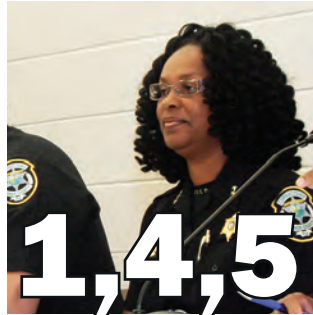


## CONTENTS

Social Media .....1,3,5  
Internal Comm .....1,4,5  
What's Trending In PR .....2  
Events Calendar .....2  
Crisis Communications ....2,7  
Case Study .....6  
The Week in PR .....8



## SOCIAL MEDIA

### How to Energize Your Organization's YouTube Channel Without a Hollywood Budget

It seems difficult to talk about anything other than the upcoming presidential election. Indeed, we'll lead this article with a reminder that not only are **Facebook** and **Twitter** diving into live streaming, but **YouTube** is doing its part to expand the ubiquity of video. YouTube said Oct. 10 the second presidential debate's live stream and on-demand videos attracted in excess of 124 million views. That figure bests both the first debate and TV's live viewers total of 66 million. While the figures are not a direct com-

parison—TV counts just U.S. viewers, YouTube counts its global audience and on-demand viewing of the debate and debate-related videos—the YouTube tally is 40% better than its numbers for the first debate. It means a lot of people are interacting with the platform, making it relevant to you as a communicator. Some 90% of video search results from desktop PCs come from YouTube, according to **SearchMetrics's** 2016 report. The figure for search results on mobile devices is 72%, the report says.

*Continued on page 3*

## INTERNAL COMMUNICATIONS

BY TRACY ZAMPAGLIONE, PUBLIC INFORMATION OFFICER, ORANGE COUNTY CORRECTIONS DEPARTMENT

### Employee PR at a Large Corrections Department: An Insider's Report

Research consistently shows that effective internal communications help increase employee job satisfaction, productivity, morale, commitment and trust. An engaged workforce inspires excellence and results in employees who are motivated and consistently produce good work. As we know, to achieve staff engagement, employees must be kept informed through regular and effective communications that are timely and relevant.

So how can organizations use PR to continually connect with employees?

One of the roles of PR is to help organizations develop and maintain mutually beneficial relationships with not only external but also internal stakeholders through a first-rate communica-

tions program. Such a program represents a combination of people, messages, practices and purpose.

Communication is one of the most influential activities in organizations. It's vital to achieving goals and goes hand in hand with problem solving and decision making.

Internal communication is a complex and dynamic process that provides staff members with key information about their jobs, the organization and each other. Simply stated, communication helps individuals and work teams collaborate to achieve goals.



*Continued on page 4*



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## UPCOMING EVENTS AND WEBINARS

**PLATINUM PR AND AGENCY ELITE AWARDS LUNCHEON**  
OCTOBER 19, 2016  
NEW YORK CITY, NY

**SOCIAL MEDIA CONFERENCE AND CRISIS MANAGEMENT WORKSHOP**  
OCTOBER 19-20, 2016  
NEW YORK CITY

**DIGITAL PR AWARDS LUNCHEON**  
NOVEMBER 16, 2016  
NEW YORK CITY

## WHATS TRENDING IN PR

BY STEPHEN PAYNE, VP, CORPORATE COMMUNICATIONS  
FELD ENTERTAINMENT, INC.

# Why PR Pros Need to Keep Learning and How to Do So



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

The diversity of knowledge needed in our profession continues to expand. We're strategic advisors as well as communicators. As such, I'm seeing a greater need for continued learning.

When I was in journalism school, I was required to take one marketing class. That's right, one. Not that regression analysis is part of my day-to-day, but that class gives me more insight now than it did then. Communications is a business. A strong business education is critical to success. I'll admit, as a young M.S. in communications, I was less versed in balance sheets than I should have been. Today's education programs are better, but not as good as they could be. A young colleague recently asked me what EBITDA was and why it was important. At that age I would have asked the same question.

Beyond business acumen, I think we can agree that writing is crucial, if not the most critical skill a communications pro needs. How do you become a good writer? You take classes and learn from colleagues. One of the best ways

is to be well read. Not just fiction and newspapers, but a wide variety. I have a book on food and agriculture policy on my desk (I no longer work in ag, but it's still an interest) and *Chemistry for Dummies* (we work with a pioneering oncologist who's working with the **Ringling Bros.** elephants and I realized half of the discussions were way over my head). In other words, consume the written word in a variety of formats and the yield will be a broader knowledge base (and easier cocktail party conversations). It also will translate into better writing skills.

And to my more senior colleagues, admit it: You don't know as much about social media as you think you do. It's OK. Learn from millennials, but realize you won't catch up—their adaptability with technology is unprecedented (but I can still send a mean fax, write a memo on real paper or send something by certified mail).

In sum, you're already doing part of what I counsel in reading this publication (and a variety of others, I hope). Embrace what you don't know and remember lifelong learning is the key to communications success and a greater understanding of people and the world around you. ■

## CRISIS COMMUNICATIONS

BY JOHN RODERICK, PRESIDENT,  
J. RODERICK PUBLIC RELATIONS

# 3 Questions to Ask Before Your Crisis Counterattack



The public apology is dead. Long live the indignant counterattack. Thanks to Republican presidential nominee Donald Trump, public figures and corporate chieftains who find themselves on the receiving end of scrutiny by media or other actors may no longer need to recite painfully scripted statements with stoic spouses standing by their sides. They just need to fight back.

PR News editorial director Steve Goldstein wrote recently, "Standard practice...when an organization or individual commits an act that outrages a community includes...confessing

your sins, creating a forum that enables the community to express itself freely and showing a commitment to improvement by engaging in an activity that can lead to personal or organizational change. At the heart of the crisis management response to an outraged community is the apology itself."

Trump essentially has turned standard practice on its head. The candidate's routine method of reacting to crises is to denounce his accuser or those who've registered criticisms. Examples

Continued on page 7

# Tips for Using YouTube to Its Full Potential

O.K., but without Hillary Clinton and Donald Trump appearing in your production, and lacking the professionals and budgets of the major broadcast, cable and Spanish-language networks, does your brand's video stand a chance? Indubitably so, communicators tell us. In this first of this two-part series we'll concentrate on bolstering your YouTube content; part II, in a future edition, will focus on measurement and analytics.



**Ian Beckman,**  
Video Producer,  
W20 Group

**Set It And Forget Works for Ron Popeil, Not YouTube:** The experts we heard from agreed on several things across the board, including the importance of consistency with your YouTube content. "A lot of brands post just one video on YouTube and forget it," says Ian Beckman, video producer at **W20 Group's** W20 Films. It's a common error with brands, Beckman says. Instead, he recommends "taking a long-term view...have a plan" for posting several videos on a regular basis "over the course of time."

Another tip: Think of your YouTube content plan as the 11 o'clock news, he says. TV viewers expect the news to be there every night at the same time, Beckman says. And make sure your video's CTA includes a mention of future YouTube video content from your brand, Beckman and Rose Mary Moegling, manager, customer engagement, **Toshiba America Medical Systems**, say. You can insert this message as text at the end of your video, but Beckman and Moegling prefer to include it as spoken content.

Another tip Beckman and Moegling agree on: Access YouTube's *Creator Playbook*. It's an invaluable resource for content creation and analytics, they say. It's free and can be downloaded.



**Clay Helm,**  
PR Director,  
Autodesk

**Budget Buster:** Can engaging YouTube videos be created on a tight budget? This is another area of agreement among the communicators, who insist this is a non-issue. "The barrier to entry is low," says Clay Helm, PR director at software developer **Autodesk**. She cites inexpensive and free tools for shooting and editing including **Filmic Pro**, **Gravie** and **iMovie**, which are video and editing apps that can be down-

loaded to mobile phones. To illustrate the ease with which communicators can shoot YouTube videos, Helm says, "We just hired a [professional videographer] to tutor our PR pros in Europe...these are communicators, not video experts."

So, how many YouTube videos are needed daily, weekly, monthly to demonstrate that a brand is being consistent? There's no magic number and resource constraints will dictate, Beckman says, as will your video goals, Moegling adds. Still Beckman recommends one video per week if possible. On the other hand, he says, "be flexible in the wake of change and capitalize on viral-ity," he says. If a trend or a video hits, build on it quickly.



**Rose Mary Moegling,**  
Manager,  
Customer Engagement,  
Toshiba America  
Medical Systems

**YouTube is Not Dropbox:** Another area of agreement is avoiding using YouTube as a repository for your brand's videos. Again, it's similar to the "set it and forget it" advice above. Adds Helm, "We find YouTube is a great way to connect emotionally with consumers." Is there a better way to un-connect from consumers than by creating a YouTube channel that feels inconsistent and like it's merely a storehouse? Several ways to avoid this: In addition to regularly updating the channel, organize your main channel page as a hub, complete with playlists that are easy to read and navigate, Beckman says.

One way to make your brand more human via YouTube is to work with influencers. In May, Autodesk launched an integrated marketing campaign for a product TinkerCard, aimed at K through 8th graders. Before launch, the brand engaged in extensive research about this audience, what it talks about socially (**Minecraft** was one of the top trends, Helm says; Moegling advocates using **Google Trends** for research) and who some of its top influencers are, Helm says. A tip: A social listening project is a great assignment for MBA summer interns, she says. A \$30,000 budget resulted in 6 videos the influencers produced through a "collaborative process" with the brand. This included shout-out videos, she says, where influencers shared their scripts in advance with Autodesk. Still, Helm notes the videos had to be authentic to the influencers. "We didn't want them to seem too much like commercials," she says. "You see our logo and hear

Continued on page 5

## PRNews' PLATINUM PR & AGENCY ELITE AWARDS Luncheon

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# PR Tips for Staying Connected With Employees

## NO ORGANIZATION IS WITHOUT CHALLENGES

While successful communications can present challenges even to small organizations, just think of how it can test larger organizations. **The Orange County Corrections Department** has the most employees of any agency in county government. It operates multiple locations, including a Booking & Release Center, five detention facilities, three courtrooms, an offsite work release center and a video visitation center, which is also offsite. The jail compound encompasses 76 acres. On top of that, the organization is open 24 hours a day, seven days a week, 365 days a year.

The department has more than its share of challenges in communicating with a large and diverse workforce that labors around the clock and is spread out geographically. Without a thoughtful PR program, this scenario could present a logistical nightmare.

## MANY CHANNELS STRIKE THE RIGHT BALANCE

Internal communication should occur on multiple levels. The Orange County Corrections Department meets the challenge of staying connected by using multiple platforms to communicate on a frequent and rich basis. The department publishes a monthly employee newsletter, posts numerous fliers throughout its facilities and sends organization-wide emails as part of its regular and routine employee communications program.

PR should never be a one-way conversation. An effective employee communications program invites and encourages questions. Our *Chat with the Chief* email box was created to allow employees to communicate directly with the agency head without having to go through their chain of command. It provides a direct connection to top leadership, and questions of general interest are published in the organization's monthly newsletter.

## FACE-TO-FACE FORUMS

Daily briefings regarding incidents and events in the jail are held during shift changes, and multiple meetings occur on a regular basis. Managers meet weekly for a roundtable session, and there are quarterly meetings with other criminal justice agencies. Town Hall meetings are scheduled at least



Chief Communicator: Staff are able to forego the chain of command and directly email Chief of Corrections Cornita Riley as part of the Chat with the Chief email inbox program. Chief Riley is the first woman to lead the corrections department.

three times each year, and no topic is off limits. Those who cannot attend are invited to send questions in advance. The sessions are videotaped and placed on the server for viewing at a later time. The Town Halls spur information sharing, issue discussion, problem solving and consensus building.

## TREKKING THE TRENCHES

To remain connected with both civilian and sworn staff members, top-level leadership make it a point to connect with employees by going themselves into the trenches on a regular basis. Management embraces an out-and-about style that demonstrates transparency and that promotes approachability. When team members experience friendly, knowledgeable and open leaders, the result is an informed and trusting team.

It is a common occurrence to see the chief of corrections and various deputy chiefs walking the jail compound to talk with line staff, work alongside them, ask questions and help as needed. This builds connection, which is a major factor in running a successful operation regardless of the type of organization it is. The better you understand your team and its needs, the more equipped the organization is to serve both its internal and external audiences. Dismiss the notion of distant and disconnected leadership and your company will reap the rewards.

## INVEST IN STAFF

Investing in your employees with ample opportunities for training and career development communicates that you care about them and want them to be successful. Since communication is so important, organizations should work to develop the speaking, writing and presentation skills of leaders, supervisors and managers. Orange County Corrections has its own official chapter of Toastmasters International for this purpose. The club meets twice a month.

How to Please Your Employees	
<b>P</b>	Platforms - Use multiple platforms to communicate with employees
<b>L</b>	Leadership - Involve the organization's leadership with employees at all levels
<b>E</b>	Engage - Communicate with staff often to keep them engaged
<b>A</b>	Add Value - Provide professional development opportunities to employees
<b>S</b>	Seek Transparency - Being totally transparent inspires trust
<b>E</b>	Effort - Put work and thought into employee communications
Source: Orange County Corrections Department	

The department also established Women of Vision, Empowerment and Networking (WOVEN). This program promotes professional development initiatives for female employees. The program endeavors to embrace change and make a difference through education, mentoring, leadership and networking.

Growing leadership abilities communicates to employees that you want to prepare them to move up in the organization. The agency offers a 15-week course series called *Big Ideas on Leadership*. The class provides an in-depth perspective into a variety of leadership topics.

During the program, participants communicate openly and honestly in exploring their personal leadership philosophy as well as ways to increase their leadership effectiveness. The class culminates with teams of participants presenting a project that addresses a real-world issue within the organization or solves a current problem.

### TOTAL TRANSPARENCY

Management needs to embrace total transparency. By doing so, it stops inaccurate information from flowing through informal sources of information such as the rumor mill and social media. Communication is the principal method by which employees share information, create relationships, find meaning and shape organizational culture and values. Internal communication can help motivate, build trust, create shared identity and foster engagement. If communication breaks down, it will have the opposite effect.

our call to action...but we try to be subtle.” Paying influencers to make videos was a new experience for Autodesk, but “video is where this audience is spending its time,” she says. The result was a tremendous increase in this audience for Autodesk.

Moegling’s experience with video changed about 30 months ago, she says. Preparing a long-form video for a major event, she looked at analytics and found little engagement. At that time her brand’s videos were in excess of 6 minutes long, she says. “Our engineers thought it was important to include all the bells and whistles” of the medical equipment Toshiba sells in its videos.

Eventually someone saw a cooking video, where a sin-



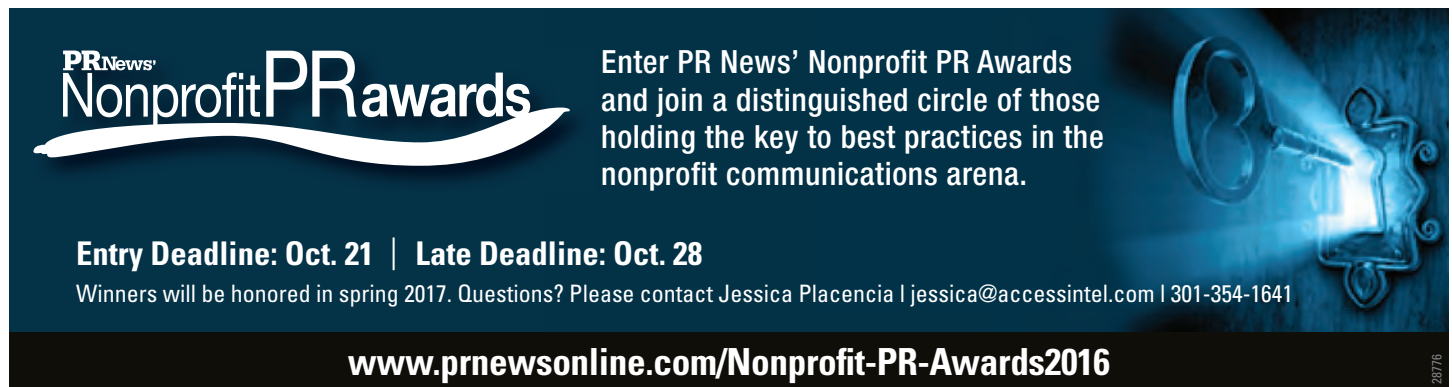
Two-Way Street: Held at least thrice yearly, town hall meetings between corrections officers and commanders address issues and promote consensus building and information sharing.

Failure to communicate can have a damaging effect not only on an organization’s operational efficiency, but also on its overall image and market share. When done correctly, a multi-faceted employee communications plan based on solid PR can foster employee communications to stay favorably connected across all levels of the organization. ■

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gle procedure, how to slice an onion, for example, was the subject of a 60-second video. For the event Toshiba created 30-second videos. “We took it way down,” she says. Eventually is settled on short, “bite-size” videos of 1 to 2 minutes, highlighting a small part of a larger story, she says. Importantly, the CTA at each video’s end “steers” the viewer to another video in the series, Moegling says. A successful series the brand has started features videos lasting 60-90 seconds that answer a single question. The title: *Ask Toshiba*. ■

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# Two Approaches to Overview Videos and How They Can Help Your Brand



As an employee, it is easy to see the daily impact your business has on clients. When you are in middle of your company culture and involved with your daily work, you become extremely familiar with your organization's mission. You are living it, after all. But how do you explain that company goal to a complete stranger in just a few short minutes? Do you direct them to the mission statement typed out on your website and hope that that's enough?

A company overview video is the most effective way to tell a cohesive message about your organization. A successful overview video backs the intangible ideas in your company goals with visual facts. While you can write about the accomplishments you achieve, the quality of your product, and your positive work environment, your communication impact will suffer without video evidence of these concepts.

As with any well-managed campaign, video projects like company overviews are shaped by your goal. What communication effort would you like to achieve with this video? How does this video fit into your other initiatives? A clear outline of your goal, including your targeted audience and distribution strategy, will inform every decision you make in the process.

## TELL A STORY: SCRIPTED OR UNSCRIPTED?

Successful company overviews do not just list values, they show values. Take your information and distill it. Make your company overview a cohesive story. You can either tell your story through a script, or without one. Your choice is made depending on your goal, content and budget.

Scripted videos allow you to completely control your message. Whether the script is a voiceover, or spoken by on-screen actors, every word that is said will focus in on your goal, creating a cohesive narration.

Unscripted videos, on the other hand, feel honest. When there is the right mix of company employees and clients explaining your values, it creates a bond of trust with the viewer. People who are not actors are more comfortable explaining their viewpoints without a script, allowing their speech to flow naturally.

To keep your subjects on focus, choose questions that set up your interviewees for compelling answers. How could you lead your clients and stakeholders to your message? Remember: you have a clear goal, and a story to follow. While you don't want to tell your interviewees exactly what to say when your overview is unscripted, it is best to give them the expectation of what you would like them to communicate.

## SCRIPTED CASE STUDY: UPWORTHY

When **Upworthy** decided to shift from content aggregation to creating and distributing original video series, the company felt it needed a video that described its story. The goal was to clearly outline its purpose and connect viewers with the Upworthy brand. Watch the video here: [bit.ly/1Zv72d7](http://bit.ly/1Zv72d7)

The result was an innovative company overview driven by a script developed through the Problem-Solution-Impact method. Upworthy's purpose to share hopeful and positive stories is proposed as a clear solution to the negativity associated with the internet. Scattered throughout the video are examples of the uplifting content it distributes, giving Upworthy's audience a clear view of its product. The script also gives evidence of the impact of its service by quoting a viewer who said one particular story shared by Upworthy "changed his life." While Upworthy is communicating conceptual goals such as connecting others and sharing positivity, these anecdotes provide the evidence a viewer needs to believe that Upworthy achieves those goals.

These conceptual goals also are entertainingly conveyed through the animation. The playful, bold and creative motion graphics imitate Upworthy's purposeful and positive company tone. Think about your company's voice: what sort of animation style, if any, would suit your overview video?

## UNSCRIPTED CASE STUDY: HUDSON INSTITUTE

**The Hudson Institute** is a D.C.-based think tank that provides political leaders with research to inform domestic and international decisions. Because the Hudson Institute provides a complex, high-level service, it needed an explanatory video that outlined what a think tank is, and how the Hudson Institute specifically approaches its work. Watch the video here: [bit.ly/22MLjPX](http://bit.ly/22MLjPX)

The Hudson Institute decided to create an overview video that would coincide with its largest fundraising effort of the year. To reach its target audience of intelligent, professional and politically savvy clients, the PR team knew it had to communicate the influential expertise of the think tank. To achieve this goal, it strategically interviewed its most recognizable clients, such as Senator John McCain. The resulting video is not only a description of the quality of the Institute's service, but also a powerful outside testimonial that lends credibility to each value it outlines in the video.

The documentary style also allowed it to show that it's a brick-and-mortar company filled with people who care about their research. Incorporating B-roll of the employees as they work, and of the office environment, brought the viewer into the world of the Hudson Institute.

By showcasing varied genuine viewpoints as the Hudson Institute did, you will build a well-rounded view of your company. Unscripted interviews give an audience genuine access to your company, allowing it to connect with you and your clients. This documentary-style approach highlights a passionate work environment, well-spoken stakeholders and staff. ■

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of this in the Trump presidential campaign are numerous. And regardless of which candidate you support, you have to admit it's worked for the most part.

An early example of Trump's reengineering of the public communications playbook occurred in May. Accused of short-changing a veterans' group on a charitable donation, Trump called a press conference. He then used the opportunity to unleash a 40-minute attack on the press, accusing it of lying.

In one deft move Trump took the kind of accusation that had the potential to damage his credibility and turned it into a referendum on liberal bias in the media.

Trump, in this particular case, avoided traditional media-training tactics communicators have relied upon to navigate challenges like this, including conciliatory gestures and speeches and well-placed op-ed articles. Instead he turned to what is known as the Strategic Offensive Principle, popularized by the adage "The best defense is a good offense." As such Trump turned the tables, training his sights on the press corps, saying, "The political press is among the most dishonest I've ever met." A reporter from *ABC News* was a "sleaze," Trump said; a *CNN* reporter was guilty of "abject incompetence."

## APOLOGIES AND THEN BACK TO THE OFFENSIVE

While the recent 2005 videotape revelation resulted in apologies from Trump whose completeness and tone can be debated, the point here is his offensive returned quickly. In response to reports that House Speaker Paul Ryan allegedly told House Republicans during an Oct. 10 conference call they should make their own decision about whether to support Trump in light of the video, Trump attacked. "Our very weak and ineffective leader, Paul Ryan, had a bad conference call where his members went wild at his disloyalty," he tweeted. "Paul Ryan should spend more time on balancing the budget, jobs and illegal immigration and not waste his time...fighting [the] Republican nominee," another Trump tweet said. One hour later Trump tweeted, "It is so nice that the shackles have been taken off me and I can now fight for America the way I want to."

Right, wrong, true, false—it matters little because Trump's mastery of the sound bite and his disinterest in the mores of traditional PR translate into authenticity with his base. Say what you will about his style, if you ask Trump supporters what they like about him, you're almost guaranteed to hear a variation of "He speaks his mind" and "He'll shake things up in Washington."

## REWRITING THE RULES OF PR

Whether you call it the Trump Effect or the end of the age of nuance, the legacy of the 2016 election may be a rewriting of the rules of effective communications.

This trend is not limited to politics. A gradual evolution away from the strictures of traditional standards has been unfolding in all forms of public communications.

The issue for communicators: Can Trump's style work for others? In fact, it's already working, but only for some. Trump's opponent Hillary Clinton was on the offense during much of the email server incident, apologizing fairly late in

the game. **Wells Fargo** CEO John Stumpf and the phony accounts scandal is another example. While Stumpf admitted culpability eventually, his initial response was to blame 5,300 low-level staff and to refuse to admit his bank had a cultural or systemic problem. That offensive failed to convince lawmakers in Washington, D.C., who grilled Stumpf during two hearings. Stumpf resigned Oct. 12.

So, before you throw away the PR playbook, it's important to ask yourself several questions:

### ► IS MY BRAND EDGY ENOUGH?

When it comes to tone, what's right for a multinational like **GE** may be different from what works for a younger, edgier brand. Take comments made May 19 by **Vice Media** CEO Shane Smith on hiring former *Bloomberg* editor Josh Tyrangiel to lead his news empire: "He's a murderer...Vice News [is] the fastest growing news platform in the world...[But] How do we take on CNN...and the BBC?...Josh is that guy...a [expletive] angry young man who wants to shove it in their asses."

Vice Media is edgy, but it's also a very mainstream presence with about \$1 billion in revenue, a new show on *HBO* and a valuation of roughly \$5 billion. For Vice, the approach was pitch-perfect.

### ► ARE WE BEING AUTHENTIC?

Authenticity, not to be confused with the truth, is the ability to put complete conviction behind your statements. It's everything in the current communications environment.

This is a fundamental change, but in a world where it's become commonplace for public figures to show their anger and vent, overly scripted public statements and carefully-worded détentes can come across as insincere.

Another bank example is the scrape between **JPMorgan Chase** boss Jamie Dimon and Cameron Fine, president/CEO of the **Independent Community Bankers Association**. When asked during a May 11 *CNBC* interview about critical comments Fine had made, Dimon didn't say he respectfully disagreed or appreciated the sentiment. He called Fine "a jerk." That made headlines for one day and disappeared. Known as a no-nonsense executive who sometimes has little patience for debate, Dimon arguably emerged stronger in the end, his authenticity very much intact.

### ► HOW THICK IS OUR SKIN?

Live by the angry barb, die by the angry barb. An unfortunate side effect of the trend toward unfiltered public communications is that these types of comments never occur in a vacuum. They are not knockout punches that render opponents neutralized. Rather, they are opening volleys in a salvo that often reverberates for days in the echo chamber of 24-hour news channels and social media.

Just as it was in third grade, if you call someone a name, you'd better expect retaliation. You, your spokespeople and your brand will need to have the resolve to ride out the ensuing drama. ■

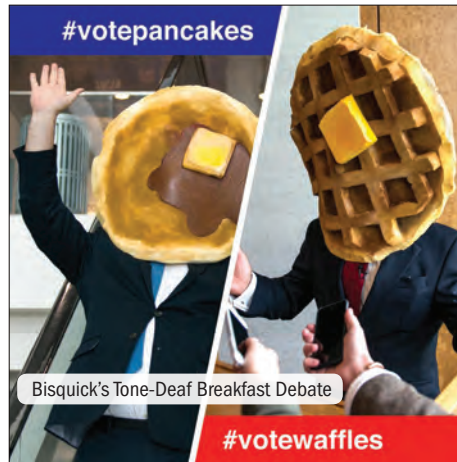
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Former Wells Fargo CEO John Stumpf

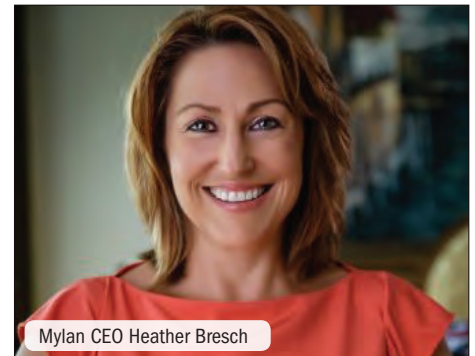
**1. What a Difference One Year Makes:** Almost exactly 12 months ago we asked **Oscar Suris**, EVP and chief of executive communications at **Wells Fargo**, to discuss internal communications at what then was the country's largest bank by value (*PRN*, Oct. 12, 2015). The occasion was the release of an **Institute for Public Relations (IPR)** study of internal communications. The chairman of IPR's board of trustees, Suris described a culture where the bank's 265,000 employees demanded to be fully informed of developments, both good and bad. Suris had strong praise for the bank's CEO **John Stumpf**, whom he described as a straight shooter who valued authenticity and hard truths. "When employees hear from leaders, they want frank talk and accessibility," Suris wrote in our pages. "They also welcome an emotional connection. At Wells Fargo, we're blessed with a CEO who's a superb extemporaneous speaker and appreciates authentic dialogue. Following his lead, we aim for plain language over jargon, which frees us to acknowledge hard truths and empowers others to speak from the heart, whenever appropriate." Suris continued, noting "Mr. Stumpf's most popular internal communications routine is his quarterly CEO town hall, broadcast via satellite and webcast to team members globally. He reviews financial performance, puts business issues and news into perspective and tackles tough topics during a live Q&A." Suris noted that Stumpf was so good off the cuff that "he requests not to see team members' questions in advance. Team members know they will hear directly from their CEO in his voice during these fireside chats."

Is this the same John Stumpf who initially refused to acknowledge "the hard truths"



Bisquick's Tone-Deaf Breakfast Debate

of the phony accounts scandal that eventually led to his resignation Oct. 12? The same CEO who failed to lead during this crisis by moving swiftly to investigate how an estimated 2 million of these bogus products were created on his watch? The CEO who, in his first interviews after the scandal broke early last month, seemed to place blame on lower-level employees? We like Oscar Suris; through much of the scandal he's returned our calls, setting an example for communicators. We'll accept his praise of the now-former CEO at face value. As such we assume Stumpf either was poorly advised regarding how to handle the scandal, froze up due to the pressure or genuinely believed he was being authentic. That means, initially at least, Stumpf believed Wells Fargo's culture remained healthy, despite the fact that 5,300 employees used customers' identities to open bogus accounts. Indeed, a point of pride for Stumpf was the bank's culture and its employees, which he often credited for Wells Fargo's success. As we know, lawmakers on both sides of the aisle didn't warm to Stumpf's authenticity (*PRN*, Oct 3). While he eventually was more contrite before his second Capitol Hill hearing Sept. 29, forfeiting \$41 million in invested equity and agreeing to go without salary during a board-launched investigation of the scandal, Stumpf continued to deny "an orchestrated effort" was responsible for thousands of employees committing fraud. We anxiously await the findings of the investigation and how they will treat Stumpf and other members of his executive team. The investigation is expected to wrap in December or early 2017.



Mylan CEO Heather Bresch

Pending the investigation's findings, the board could ask Stumpf to return additional pay to the bank.

**2. News Bits: Mylan** agreed to pay \$465 million to resolve issues concerning classification of its EpiPen, the company said Oct. 12. **The Centers for Medicaid and Medicare Services** found Mylan had misclassified EpiPen as a generic drug. As a result Mylan has been underpaying rebates. In a statement, the pharma brand refused to acknowledge wrongdoing. Shares rose nearly 10% to \$38 on word of the settlement, far from the mid-\$50 price Mylan commanded prior to the EpiPen scandal (*PRN*, Sept. 26). – D.C.-based **McBee Strategic Consulting** rebranded as **Signal Group**. – Another brand waffled when it should have been listening to the social media conversation, and its tone-deaf attempt at levity was as flat as a pancake. As **Hillary Clinton** and **Donald Trump** squared off Oct. 9 in their 2nd debate, some 17 million politics-related tweets flew by, a tempting target for brands, but a minefield, too. As the Trump video and Syria were discussed, **Bisquick** tweeted a presidential-debate-style #pancakes-vs-waffles contest. A typical retort came from @North\_Northwest: "Dear @Bisquick. Sit this one out. I get it. The debate's a promo opportunity. But not today. Get off my twitter feed."

**3. People: Wrigley** SVP **Andy Pharoah** was named to lead communications at parent **Mars**. He replaces **David Kamenetzky**, who left to start an investment firm. Pharoah reports to CEO **Grant Reid**. – **Lippe Taylor** named former **Grey** exec **Fred Gerantabee** chief digital officer. – **Gould+Partners** named **Sally Tilleray** senior advisor, U.K. ■



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