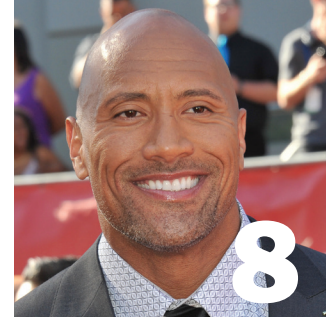


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EDITOR'S NOTE:

Please join PR News in beautiful Huntington Beach, CA, Feb. 23-24 for our Digital Summit and Crisis Management Boot Camp. You'll get a chance to learn from top communicators at TOMS, Yelp, Northrop Grumman, Certified Angus Beef, eHarmony, The Bill & Melinda Gates Foundation, UC Berkeley, Boingo Wireless, DocuSign and Monterey Bay Aquarium. For more information visit: prnewsonline.com



SOCIAL MEDIA

Instagram Insight for a Small Team: Find Three Photo Styles That Engage Your Audience

Those were gaudy numbers **Facebook** chief Mark Zuckerberg unveiled about **Instagram** Feb. 2. Tough luck, though, because Facebook's tremendous quarterly financials—the fourth quarter was its fifth consecutive quarter of revenue growth of 50% or better—and user numbers nearly eclipsed the strong news from its little sister, which Facebook acquired for \$1 billion in 2012. At that time, Instagram had about 30 million daily iOS users; it had just begun its foray into An-

droid. The photo-centric platform now has 400 million daily users, Zuckerberg mentioned in passing during the earnings call. That's an additional 100 million new daily users in the past seven months. Of course, when Facebook dazzles with 1.86 billion active users in December and more than 1.2 million daily on average, Instagram's user growth gets buried.

With those figures as background, we asked a pair of communicators to share Instagram best practices, with particular

Continued on page 2

ORGANIZATION

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

A Corrections Dept. Uses Centralized Model to Expand Communications

In the not-too-distant past, the Office of Public Information at the **Orange County (FL) Corrections Department** (OCCD) functioned with only a single public information officer (PIO) and a back-up media relations person. The back-up staffer was a correctional officer trained in media relations. The officer served as a duty PIO when the primary PIO was away or unavailable due to other projects. Previously the PIO had an assistant, but that position fell into a long-term vacant status while it was being reclassified.

A few factors provided the office with the impetus to evolve into its new and improved structure. A new chief of corrections, who was appreciative of the role of communications,

was appointed. Second, a series of high-profile cases prompted a media frenzy that taxed the ability of the office to quickly respond to press inquiries. The need to provide comprehensive information on a wide range of functional areas within the organization, combined with the sheer volume of information of interest to the media, drove the decision to diversify the roles of communications.

Committed to open communication, the organization needed a structure to provide transparent and precise information about its operations.



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

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How TDK Balances Data With the Human Touch in Its Integrated Communications



[Editor's Note: This regular feature asks communicators to spot trends and discuss their reactions to them. In this edition we hear from Rich Meher, director of marketing communications, TDK, U.S.A.]

The Trend: Technology is dominating just about every area of marketing communications, expanding its reach and efficacy. Not only does it allow us to increase, and measure, the effectiveness of our communications, technology has also blurred the traditional boundaries of PR. Where once we had separate PR, advertising and direct marketing silos, we're seeing the need for a strategic, holistic approach.

The power of social and communities also is enhancing our ability to communicate directly with our target markets. Of course, with this great influence comes the responsibility to be thoughtful.

Finally, technology has given us tremendous intelligence through the availability of data.

The Reaction: TDK's roots are technology-based. Since technology is integral to who we are, we prioritize incorporating its benefits into our communications strategies.

Yet our corporate heritage also consists of the non-technological, human element of creative problem-solving, which continually seeks to advance the excellence of our manufacturing processes and the technology our customers

depend on us to deliver. Like most corporations we're looking to implement the right balance of the technical and humanistic.

Applying this dual approach to our communications programs, the human element appears in how we craft global messages. We tailor communications to address local market interests and needs. Technology comes into play by enabling us to carry these messages via the various tactics available. This includes a broad range of approaches, such as opportunistic press/analyst relations and outreach, social media and events.

Putting this into context, we're having conversations with our target audiences, sometimes through traditional PR methods, such as interviews that lead to news stories, other times via technology-based campaigns. These communications lead to sales inquiries. Technology tells us the source of the leads. Technology-based communications with a human touch that generates sales inquiries is a communications trend we'd like to see stick around for a long time. ■

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Continued from page 1

emphasis on influencers and small communications teams.

Using What You Have



Christina Sponselli
Director of Social Media
UNIVERSITY OF CALIFORNIA,
BERKELEY

If you're one of the 66K followers of the **University of California at Berkeley's** official Instagram account (@ucberkeleyofficial), you'd swear Christina Sponselli, director of social media, University of California, Berkeley, has a large staff. After all, you'd see excellent photos—"We have a campus that lends itself to photography," she says.

In fact, though, Sponselli is the lone social media person at Berkeley. She has ways to make her effort seem much larger than it is. First she quickly deflects credit to her designer, Calisto Flores, "who is passionate about Instagram" and takes many of the pictures. It takes a village, though, and in this digital era Sponselli has thousands of photographers: A popular feature of UC's feed is user-generated content at #myBerkeley. "We retweet the best photographs," she says, noting, "it's a great form of engagement." And it extends beyond the school year. "We've had students in their Berkeley gear taking photos of themselves at the Great Wall of China." A tip: "Know what excites your audi-

User-Generated Content and Instagram Success



sites. Planning takes about nine months, she says. The keys to success on such a large effort, she says, include constant communication between editorial and design and advance planning.



William Karz
Vice President, Digital
Marketing
**LOS ANGELES TOURISM
& CONVENTION BOARD**

ZERO IN ON THREE THINGS

Bill Karz, VP, digital marketing, **Los Angeles Tourism & Convention Board**, is not a one-man department, but he's upbeat about the potential for brands to employ user-generated-content.

Indeed, his archive includes 450K photos from users hashtagged #discoverLA (380K followers) and 330K photos tagged #dineLA (244K followers). "They do the work for us," he says. In addition,

though, his shop uses influencers both from L.A., such as Kyle Huber (@senseofhuber), Tommy Lundberg (@tommylundberg) and Pete Halvorsen (@petehalvorsen) and out-of-towners like New York's Kevin Lu (@sweatengine). Their content, he says, "helps us stand out." A tactic: "We want fans to be able to imagine themselves enjoying the experience." So Karz prefers Instagram photos that illustrate an experience and don't show the influencer's face in them (see photo).

Another tip: "All brands should be able to find at least three kinds of photos that engage their audiences," he says. Karz knows, for example, L.A.'s fans love skyline shots, sunset shots and shots taken from L.A.'s Griffith Observatory.

When it comes to measurement, Karz enjoys getting likes, but "We love it even more when we see comments and friends tagging friends." ■

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Editor's Note: Sponselli and Karz will speak at PRNews' Digital Media Summit and Crisis Management Boot Camp, Feb. 23-24, Huntington Beach, CA. For more information: <http://www.pnewsonline.com/go/2017-digital-summit-crisis-management-boot-camp/>

In Her Shoes: The LA Tourism & Convention Board wants fans to imagine themselves in an experience, so its Instagram photos, such as the one above, avoid showing the faces of its influencers. Source: Instagram

ence...and make sure it's a two-way conversation."

FOCUS AND INFLUENCERS

Sponselli's remit involves far more than humanizing the college. Her office also oversees the social media portion of a large, yearly, 24-hour fundraising effort for UC known as Big Give. Her office coordinates social policies and guidelines with UC's schools and departments, some of which have extensive social media capabilities. For departments without large social media resources, she counsels them via meetings, phone calls and emails to focus on "specific platforms...go where your audience is."

Influencers are key to Big Give. UC's influencers are a diverse mix of alums from the class of '63 through to brand-new grads. These social media ambassadors receive custom profiles, images and hashtags for their accounts to generate awareness prior to Big Give, to use during it and for thank-you activities after.

During the Big Give day, there's a takeover of the UC web-

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Reorg Boosts Odds for Successful Media Pitches

FINDING THE RIGHT FORMULA

The assistant position was reclassified to serve as assistant PIO and tours coordinator for the agency. Having a position dedicated to providing facilities tours and doing outreach enabled the Department to expand its goal of weaving itself more tightly into the fabric of the community. In the last year alone, nearly 700 people have toured the jail. These have included criminal justice classes, citizen groups, elected officials and representatives from jails in other areas.

The duty PIO became a full-time position in the Public Information Office with the new title of media liaison. This full-time staffer is dedicated to dealing with the daily deluge of media requests for arrest affidavits, booking photos and more.

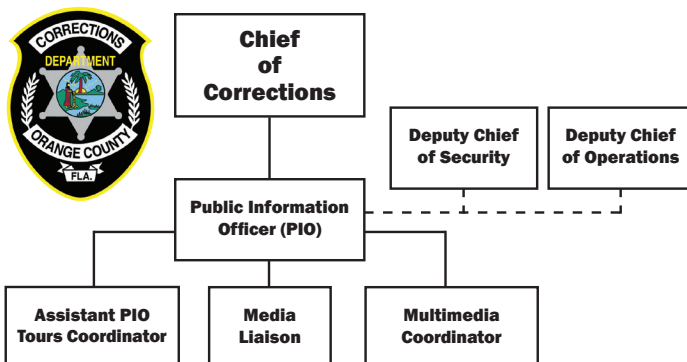
Having this full-time position in place also allows the PIO to deal with high-profile events, providing PR counsel to senior leadership, outside projects and overall management of the office. In addition, it frees the PIO to be more proactive and responsive in dealing with the media.

The ability to be more responsive to media queries has been a benefit on many levels. For example, the PIO has been free to pitch stories about good things happening at the jail, including programs to help inmates succeed as law-abiding citizens upon release. In recent months, we have landed two such stories on page 1 of the *Orlando Sentinel*. For a story on our Inmate Construction program, we pitched the higher education reporter and offered her rare access to our secure compound to report the story. For a p. 1 story on our Vivitrol initiative for heroin-addicted inmates, we pitched the county beat reporter who had been covering a heroin task force.

Another takeaway: Under the reorganized structure we've been more consistently available to the media under good circumstances and bad. This ultimately has improved our position when pitching the positive stories described above.

To exploit the benefits of a changed media environment,

COMMUNICATIONS AT THE ORANGE COUNTY CORRECTIONS DEPARTMENT



Source: Orange County Corrections Department

a multimedia coordinator position was transferred from the Corrections Department's training unit to the Public Information Office. Having this position allows for the development of multimedia projects, including news packages for the county's online media center, videotaping of department events and producing staff and inmate training videos. These include informational video loops shown on the booking floor and inmate orientation pieces.

With the multimedia coordinator, the Public Information Office now is able to provide materials not only in print but also in various digital formats, such as video, audio, text and online. The position serves as staff photographer, which is essential for publishing a highly visual employee newsletter each month. The multimedia coordinator also is responsible for updating the website, bestjail.com.

A SEAT AT THE TABLE

The PIO is a direct report to the Chief of Corrections (see org chart). This is essential because corrections is a crisis-prone profession, and wise communication counsel needs to be available when disaster strikes.

In terms of employee communications, the public relations professionals also set the tone of what information is being communicated within the organization. The org chart shows the PIO also has dotted-line reporting to both deputy chiefs. This is critical to access real-time information on jail incidents, and it allows the PIO to follow up with them directly for the full story. A complex, multi-facility organization like OCCD needs to have both direct and indirect reporting structures to best utilize limited resources and meet the media's and the public's needs.

A SOUND SOLUTION

Increasing the size and expanding the outreach of Orange County's Corrections Department made sense in serving the needs of the media and the public. The now-centralized communication model better fosters staff efficiency as well as consistent messaging across the organization.

The restructured department allows the team to more effectively respond to media requests for information on Corrections matters. It has also gone a long way in building effective relationships with our media partners. The office has earned a solid reputation for providing rapid responses to media. And with the addition of the multimedia coordinator, we can more fully embrace digital opportunities.

OCCD is committed to effective communication to support its operational goals and meet commitments to the Orange County community. The overarching goal is always to provide open access to the correct sources for the information needs of both the press and the public. ■

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How PR Can Use Content, Knowledge and Confidence to Boost Sales



In too many offices, sales and marketing teams are seated nowhere near each other. In addition, the PR department, even if it reports to marketing, may be located far from sales.

On the surface, this makes sense: PR is the top-of-the-top of the funnel, promoting brand awareness or thought leadership. Sales teams deal with those who already have indicated interest in purchasing from you, and are therefore positioned firmly toward the bottom of the funnel.

As we know, however, the chasm between PR efforts and sales initiatives is outdated. In fact, by viewing their job as a part of the sales engine, PR pros can equip sales reps with valuable content that will accelerate sales. PR-provided content also can provide salespeople with the knowledge they need for important selling conversations. In addition, having this material will boost the confidence of salespeople, allowing them to feel secure during any interaction with buyers.

Here's how:

► **1) Media coverage and analyst reports shouldn't just be used for awareness.**

Research firm **SiriusDecisions** analyzed which pieces of content had the greatest influence in the B2B buying decision phase. It looked at basically every type of content produced by a marketing team, many of which are considered traditional sales enablement content, such as white papers and brochures.

Here are the top five pieces of content in order of their importance in the B2B buying decision phase:

- 1) Analyst reports
- 2) Articles/publications
- 3) Blog posts
- 4) Case studies
- 5) E-books

Notice anything interesting? Public relations efforts produce the top two most impactful pieces of content for helping progress sales. These types of content, pulled together

by reputable third parties, are the exact type of validation sales teams need to back the claims they make in interactions with buyers.

One of the first things PR teams need to do if they want to have their influence felt on the bottom line is get those dynamite pieces of media coverage and positive analyst reports into the hands of the sales team.

DELIVERY METHODS

One way to do so is the tried-and-true email method. For each piece of coverage or analyst report, send an email to your sales team, providing guidance on which buyers to share it with and why. For example, "This should be shared with prospects in the medical device industry, because it clearly conveys the misalignment between field sales and marketing teams which our product helps solve."

Along with the above provide specific tweets that the sales staff can quickly copy and paste into its **Twitter** account.

Also, by placing all such coverage on your company's **LinkedIn** profile, you can make it easy for sales reps to find and share the content they need on the platform they use most often for prospecting.

► **2) PR pros study and scan the news every day. Share the information you learn with sales.**

Many PR pros at brands and agencies scan the news several times daily for brand and competitor coverage and industry trends. One practice is to send a daily report to the company's leadership team and/or clients. A beneficial practice, no doubt, but one that is only scratching the surface of its effectiveness and value.

Considering only 23% of executive buyers say they encounter salespeople they consider to be knowledgeable about their business and industry, this information also needs to be communicated to sales as soon as possible so that members of its team are aware of the changing tides of industry

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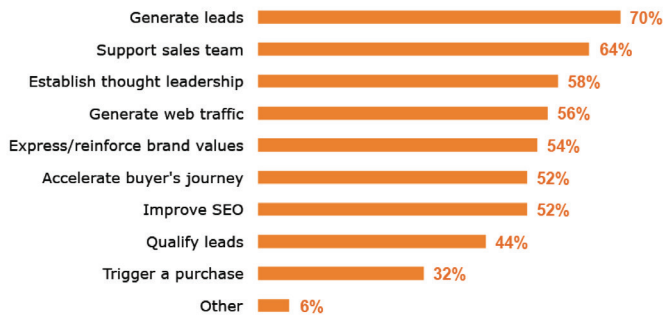
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Objectives for Content Marketing



Source: Seismic

and news before they enter conversations with buyers.

Second, industry articles help sales reps convey their position as experts in their field. Sales reps at my company consistently share articles I have shared with them from our daily news report on their LinkedIn and Twitter profiles. In addition they often send relevant articles to sales prospects. This helps raise their profile as a valuable resource for buyers and gives them further reason to engage with prospects.

Getting started with an industry news snapshot for your sales team is easy. Every morning, pull links into an email to competitor/major partner announcements for their intelligence, along with links to industry trend pieces and provide a quick one-to-two-sentence summary of the article/press release for easy consumption.

Again, chances are you already are collecting important articles on a daily basis. Now, take the next step and begin sharing it in a format that can be quickly consumed and understood by the sales team.

► 3) PR is the company confidence generator. Make sure sales thrives on that confidence.

Award submissions are a major part of any PR initiative. But while a high-profile product award or landing on a Fastest-Growing Company list helps attract potential customers, these hard-won honors should also serve another purpose: adding confidence to the sales team.

Sales is a confidence game. Any seasoned sales veteran will tell you that there is a strong correlation between a rep's confidence in the messaging, product and company he or she represents and the deals he or she is going to close. Getting market recognition in the form of a prestigious honor for the company, a product or service can be a huge confi-

dence booster.

THE REWARDS OF AWARDS

Product and executive awards and best-of lists provide additional evidence that the company the salesperson works for is exceptional. It also is additional assurance that he or she is going into meetings as a conduit of something truly valuable for the prospective buyer.

Like great coverage, awards and everything that comes with them (award logos, press releases, landing pages, etc.) need to be front and center on the sales floor the moment they are secured. As a communicator make it your mission to ensure that news of awards is spread far beyond the trophy case in the front lobby. As we said earlier, information about awards can be sent to the sales team via email, LinkedIn or Twitter.

In addition it is critical to take into consideration where your sales team lives before you decide which platform is the best one to convey this information.

CONCLUSION

These are only three examples of how PR teams can start better enabling their sales colleagues with the content, knowledge and confidence required to do their jobs and attain

their highest potential as salespeople.

And in case you are wondering, yes, our marketing team at **Seismic** is seated within ten feet of our inside communication and enterprise sales teams. Their proximity allows us to have ongoing conversations about what is working and what type of press coverage they need more of, which helps me to direct my own PR efforts to best serve them. This aligns with how we view marketing in general at Seismic, as a revenue-generating team whose main goal is to boost sales.

Seismic recently published research (see chart) that found the top objectives for content marketing were: 1) Generate leads; 2) Support the sales team; and 3) Establish thought leadership. When brought to its full potential, great PR results in content that meets all of these objectives. But to reach that full potential, PR pros who are serious about their role in helping their company's bottom line need to change a fundamental viewpoint of their job's value: You are not just on the payroll to raise brand awareness; you are on the payroll to create some of the most valuable content, which will help sell your company's products or services. ■

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“PR pros who are serious about their role in helping their company's bottom line need to change a fundamental viewpoint of their job's value: You are not just on the payroll to raise brand awareness; you are on the payroll to create some of the most valuable content, which will help sell your company's product or services.”

How Cisco Harnesses Employee Voices to Tell Its Snapchat Story



Authenticity: The free-wheeling snaps of Cisco employees signal an authenticity about the company's culture

This is why **Snapchat** is a hard channel for many in this profession. It means turning your video (and your world) around to play vertically. In-app content creation means unplanned, unscripted moments. Even Snapchat metrics force us to move into unfamiliar territory. “What do you mean, I can’t see follower count? I’ve reported on follower count since Facebook was free! Noooooooo!”

Fear not. What makes Snapchat a challenge makes it an opportunity. **Google** “trust survey.” You’ll find a lot of sources (including the **Edelman Trust Barometer**) that say people don’t trust what brands say. This applies to your culture story, your products, your services, your customer experience and especially your PR.

So how do you tell your story in an authentic way? Harness your tribe—of employees, that is.

When the Cisco Talent Brand team was looking at Snapchat as a way to tell its #WeAreCisco culture story, it always came back to the idea of using employee viewpoints, being authentic.

A few caveats. Yes, it was (still is) a scary proposition. Control is hard to hand over. Account security is a concern. But if you have a little trust (OK, a lot of trust) you can find success with employee takeovers of your Snapchat account.

Here’s how to get started.

Identify Brand Ambassadors

A big part of social media that often gets overlooked is what makes it powerful. Social media is a two-way conversation. It’s not a push medium, where you get to say what you want all the time, it’s a pull medium, where you entice people to respond, engage and share. Listening to this conversation is where you’ll find your superstars. Steady listening reveals those talking about the company most often. Further listening reveals that key demographic of employees who are talking about your culture.

Bring Your Employee Ambassadors Together

It’s not enough to give them access to a tool. Or send them emails. Bring them together—in a room, on a video call, on an internal site. Let them get to know each other, meet the people who, like them, are sharing in social. Face time can’t be overemphasized.

Make Them VIPs

Remember, they’re doing this because they’re passion-

ate about your company. They already have day jobs; make them feel special. Cisco ambassadors self-proclaim that they are a secret society, with red-carpet access to the social team. They feel like they are the first to know about events and happenings (they often are, because Cisco’s asking them to Snap them.) It really makes them just want to help more.

Once you’ve initiated them as ambassadors, it’s okay to give them direction and suggestions, but let them be themselves. Don’t ask them to read a script or say something they wouldn’t normally say. You’ll get it back in free PR tenfold. When Cisco employees take over the WeAreCisco account, they post on their social channels about it. They say things like, “Does your company trust you to post on Snapchat with the dog filter? Mine does!” You can’t buy that kind of amplification. Plus, the authenticity sells itself, and your story.

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Guard Account Security

The more people who have the password, the more vulnerable you are. Have a plan to change the password and a secure communications platform to share the username and password. Cisco asks its ambassadors to use an honor code and promise never to share the password.

Create a Content Calendar

Like any other channel, Snapchat benefits from organization and planning. Only one person can be signed into Snapchat at a time, so it’s important to be a traffic cop and make sure that people aren’t bumping out each other. Cisco’s calendar features days with content prompts and days for free-form content, which is shared with the team. Members sign up for their days/times.

Create Goals and Guidelines

It’s important that the Snapchatters know what your goal(s) for the channel. In the case of WeAreCisco, the goal is not to sell a product, but show a lifestyle. So Cisco focuses on innovation, teamwork, having fun, etc.

Share in the Success

Make sure to report back to the Snapchatters the effect their efforts are having on the business. Snapchat metrics are a challenge, as you probably know, but it’s important to tell employees that people are watching what they’re doing. Cisco doesn’t share a report every week, but on occasion, in our communications, it will say “We had a high viewership this day” or “the completion rate was stellar that day.”

The authentic voice of your employees will get you more earned PR and reach their networks—extending the message further than you could ever get from an owned channel. If you harness these employee voices, along with the uniqueness of the Snapchat platform, you’ll speak to that demographic in a way that’s engaging and measurable. ■



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Richard Horrmann, VP, Communications,
ABC Entertainment



Misty Copeland, Under Armour Influencer and
Ballerina



Tim Morrison, VP, Corporate Communications,
Toyota N America

1. Fake News: In an age of fake news and politically weaponized tweets, communicators must be prepared for any conversation, panelists agreed during *Communicating in a Trump World*, a **PR Council** event in NY. Traditionally, business and political issues were separate, but they're "collapsing on one another," says **Jim Papa**, EVP, **Global Strategy Group**. Consumers are increasingly viewing brands through a civic and a consumer lens, so communicators need to ensure branding includes a government-relations component. "If you don't have your public affairs or government affairs function integrated into all of your business functions, then now is the time to do that," **Kelly Cushman**, EVP, **JDA Frontline**, says. "A lot of what we do is reactionary...we can no longer do that. We have to be proactive." While brands increasingly are being asked to take a stand on social issues, they must consider the pros and cons, says **KayAnn Schoeneman**, SVP, **Ketchum**. "Ask yourself: What does my...brand want to offer if we waded into this debate? What's the benefit? Is it in line with our mission and values and our employee base? And are you prepared for the aftermath of what will happen if you support a particular position?" As President Trump's **Twitter** account illustrates, social media has become as much a channel for political sound bites as networking. The public gets its news from multiple channels, but a brand's message must remain consistent. "We're in a moment when earned, paid, owned media all need to be coordinated," says **Don Baer**, chair/CEO, **Burson-Marsteller**. "Clients don't have to be beholden to the traditional earned approach, because they can basically establish the beachheads them-

selves." – by *Jerry Ascierio, PRNews*

2. Financial: After a 20-year partnership that saw them build one of Boston's top PR and lobbying firms, **Larry Rasky** and **Joe Baerlein** have parted ways amicably. Rasky bought out Baerlein's stake in **Rasky Baerlein**. The firm now will be known as **Rasky Partners**; Rasky also bought out CEO **Ann Carter**, who'll start **ACommunications**, a leadership firm. Baerlein's new business will be called **Baerlein & Partners**.

3. Super Bowl Data: Last week we told you that image-recognition software from **TalkWalker** had been eyeing brand logos in Super Bowl-related social posts during the week leading up to the big game. At the time, **Pepsi's** logo was ahead of the pack by a large margin. As it turned out, other than the **NFL** logo (7,020 sightings), Pepsi was the most-spotted brand last Sunday in Super Bowl-related social posts (1,111), **TalkWalker** tells us. The 2016 leader, **Coca-Cola**, was a distant third (580), behind Pepsi and **Google** (646). In terms of consumer engagement with posts on Super Sunday across **YouTube**, **Facebook**, **Twitter** and **Instagram**, **Shareablee** tells us the leading brand was **T-Mobile** (18.9 million engagements), followed by Netflix (13 million) and **84 Lumber** (12 million). Engagement with video posts from the brands powered those top three, **Shareablee** data shows.

4. News Bits: Last spring, when **Donald Trump** was tweeting away as one of many Republican presidential hopefuls, we asked some two-dozen brands if they wanted to be included in a story about Trump's use of Twitter possibly

making the platform more popular with brands and consumers. Not one would go on the record. Predictably, brands were reluctant to have even the faintest whiff of politics attached to them. Skip to the present when brands are bathing in politics, not all by choice, of course. The latest being **Nordstrom** (reluctantly, over the **Ivanka Trump** fashion line debacle) and **Under Armour** (even more reluctantly, as founder **Kevin Plank's** praise of the president drew the ire of Under Armour paid influencers **Steph Curry**, **Dwayne "The Rock" Johnson** and ballerina **Misty Copeland**). Word now is that obscure brands *want* to be blasted in a Trump tweet for the notoriety it could bring. Circling back to the start of this item, *Twitter is more popular*, but that's about it. Its daily user base grew 11% in Q4, but revenue rose just 1%, it said Feb. 9. Still alive: Twitter's streak of failing to post a profit since going public in 2013. Twitter said it will begin to offer more video ads.

5. People: **Richard Horrmann** was promoted to VP, communications, **ABC Entertainment**. He joined **Disney** full time in 2007. – **PayPal** VP of global corporate communications **Paul Cohen** is departing to return to former employer **Visa**, where he'll head global communications. – **Tim Morrison** was named VP, corporate communications, **Toyota Motor North America**. He'd been VP, guest experience and retention. – Former *NY Times* business editor **Tim Race** joined **FleishmanHillard's** NY office as a senior-level strategist. – Congrats to our friend **Gary Grates**, principal at **W20 Group**, on being named director of the **IPR's** Organizational Communication Research Center. ■

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