

### CONTENTS

Branded Content .....1,2,3  
Image Patrol .....1,4,5  
What's Trending in PR .....2  
Events Calendar .....2  
Writing Well .....6,7  
Reputation Management .....7  
The Week in PR .....8



### BRANDED CONTENT

## Monster Not Mashed: How Monster.com Organizes Branded Content Site as a Newsroom

Here's a secret about Washington, D.C.: On most Fridays it closes a bit after lunch, especially in the summer months. The humidity and heat of the city used to mean D.C. was off limits in July and August. Air conditioners have changed that. Still D.C. communicators know that if you want to bury a bad-news story, issue it after lunch on Friday.

The Trump administration, of course, arrived with a mandate to upend official Washington, aka drain the swamp. So

maybe it was intentional that word of the new White House communications director, Mike Dubke, was released on a Friday, Feb. 17. It's assumed Dubke will relieve Shaun Spicer of the dual roles he's been filling as spokesman and communications director. Many argue that President Trump is his own communications director, his daily tweets illustrating the concept that social media has made everyone a publisher.

As such we asked a communicator about best practices

*Continued on page 2*

### IMAGE PATROL

BY KATIE PAINE, CEO, PAINE PUBLISHING

## The Social Order: Uber and PewDiePie Illustrate Society's Influence on Crisis

"Kings are the slaves of history."  
—Leo Tolstoy, *War and Peace*

In today's personality-driven culture, it's sometimes hard to sort out whether it's the guy at the top who causes a crisis or the culture he has created within the organization. Either way, most of the time, a crisis starts at the top. But in 2017, one could make the case that cultural and social norms are exerting a greater influence than the people in charge. The crises we'll examine here, we would argue, owe as much if not more to changing norms than to corporate leadership.

Uber's most recent crises are in many ways products of

the social issues roiling our society. When taxi drivers called a strike in support of immigrants, Uber lowered its prices in NYC. The perception was that Uber was trying to profit off the striking workers. In response the #deleteuber hashtag trended on **Twitter** and more than 200,000 people deleted the app. Many switched to arch-rival **Lyft**, whose CEO pledged to donate \$1 million to the **ACLU**.

Just a few weeks later another crisis erupted. A former employee, Susan Fowler, posted a blog detailing the sexual harassment and sexism she experienced at the company. Those



*Continued on page 4*



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PROFIT AWARDS)**  
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HUNTINGTON BEACH, CA

**THE SOCIAL SHAKE-UP**  
**MAY 22-24, 2017**  
ATLANTA, GA

## Satellite Firm Keeps Brand Flying High With Stories of Technology Touching Lives



**[Editor's Note:** This regular feature asks communicators to spot trends and discuss their reactions to them. In this edition we hear from Jason Bates, media communications manager, Intelsat.]

**The Trend:** Satellites have served as a cutting-edge technology for more than 50 years, delivering communications firsts such as transatlantic telephone calls and live, global broadcasts of historic events for billions of people around the globe. During this time, massive changes have taken place in the communications landscape, from the type and consumption of entertainment to the methods and applications of communication. But even as these services and capabilities evolved, satellites were being pushed slowly into the background, first as other communications technologies developed, and second, as the sector itself began to split into two camps: new space and old space.

This is far from a unique story—newer, more nimble companies and technologies often surpass pioneers in many industries. But this was not the reality for **Intelsat**, which has worked hard to remain innovative. Intelsat just needed to be as innovative with its message delivery as it is with its satellites.

**The Reaction:** Intelsat's newest satellites are exponentially more capable than what was available just a few years ago, and the company is working with partners to develop technology on the ground to make it easier to use its satellites.

Even though Intelsat's primary assets operate more than 26,000 miles above the Earth, one of its main goals is to bring its story down to the local level and look beyond the traditional way the company has been talking about its capabilities. Another goal is to expand its scope beyond the media outlets and platforms that it traditionally uses.

Intelsat works to make sure that its executives can share not just the story of how its satellites connect the world, but also what its capabilities enable end users to do using satellite technology. This can range from speaking to a global media audience, to passengers on an aircraft traveling across the Atlantic, to a small village in Central Africa where a network operator expands a cellular network with new ground technology, bringing business services, distance education and health services to a remote region.

As a global company, consistency in messaging also remains paramount. Intelsat strives to speak with a single voice about what it accomplishes on a daily basis, but to be influential in all of the areas where it operates, its communicators tailor their stories to reach a diverse set of customers—and their end users—who vary widely from region to region. This ensures that Intelsat will remain a critical piece of the communications sector that continues to make the world smaller every day. ■

*Continued from page 1*

concerning publishing messages and raising awareness via a branded content newsroom.

### VALUE CREATION

The main goal of the branded content area at Monster, titled Career Advice, is “to create value” for job seekers who visit, says Margaret Magnarelli, managing editor, content, at Monster. In addition, she says, value-laden content “is a differentiator” for the Monster.com site and positions “us as subject-matter experts...we have something to say, not just something to sell...we

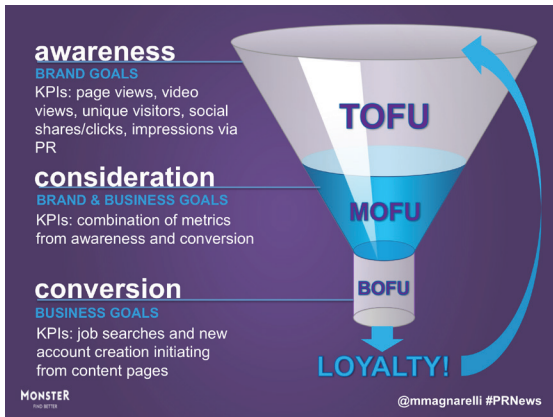
want people to come [to Monster] for the content and stay for the jobs.”

It's critical, she believes, that Monster is “very clear and transparent” about being a branded content site. For example, a link to airline jobs on Monster follows a recent story about an expected surge in hiring in the airline industry. A profile of companies with excellent paternity leave policies contains multiple links to Monster's job listings for those companies.

The brand's goals for site content—some 10 to 15 stories weekly, plus videos and podcasts—

*Continued on page 3*

# Monster Branded Site Mixes News and Marketing



Monster KPIs: The KPIs Monster uses for its trio of content types. Source: Monster

are to raise awareness of Monster and measure results.

A former journalist, Magnarelli segments the content her editorial staff (3 editors, 2 writers and a video producer) produces into: TOFU, MOFU and BOFU [see chart]. TOFU, or top of the funnel stories, contains general items, such as *How to Handle a Toxic Boss* and *Why You Should Smile More at Work*. TOFU contains thought-leadership articles and “doesn’t actively mention Monster.” MOFU, middle of the funnel stories, mentions Monster jobs/services “in passing” and contains calls to action (CTA), such as “join Monster” or “upload your resume.” BOFU content targets “very active job seekers...and tells them how to use Monster to find a job [and does not] shy away from CTAs.” Monster content is 80% journalism and 20% marketing, she says.

She goes even further to segment content and her team into: WOW (articles that drive social engagement, about 20% of the site’s content), HOW (evergreen content such as educational and how-to articles, *10 Things You Can Do to Improve Your Career in 10 Minutes*, 50% of the site) and NOW (breaking news stories, 30% of the site). A NOW story last week was a report on a survey that found 58% of health care IT leaders saying they expect to raise spending for project work, which should mean more jobs and higher wages for IT workers seeking jobs. Another NOW example is the *Monster 100*, a monthly feature created by tapping into data Monster keeps about its site. The feature reports on the top 100 employers for that month at Monster. Magnarelli urges content creators to “be-

friend” data gatherers at your brand.

NOW stories, she says, begin with a news peg (something that happened that’s being reported in the media). The team then decides whether or not it can connect the story to Monster’s goals of getting people to seek jobs at its site. If it can, a team member looks for unique analysis.

## PR-FIRST STRATEGY: PITCH AND BE PITCHED



**Margaret Magnarelli**  
Managing Editor, Content  
MONSTER

Magnarelli and her staff consider themselves media members, so they field story pitches from PR pros. They also hold a morning editorial meeting daily, set up news alerts on social, have specific beats, keep a roster of go-to experts and employ freelancers and columnists. Yet Monster’s content team also will pitch select stories to media outlets to raise awareness. For example, Monster used a “PR-first strategy” with a recent story it did about the trend of U.S. citizens seeking employment in Canada. The story was pitched to media outlets. It received 52 media hits, 668 million impressions and 10K page views.

The site also has a sense of humor. An example is its treatment of a breaking story about the singer Kanye West, who tweeted last February about his personal debt of \$53 million. The Monster team reacted with a tongue-in-cheek story about how many jobs West would need to escape from impecuniousness. Playing off last year’s Batman vs. Superman film, Monster created an infographic comparing the qualities the two superheroes bring to an employer. This last example also illustrates how branded content can be timely, she says, noting her team keeps an editorial calendar that lists upcoming events (such as film releases) and holidays, allowing writers to plan ahead to create content in response to events.

Magnarelli believes even small shops can publish branded content. Two stories published each week can be enough to “build an expectation” among followers...you don’t need [to publish] a lot of content” to be an effective branded content newsroom, pointing to the work of **Cleveland Clinic**. ■

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# Politics and Social Order Influence PR Crises

charges played into two social narratives that have been top of mind in the last year. The first was sexism in the tech industry, which first came to the fore in 2015, when Ellen Pao sued her former employer, venture capital darling **Kleiner Perkins Caufield & Byers**, for sexual discrimination. Little has changed since she lost the suit. In 2016, sexual harassment dominated headlines with the lawsuit against Bill Cosby as well as the infamous *Access Hollywood* video of then-candidate Donald Trump. Fowler's charges fueled existing perceptions of Uber and Silicon Valley tech culture.

Similarly, the crisis surrounding **YouTube's** biggest star, PewDiePie (*aka* Felix Arvid Ulf Kjellberg), played into concerns about the rise of anti-Semitism and the alt-right movement. When the *Wall Street Journal* reported on the anti-Semitic language featured in Kjellberg's videos, **Disney's** Maker Studios quickly severed its contract with him. YouTube followed suit by canceling his show; **Google** dropped him from its lucrative

Google Preferred advertising program. Little surprise here. The videos were typical of the Swedish YouTube star: laden with expletives and the kind of humor that appeals to his 52 million mostly young male viewers. Only this time, neo-Nazi groups crowed and critics worried that the videos normalized Nazism, a top-of-mind issue globally. As such, brands couldn't get far enough away from PewDiePie fast enough.

While these crises were sufficiently heinous to cause a media storm, we postulate the media environment and changing cultural awareness both exacerbated the crises and shaped the responses. In the past, brands could operate in a bubble: All that mattered were customers and target audiences, and they cheerfully could ignore political upheaval. Things have changed. It's time to rethink the role that media, influencers and people in the streets will play and plan accordingly. ■

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## PewDiePie

Criteria	Grade	Comments	Advice
Extent of coverage	D	If you measure "extent of coverage" by mainstream media, this wasn't a major crisis. But in the world of YouTube and social media—the audience that Disney and Google were trying to reach by their support of Kjellberg—it was huge. It didn't help that the alt-right and neo-Nazis jumped on to defend him.	The bigger the star, the bigger the fallout from a crisis, and you get what you pay for. When you buy your way into a target market or audience, you need to understand the audience well enough to calculate the risks if your celebrity's reputation tarnishes your brand.
Effectiveness of spokespeople	D	Kjellberg was his own worst enemy, defending his actions with a Tumblr post that wasn't an apology, positioning his video as "entertainment." Disney's response was from "a spokeswoman" who rapidly distanced the brand from the star. Google merely confirmed that it had canceled his show.	If you are using a celebrity to promote your brand, you have accepted the risk that his or her communications are out of your control. If possible, make sure you have some control over how the celeb will respond in a crisis. If the crisis erupts and risks damaging your brand or alienating your audience or employees, put as much distance between the brand and the celebrity as fast as you can. And, of course, make a credible spokesperson available to the media.
Communication of key messages	B	Disney clearly conveyed the message that Kjellberg's videos were not in line with its brand image. Google's silence left room for interpretation.	Silence, or even just a confirmation, is seldom the right answer in a crisis. Take advantage of the media attention to convey the reasons for your action and reinforce the integrity and messaging you want for your brand.
Management of negative messages	F	Support from anti-Semitic and alt-right groups helped spread the message far beyond the attention that traditional media was giving it.	As you strategize your crisis response, don't forget or ignore support groups on the other side. These days every idea or issue has its cheerleaders. You may not be able to control them, but you can at least try to neutralize them.
Impact on customers and stakeholders	B	The kerfuffle, if anything, energized and enthused PewDiePie's fans. Disney's customers and shareholders appeared unfazed.	Don't sweat the small stuff, or a day or two of negative press. The measure of success of a crisis well-handled is zero change to brand reputation and stock price.
Impact on employees	B	The rapid distancing worked. Given the size of Google and Disney, it's somewhat surprising that there was no reaction from employees.	Quick response generally will ensure that a crisis will spare employees.
Overall Score	D	Disney and Google did the best they could, as fast as they could to distance themselves with a segment of society that is steadily growing louder and more vocal.	If your celebrity or spokesperson becomes associated with a negative social trend, put as much distance as you can between him/her and your brand.

Continued on page 5

# Uber

Criteria	Grade	Comments	Advice
Extent of coverage	C	The #deleteuber response to Uber's price drop was rapid and clearly unexpected. Thus, the hashtag itself became part of the entire weekend's narrative around reaction to President Trump's travel ban. The subsequent sexual harassment charge added fuel to the fire, but at least by then Uber appeared better prepared to respond.	In today's passion-fueled political environment, any brand that has spent millions increasing its visibility is a likely target. Have a strategy and plan in place to deal with the consequences of being caught up in a presidential tweet or a political protest.
Effectiveness of spokespeople	A	Travis Kalanick clearly has learned his lesson from prior scandals (or maybe he reads this column). Not only did he respond to both crises promptly and with direct action, he expressed a sincerity that was lacking in his prior responses.	Sincerity and transparency are requirements of effective communications today. If your spokesperson can't be or doesn't appear to be sincere, find a different one. You won't survive a crisis without the credibility that comes from being honest and genuine.
Communication of key messages	B	Uber's messaging has improved dramatically over the past few months. While its response to #deleteuber stumbled a bit at first, Kalanick's actions (specifically resigning from Trump's Advisory Council) reinforced the message. By the time the sexual harassment charges came to light, Uber had a coordinated messaging plan that included board member Ariana Huffington and former Obama AG Eric Holder.	It's one thing for the CEO or chief spokesperson to be on message. It is far more effective if board members and others not directly employed by your organization reinforce it. Whenever possible, have multiple credible spokespeople conveying your message.
Management of negative messages	C	Uber's rapid growth, battles with taxi drivers and frat-boy atmosphere have been a part of its narrative for a long time. You can't expect those perceptions to disappear anytime soon.	If you've gone through a spate of bad news—especially in the not-so-distant past—there is no way you can avoid the negative messaging reappearing. Prepare for it, set expectations accordingly and if possible, remind key influential reporters of how prior crises were resolved.
Impact on customers and potential customers	F	200,000+ people deleted the Uber app from their mobile phones, while Lyft skyrocketed to the top of the app charts.	Unless you are a monopoly or have a clear lock on the market, chances are very good that the competition will take advantage of our slightest misstep. As you work through your crisis response, put yourself in the shoes of your competitor and imagine its next move. You might be able to stop the losses.
Impact on employees and future employees	C	In a tight labor market, where skilled workers are getting harder to find, the fate of future employees will be the most damaging aspect of the crisis. The good news is that employees responded well to Kalanick's messages during an all-hands meeting.	In a tight labor market, if you're competing for talent, every decision you make, particularly how you respond to an internal crisis, should keep current and future employees top of mind.
Overall score	B	Uber has learned several lessons, albeit the hard way. Still, it clearly has turned around its crisis communications strategies.	As you prepare for, or go through, an image crisis, remember that most of the rules of communications have changed in the last year. The role of media and key influencers may not be as important as the social norms in which you are operating.



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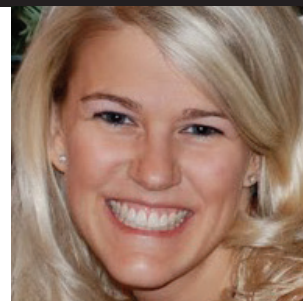
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# Blog On: 7 Tips to Start a Blog That Will Build Your Business



Are you thinking about starting a blog at your company? You recognize the value it could provide your organization, but how do you make sure the time you invest in it is worthwhile? How do you know if you're writing the right types of blog posts for your brand and its publics? Here are tips to build a blog that builds your brand.

**Always remember your goals.** First things first, what are your blog and business trying to accomplish? Are you striving to become a thought leader in your industry? Do you want to position your brand as a great customer service organization? Maybe you simply want to emphasize your corporate philanthropy? No matter what your goals, they need to be present in all your blog posts. A blog simply is one of the channels you use to achieve those higher-level goals. Writing posts that connect back to business goals will help. And knowing the brand's goals will make it easier for you to find the best content about which to write.

## CREATE AN EDITORIAL CALENDAR

**On the topic of content, make sure you stick to a schedule.** The easiest way is by creating an editorial calendar. Whether in real estate or travel, software or retail, every industry likely has seasonal trends. Write them down and sort them by month. That gives you your first batch of evergreen-type posts. And don't forget holidays. For an insurance company, July 4 presents an opportunity to talk about fireworks and homeowner's insurance. For retailers, Black Friday and Cyber Monday let you share tips to prevent identity theft.

You can then supplement those articles by writing about more newsworthy topics. In the airline industry, for example, a government decision on baggage fees could spark a blog post. Be careful to avoid hijacking the news, though, and share only relevant and useful information about your brand.

So how do you get that type of information? **By acting**

**like a journalist.** Your employees, contractors and even clients are the experts you want to interview for the corporate blog.

They know your industry and your company. They just might not know how to say it. You do. You're the writer, the communicator, the person who knows the company's mission and vision and can write it down for the world. When you consider employees sources, you'll also find that they have ideas for the blog. If you work for a hospitality company, your front-line employees likely have stories of what's important to your customers. Find out from them what your clients are asking for and then give it to them in the blog.

## ASK FOR HELP

Depending on your team and resources, consistently writing content could be one of the hardest parts of running a blog. **So remember, ghostwriters are your friends.** Let's face it: You might not have time to write a blog post each week, and your executives certainly don't have the time to do so. They're busy working deals, putting out fires and building your business. But they have tremendous knowledge and insight—all of which you can glean from them and share with a talented freelance writer. That outsourced communicator can shape the information into a valuable blog post. Plenty of freelance writers are available through online vendors. You can also reach out to local agencies for occasional support.

**And if you get stuck, you can always repackage and reuse.** Recycling isn't just for glass bottles and newspapers. Almost all your marketing content—whether it's an internal newsletter, an executive announcement or a newspaper advertisement—can be repackaged into a blog-worthy post. For example, a letter from your president with his predictions for the year ahead could easily turn into a blog post for the world

## FOUR IDEAS FOR BLOG CONTENT

### ► **How-to & tips articles:**

Explain how to do something that's related to your business. If you operate or work for a restaurant, consider sharing a popular recipe. Not a fan of sharing secrets? Maybe you'll offer advice about how to set a table for a perfect dinner party.

► **Q&As:** Invite your readers to ask questions about your business. You can then package those questions into a Q&A article that answers what they want to know. If you're open to the challenge, you could even consider a live Twitter Q&A session. You'll respond in real-time, all while documenting your answers for a subsequent blog post.

► **Interviews:** Does your company have a well-known founder or executive? Interview him or her for the blog. Get their insights on why they started the company and where they see it going. Don't forget to include something personal from them—whether it's their favorite book or most memorable vacation. It's a way to humanize the brand and make readers

feel more connected to your company.

► **Photo Galleries:** Work at a retail store? Take pictures of your best-selling items and share noteworthy tidbits about each. Make sure your photographs feature interesting angles or perspectives—enticing people to want to share them on social media.

*Continued on page 7*

to see. Likewise, internal research can be shaped into strategic positions, all outlined in your corporate blog.

## A FEEL-GOOD VEHICLE

**And don't forget to congratulate yourselves from time to time.** Your blog should focus on more than just you and your company. But that's not to say you shouldn't use it as an outlet to pat yourselves on the back. Let's say a few members of your team received an industry award. You might publish a press release, formally recognizing their achievements. You should also promote the news on the company blog. It's a perfect example of making your business personal all while building your corporate status as a leader.

These types of posts also are great for helping you find new readers. Here's why: Employees who were recognized in the blog will share the news with their friends. Who might share it with theirs. And on and on. People like congratulating friends on their achievements. And people like reading about accomplishments—all of which they'll do on your blog.

## REPUTATION MANAGEMENT

# How Communicators Can Build Trust to Thrive in the Challenging Era Ahead

Trust. To succeed at anything, we must earn trust and be accountable to demonstrate it to others, not just occasionally, but daily. No matter how the technology and job description of communications officers may change, our ability to create, build and maintain trust is the most important thing we do.

As the world enters the fourth industrial revolution, we are embarking upon an era that fundamentally will change the way we live, work and communicate. Its scale and scope are unknown, but one thing is certain: We must take a thoughtful approach about how we manage communications to engender trust and preserve our organization's reputation.

The unprecedented depth and speed by which these transformations are taking place, layered on top of greater generational and cultural divisions, a sluggish economic recovery and changes in environmental protection, have resulted in social, political and economic fragilities across the world.

In the midst of, or perhaps because of, these rapid movements, "trust across business, government, NGOs and the media" dropped more than ever, the 2017 *Edelman Trust Barometer* says.

While trust in business dropped in 18 countries, 75% of respondents agreed that businesses are best positioned to drive initiatives and take actions to increase profits and improve economic and social conditions. Businesses that act responsibly and communicate effectively during this transition will thrive in the new environment, while those who don't could find themselves with damaged reputations.

As communicators, we realize that we are at a significant inflection point, and it is time for us to use our reputation-

**Speaking of sharing your posts, make sure you share everything on social media.** Your blog is your company's sounding board, your own news site, and you can (and should) promote that news on social media. Anytime you're writing a blog post, consider how it could be tweeted or shared on **Facebook**. Think about what images or related graphics would work best on **Instagram** and **Pinterest**. You can even write social media posts for your company immediately after posting the blog. An article like the one you're reading, with tips to build a blog, can easily become several tweets. Likewise, a post about market trends could become a shareable infographic on Pinterest or Facebook.

It might seem like a lot of work to start and maintain a blog, but by following these tips, you'll find it's that much easier. You'll also get a chance to better know your colleagues, better represent your company and better support your clients—a win-win-win for all involved. ■

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BY LAURA KANE, CCO, PRSA



management skills to set the stage for the difficult conversations that need to take place. We must collaborate with the CEO and senior leadership to

ensure that our organization's mission, purpose, culture, values, business strategy and operations are aligned and clearly articulated to employees, investors and customers.

We must encourage our organizations to take the lead on issues and risks facing our country by providing factual information that provides context around the complex macro environment. Most important, we must position people at the center of everything we say and do. We must address their fears, and help our companies understand the long-term implications of business decisions.

It is our job to help guide organizations to weigh the consequences of not training loyal employees for the new era. We must impart critical foresight to help mitigate the inherent risks of replacing seasoned workers with technology or cheaper labor, and carefully evaluate the impact the fourth industrial revolution will have on multiple stakeholders.

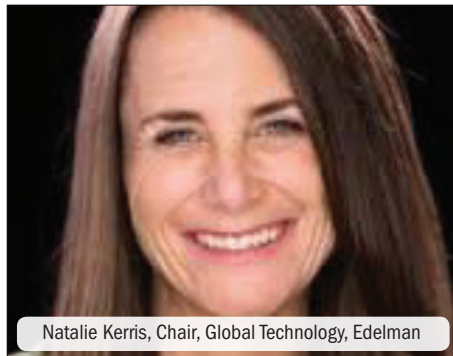
Only after we have done this can we effectively communicate the value our organizations create and build the trust needed to ensure long-term success and maintain brand equity. If we ignore this challenge, we are needlessly putting our organization's most powerful strategic asset—its reputation—at risk.

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Alan Murray, Chief Content Officer, Time Inc.,  
Editor-in-Chief, Fortune



Natalie Kerris, Chair, Global Technology, Edelman



Anne Cowan, CCO, CTAM

**1. Fake News. Not.** It's always special to attend the first of anything. So it was a treat to attend the **Arthur W. Page Center's** initial **Larry G. Foster Award for Integrity in Public Communication** Feb. 22 in New York. It was very good, too, to see the industry respond with a packed room at The Grand Hyatt. After all, the lead time for the dinner's revised agenda—honoring careers of integrity in communications—was just months old (*PRNP*, Dec. 12, 2016) and its honorees—**Ann Barkelew**, founding GM, senior partner, **FleishmanHillard**; **Dick Martin**, EVP, PR, **AT&T** (retired) and author; and **Alan Murray**, chief content officer, **Time Inc.**, editor-in-chief, *Fortune* magazine—were revealed a bit more than one month ago (*PRNP*, Jan 9).

Despite that, it was a grand affair all the way around and one with purpose: to recognize that communication in a free society is a privilege not to be taken lightly, as Page Center board chair **Bill Nielsen**, former **Johnson & Johnson** chief communicator, said. Even the small touches were done right: The Wi-Fi password for the evening was “Integrity.” Perhaps the most meaningful touch—besides having the family of Page Center co-founder the late Larry Foster in attendance—was that in a room full of communicators it was decided to give the first Foster award to a lifelong journalist, Alan Murray. That olive branch was augmented with Nielsen saying, “We share a duty with journalists to inform the public... [and] fact-based reporting should be the standard.” It was the first of the many criticisms lobbed toward the White House. Nielsen also mentioned Larry Foster began his career as a journalist.

**Arthur W. Page Society** president **Roger Bolton**, former SVP of communications, **Aetna**, took it from there, introducing Murray with a not-too-oblique reference to the White House: “[In my dealings in PR with Alan] I didn't think he was a liar and I didn't think he was the enemy...if there ever was a time to reverse journalism, it's now.”

Murray returned the compliment, noting, “I always felt [PR people] and I traded in the same currency: facts... the facts are the facts.” After reinforcing her belief in integrity, former English teacher Barkelew bemoaned the necessity that today's high school students are being taught to recognize fake news. Martin went further, noting, “Without a free press we all lose.” He then challenged the industry to stand up for integrity with an **Ad Council**-style effort to teach media literacy to the public. He urged PR firms, clients and the media to collaborate on such an initiative. “It won't happen by itself... we can't stand by [at a time of fake news].” **Jon Iwata**, SVP, marketing and communications, **IBM**, noted “the silver thread” that runs through Martin's books “is not PR or AT&T...it's ethics.” The same could be said about the first Larry Foster awards.

**2. Platform Prater:** Offering an alternative to **Facebook** as a platform for posting albums of photos, **Instagram** will allow users to “combine up to 10 photos and videos in one post and swipe through to see them all.” “It's been possible to combine photos into a collage post, but since each additional photo means making all photos smaller...this is not an ideal solution for all purposes,” writes *PR News's* **Ian James Wright**. Instagram's **Snapchat**-copycat

Stories feature is similar to the carousel, although its series of photos or videos disappear after 24 hours. Also of note for brands, Instagram users will get in the habit of swiping left and right to see more content, and so become more comfortable with carousel ads.

**3. People:** **IBM** VP/communications officer **Andy Whitehouse** has left after fewer than 12 months on the job. He reported to SVP, marketing and communications **Jon Iwata** (see column 1). – The **Buffalo Bills** said 28-year veteran **Scott Berchtold** will transition from SVP, communications to special assistant. **Derek Boyko** becomes VP, communications. – **MWWPR** named **Heather Wilson** EVP/MD to lead crisis and issues management. While at **Weber Shandwick**, Wilson led communications around “The Miracle on the Hudson” crash landing of **US Airways** 1549. – Former **Apple** and **Twitter** communicator **Natalie Kerris** is joining **Edelman** as chair of its global technology practice. She begins next Monday. – A huge congrats to one of our favorites, *PR News* Hall of Famer **Anne Cowan**, named CCO at **CTAM**, cable TV's communication and marketing association. Anne's been at CTAM for nearly 20 years. One of her first jobs as CCO will be to help oversee the consolidation of the **Association of Cable Communicators** into CTAM. – **Finn Partners** named **Geralyn LaNeve** group VP in the agency's global health practice. Prior to Finn, LaNeve was SVP at **Alembic Unlimited**. – PR recently lost two well-liked communicators to breast cancer: **Catherine Martin**, former chief communicator for the **Hamilton (Ontario) Police**, and NY-based publicist/actor **Patty Freedman**, co-owner of **Andrew E. Freedman PR**. ■



# PRNews' Agency Elite Awards

Entry Deadline: March 3 | Final Deadline: March 10

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- Branding
- Business to Business
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- Community Relations
- Consumer Marketing
- Content Marketing
- Crisis Management
- Digital/Social Media
- Financial Communications
- Integrated Communications
- Marketing Communications
- Marketing to Youth
- Marketing to Women
- Measurement/Evaluation
- Media Relations

- Media Training
- Multicultural Marketing
- Nonprofit/Association
- Public Affairs
- Product Launch
- Publicity
- Reputation Management
- Search Engine Optimization
- Word of Mouth/Viral
- Writing/Editing

### PR Agency Internal and Promotional Categories:

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- Community Relations/Volunteer Programs
- Diversity Initiatives
- Internal Communications

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- Promotion of Firm (marketing, advertising, PR)
- Web site

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