chances

upswing: Bloggers would guest-post for each other, then go back to their own blogs and direct their followers over to the other blog site, bumping up page views.

## PROPOSE WAYS YOU CAN HELP PROMOTE THEIR RESULTING CONTENT

Now back to you. What audience can you deliver to the influencers you pitch? Maybe you do have a platform to promote their resulting stories about you—a significant social following, email list or website where you can share the link and drive traffic.

I've even seen some of them reach out and ask PR shops to do so. So why not just offer it in your original pitch?

I was working with a media relations pro who was attending my pitching workshop. She asked for my input on an email she was sending to a new writer at a top-tier national paper. I suggested that she include the size of her organization's social media following (the group is fortunate to have 7 million **Facebook** fans) and hint that she'd use them to drive traffic to resulting stories.

About 45 minutes later, the writer responded to explore the opportunity.

The numbers matter only in proportion to the size of the outlet. Your niche trade site or local TV station won't need to see follower counts as high as would, say, *USA Today*, to get interested.

But even if you don't have a platform like that, if you think hard enough, you can still make this principle work for you.

## RELATING HOW A PIECE OF CONTENT IS ALREADY PERFORMING

What was once taboo is becoming a new media relations tool: citing data to demonstrate that your proposed story will perform well online.

This doesn't replace the need to concisely spell out the substance and merit of the news. That won't ever change. But now savvy PR pros are getting ahead by supplementing their core stories with information that helps targeted journalists and bloggers predict audience reaction.

“Today's online journalists—particularly those who are younger and/or work at digital-native sites—often value ‘partnering’ with those who can help drive traffic to their resulting stories.”

“Showing that people are interested in a topic can pique an influencer's attention. Just be careful to make clear that the momentum is still increasing.”

This comes intuitively when you're pitching a video. It's natural to say something like, “And it appears to be picking up steam on **YouTube**—5K views yesterday, already up to 11K today...”

But you can also do the same with written content, whether it's on your newsroom site, your blog or even a third-party site. Showing that people are interested in a topic can pique an influencer's attention.

Just be careful to make clear that the momentum is still increasing. They won't be interested if it's obvious the content already has reached its viral peak.

Figure out which audiences your target influencer is going after—maybe something like young moms. Then find some ideas or content that have performed well with that audience, and use that to validate your pitch.

So it would look something like this:

*Dear Important Healthcare Influencer,*

*I've noticed that you've been sharing items of interest to young moms recently.*

*Our hospital has some quick guides that help moms determine whether to take their toddlers to the ER, the doctor or stay home.*

*Since we posted these, traffic to our site is up 15%. I imagine that with your broader reach, you'd see even more moms clicking through to check these out. Would you like to share them?*

This isn't forecasting; this stuff is already working. I've seen pitches like this land coverage on *NYTimes.com*, *Time.com* and a recurring column on *Forbes.com*.

Reap similar results with this formula: Newsworthy content idea + built-in audience = win-win for you and your target journalist. ■

**CONTACT:** Michael Smart is the media pitching coach PR pros turn to when they want to boost media relations success. He advises everyone from Fortune 10 brands to nonprofits and sole proprietors. Learn more at: [michaelsmartpr.com](http://michaelsmartpr.com)

# How a Major Brand Told a Relaunch Story Without Paid Media Support



“Content is king” has been a consistent mantra within the digital marketing landscape for several years. This has remained constant; however, the landscape around content has been evolving.

It’s the communicator’s job to know how and when to leverage content in order to tell your brand’s story.

Short-form social videos are a very popular form of content, and continue to be a preferred medium for consumption among target audiences. But you must consider the costs associated with distribution of the video, not just the production of it.

I faced this very conundrum while working on a project for **Glad Press’n Seal**. Glad was looking to relaunch marketing behind the product and felt short-form video was the best way to do it. The problem was we had no paid media dollars to support distribution of the content.

I’ll explain how the team conquered its funding hurdles and created a viral video that, 18 months later, continued to drive awareness and consideration for the product.

## OBJECTIVE

Glad identified a significant growth opportunity around Press’n Seal, a product in the food storage category. Looking

## FACTORS YOU SHOULD CONSIDER WHEN STRUCTURING AN INFLUENCER AGREEMENT

- ▶ Level of branding and product integration
- ▶ Asset ownership
- ▶ Final creative approval
- ▶ Pre- & post-production review, incl. proper disclosure
- ▶ Script collaboration and/or approval
- ▶ Set/wardrobe/prop approval

**Note to Subscribers:** Documents about crafting influencer agreements can be found at the PR News Pro Essentials Page at: [prnewsonline.com/pr-news-pro-essentials/](http://prnewsonline.com/pr-news-pro-essentials/)

at purchasing habits we found that while household penetration was very low, once consumers purchased the product they became extremely loyal users.

The objective was to create a digital campaign that would communicate the product’s benefits and differences (against other food wraps) in a way that compelled viewers to try the product.

## CHALLENGE

As I noted above, Glad had limited funding, no media dollars and only PR and digital to lean on.

## SOLUTION

Partner with **YouTube** influencer group **What’s Up Moms** to create co-branded content highlighting how Press’n Seal can make a parent’s life easier thanks to its unique ability to seal to almost any surface with an airtight, leak-proof seal.

## PROCESS

Choosing an influencer partner is far from easy; there is a plethora of potential collaborators out there and they all come with trade-offs. Knowing that we wanted an influencer to serve as our main distribution channel (in lieu of paid media dollars to push it out on Glad’s channels), we based our decision on the following criteria:

- ▶ **Audience:** Does this influencer already have the attention of our target consumer?
- ▶ **Reach:** How large and engaged is that audience?
- ▶ **Creative Look/Feel/Tone:** Would the final creative work within the look/feel/tone guidelines for brand communications?

After you settle on your influencer selection there are still a lot of unknowns that inherently surround an agreement to co-create content. Structuring the agreement in a way that gives both parties creative input is crucial. Again the balancing act continues; as in-house communicators we want

*Continued on page 6*

## PRNews’ PLATINUM PR & AGENCY ELITE AWARDS *Luncheon*

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content that captures the brand's message, but it needs to be done in a way that feels authentic to the influencer so that his or her audience will engage with it.

Once there is a signed agreement, move on to concept and script development. The script must allow organic product integration in a way that doesn't feel forced. When we got to this stage, we worked with What's Up Moms to identify areas where our audiences' interests overlapped. Life stages of motherhood soon emerged as a great intersection for both parties to tell the story of *Dad's First Day Alone With Baby*. The video can be found at: [youtu.be/eptlimg96qk](https://youtu.be/eptlimg96qk)

## RESULTS

Going into the execution of this project we had set a goal of 120k video views, which we quickly achieved. Shortly after that we realized we had a viral video on our hands. As of this writing the video has received:

- 4 million+ YouTube views
- 750+ comments
- Plus many, many shares on other social channels, taking the total number of video views well over 20 million

Almost 18 months after the video was released, we continued to see sales and awareness lifts from it. That led to the brand licensing the full rights to the video so it can be leveraged digitally beyond the What's Up Moms social channels. The brand is also looking to leverage this video with retail and international partners.

## KEY LEARNINGS

► **1. There are no guarantees when it comes to producing content.** No one can or should promise a video will go viral. Still, there are things you can do to increase your chances. Here are a few:

**A.** Make sure you have a strong distribution strategy. If you don't have paid media dollars to get the momentum going, look to influencers and PR to help spread the word.

**B.** Make sure your content is relevant to the target audience. Does it hit on a cultural tension or relevant pulse period or connect on a shared belief or reality?

**C.** The brand message needs to come through in the con-



It's A Wrap: *Dad's First Day Alone with Baby*, the hilarious video Glad and What's Up Moms created, sticks to a key learning presented in this case study: the brand message must come through in the content organically, not be the content. In short, dad finds his home duties a snap and ends up enclosing nearly everything in sight with Press n' Seal.

tent organically, not be the content. Rarely will you see a successful social video that is anchored on a brand benefit or claim. Use a relevant story to weave in those messages.

- **2. Working with influencers to co-create content is a partnership;** both parties need to participate in forming that story.
- **3. Ownership of the assets is critical.** If you're leveraging your influencers for their audience and distribution, then you may find it beneficial to publish the content on their owned and earned channels rather than yours. On the flip side, if you work with an influencer for the content creation alone, you would want to have full ownership of the assets to push out over paid, owned and earned channels. Either way you will want to have a clause in your contract that outlines ownership and what happens in the event one party wants to buy out rights (much like Glad did after seeing the unbelievable success of the video). ■

**CONTACT:** [jennifer.reilly@clorox.com](mailto:jennifer.reilly@clorox.com)

in any one of those sources—they all have their flaws.”

A successful CCO or CMO needs “to have a deep understanding of analytics: the math, the math, the math. ...they also need to be able to balance analytical skills with a broad set of interests in the humanities... finally, cultivate resiliency. Life will throw you curveballs...in a constantly evolving and changing world, there is no more important leadership trait than resiliency,” the ability to “pick yourself up, learn, adapt, and move forward with experience and conviction.”

**Southwest Airlines** CCO Linda Rutherford said she could do her job better “if we could find a new or better way to

[pay for breaking down silos]. Individual department budgets, cost centers, etc., all complicate the effort to integrate. As we evolve to more collaborative work teams and systems approaches, we need to be sure our corporate organizational structures, budgeting systems and performance management processes can flex to the new way of working.” Her biggest challenge? “In a company using cross-functional work teams, you still find silo-ed efforts where there is confusion about priorities. Who will budget for what, and sometimes efforts working at cross-purposes or even duplicated efforts when good coordination breaks down.” ■

# What Young PR Hires Are Thinking and How to Help Them Succeed



We've all been down the road of uncertainty that follows one of life's milestones: college graduation. The intimidation around securing a job and deciding what to do with the rest of your life can be daunting. As someone in this category, I understand the anxiety. I also have felt the excitement of receiving that first offer letter. More than likely the young hire is arriving at your company with a basic knowledge of communications and much curiosity. I'm generalizing, but I feel new college graduates are adaptable, careful listeners and hungry to learn everything they can about your company.

To help you and your new hire adjust to each other, it's important to know what that young, probably nervous, person who's joined your team is thinking.

## 1. "I know I can do this job well and deserve to be here. I'm nervous because making mistakes is inevitable. Will my boss embrace the learning curve as much as I do?"

Your young hire stepped out of a world of drafting press releases about fictional world meetings, using celebrities' social media platforms to form a crisis communications strategy and crafting compelling speeches for presidential or senatorial candidates. There is no doubt that we are ready to complete these tasks in the real world, but much hinges on the first few days in the office. Entering an unfamiliar environment, surrounded by new faces and unknown challenges, can be scary. It also can be unimaginably exciting.

Being comfortable is key. After four years of studying with the same people and improving our writing skills in the same set of computer labs or classrooms, a new office environment can be a shock to the system. Take some time to walk around the office to introduce your new hires to co-workers. Help them become familiar with the setting. Sit them down and explain that you understand there is an adjustment period. All of us have felt pressured when writing a last-minute press release. Think about what you would have wanted your supervisor to say in a situation like that and say it.

## 2. "What personality quirks do I need to know about?"

Every supervisor has preferences that a new hire needs to learn. These could be as simple as wanting to receive documents in PDF or wanting PowerPoints saved in a folder that lives deep in the shared communications drive. Some bosses want new hires to submit several drafts of press releases and speeches; others want just one version.

Many supervisors prefer to take the trial-and-error route. Others embrace a more straightforward approach (i.e. they provide a list or discuss their preferences). I've been fortunate to work in environments that align with the latter; however, many aren't as lucky. Some of these quirks might not register at all with you, a senior executive, because the employee you supervised previously knew the routine. Try to remember that things get lost during a transition. What now

is second nature to you and your staff is brand new information to the young hire.

## 3. "What's the balance between being proactive versus being bothersome?"

"I'm wary of asking too many questions," says Sydney Baldwin, a recent **American University** graduate and newly minted publicity coordinator in New York City. "I imagine this thinking stems from the job insecurity in the communications industry that many hires feel. They want to be perceived as independent and informed, so the line dividing the proactive from the bothersome is blurry." I couldn't agree more.

There's little need to tell you that communications is fast-paced, deadline-oriented and coffee-fueled. In our minds, this leaves little room for the Q&As we desperately need as we begin our careers. That is not to say the environment is this way in reality, but the pressure new hires put on themselves to succeed and impress overshadows that. No matter how busy you are, remember the freshly graduated, nervous new hires want to learn from the seasoned communication pros surrounding them. They want to get to know you and the team they will spend the majority of their days with. Most of all, they want to know that even during the busiest times, asking questions and being curious will be encouraged, not discouraged.

## 4. "What skills should I be improving?"

Even if you are hiring someone with a top-notch communications degree, it doesn't mean they will have mastered every skill you expect from them. As a senior executive, speaking in front of audiences or performing sophisticated research might seem easy. To a new hire they can be very intimidating. The key to help them improve their writing, research and presentation skills is to offer critiques.

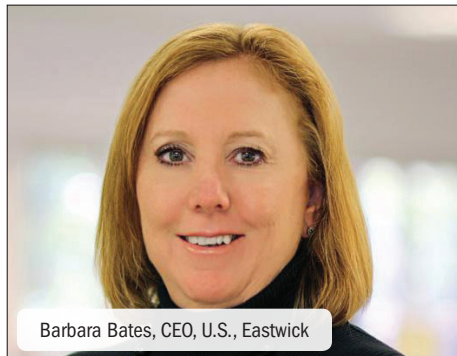
Receiving negative feedback from a supervisor isn't easy, but it's the only way to grow as an employee. Take the skills that led you to hire them, address the skills you need them to master and meld the two. Maybe your new hire is a phenomenal storyteller but doesn't know how to write persuasively. Perhaps they can create captivating presentations, but sweat profusely every time they stand in front of a room. No matter the skill, my advice to senior executives is to find the balance of praise and criticism. Offer them critiques that let them know what they should be practicing at home after work. At the same time, let them know that you admire their courage for taking criticism and doing something with it.

In the end, new hires are just people trying to become you someday. You know how you got to where you are. Share that. ■

**CONTACT:** [emartinez@steel.org](mailto:emartinez@steel.org)



John Stumpf, CEO, Wells Fargo



Barbara Bates, CEO, U.S., Eastwick



Heather Kernahan, President, Eastwick

**1. Wells Forego:** The reviews were a bit better for **Wells Fargo** after CEO **John Stumpf's** second visit to Capitol Hill in as many weeks. The pre-hearing sentiment on the Hill was a bit better than it had been for his earlier visit to the Senate Banking Committee. Preceding his Sept. 29 visit to a House banking panel the CEO, on Sept. 27, voluntarily agreed to return \$41 million of unvested equity and to forego his 2016 salary during an independent board investigation. The investigation is expected to last into December, sources told *The Wall St Journal*. Former community banking head **Carrie Tolstedt** will forfeit \$19 million in unvested equity, the board said Sept. 27. In addition, the board issued a stern rebuke of Stumpf prior to the House hearing. After deflection and inactivity, it seems the board and Stumpf have begun to follow the route advocated in our pages, which held that the board needed to act quickly to open an investigation and that Stumpf should pledge to fix cultural problems at Wells (*PRN*, Sept. 19). Despite the board and Stumpf having now taken several positive PR steps, the CEO continued to deny there was an “orchestrated effort” to blame for the alleged fraudulent activities of the 5,300 employees who were fired during the past five years over bogus accounts. In a second-best effort, the bank issued a statement late Sept. 27: “Our management team will cooperate fully and is dedicated to strengthening our culture and taking strong actions to ensure this conduct does not happen again.” On the Hill, Stumpf was more contrite than during his earlier appearance. “I am deeply sorry that we failed to fulfill our responsibility to our customers, to our team members and to the American

public,” Stumpf told the House committee. He added, “I want to apologize for not doing more sooner to address the causes of this unacceptable activity.” Both were excellent statements and the type of thing Stumpf should have said a few weeks ago. The takeaway: With the high-speed digital news cycle even small delays in framing your story and apologizing can be fatal. Despite the \$41 million giveback, Stumpf’s future as CEO seems precarious.

**2. Are You Ready?** It’s only a blip now, a few stories here and there. Still, it seems the time may come when other banks, their CEOs and communicators will need to face accusations that their retail units did things similar to what **Wells Fargo’s** now-former employees are accused of having done. “Everyone did it,” a former retail banker said when we asked about the Wells Fargo bogus deposit and credit card accounts. **Federal Reserve** chair **Janet Yellen** was urged to look into similar practices at other large banks during a Sept. 28 House hearing. **Rep. Stephen Lynch** (D-MA) urged her to make bankers’ lives “hell...I would be amazed if this practice was just limited to Wells Fargo.” The evidence seems more than anecdotal: **SPGI** and *Wall St Journal* analyses of the number of complaints received by the **Consumer Financial Protection Bureau** per billion dollars deposited in banks showed Wells Fargo was among the leaders, but other banks were close to or exceeded the number of complaints that Wells Fargo generated in the area of account management. While these figures prove nothing by themselves, the implications for financial communicators seem clear: Monitor the Wells Fargo communica-

tions strategy closely, ask questions internally now and have a plan of action ready should similar allegations touch your bank. Actually, having a crisis plan at the ready is good advice for brands in any industry. Nearly half (48%) of communicators in a **Nasdaq Public Relations Services/PR News Pro** survey said their organizations lacked a crisis communications plan (*PRN*, March 28).

**3. M&A:** Tech specialist **Hotwire PR** of London acquired U.S. tech firm Eastwick. Both have been “unofficial partners for years and share very similar values, cultures and working practices...” Eastwick CEO **Barbara Bates** said Sept. 30. Bates and **Heather Kernahan** will remain as U.S. CEO and president, respectively.

**4. People:** **Burson-Marsteller** named former **Cargill** CCO **Mike Fernandez** as chair of its global corporate and financial practice. He’ll report to global CEO **Don Baer**. – In another move to expand globally, **WE Communications** tapped **Philip Channon** for the new role of international COO. It also appointed **Michael Murphy** non-executive director international. Murphy will report to **Alan VanderMolen**, president, international and **WE+**. Channon will report to global CFO **Corey Kalbfleisch** and VanderMolen. – **PRIME Research** promoted **Chelsea Mirkin** and **Julie Myers-Beach** to VP, overseeing client research and administration, respectively. Mirkin joined PRIME in 2005, Myers-Beach in 2012. – Congrats to **PepsiCo** on the announcement that the **Human Rights Campaign** will present it with the HRC Corporate Equality Award Feb. 11 in NY. It recognizes PepsiCo’s commitment to equality for the LGBTQ community. ■



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