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## MEASUREMENT

# Cutting Through the Communications Data Wilderness: Moving From Data to Insights

**[Editor's Note:** In this first article of a five-part series produced with partner **PublicRelay**, a media monitoring and analytics firm, we will examine the common challenges of measuring communications data so it can be turned into useful insights that will help not only communicators but the business overall. We'll start with a question: "What's in it for me to think about insights?" Included is a look at how to move communicators from using data simply to prove the return on investment (ROI) of PR, known as reporting, to a strategic approach, where data is mined for business insights. We'll end this article with a look at examples where brands in insurance, pharmaceuticals and financial services used communications data to provide business insights.]

On a micro level, some communicators shy away from data and measurement fearing, incorrectly, that their lack of mathematical competency will be exposed. How many times have you heard a PR professional tell you he or she pursued a PR career precisely to avoid using numbers? It is unfortunate that this erroneous assumption continues to hold sway in some quarters. One of the goals of this series of articles is to debunk that assumption.

Another fear of communicators who resist data: If they measure, data might show that certain of their PR efforts are failing. Worse, measuring data purely as a way to gauge ROI could indicate that PR is contributing too little to a company's business goals. While both of those scenarios are possible outcomes, without seeking the insights data provides, such failings could continue interminably.

The good news is that many communicators are measuring and accessing data. Some, though, seem to be measuring from a position of fear. They're almost solely in reporting mode, measuring data for ROI alone. As such they're missing the potential of data to be applied strategically. They're also eschewing data's power to provide insights into how communicators and businesses can improve. In many cases, not only can communications data provide insights to raise brand awareness, it also can help drive leads and sales.

In this first of five articles, we speak with six communicators who advocate using communications data for deriving insights as opposed to merely proving ROI.

These executives also offer examples of why this mindset is critical in today's business environment. In addition, they discuss how PR teams still using data mainly to prove ROI can shift their thinking so they are mining insights from analytics that can not only change the way communicators are operating but also contribute to a business' revenue.

It's not an accident that none of the brand communicators interviewed for this article described himself or herself as a "data person." In fact, most of them felt that communications professionals could be taught what they need to know to make judicious use of data.

### DATA INSIGHTS: 'WHAT'S IN IT FOR ME?'

The old marketing adage is that everyone's favorite radio station is WIFM, or What's In It For Me? Similarly with data and measurement, the first question that skeptical communicators need answered is, "What's in it for me to think about data insights?"

*Continued on page 3*



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**DECEMBER 7, 2017**

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# Consumer Engagement With Nonprofits Down 9% in Q3; Facebook Dominates

Another week, another example of platforms chipping away at Facebook's dominance. The emphasis is on the word chipping, though.

In Q3 2017, nonprofit brands saw a small decrease in consumer engagement with their social posts, shown in this chart as actions, vs. the same 2016 quarter, generating 211 million (-9%) social actions across **Facebook, Twitter and Instagram**, according to **Shareablee** data supplied exclusively to *PR News*.

Twitter and Instagram, which generated 28% of consumer actions, grew at rates of 54% and 33%, respectively.

Facebook, saw a 20% drop in consumer actions to 153.3 million, accounting for 72% of consumer engagement across platforms. This suggests "a minor migration of nonprofit brand engagers to other social platforms," says Ron Lee of Shareablee.

Looking at brands individually, perennial social powerhouse **People for the Ethical Treatment of Animals (PETA)** had a great quarter, topping the nonprofit brands chart with 12 million actions.

PETA even saw 69% growth in actions despite posting 2% fewer pieces of content year over year. PETA grew on each of the social platforms, with Instagram the most impressive at 184%.

As you can see from the chart, PETA also had the biggest audience in our top 10.

The No. 2 brand, **ACLU Nationwide**, generated growth of 645% during the quarter. Its Facebook and Twitter

growth was 332% and 231%, respectively.

ACLU lacks an Instagram page, Lee notes, who sees a potential growth area for the brand.

**Mercy For Animals'** 5 million actions represents year-over-year growth of nearly 30%, Lee says, with Facebook (15%) and Instagram (25%) at a relatively tame growth rate compared to its Twitter account, whose consumer engagement growth was a robust 326%.

**Oceana** grew its consumer engagement 76% despite a 10% drop in content posted vs. Q3 2016. Instagram was its strongest platform, generating 83% of consumer actions. ■

ShareableeSOCIAL SCORECARD

## TOP 10 NONPROFIT BRANDS – Q3 2017

Based on Total Actions (reactions, comments, shares, retweets and likes)  
Data provided exclusively to PR News by Shareablee. Sources: [f](#) [t](#) [i](#) [@](#)

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
1	PETA	11,766,076	2,553	4,609	6,872,279
2	ACLU Nationwide	7,543,417	1,421	5,309	3,483,843
3	Mercy For Animals	5,139,333	5,305	969	3,063,193
4	Oceana	3,183,879	2,161	1,473	1,507,727
5	Human Rights Campaign	2,764,821	2,618	1,056	3,778,614
6	The National Audubon Society	2,523,627	1,405	1,796	1,448,658
7	UNHCR	2,048,190	2,676	765	4,878,844
8	peta2.com	1,994,457	2,850	700	1,992,510
9	Best Friends Animal Society	1,919,177	685	2,802	1,764,450
10	North Shore Animal League America	1,638,340	811	2,020	1,285,620

# Data Insights Help With Resources, Strategy



**Adam Snyder, VP**  
Communications,  
Mitsubishi UFJ  
Financial Group

For many of those we spoke with, a major issue was using data to anticipate what might be ahead. If you're using data only to "get a sense of how you're doing today, you're being reactive and somewhat backward," says Michael Schneider, VP, public relations, at **ADP**, the payroll services company. Communicators, he says, need to be cognizant of data "to look forward...at what's over the hill."

There's a more current element to seeking insights from data, adds Emil Janssens, who heads communications and marketing in North America for insurer **Allianz Global**. "Data-driven insights allow more informed decision making, which can help fine-tune your strategy, optimize your marketing and communications and generate more business."

## MEASURE DON'T GUESS



**David Chamberlin,**  
SVP, CCO,  
PNC Financial  
Services Group

Gone are the days when so much of communications involved guesswork, says Adam Snyder, VP, communications, at **Mitsubishi UFJ Financial Group**. "Now we have facts in the form of data...so if you're not drawing conclusions and getting insights from data, then all you're doing is guessing."

Adds David Chamberlin, SVP & chief communications officer at **PNC Financial Services Group**, "I don't have to stick my finger up into the wind...I have hard data" that shows, for example, the reporters and publications "most and least favorable to my brand...how well our messaging is being received and shared" and similar metrics for PNC's competition.

For example, Chamberlin relates a situation recently where data changed his team's behavior. Several stories about the brand that ran in a traditional media platform were driving significant social traffic for PNC. The brand initially thought these were "small, local stories" and they were largely ignored during planning meetings, he says. When figures in social measurement reports spiked, the team investigated,



**Molly James-Lundak,**  
Senior Director,  
Corporate Digital  
Marketing,  
AbbVie

found the source and reacted accordingly, he says. "We know now that a certain type of content that we can provide resonates with audiences," he says, "but we have to make sure it gets covered" by pitching it to media.

The example above shows also that tracking data, of course, also offers communicators insight about audiences. What do they care about? What are they thinking? What are they responding to? What's their mood?

Molly James-Lundak, senior director, corporate digital marketing at pharmaceutical firm **AbbVie**, turns our original question on its head. "What's the risk if I'm not looking for data insights? The risk is eventually someone's going to ask you, 'How do we know what's working and what's not?'" The wealth of data from social media analytics and traditional media "holds a lot" of the answers, she argues.

## WHAT WORKS, WHAT DOESN'T



**Michael Schneider,**  
VP, PR,  
ADP

For example, AbbVie analyzed 6 months of data and found audiences were not highly engaged with the social media content it was publishing from medical conventions. The thing is, AbbVie was producing more of this content than any other. It wasn't necessarily AbbVie's content, though, since audiences were engaged with other offerings the brand produced. This prompted AbbVie to ask why its medical meeting content was failing to hit the mark.

The team's hypothesis was that conference attendees often are very busy at medical meetings, learning new things and sharing their insights, so there's a battle for attention for social content. This led AbbVie to turn down the social noise during medical conventions dramatically. It published far less content during medical conventions and instead focused on delivering high-value content before events, when followers likely have more time. In addition, it amplified only select

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voices during conferences. The result was greater engagement overall with fewer pieces of content, and less money spent on content development.

With communications budgets seemingly tightening continually, data insights, such as the AbbVie example above, become critical. For Marie Kennedy, VP, communications and PR, at **Dignity Health** in San Francisco, analytical insights from data are key to making sure “you’re spending resources the right way.”

Adds AbbVie’s James-Lundak, the surety of data destroys the old joke about the executive who knows half her budget is being wasted; she just doesn’t know which half.

## THE CHALLENGES



**Emil Janssens**,  
Head of  
Communications  
& Marketing,  
Allianz Global

As we know, effecting change is rarely easy. Changing tradition can be even more onerous. “Traditionally, communications people haven’t been asked to bring the rigor of business reporting to their jobs,” PNC’s Chamberlin says. “Many people in the communications world focus on becoming communications experts.” The issue, though, is communications becomes relegated to a soft discipline relied on for media quotes, blog posts and tweets.

Chamberlin, who will be profiled in the second article in this series, says, “The challenge to my team has been, ‘We have to be business people first, communications experts who are socially engaged, second. That’s pretty big leap. And I think it’s something the entire industry has struggled with.’”

Getting PR pros to seek insights from data can be more complicated than changing mindsets, though. Once the decision has been made to measure, communicators need to decide what to measure. “You must get consensus across

the organization” about what metrics matter most “to your plan and your brand,” Schneider of ADP says.

**A tip:** It’s critical to put a lot of effort into the question of what to measure upfront. “When you can get agreement... that makes people value the data and the results so much more than if you hadn’t gotten that buy-in.”

Adding complexity to this situation is the “the sheer number of data sources” available, such as social media analytics and traditional data, says James-Lundak. Integrating the plethora of data meaningfully can be challenging, “because they’re coming from different places and are structured differently.”

## TENACITY AND MEASUREMENT



**Marie Kennedy**, VP,  
Communications  
& PR,  
Dignity Health

Beyond knowing what to measure, it takes a certain amount of courage to stick with the metrics you decide to use, James-Lundak argues. “You can’t just abandon your measurement efforts after a few weeks because you haven’t discovered any insights,” she says.

“Sometimes there is no insight, but more a confirmation of what you’re doing is on track. I’d be shocked if in 6 to 12 months you don’t learn something new that shifts the way you’re developing your communications or new channels you’re thinking about.”

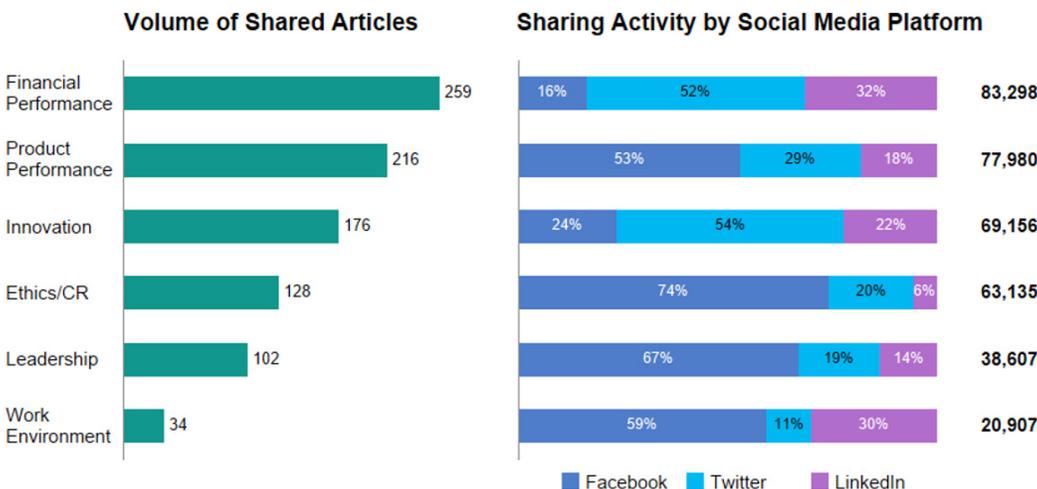
## MEASURING WITH ONE VOICE

There are other consistency issues to consider, too. For example, should you be at a multinational company, it’s important to “make sure you have one global standard for measurement across the board,” Schneider says. You want to be able to talk about how PR is functioning and have it mean the same thing across the board. This is possible only if all PR units of a company are emphasizing the same KPIs.

For example, when a global company’s PR unit is discussing volume on a social channel, is the emphasis on impressions? Tone of voice or sentiment? Share of voice? Engagement?

What a global company wants to avoid, Schneider says, is for one region to be emphasizing a particular metric, while other regions are stressing different metrics. That unwanted situation will provide “a variety of narratives across your organization on how well PR is functioning.” But using the same KPIs over time “you’ll really be able to pull together some good insights that will help guide and shape your strategy.”

## Social Amplification of Traditional Media Coverage by Reputational Driver



Driving School: An example of data being mined for insights. This chart shows topics covered in traditional media and where they are shared socially. Brands can use patterns from this data to build strategies, depending on their goals. Twitter dominates Financial Performance and Innovation; head to Facebook for Ethics and Leadership. Source: PublicRelay

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# Despite Competition, PR Firms See '17 Revenue Besting '16

There is good news and bad news in this latest PR Council survey of its roughly 100 member firms. First, the good news: 66% of those who replied said revenue for 2017 is ahead of 2016 and that projections are on target or better than forecasts.

Another bit of good news is that respondents told the PR Council survey they had not lost staff to management consulting firms. In terms of management consultancies' ability to be better than PR at attracting talent, respondents were split nearly 50-50 that this was not the case.

In other questions on the survey, though, it's clear management consultancies are competing heavily with traditional PR firms, largely in the areas of digital and analytics. Conversely PR firms feel most confident in taking on management consultancies in the areas of earned media and creative. ■

## TALENT PULSE

Which industry have you hired staff from?

Marketing	42
Digital	56
Earned Media	42
Analytics	28
Management Consultancies	14
All of the Above	14
None of the Above	0

In the last year, 98% of companies have not lost staff to management consultancies.

### 2017 vs 2016

Our members responded that Q2 2017 revenue is higher (66%) than Q2 2016, and most are either on target or ahead of forecasts.

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## PR COUNCIL Q3 2017 QUICK SURVEY

BASED ON INPUT FROM AMERICA'S LEADING FIRMS

### MANAGEMENT CONSULTANCIES

Do you feel that management consultancies entering the communications space offer a more compelling platform for prospective talent than firms that have their heritage in offering PR?

NO	51%
Yes	14%
UNSURE	35%

Where are management consultancies unable to compete?

Earned Media	31%
Other	12%
None of the Above	10%
All of the Above	4%
Execution of Programs	14%
Creative	22%
Analytics	2%
Digital	2%
Marketing	2%

Which space do you feel management consultancies are disrupting the most?

Marketing	10
Digital	18
Earned Media	0
Analytics	32
Creative	8
All of the Above	10
Other	15
N/A	10

### BUSINESS TRENDS

Is your agency considering investing more aggressively in non-RFP dependent business development activities in 2018?

YES	69%
UNDECIDED	17%
NO	14%

The majority of RFP's are

LONG TERM	56%
PROJECT BASED	31%
OTHER	13%

Source: The PR Council

# PRNews WRITER'S GUIDEBOOK

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# Sallie Mae Shares Its Social Media Policy Checklist for Crisis Preparation

**[Editor's Note:** Each week we highlight a slide(s) from a presentation of interest to readers. This week's slide comes from Temeka Easter, senior director, social media, **Sallie Mae**, who spoke during *PR News'* Digital Communications Marketing Summit last month in Miami. If you have an appropriate slide(s), please contact: [sarenstein@accessintel.com](mailto:sarenstein@accessintel.com)]

**McDonald's'** site contains invective; the web site for the **Girl Scouts** includes the organization's position on abortion; and on November 2, the president's **Twitter** account, @realDonaldTrump, goes silent and displays an error message: "@realDonaldTrump does not exist"

All these are examples of what can happen when brands lose control of their social media channels for a period of time.

Just a few hours without control of a brand's site can spell disaster, of course. Temeka Easter's upper slide emphasizes

the importance of having a social media policy in relatively tame times. For Easter at Sallie Mae, these include times when there are questions surrounding pending legislation or a lawsuit.

As you can see in these cases an organization's social media policy must specify the review process for such questions and the standard response time. Archival procedures also are critical she says. "You don't want to be scrambling when a request comes in" for documents and information that was posted socially.



**Temeka Easter**,  
Senior Director,  
Social Media,  
Sallie Mae

To avoid a crisis, the social media policy also should include procedures for when employees leave the company. In Easter's case at Sallie Mae, they are immediately removed from all social media accounts. Since Sallie Mae uses Sprinklr for all its platforms this simplifies things when an employee leaves, she says.

The lower slide looks at crisis response. As you can see, one of the steps is to have a system in place to halt all outbound social media posts.

It's also essential to have redundancy built into your crisis system, she says, so you're covered if the head of digital media is on vacation when a crisis occurs, for example.

Training is essential, too, she adds. While her slide mentions annual crisis drills, her team drills quarterly at unplanned intervals, she says.

A "solid listening tool" can help spot issues before they become full-blown crises, Easter says. She recommends finding a vendor that specializes in listening, as opposed to using a tool that does a bit of everything, in addition to listening.

As we saw in last week's *Slide of the Week* feature, from **Orlando Health**, preparing a list of messages in advance for use in a crisis can help communicators avoid having to craft responses in the midst of a volatile situation. ■

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#### Avoid Roadblocks: Social Media Policy

- Your social media policy serves as your navigation system
  - Who is responsible for social media?
  - What is the review process?
  - How is information archived?
  - Is there a standard response time?
  - What happens when an employee is terminated?
  - How will you deal with any personal information published on a platform?



#### Avoid Roadblocks: Social Media Policy

- What happens when social media goes wrong?
  - Create communication crisis plan in partnership with your legal department, public relations team and others
  - Have a system to temporarily stop/halt social media posts
  - Perform annual crisis drills
  - Use a solid listening tool
  - Create template for real-time updates

There's yet another issue with consistency. "I strongly believe you have to have a regular cadence for reviewing and sharing data" with your team and others, AbbVie's James-Lundak says. "If you don't get into this habit of making [measuring and sharing] part of your daily work, I think it's very easy for it to fall by the wayside."

Chamberlin believes communicators need to stop looking at data only on a quarterly basis. "You need to be immersed in data every day because you want to be able to see where the opportunities are...and, believe it or not, you find nuggets on a daily basis to potentially launch a micro campaign [in response to a data-inspired insight] or to raise or kill an issue."

## C-SUITE ISSUES

Sometimes there are challenges in the C-suite, too, Snyder of Mitsubishi Financial suggests. "Until probably about five or six years ago, you had senior people not believing in [social media] data because they came up at a time when you didn't have the wealth of data available that we have today... data wasn't the most important thing in making a decision."

James-Lundak points out another challenge associated with measuring data and seeking insights: With technology, sometimes things go wrong, which influences the quality of data. She points to bots, seasonal irregularities or other noise that can disrupt the regular flow of quality data. Of course, sometimes irregular-looking data can be what's happened.

There are more prosaic challenges to measuring and using data strategically. "I have seen technology infrastructure, budget and lack of resources be hurdles to take on a data-driven approach in organizations," Janssens of Allianz says. But he adds, "it is important to understand that quick wins can often be realized without spending lots of time and resources."

## FORTITUDE REQUIRED

Finally, there's a question of fortitude. Says AbbVie's James-Lundak, "It takes some degree of courage" to offer data insights "because they may show some of the things we've been working on are not effective."

Chamberlin of PNC agrees. "Measurement and data can be a little scary, because you can hold people accountable. Communicators in many cases have been able to slide for a long time because they haven't been able to show with measurement how well they're messaging, for example. And they haven't had to deal with figuring out opportunities."

## HOW TO MOVE COMMUNICATORS

An important part of the journey to more meaningful measurement is getting communicators who downplay data and measuring to embrace the idea of gaining insights from data. For Snyder of Mitsubishi, you need to understand peoples' concerns, which, he says, "are mostly rooted in a fear or a lack of understanding of digital and social." The best way to overcome that, he believes, is to bring data "down to a level of tangibility that they will understand."

Snyder sets up a scenario where you explain about peo-

ple sharing a favorite sports article on their Facebook page. "Then their friends see it and click on it, and they share it. You tell them the same thing happens with a business article shared on LinkedIn." The mistake people make, Snyder says, is that they speak about data "in big, ethereal terms... they mention 'communities of people and conversations to engage in.' These are things people haven't seen, but they have seen articles shared on Facebook."

Snyder's conclusion is that "people complicate [social data] to a degree it doesn't need to be," he argues. "So much of what happens with data is complicated. That's why there are brilliant people...who can pull the data, work the data, source the data, chop it, etc., etc. That's complicated." What communicators do with data once it's been distilled is far less complicated.

A tip from James-Lundak for those wary of providing data insights: use the concept of testing. "Once you put 'test' in front of something, people usually will go along with it," she says. "'Let's test this tactic. Let's test this hypothesis.'"

She suggests starting by saying, "Let's take this campaign or effort and let's test it and see if we are making a difference in the behavior of the people we want to reach." She adds, "You do it in sort of a safe way when you confine it to a testing environment." From there, she says, you build momentum by measuring another effort and eventually "you shift the way you talk about measuring the work that you do."

## DATA SCIENTISTS VS. DATA USERS

Finally, it's important to know the difference between data scientists, who can "slice, dice and really work with data," says Snyder, and communicators, who use data to gain insights. "I can't build a data model, but I can use it once it's built," Snyder says.

Adds James-Lundak, "I'm not a data person." Indeed, none of those we interviewed considered themselves measurement experts. Curiosity about data is critical, she says, as well as objectivity. Adds Kennedy, with the tools available to communicators today, you don't need a statistics degree to make use of data for insights. "It's an exciting time for communicators because we can measure what we're doing and as a result be more effective," she says. ■

**Next in this series:** Case studies where big data provided big answers (November 21).

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John Schnatter, CEO, Papa John's

**1. Food Fight:** A few years ago **Starbucks**, among other brands, claimed its Q3 2016 sales were soft due to uncertainty over the coming presidential election (*PRN*, Oct. 24, 2016). Starbucks said consumers here and abroad reduced the number of trips they made to its stores due to the uncertainty of the times. We mused that with so much anxiety in the air and declining Starbucks visits, purveyors of other liquid refreshment, such as beer and spirits, as well as those who serve said products should be the beneficiaries. Skip to the present and we have **John Schnatter**, CEO and founder of pizza maker **Papa John's**, deflecting depressed sales figures onto the **NFL's** failure to resolve the issue of its players protesting during the playing of the national anthem. The players' actions were hurting the official pizza of the league, costing the company some \$70 million, Schnatter said Nov. 1. "We are totally disappointed that the NFL and its leadership did not resolve the ongoing situation to the satisfaction of all parties long ago," he told investors. It's not news that the NFL, arguably America's premiere sports league, is suffering ratings softness, perhaps due to the anthem controversy. At the season's midway mark, ratings were off 5% vs 2016, according to **Nielsen**. While we scoffed at Starbucks' presidential coffee conundrum—with all that supposed anxiety, Wall Street, a bellwether of nervousness, remained robust as the election neared—the Twittersphere kept its powder dry. Not so this time, as tweet-

ers smacked Papa John's hard, suggesting the reason its pizza wasn't selling is because it's not very good. Other tweeters hoped Schnatter's words would become a self-fulfilling prophecy, i.e. that when fans read his comments they'd boycott Papa John's and sales would decline even more. Things got cheesier for Papa John's when rival brand **DiGiorno**, in, what *PR News's* **Samantha Wood** called its "signature snarky way," tweaked Papa pizza, contrasting its rising sales and John's' falling revenue on **Twitter** in a series of tweets. **Pizza Hut** was more civil, with its **Yum! Brands** CEO **Greg Creed** telling investors he'd seen no decline in his sales. Incidentally, Yum! was one of the brands pointing to the November 2016 presidential contest as a cause of soft sales. The PR lessons are obvious and far from new: Deflection rarely works and social media can be a harsh judge, especially when your CEO deflects to a hot-button topic. For the record, on Sunday, Nov. 5, several teams' players locked arms during the anthem and at least three, all from the **Miami Dolphins**, kneeled. The team's coach, **Adam Gase**, asked players to stand or remain in the tunnel during the anthem. The three players told Gase remaining in the tunnel disrupted their pregame routine. Gase relaxed his rule.



Timothy Sloan, CEO, Wells Fargo

**2. Driving While Drowsy?** **Wells Fargo** continues to be the poster child of crisis mismanagement. Even its board is caught up in the brand's fumble of the bogus credit card scandal, which hit the headlines more than one year ago. San Francisco judge **Jon Tigar** of the U.S. District Court ruled the bank's board and several of its senior executives should have known about Wells Fargo's sales tactics. The ruling came in the early stages of a case brought against the board and executives, including current CEO **Tim Sloan**. The judge's ruling, while isolated, is interesting. The *NY Times* says it sends a

message to board members of public companies: "be vigilant for bad behavior in your operations, or else." In a way, former **Democratic National Committee** chief **Donna Brazile's** attack in *Politico* Nov. 2 on **Hillary Clinton's** alleged legal but unethical rigging of the Democrats' nomination process could be seen as a way to change the conversation. A veteran DNC leader, Brazile claims she had no idea the party was broke when she became interim DNC chair. That financial situation allowed the affluent Clinton camp to control the DNC, Brazile alleges. Similar to the Wells Fargo board, DNC leaders, including Brazile, seemingly should have been better informed. Were the boards at Wells Fargo and the DNC (and let's add the self-professedly ignorant group at **The Weinstein Company**) asleep at the wheel?

**3. People:** One of the industry's top communicators, **IBM** chief brand officer since early August and former SVP of communications and marketing **Jon Iwata** will retire next month. **Ford** veteran **Ray Day** will join IBM as CCO, reporting to CEO **Ginni Rometty**. – **WE Communications** named **Matt Trocchio** SVP and GM of its Austin office. Trocchio most recently was at **SHIFT Communications**. – **UAW's** digital director and *PR News* Rising Star (2016) **Andrew Huddleston** later this month will depart Detroit for D.C., where he'll join **New Blue Interactive**, a digital strategy firm, as senior production manager. – **Moxie Communications Group** promoted EVP **Corinna Pieloch** to partner, the agency's first. – Digital agency **Reingold** named former **BGR** VP and Capitol Hill staffer **Joshua Lamel** VP. ■



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