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CRISIS MANAGEMENT

First Steps: Having Clear Plans for Early Moments of a Crisis Can be a Difference Maker

It's not news that brands and communicators live in a fast world, with quick news cycles. And no doubt you have heard maxims on the theme that social media, in a few seconds, can destroy the reputation a brand has built carefully over many years. On the other hand, a lightning-fast news cycle also can be a blessing for brands. News stories become old quickly, so that unpleasant item about your brand may be part of the zeitgeist for a few hours and then recede from

public consciousness. The question for communicators, of course, is how quickly to respond or not respond?

There were several examples of this last week. A teen in S. Carolina lost his life in late April due to ingesting too much caffeine too quickly. That story hit national news May 15 when the coroner confirmed the cause of death of David Allen Cripe, 16, as "a caffeine-induced cardiac event causing a probable arrhythmia." News reports said the caffeine

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MEDIA PITCHING

BY MICHAEL SMART, PRINCIPAL, MICHAEL SMART PR

How to Keep Your Confidence Level High When Making a Pitch

"It's reassuring to see that this stuff really works."

That's how one of my friends summarized a dinner conversation we'd had with other media pitching pros. Those in our group shared recent pitching successes with the *Wall Street Journal*, *Washington Post* and an *Associated Press* national writer, among others.

I arrange these kinds of meetings when I travel, so I can keep my finger on the pulse of what it feels like to be a media-pitching pro these days.

My intent in this case was to listen—really listen—to the challenges and frustrations they were experiencing with media relations outreach. But as the night wore on and they

grew more comfortable with each other, they shared more and more success stories.

They contrasted the methods they were using to get results with some of the recent anti-PR screeds journalists have been posting online. You know, the ones where the reporter says to never call or follow up if you've already contacted him or her and only to pitch exclusives or whatever other personal preferences exist.

And then, time after time, my new friends listed instances in the past few months where they've been successful pitch-



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How a Nonprofit Took Advantage of Media Trends

[Editor's Note: Our regular feature where we ask communicators to spot trends and tell us how they and their organizations are reacting to them. This week we hear from Scott Sleek, director of news and information, Association for Psychological Science.]

The Trends: We've seen several trends. In general they are a reflection of changes in digital media consumption. They include the rise in importance of mobile platforms and web design, specifically how homepages function.

Several years ago, the **Association for Psychological Science (APS)** set out to make its website homepage a hub for news about the compelling scientific findings being published in its scientific journals. The news team created press releases and blog posts with catchy illustrations that helped make psychologicalscience.org a highly relevant and engaging site for science reporters and the general public, not just for APS members.

Website traffic increased exponentially over the next few years. The APS team took pride in creating a site that became the centerpiece of its public relations mission: to share APS's science for the public good and to foster support for publicly funded social and behavioral research.

HOMEPAGE AS GATEWAY NO MORE

But more recently, APS's analytics showed something that — as it discovered upon further examination — was happening throughout the online world. The APS homepage no longer was functioning as a true gateway into the association's content.

Organic searches and links from the APS **Facebook** and **Twitter** pages were driving traffic to individual pieces of content. But psychologicalscience.org was failing to keep people on the site for long periods. Most never read more than the single article they found through a **Google** search.

The site's web design also had become outdated, mainly because it was not design responsive. And because Google had begun prioritizing mobile-optimized content for searches made on handheld devices and tablets, the site's ability to reach the rising number of mobile users with strong content was in jeopardy.

Thus, the organization's engagement with the very people it was trying to reach was suffering—largely because APS hadn't fully adapted to trends in digital media consumption.

The Reaction: Over the past year, APS has completely overhauled its website into a design-responsive, uncluttered experience and added additional user-friendly navigation features.

And APS has stopped relying on the homepage to be the entryway for people to learn about the organization. Each piece of content now includes a sidebar of related content to keep visitors traversing the site and engaged in the organization's overall message.

The team also created a research topics page, updated regularly with collections of articles that discuss topics of public interest, such as political polarization, cultural diversity and environmental stewardship. APS is marketing these pages through a variety of means, including e-newsletters that are sent to members, as well as via Facebook and Twitter pages. (It's worth noting that APS social media followers include many reporters, students and people generally interested in the subject matter.)

These changes have yielded promising results. Since the November 2016 launch, mobile access to the site is up nearly 30% from the previous months and overall page views on the site are also up year over year. But what's most encouraging is that bounce rates have dropped substantially, indicating that the team's efforts are seeing sharp improvements in reader engagement.

This experience illustrates why it is wise to make sure your website is not only optimized for mobile screens, but also sticky enough to keep people clicking from one page to another. Visitors are unlikely to find you through a side door on your site.

While an attractive home page is important (it's your front door after all), it's a good idea to expect other parts of your website to be the main entry points for new visitors. ■

Contact: ssleek@psychologicalscience.org



How and Whether to Respond to a Crisis Situation

came from **Diet Mountain Dew**, a **McDonald's** café latte and an unspecified energy drink. As of this writing, none of the brands named has commented.



Robert Hastings
Executive Vice President, Chief Communications Officer
Bell Helicopter

Another example: The wife of **New England Patriots'** star Tom Brady seemed to imply during an interview with **CBS This Morning** May 17 that her husband had suffered concussions last season. No official reports of such injuries to the marquee player were filed during the season, however. The **National Football League** has strict rules prohibiting concussed players from participating in games and practices. Speculation ran rampant May

17 and 18, mostly on sports blogs, about whether or not Brady had hidden concussions from league officials. About 8 hours after the story broke, the NFL responded that it had "reviewed all reports relating to Tom Brady" from various medical personnel and "there are no records that indicate that Mr. Brady suffered a head injury or concussion, or exhibited or complained of concussion symptoms."



Ken Peterson
Communications Director
Monterey Bay Aquarium

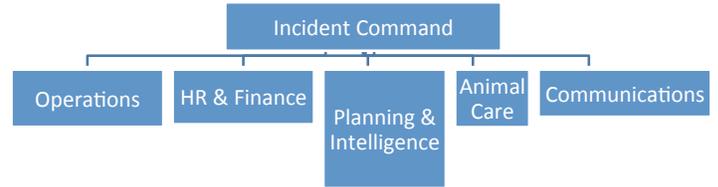
Evaluation: These situations prompted us to ask communicators about responding to and planning for crises. Both Ken Peterson, communications director of **Monterey Bay Aquarium**, and **Bell Helicopter** CCO Robert Hastings urge brands to include an evaluation process in their emergency plans to determine whether or not a situation is a crisis. This evaluation process should include monitoring social conversations and news coverage. That's step 1

at the Aquarium, Peterson says. Step 2 is an initial assessment to "ramp up or stand down." Should the decision be to ramp up, a pre-determined incident response team [see top chart] assembles in an extensively equipped crisis room and begins "acting on standing objectives." Designated individuals communicate with media, stakeholders and the public. As things can get out of hand quickly, during the first 60 minute a series of reminders is read [see middle chart].

A tip: Peterson urges brands to designate a backup crisis

Continued on page 4

Crisis Response: Command Structure



The First 60 Minutes

1. Read these reminders:
 - Assess the situation.
 - Ensure communications convey a sense of authority and reassurance.
 - Reinforce in all external communications that :
 - We prepare for emergencies like this one.
 - We have a plan in place that is being followed.
 - Act fast; get accurate information out quickly.
 - Launch the Communications Team's standing objectives immediately
 - Don't be specific about casualty information; refer those inquiries to public safety authorities.
2. Confirm presence of Incident Response Team members/alternates.
3. Complete First 60 Minutes priority tasks

Task List

- If required: Post statement to emergency website home page
- Draft initial holding statement and social posts (Facebook & Twitter); share internally and externally after approval by Incident Commander
- Draft & distribute brief talking points
- Send "Everyone" email to staff & volunteers about the emergency, with talking points and a reminder to refer all inquiries to PR/not to post to their own social media
- Monitor & respond to social media; correct misinformation
- Update main external information phone lines & staff/vol. info lines
- Assign PR staff as point of contact for onsite media/media inquiries
- ID and get emergency contact info for all visiting groups

First 60: The charts above show Monterey Bay Aquarium's crisis command structure, first 60-minutes protocol and communications to-do list. The importance of the initial 60 minutes prompts the 60-minutes list. Source: Monterey Bay Aquarium

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room(s) in case circumstances render your main crisis room unusable. Also have a backup plan for your crisis plan. “Even the best plan will hit bumps,” he says. Adds Hastings, redundancy in every aspect of crisis is critical, including personnel. “It’s Murphy’s Law (that the person you want to be on site during a crisis won’t be)...so you need to train backups.”

Practice: It’s accepted that a crisis plan is less effective without regular practice sessions. The Aquarium uses a table-top crisis training exercise that lasts 6-8 hours, Peterson says, and budgets \$30K-\$40K annually for crisis preparation. The institution’s annual budget is \$100 million.

Mobilize and Alert: Hastings insists on using the term “incident management” as opposed to crisis communications. He perceives his team’s job during a crisis as following “deliberate action plans to mobilize management...and get it the right information.”

Mini Case Study: Within three minutes of the crash of a Bell helicopter and the death of two employees, a push system alerted all managers. In addition, a pre-determined group of senior executives had self-selected a leader to over-

see the situation. As Bell is a global company, senior executives are travelling constantly, thus the need for senior execs to be able to self-select a crisis captain.

Next Steps: As a result of the pushed alert, senior representatives of communications, HR, legal and other units gathered within minutes, Hastings says. There they divided information into several categories, including what we know, what we don’t know and what we will release to the media and public. Soon after, the media was told what Bell knew, what it didn’t know and when the first media briefing would be held. Teams were sent to the homes of the deceased employees immediately to brief the families, he says.

Closure: Hastings urges brands to plan for when they want to return to normal after a crisis and announce it. In the case above, Bell told the media on day 3 “we’re done treating this as an emergency,” Hastings says. Peterson adds that brands need to plan for a crisis that endures for “a week or longer...this is where redundancy also is needed.” ■

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Avoiding Toxic Media Comments When You Pitch

ing by phone, following up multiple times and placing the same story in several competing outlets.

It was invigorating for them to hear that these weren’t flukes, that they weren’t getting lucky. We concluded that even in today’s fragmented media environment, well-targeted outreach that’s ultra-sensitive to the oppressive demands on journalists’ time is an asset to reporters, not an annoyance.

I totally get why journalists and bloggers vent their frustrations about PR pros online and why people would think that could be a valuable source of intelligence about how to better connect with media. But the frequent negativity dampens your confidence, and their generalizations can even lead you away from the very tactics your peers are using to get results.

Another key point that grew out of conversations after I spoke at a conference of PR agency owners: When the attendees heard I train PR people to pitch better, they often shared stories of discussions with their teams about boosting pitching results. Three of them mentioned this type of conversation:

Owner: “Have you tried calling them?”

Staffer: “Well it says on (media database, **Twitter**, their bio) that they want to get pitches by email.”

Owner: “Of course it says that—otherwise they’d be overwhelmed with calls.”

These business leaders, who sink or swim based on results, naturally understand that earning more than your share of success requires going against the grain. Now depending on your comfort level with the phone in general, you may be recoiling that I’d dare suggest that calling reporters

is a good idea. I happen to think it is, but this isn’t a column about phone pitching. It’s about refusing to cede your freedom of choice to what journalists and bloggers say or post to faceless masses. It’s about determining what actually works when you do it right.

I don’t blame journalists for making those blanket declarations—I’d do the same in their shoes. But I’d be remiss if I parroted those back to you in these pages when I’m seeing savvy PR pros reap success by doing the opposite.

No technique is dead—it’s all in the execution.

For example, which would give you a better chance of actually getting noticed when reaching out cold to a top-tier reporter: an email, or a handwritten note?

Sure, replying to a handwritten note is harder, but I guarantee you’ll stand out from the pack. Try sending one to your hard-to-reach contacts, then time an email to them for the day after the handwritten notes arrive.

My takeaway is that when you’re seeking insights and resources about pitching better, you should turn to people who are doing it successfully. Friends at other organizations, people in your **PRSA** chapter, schoolmates. They’ll be constructive and encouraging. In addition to the new or vetted approaches you’ll learn, you’ll leave those interactions with confidence and enthusiasm. ■

CONTACT: Michael Smart is the media pitching coach PR pros seek when they want to boost media relations success. He advises everyone from Fortune 10 brands to nonprofits and sole proprietors. Learn more at: michaelsmartpr.com

Six Metrics to Measure Video Beyond Likes, Shares and Comments



Instagram has received much attention from marketing and PR pros, especially since the platform launched video in 2013. With video, brands use sight, sound and motion to add richness to the stories they share with their audience.

More recently, Instagram introduced a bevy of features for video, including rewind. As we know, social media users are consuming increasingly more videos daily. In fact, during a six-month period between late 2015 and early 2016, the time people spent watching videos on Instagram increased by more than 40%, according to the *Instagram for Business* blog. In late April this year Instagram said it had 700 million users, with the last 100 million joining “faster than ever.”

Likewise, Instagram video has become useful and powerful content for strategic communicators. In much the same way as photos, Instagram users can like, share and comment on videos.

For clients and organizations new to Instagram, the likes, shares and comments can give a marketing and PR team data about how a client's or organization's content is performing. Plus, these simple metrics can provide insight into what could be done to improve them.

USING VIDEO-SPECIFIC METRICS

Since using Instagram video is a crucial tactic in the communication mix, however, video-specific metrics should be an integral component when evaluating and optimizing video content. Likes, shares and comments are far from the only ways to evaluate the effectiveness of video content.

Many companies and organizations are active on Instagram, but they might not accurately and effectively measure whether their video efforts are producing a long-term impact for success.

This article explores several basic, yet beneficial, metrics that, when used in concert, can help organizations of all kinds evaluate the effectiveness of their video efforts in Instagram.

METRIC 1: NUMBER OF FOLLOWERS

Let's start with a basic metric, the number of followers an In-

stagram account generates over time. This can be a useful measure that indicates how well the content resonates with an existing audience and entices new users to follow. It is, however, important not to look at this metric as the only element of success.

Many organizations focus heavily on the number of followers they have without clearly documenting which content (video or photos) might have helped with an increase. Having a large audience to share videos is crucial to disseminating the message to more relevant followers, but if the quality of the message in the video is poor, then having a large following is useless.

“Many organizations focus heavily on the number of followers they have without clearly documenting which content (video or photos) might have helped with an increase.”

METRIC 2: VIDEO VIEWS

In February 2016, Instagram rolled out a metric known as video views. Below videos in your stream you can see the number of views, how many people liked the video and who they are.

Many marketers in industry literature have argued for the validity and reliability of video views, but the view count is yet another measure that can be used as part of an evaluation package.

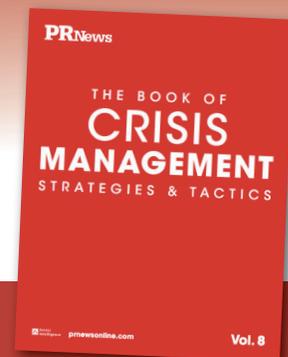
Continued on page 6

THE CRISIS MANAGEMENT BOOK

Crisis management is an art, not a science. This book provides guidance on how to handle the press, social media audiences, spokespeople, employees and more. It includes contributions from authors that span a variety of disciplines and backgrounds and brings the latest strategies on how to prepare for and handle crises.

Chapters include:

- Media Relations
- Social Media
- The Crisis Plan
- Case Studies



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Questions? Contact Laura Snitkovskiy at laura@accessintel.com
<http://www.prnewsonline.com/crisis-management-guidebook-vol8>

Instagram will mark a view as three seconds, just like **Facebook**. Video views are located under each video post if using the Instagram app on a mobile device. If on a laptop or desktop computer, the view count will be to the right of the video.

METRIC 3: FREQUENCY

Consistently measuring how often an organization posts videos (or photos) is important to monitor to understand how the frequency of posts results in an increase or decrease in followers, comments or likes to videos.

Paying attention to the rate at which videos are posted each month also relates to quality over quantity, as discussed in the first metric above.

Organizations should experiment with frequency to see when its audience is active and how often an audience interacts with content. This would help better direct a future video-posting strategy.

METRIC 4: ENGAGEMENT

The rate at which videos are liked and commented can prove to be a significant barometer of the audience's interest in what a company or organization is sharing and how quickly the following might grow on Instagram.

This idea needs to be taken one step further, though. When a user interacts with individual pieces of photo or video content, this is known, of course, as engagement. The concept of engagement is important because it is the value behind having a large audience. This not only applies to Instagram but to any social media platform.

When it comes to evaluating engagement, benchmarks established at certain intervals of time—monthly, quarterly and annually—to monitor audience interactions with video can be helpful. By watching what kinds of videos an audience prefers, an organization can use a video that performed successfully under this metric as a model to create another one.

METRIC 5: AUDIENCE FEEDBACK

Measuring the frequency and sentiment of user-generated content about an organization, company or brand is a vital way of gauging audience opinions on Instagram.

Companies and organizations have an advantage when it comes to social media: They can have a two-way communication process with their audience. A quality video message can spark this conversation. Therefore, organizations should recognize opportunities to like, comment on or repost user-generated content.

METRIC 6: HASHTAGS

As with Instagram photos, a method of tracking a video's growth on Instagram is by monitoring hashtags. Organizations can follow hashtags in Instagram related to their brand name and product offerings, as well as those they create for video messages, campaigns and giveaways.

When creating a hashtag to measure and monitor the success of a video campaign, organizations should choose a unique grouping of words that clearly identify its brand and that have not been used previously or are associated with other campaigns or messages.

“Organizations should experiment with frequency to see when its audience is active and how often an audience interacts with content. This can help better direct a future video-posting strategy.”

Hashtags can be tracked easily on Instagram by visiting the explore tab and typing in a hashtag. Identifying audience groups on Instagram can also be achieved by looking through videos tagged with certain hashtags that relate to that organization or business.

In addition, measuring hashtags on Instagram videos can help determine what types of video content resonate with an audience. This analysis could come from videos with hashtags taken at concerts, during conference sessions or at any other events where videos are being taken and shared.

Using video as a social media tactic on Instagram offers a creative approach to reaching an audience. Like any other tactic used in a marketing message, Instagram video should be evaluated for effective, long-term gains to a company or brand. The key is to apply a variety of metrics, not rely on one. This way, a comprehensive analysis can be achieved. ■

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**Note to Subscribers: For tips on measurement, social media and much more, please visit the PR News Pro Essentials Page at: <http://www.prnewsonline.com/pr-news-pro-essentials/>
Just added: FEMA documents for crisis management and planning.**

Three Tips to Make Networking Successful and a Lifelong Activity



Look around your office. More than half the people you see may be looking for a new job. A **Harris Poll** in **Indeed's Talent Attraction Study** found 71% of those in the labor force say they are looking or open to a new opportunity.

This is indicative of an empowered workforce. With a breadth of job boards, research tools, headhunters, recruitment agencies and career coaches ready, willing and available, the options seem endless.

The reality is that most people land jobs when resorting to good, old-fashioned networking. "At least 60%—some report even higher statistics—of all jobs are found by networking," career consultant Alison Doyle writes at *The Balance*.

It's imperative to make networking a lifelong commitment. At a certain point in our lives and careers we can easily become complacent in our roles and surroundings. We need to be sure to make an effort to invest personally, professionally, intellectually and socially in those individuals strategically placed in our path.

After college, I entered the workforce with a personal commitment to invest as much in the people I encountered as in the job itself. Whether your career has brought you to a brand, a PR agency or perhaps you work as an independent practitioner, the collegial relationships you proactively build as a result of networking can prove invaluable.

As communicators, we effortlessly excel at building rapport, engaging our connections and clients and leveraging established relationships. We carefully nurture these relationships as a natural course of business. Networking to gather intelligence may provide a competitive advantage, especially as silos between PR and marketing continue to dissipate and the PR industry evolves.

Below is a triad of innovative ways to approach networking from a practitioner whose communications and PR career began with a bird's-eye view of a newsroom, moved to managing media, took her upstairs inside a boardroom and a few steps in between before arriving at **PRSA**:

GET PERSONAL

You've established and amassed a plethora of contacts and added them to your smartphone and **LinkedIn** profile. These are virtual connections, courtesy of communications technology; however, what is your level of engagement with them? Have you reached out to contact them or do they receive an occasional automated notification when you've refreshed your profile? Why not be creative and differentiate yourself with a personalized, quarterly digital newsletter?

There's a good chance you'll be more effective in soliciting thoughtful feedback and fostering deeper, real-life dialogue. Try to avoid sending a standard, generic distribution to your entire contact list. Instead, make time to tailor your list. Address contacts by referencing the capacity in which you worked together, scenario in which you partnered or insight

they've helped provide you.

BE A JOINER

By mid-career, you are (or should be) a member of a professional industry or trade association that provides access to enhanced skills development, seminars, conferences or local chapter meetings and events. If not, it's time to join.

Use these forums as your next opportunity to be in the moment, unplugged from your laptop and smartphone and be truly present—especially in a room full of strangers. Networking is merely a continuum of the lifelong collection of conversations and interactions that stem from a lunch, dinner, social invitations, backyard barbecues, volunteer activities, religious and community organizations and continuing education seminars. Such settings organically lend themselves to the potential for connection and interaction. They are just another forum or venue that can present an opportunity to practice and enhance your communication skills.

Experiential, in-person communication evokes emotion and enthusiasm. It can set the tone for more authentic conversation where you share your sphere of influence.

DEVELOP YOUR MESSAGE

Networking becomes most successful when you empower your connections and contacts and portray and articulate a clear image of your brand. You become an expert self-marketer by blending available digital talent solutions and resources with innate abilities and soft skills.

When discussing career aspirations, be prepared to communicate specifics such as the types of opportunities you would consider, concrete objectives and tangible ways in which the person may be of assistance. You also may be looking for professional introductions that lead to alternative employment, part-time, consulting or perhaps contract opportunities. Whatever the goal, your demeanor, persona and candor make you a walking business card. Be certain to practice and perfect your 30-second commercial. This is your advertisement, that perfectly succinct summation of your professional achievement, translatable skill set, strengths and objectives. You exemplify your brand, so exude talent, confidence and credibility.

You'll find throughout the years that your coalition of contacts, peers and industry leaders are equally as engaged and invested in your success. When you make a conscious effort, lifelong networking breeds mentors, advocates, references and, sometimes, future employers. These individuals will most likely prove themselves to be your strongest proponents, greatest supporters and closest allies, offering an unwavering show of support. ■

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1. AVE RIP: The oft-maligned Advertising Equivalency Value (AVE) finally may be put to rest. **Richard Bagnall**, chairman of the **International Association for the Measurement and Evaluation of Communication (AMEC)**, said May 17 during AMEC's summit in Bangkok, "We will be investing significant time and resources to kill off finally this derided metric." Bagnall, CEO, **PRIME Research UK**, and a newly minted member of the *PRN* Measurement Hall of Fame, says client demand for AVEs has fallen from 80% in 2010 to 18% this year. To accomplish the killing, AMEC says it will launch a global online educational resource center showing why the metric is invalid and it will urge all AMEC members to sign a pledge saying they will no longer provide AVEs to clients. Should a brand request AVEs from an AMEC member it "will receive standard educational material explaining why the metric is invalid and should not be used," AMEC says. AMEC also says it will be reaching out to PR award organizers worldwide urging them "to introduce a zero-scoring policy if awards entries include AVEs as a metric."

2. Call the Briefing...Maybe Not: Many PR pros counsel against holding press briefings when brands lack anything new to share. Similarly, the daily White House press briefing might be overkill, although it affords the administration a daily shot at shaping the national agenda. Of course, President **Donald Trump** sets the agenda via **Twitter**. In any case the president said May 12 he's considering canceling the daily briefing because it's difficult for White House communicators to keep up with his fast-moving presidency. He conceded, though, the briefings are "get-

ting tremendous [TV] ratings." On May 18 reports surfaced that the daily frequency of the briefings will be reduced when the president returns from his trip abroad late this week. Press secretary **Sean Spicer** reportedly will make fewer appearances at the briefings in favor of deputy **Sarah Huckabee Sanders**.

3. Research Buds: Brand communicators share two basic objectives for research: the need to communicate value and generate a positive ROI for PR. During the **IPR|PRIME** conference in NY earlier this month, **KPMG** corporate communications director **Christine Curtin** notes its media analysis program delivers PR performance results using the language of business. She adds, "Data takes the emotions out of PR evaluation and communications decision making." Beyond *demonstrating* value, **Atle Erlingsson**, communications chief, **SAP N. America**, tells the conference he manages PR outreach to *generate* ROI. SAP ties PR to customer success stories, creating closer bonds between SAP and clients. This has won PR support from SAP's sales teams, which sees PR as a value-added asset in closing deals.

4. Finance and Expansion: The Public Relations Global Network (PRGN) added **S&A Communications** of the U.S. and **asoluto** of Austria to its roster of 50 agencies. During its recent Dallas meeting, PRGN members elected **Christina Rytter**, managing director/ founder, **Scandinavian Communications**, president, succeeding **Evelyn Holtzhausen**, founder, **HWB Communications** of South Africa. – Fintech firm **Wachsmann** PR opened its European headquarters in Dublin May 11. The NY-based firm

tapped Dublin native **Emma Walker** to head the new office. – Six independent agencies collaborated May 10 to launch **The PLUS Network**, touted as a client-focused alternative to large, bureaucratic agencies and companies that will span paid, owned, earned, social, experiential and search. **WE Communications** created PLUS, which also includes **The Garrigan Lyman Group**, **Salt Branding**, **YouGov**, **Interel** and **Envy Create**. The combined billings of the member agencies exceed \$300 million globally. – **Peregrine PR** of Mumbai, India, launched **De Jure**, a unit dedicated to offering legal PR to brands facing legal issues. It believes it's the first Indian PR firm to set up such a unit. Former journalist **Sunil Shivdasani** will lead De Jure. – **Dalton Agency** of Jacksonville, FL, and **Bill Hudson Agency** of Nashville, TN, merged May 17. The new entity will be called **DaltonHudson**.

5. People: APCO Worldwide named **Jen Young** senior director in its global health care practice. She recently was EVP/director of operations at **Edelman**. – **Rosewood Hotel Group** named **Patricia Rosentreter** corporate director of brand communications, Americas & Europe. She joins from **The Peninsula Hotels**, where she served as regional director of communications for U.S. and the Americas. – **Women's Marketing** named **Raquel Klugman** SVP, beauty. The **Wharton** MBA joins from **Butter London**. – **Marino** promoted **Dani Friedman** to director, digital and brand strategy. She began her career at **Relevant**. – Congrats to **Meredith Klein**, who starts today as director of media/PR at **Jet.com**, the online retailer **Walmart** acquired last year for \$3.3 billion. ■