PRNews
Social * Marketing * PR

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NONPROFIT COMMUNICATIONS

How Kimmel Coalition Used Patient Stories, Direct Language to Fight Graham-Cassidy Bill

Healthcare was near the top of the list of political priorities during President Obama's terms and it's remained there during the administration of President Trump. While the chances of success for the latest Republican effort to replace Obamacare, Graham-Cassidy, seem iffy, the measure was given a Senate hearing Sept. 25 on Capitol Hill. Before the proceedings could get started, though, protestors, some in wheelchairs, made their voices heard, leading committee chairman Sen. Orrin Hatch, Republican of Utah, to halt the proceedings for 15 minutes while they were removed.

Last week, 16 healthcare nonprofits formed a coalition to work against the bill. The group got a boost when TV's Jimmy Kimmel mentioned their work on his show. As such, we asked them how they planned to use PR and social media to rally their supporters and augment Kimmel's mention. Here's a sampling of what some of them told us:

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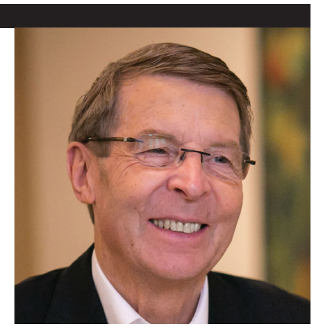
MEASUREMENT

BY BARRY LEGGETTER, CEO, AMEC

Brands Urged to Focus on Insights When Building Measurement Culture



[**Editor's Note:** As the **International Association for the Measurement and Evaluation of Communication**'s (AMEC) third annual Measurement Month draws to a close, we asked AMEC CEO Barry Leggetter, a member of the *PR News* Measurement Hall of Fame and the **Arthur W. Page Society**, to discuss the state of PR measurement and how brands can instill measurement as part of their culture.]

We are optimistic at the moment since Measurement Month broke into new markets and brought in new companies for the first time. And we are pleased about the business benefits these members tell us they gained from taking part in some of the Month's nearly 60 activities. We were told that in some cases companies changed their thinking about the importance of measurement when they realized there was a global month devoted to measurement.

One of the significant new supporters of Measurement Month this year was the **U.K. Government Communications Service** and its leader Alex Aiken.

A question that arose often during Measurement Month was, "How do you establish a measurement culture at your

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Editor, Seth Arenstein, sarenstein@accessintel.com
Editorial Director, Steve Goldstein, sgoldstein@accessintel.com
Graphic Designer, Yelena Shamis, yshamis@accessintel.com
Executive Editor, Jerry Ascierto, jascierto@accessintel.com
Senior Content Manager, Sophie Maerowitz, SMaerowitz@accessintel.com
Managing Editor, Guidebooks, Ian Wright, iwright@accessintel.com
Assistant Content Manager, Samantha Wood, swood@accessintel.com
Director of Marketing, Laura Snitkovskiy, lsnitkovskiy@accessintel.com
Marketing Manager, Jessica Placencia, jplacencia@accessintel.com
VP of Marketing, Amy Jefferies, ajefferies@accessintel.com
Publisher, Michael Grebb mgrebb@accessintel.com
SVP/Group Publisher, Diane Schwartz, dschwartz@accessintel.com
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Group Subscriptions — Charlotte Clay, cclay@accessintel.com
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Access Intelligence

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e-mail: clientservices@accessintel.com

New York Editorial Office:
40 Wall Street, 50th floor, New York, NY 10005
Phone: 212.621.4890 · Fax: 212.621.4879

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DATA DIVE

Consumer Engagement With Travel Influencers' Videos Falls 54% in August

As gamblers know, there are few sure things. It's the same with social media, as this **Shareablee** data exclusively supplied to *PR News* demonstrates. Video is king, right? Maybe not in August. Take influencers in the Travel category, for example. You'd expect consumer engagement, or actions, with Travel social content on **Facebook**, **Twitter** and **Instagram** to soar in August. It did, with consumer engagement up 22% vs. July. Yet consumer engagement with Travel influencers' videos fell 54% vs. July. In addition, views of Travel videos were off 58% and video content was down 42%, says Shareablee's Ron Lee. Shareability is defined in these tables as the sum of shares and retweets. Business influencers were more predictable. Overall, consumer engagement with their posts and videos in August was off a modest 2% vs. July. ■

Shareablee SOCIAL SCORECARD

TOP 5 TRAVEL INFLUENCERS BY TOTAL ACTIONS: JULY 2017

Based on Total Actions (reactions, likes, comments, shares and retweets on content)

Sources:

RANK	TRAVEL INFLUENCERS	TOTAL ACTIONS	TOTAL CONTENT	TOTAL AUDIENCE	SHAREABILITY
1	J Alvarez	4.5M	322	18.2M	10K
2	Fun For Louis	560K	92	2.9M	1K
3	Carin Olsson	476K	86	999K	30
4	The Blonde Abroad	261K	158	624K	703
5	Raya Encheva	187K	61	180K	203

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Shareablee SOCIAL SCORECARD

TOP 5 BUSINESS INFLUENCERS BY TOTAL ACTIONS: AUGUST 2017

Based on Total Actions (reactions, likes, comments, shares and retweets on content)

Sources:

RANK	BUSINESS INFLUENCERS	TOTAL ACTIONS	TOTAL CONTENT	TOTAL AUDIENCE	SHAREABILITY
1	Strive Masiyiwa	7.6M	11	2.6M	33K
2	Franklin Graham	5.2M	237	7M	948K
3	Elon Musk	3.4M	48	13.9M	221K
4	Russell Simmons	2.7M	557	9M	61K
5	Alberto Ciurana	1.9M	2K	3.3M	36K

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Groups Mobilize via Social Media on Healthcare

Michelle Kirkwood, director, strategic communications/ media relations, American Diabetes Association (picture 3, p. 1) says, "We've leveraged our owned communications channels as well as earned media. On social media, we've shared our coalition statements and urged followers to share stories and call their senators. We maximized the organic **Twitter** distribution of Jimmy Kimmel's monologue…In addition, we deployed an action alert to half a million diabetes advocates. Throughout [this] week, we'll join our coalition partners in a press conference with patients at the Capitol, submit a statement for the record to the Finance Committee hearing and issue a public statement to news media."

Allison Miller, director, media advocacy, the American Cancer Society, says, "The Cancer Action Network (ACS CAN) is engaging a...grassroots and media advocacy effort…this includes activating earned media strategies—press events, feature stories, radio guest segments—in select target states and around the country. On social media, we are using direct language that drives home how the bill will affect our volunteers and their families. We're utilizing ACS CAN-branded national and state social media accounts to share patient stories and relevant updates. We're empowering our volunteers to use their accounts to challenge people to take action. Tactics include asking people to email, call and (in coordination with our email program) tweet at or tag their senators on **Facebook**."

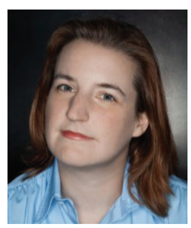
David Burch, Senior Director, Communications, *Volunteers of America*

David Burch, senior director, communications, Volunteers of America, says, "We have focused largely on internal communications to mobilize our network of 32 affiliates across the country, encouraging our more than 15,000 employees to contact their senators and voice opposition…We've used Twitter to communicate our position to the broader public and encourage followers to join the fight. For media relations, we feel our voice is more powerful when working in a coalition…so our media outreach has been done as part of the coalition" of 16 healthcare groups.

Christina Howerton, manager, communications and new media, National Health Council, told us it is "calling on members to activate their grassroots advocates to call their senators…we have also…sent numerous statements of opposition and are partnering…[on] a press event to allow people with chronic conditions to talk about how the bill will negatively impact them. There also will be a groundswell of social media activity, all using the hashtag #ProtectPatientsNow."

Susan Nelson, VP, federal advocacy The American Heart Association (picture 1, p.1), says it is "engaging its grassroots network, *You're the Cure*...we have and will continue to activate our volunteers via email, text, Facebook and **Twitter** until the vote occurs."

Bari Talente, EVP, advocacy, National Multiple Sclerosis Society (picture 2, p. 1), tells us, "We immediately activated our network of MS activists across the country via an email action alert and on social media, asking them to contact their senators. We also targeted a Twitter campaign at key senators, using the hashtags #ProtectPatientsNow and #MSactivist. Most important, we asked people living with MS to share their stories knowing this would have the most impact."



Rachel Kerestes, VP, External Affairs, *Lutheran Services in America*

Rachel Kerestes, VP, external affairs, Lutheran Services in America, says it is "engaging in a surround-sound campaign…from our national office in Washington, D.C. We are engaging in traditional PR tactics, running social media campaigns, leveraging digital platforms, activating our grass-tops and grassroots networks and sending materials directly to senate offices. We also are coordinating micro-targeted traditional and social media campaigns with our member organizations located throughout the country. In local media markets we are engaging in print and broadcast outreach, social and digital media and direct contact with elected officials." ■

Continued from page 1

Tips for Creating a Culture of PR Measurement

in-house team or PR agency?" I asked senior communicators on several continents about their experiences.

LEARNING IS VITAL

PR News Measurement Hall of Famer and executive director, corporate communications at the **Cleveland Clinic** Eileen Sheil believes it's vital to have partners help you and your staff learn about measurement to build a program. Sheil looks to her agency for advice and to be "three steps ahead of us on everything."

She also subscribes to the importance of attitude when it comes to building an appreciation for measurement. Leaders need to get excited and embrace measurement, Sheil says. "Bring your team along so they know the direction you're going and feel part of the measurement journey."

Another tip: Keep leadership engaged so they see the outcomes and understand PR's influence. As the communications world changes, it's vital that communicators change and "demonstrate our value to our organizations."

ATTITUDE CHANGE

Another *PR News* Measurement Hall of Famer, Richard Bagnall, chairman of **AMEC** and global strategy consultant with **Prime Research**, says the temptation to see PR measurement as an afterthought needs to change. "The PR and communications function always has been busy. It's too easy to get embroiled in everyday hustle and bustle…rather than taking a focused and strategic approach to activity."

Similar to Sheil, Bagnall sees learning as key. "To institutionalize [a measurement] culture within a team we must first educate and support team members to understand the importance of evaluation…the AMEC College and the AMEC Integrated Evaluation Framework…are great places to start…then we need to bring measurement to the forefront of our process and not see it as a collection of data points provided at the end of our activity."

(As an aside regarding education, this year AMEC will spend 60% of its budget on educating the global PR and communications marketplace about the business benefits of measurement. A major element of this is AMEC's "Say No to AVEs" campaign [*PRN*, May 22, 2017].)

Bagnall again mirrors Sheil and others I spoke with, saying, "In today's age of accountability, meaningful measurement is more important than ever."

Giles Peddy, SVP EMEA operations & U.K. managing director at PR firm **LEWIS**, advises communications pros to "burst the myth that measurement is boring…it's…vital for better planning, account management and overall success."

Peddy also recommends in-house teams and agencies get "data smart." If you are still using old metrics, tools and mindsets, then you are not set for the future, he says.

Strategy and language are critical. "You can only have strategic, top-table conversations when you talk the [business's] language and discuss your impact on sales, brand reputation, advocacy or adoption."

MORE TIPS

There are other ways to get teams motivated to adopt a measurement culture. For example, Khali Sakkas, chief executive, insights & research, at **iSentia** in Australia, describes a team-building exercise where staffers were given **Fitbits** and urged to track their activity. "It provided a fun and interactive way to be more data-driven and results-driven."

Another *PR News* Measurement Hall of Famer Johna Burke, CMO, **BurrellesLuce**, advocates holding show-and-tells where each team member shares a new resource or something they see as a measurement trend.

Ann-Sofie Krol, CEO of Scandinavian firm **byBrick Insights**, also emphasizes the importance of attitude. "It's not about right or wrong or finding fault. It's about understanding how things work and can be improved" she says. Staff need to understand measurement can improve their odds of success. If they fail, they can "fail fast" and retry with insights.

It's also important, she says, to move from data acceptance to insightful thinking. By using integrated measurement and business-related KPIs, you can create a better understanding of business processes and results as well as innovation and strategy development.

Mazen Nahawi, CEO of **CARMA**, also emphasizes the importance of insights. "Ensure insights is a behavior, not a buzzword…focus on the value of insight in any project."

STATE OF THE INDUSTRY

Looking at the state of the industry, the total market spend on media intelligence/PR information & software eclipsed $3 billion for the first time in 2016, finishing at $3.162 billion, up 6.55% from a year earlier.

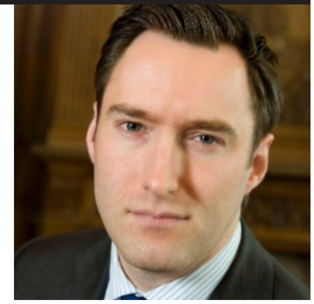
Cision now is the largest media intelligence supplier. Further consolidation is expected as major industry players seek to build a global footprint to meet the one-stop-shop media-intelligence requirements of multinational clients.

Measurement *is* on the move. It is being talked about more than at any time in the 10 years I have been AMEC CEO. There is always more to do, of course. And we will. ■

CONTACT: *barryleggetter@amecorg.com*

Takeaways
1. Education is vital to enhancing measurement's place in your culture.
2. Attitude adjustment is critical; emphasize that measurement isn't boring and that it's not merely a set of data points but a way to gain insight about business.
3. Keep the C-suite informed about your measurement efforts and make certain to present your findings in language appropriate to your business sector.

BY EMIL JANSSENS, HEAD OF MARKETING & COMMUNICATIONS, ALLIANZ GLOBAL



How Allianz Global's Marcom Leader Races With the Digital Revolution

[**Editor's Note:** We ask PR and marketing leaders to tell us about people who've influenced them, the best advice they've received and trends. This week we speak with Emil Janssens, head of marketing & communications, Allianz Global.]

I've been lucky to have managers early in my career who were all about positivity, optimism, professionalism and pragmatism; they were people who stressed making things happen. They shaped and strengthened my professional business demeanor. Their advice was consistent: You have to build relationships first. You have to put yourself in your customers' shoes and empathize with their position. Client focus is fundamental to marketing, especially in markets where there are a lot of suppliers to choose from.

Although I was happy with my job and life in the Netherlands, I still wanted to kick-start my international career. I backpacked in Australia and Asia after college and did an internship in the U.K. Still I had an urge to go abroad again. When a colleague approached me to work for an international part of **Allianz**, I sought advice from my network. After their advice to follow my gut, I never looked back and had amazing years in London and now in New York. Sometimes even though you don't know what's next you have to jump in with both feet and get comfortable with the uncomfortable.

We live in an era of email, text messages and social media where we're all required to do several things at once. Multitasking is taking its toll, though, and technology is making us less efficient. This is why we transformed most of our marketing and communication into compact, concise formats. Our stakeholders don't have the time to digest all the information we used to put out there. It was information overload.

We are transforming our marketing communication channels and analyzing how digitalization can help us in a whole spectrum of activities: market research (data), content marketing (digital documents, infographics), digital marketing (social media, email blasts, apps, websites), internal and external communications and media relations. We reassess this regularly because marketing communications tools and channels change so fast. It's key to stay on top of new platforms and channels and revise your strategy where needed.

Content marketing, such as publications, infographics and video for platforms such as LinkedIn and Twitter, continues to grow in importance. Those platforms are keys to staying relevant with our target group. Relationship building in B2B remains fundamental to increasing sales, but various opportunities require differing approaches. Email still is the best way to reach our audience; event marketing, sponsorships and personal interaction remain excellent ways to create a unique experience for our brand. As we are in a people business, through events and sponsorships we offer a platform to our sales and underwriting teams to engage with clients and brokers. This has evolved into an excellent way to build relationships, display thought leadership, exchange knowledge and create an experience. Through these activities we are building loyalty and generating new business.

I think we are just at the beginning of a digital revolution in marketing and communications. With an unlimited budget I definitely would invest in this space to make sure we're on top of the latest developments. Allianz is an established and well-known brand in Europe, particularly in Germany. Here in the U.S. we have just started this amazing journey to build the brand. It's a very exciting challenge. It's an entirely new marketing and communications game. In the end, it's clients first: Where are they (online), what do they want and expect? The exciting challenge of my role is ensuring all the pieces fit together seamlessly (marketing, internal and external) and the firm speaks with one voice. This can be challenging since we are targeting different audiences, but it's essential to ensure there is consistency in our messaging. ■

CONTACT: *eburke@hardenpartners.com*

BY SHAUN RANDOL, MEMBER OF EMPLOYEE & COMMUNICATIONS TEAM, BLOOMBERG, LP

Ask Your Boss Anything: How Bloomberg Connects Its Global Staff

With some 19,000 employees spread across 192 offices in 73 countries, **Bloomberg** needed a way for leaders to engage staff without breaking the bank or the laws of physics.

Why? Because results from an employee survey revealed that Bloomberg employees crave more interaction from the company's leadership. Individual contributors want to know more (and more often) about the company's strategy for growth and its leaders' takes on evolving market conditions, and even about their leadership styles and who they are outside the office.

We also learned that Bloomberg employees prefer to interact with managers through town hall-style meetings, where they can hear directly from leadership and ask their own questions.

Hosting regular town hall meetings in Bloomberg's 192 global offices is inconceivable, but that doesn't negate the obligation to answer employees' requests to hear from management. Our team needed to find a platform that could transcend geographic boundaries and be replicated easily.

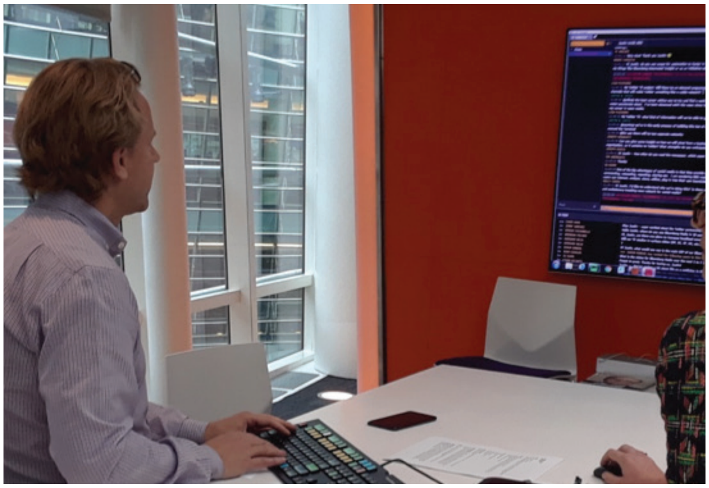
The solution was inspired by **Reddit**'s Ask Me Anything (AMA) forum. The AMA features experts in any field or experience—like Barack Obama, actress Leah Remini, climate experts, firefighters, you name it—taking questions from the public and answering them in real time through written responses.

AMA OVERVIEW

Despite Bloomberg's flat organizational structure, some employees might never get a chance to meet the head of their department, regardless of whether they sit in headquarters or a remote office, so a lightweight, real-time Q&A format seemed a good match for us.

With the proprietary chat system—*Instant Bloomberg*—a mainstay of every employee's daily workflow, everyone could participate in a chat room without additional training. The barriers to entry were nonexistent.

Moreover, the AMA is fun for employees (and managers) because it's an out-of-the-ordinary way to connect. With loose grammar and sentence rules de rigueur in chat room conversation, the format is conversational, engaging and informal, which helps everyone relax.



Q&A: Bloomberg exec Justin Smith responds in real-time at an AMA. Source: Bloomberg

FIRST EXPERIENCE

Bloomberg's initial AMA involved 175 staff in 12 offices on five continents speaking with an executive in San Francisco.

Since that first AMA in spring 2016, Bloomberg has hosted five more as of this writing, featuring business leaders speaking with hundreds of employees around the world, fielding dozens of questions. The topics have ranged from free-for-alls (literally, ask me anything) to a focused conversation on Asia sales strategies.

Bloomberg AMAs have taken three approaches:

- **1.** All employees regardless of where they sit in the company are invited and the floor is open to any topic employees want to discuss.
- **2.** This approach is theme-focused, such as career development or evolving market conditions. It therefore is appropriate for a more targeted audience (e.g., all employees in South America; employees in department X).
- **3.** This is the most granular AMA, in that the conversation is focused narrowly (sales strategies for product X; reasons for an upcoming merger) and the invitation is limited to audience members who are directly affected, such as salespeople who sell product X; employees being absorbed in a merger, etc.

CONVINCING THE BOSS

Unless your boss is Sheryl Sandberg and willing to share life moments in regular internal **Facebook** posts, you may have to expend time and energy convincing executives to participate in an AMA. Managers can be loath to put themselves in vulnerable situations, especially a forum called Ask Me Anything.

One can forgive an executive for being shy about opening up in front of employees, what with every gaffe being so tweetable. And few enjoy being put on the spot or called out for something they weren't prepared to address.

But executives should not fear being heckled by their employees. Employees normally will avoid posting nasty items, especially when their name is attached to it.

You could minimize an executive's anxiety by limiting the conversation's scope. One option is to add an object to the end of the AMA title: Ask Me Anything About Sales in Asia. Ask Me Anything About Our Go-To Market Strategy for Project X. Ask Me Anything About Leadership. You get the idea.

An addendum to the title focuses questions coming from employees because they understand the bounds of the conversation.

THINGS TO LOOK FOR IN TECHNOLOGY

Bloomberg has a proprietary chat platform that all employees learn to use on their first day on the job. That doesn't mean you need to build your own software to host an AMA. Any old chat tool will do: **Google** Hangouts, **Instant Messenger**, **Asana**, **Slack**, etc.

Just because the setup is easy doesn't mean you should leap before looking. From a technology standpoint, there are several variables to consider: security, scalability and ease of use, not to mention cost. External (third-party) platforms can be risky because data typically is stored offsite, making it vulnerable to cyberattacks. Before you commit to a tool—if you lack one—be sure your risk and compliance teams vet the platform. If your employees are global, you'll also want to make sure the technology can be used in their countries.

Another consideration is capacity. Can your chat room handle hundreds of participants, if need be? Where does it max out? Bloomberg discovered on its proprietary chat platform that the default maximum number of participants in a room was set to 500. When we hit that number we realized we needed to request an upgrade to 2,000+ participants.

We also recommend participants be unable to engage anonymously. Sure, they can submit questions in advance and ask not to be named, but whether it's in an email or a question dropped into a chat, the employee's name should be apparent. This is a practical fire line to ensure silly and off-topic questions are minimized.

FIVE WAYS TO CONVINCE YOUR EXECUTIVE TO PARTICIPATE IN AN AMA:

- It is just 45-60 minutes
- There is no need to prepare notes or a presentation
- Travel is unnecessary
- They can discuss a theme tied to their business needs
- They are speaking directly to employees

Last, be sure you can capture the conversation for archiving and editing. It's possible that once you shut down the chat room, you'll lose the content. You should be able to email or download a copy of the conversation. At the least you can copy and paste the discussion into Word.

IF WE COULD DO IT DIFFERENTLY

The singular disadvantage of a chat room is that the conversation is not nested and possibly is difficult to follow for those jumping in and out of the AMA because they're also checking email, taking calls, distracted by other work, etc.

Nested chats (or forums) display the parent (original) comment, with all replies "nested" below. Visually the format makes it easy to follow particular conversation threads. ■

CONTACT: *srandol1@bloomberg.net*

8 STEPS FOR CREATING AN AMA

Step 1: Identify the executive who could benefit from participating in an AMA and decide on the theme. Try to find a pillar to lean your pitch on. Can you tie the AMA to a product release? Is there a major strategy shift or reorganization afoot? Perhaps the exec won't get to a certain region this year, so the AMA can stand in for a trip.

Step 2: Invite employees. You should know whether anyone can join, or if the AMA is limited to certain departments or demographics. Regardless, make sure people sign up, so you can measure interest versus actual engagement. We typically invite employees with a note in our global newsletters (if the AMA is open to all) or with targeted emails.

Here's a sample message we included in our global newsletter: "Justin Smith Wants You to Ask Him Anything! Want to know more about Bloomberg Media's recently announced Twitter partnership? Interested in hearing about digital disruption and the future of media? Join an IB AMA featuring Justin Smith on May 25 at 11:30 AM EST. You've got questions. Justin has answers. RSVP here and submit questions in advance to Shaun Randol."

Step 3: Collect questions in advance. Doing so serves several purposes: First, it allows employees to submit anonymous questions, in case the topic is sensitive. Second, it allows employees to participate in absentia if they have a conflicting appointment or are in a different time zone. Third, advance questions give you an idea of what's on people's minds, which you can share with the executive. Last, you can bank questions that you can drop into the chat, should there be a lull in the conversation.

Step 4: On the day of the AMA, send a reminder note to everyone. Also, save the list of names of employees who signed up, so you can send them follow-up materials.

Step 5: Open up the chat room and welcome everyone. At this time you can drop in some housekeeping language, like reminding them of the AMA topic or to not ask questions that have already been asked by others. The executive can then jump in and prompt for questions, or you can start with a pre-submitted question to get the ball rolling. Our AMAs have all lasted an hour, with no shortage of conversation until the end.

Step 6: Once the AMA is finished, download the transcript and share it with the executive and relevant stakeholders.

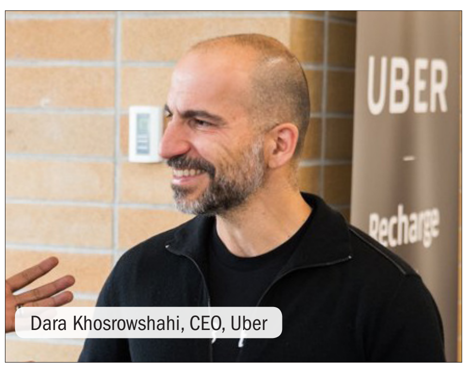
Step 7: Measure the success of the AMA. Ask the manager how she felt about the conversation, what insight she gained from the questions, any surprises, and—most important—whether it was valuable. Also, poll everyone who signed up for the chat.

Step 8: If agreed to by the manager, edit the transcript so it's a readable Q&A (not a sloppy transcript) and publish it to your internal newswire. Don't forget to report back once more on the metrics for that second posting—the executive surely wll be curious about how the conversation performed.

Francis Ingham, Director General, PRCA

1. Making Lemonade From Lemons: Let the debate begin. The topic: Was it wise for Britain's **Public Relations and Communications Association** (PRCA) to use the infamous situation it found itself in recently with **Bell Pottinger** to market itself to new members? As you'll recall, it was PRCA's report detailing Bell Pottinger's shady tactics with an equally shady client, and its expulsion of the agency, that helped destroy the prominent U.K. firm (*PRN*, September 12, 2017). The next day, though, PRCA director general **Francis Ingham** sent a note to British PR chiefs stating, "Now surely is the time to join the PRCA," Britain's **Private Eye** reports. The group's actions regarding Bell Pottinger, the note says, "demonstrate to colleagues, the client community and the broader industry that practitioners are ethical, and are willing to subject themselves to a regulatory process that is rigorous and meaningful…" PRCA garnered media coverage in 1,000 publications during the Bell Pottinger debacle, the note says. Ingham also included what he judged to be a funny, detailing his Week in Numbers: "Members expelled: 1; TV interviews: 5; **Radio 4** interviews: 2; and other interviews: 50+."

2. Uber's Good PR Move: When **Transport for London** (TfL) said last week it would not renew **Uber**'s operating license, the firm said the organization was showing "the world that, far from being open, London is closed to innovative companies." Yet the same day, Sept. 22, new Uber CEO **Dara Khosrowshahi** sounded conciliatory in a statement emphasizing the value of PR and reputation management. "The truth is that there is a high cost to a bad reputation…It really matters what people think of us, especially in a global business like ours," he wrote. Khosrowshahi was even more conciliatory after the weekend. On Monday he issued an open apology to Londoners. "While Uber has revolutionized the way people move in cities…it's equally true that we've got things wrong along the way…I apologize for the mistakes we've made…We won't be perfect, but we will listen to you…and we will run our business with humility, integrity and passion." That tone worked. London mayor **Sadiq Khan** welcomed the apology and promised TfL would at least meet with Uber to discuss the situation. A slight misstep, though, as **BBC** quoted Uber exec **Fred Jones** saying the firm "is not clear" about what the TfL's concerns with it are. (TfL said Uber is not "fit and proper" to run a business in London.) London is a major market for Uber, with some 30,000 drivers on its rolls. Uber collected nearly 1 million signatures on a petition urging TfL to rethink its decision. But too much PR might hurt Uber. Mayor Khan acknowledges Uber has deployed an "army" of PR pros and lawyers to pressure TfL. Uber plans to appeal TfL's decision.



Dara Khosrowshahi, CEO, Uber

3. About Face: Speaking of reputation management, **Facebook** took hits the past few weeks with reports Russian agents used its self-service ad-buying tool to undermine the 2016 U.S. presidential election and allowed anti-Semitic groups to target like-minded individuals with ads. Facebook says it knew nothing of the anti-Semitic ads until a report earlier in September from **ProPublica** exposed them. True or not, saying you're unaware can raise questions about your company's security measures. The Russian ads pose a different story, with Facebook announcing its findings about them Sept. 6 and saying Sept. 21 that it will take that information to Capitol Hill. Initially, though, Facebook refused to disclose the information to House and Senate intelligence committees, citing federal privacy laws. In a video, Facebook chief **Mark Zuckerberg** said the brand will make it "much harder" for such bad actors to purchase ads.

4. Rebrand: Communications firm **Hotwire** unveiled a rebrand September 20, emphasizing "a global alternative to large multinationals." The rebrand addresses several market trends, CEO **Barbara Bates** tells us: "new challenges facing CMOs to connect and engage with customers; the need for every company to be seen as an innovative brand; companies seeking global communications partners feel they needed to compromise quality local programs for global reach; and the difficulty in getting companies to stand out."

5. Growth: LEWIS debuted **LEWIS EXPRO**, a personal branding service. **Miles Daniels** will head the unit.

6. People: At our press time crisis-laden **Equifax** said its CEO **Richard Smith** was retiring "immediately." – Congrats to rising stars **Amanda Cowie**, head of business & strategy communications, **Bloomberg Media**; **Mora Neilson**, AVP, integrated communications, **L'Oreal Paris**; **Leslie Pitterson**: VP, communications, **Nielsen**; and **Shari Reichenberg**, senior director, strategy and planning, **Ogilvy**; for being named by **New York Women in Communications** its 2017 WiCi honorees. A ceremony is set for October 10. ■

Barbara Bates, Hotwire Global CEO