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More premium content at PR News' Subscriber Resource Center

Pressure Increases on PR Agencies To Become More Business Savvy

The theme for this year's Counselors Academy spring meeting—which took place in Austin, Texas—was dubbed "WEIRD," an acronym for Wired, Entrepreneurial, Imaginative and Results-Driven. The moniker of the meeting was a play on the city's slogan: Keep Austin

DID YOU KNOW?

Seven Things You Will Learn in This Week's Issue of PR News

- 1. PR agencies must take a McKinsey & Co.-type model to their business if they want to stay viable. (p. 1)
- 2. B2B brands need to ramp up their profiles to gain audience share amid a still-sluggish economy. (p. 1)
- 3. It is important to use a combination of spokespeople in social media training programs. (p. 2)
- 4. Almost 60% of mobile users (nearly 80% with tablets) said they use their devices at home, according to a new study. (p. 3)
- 5. A music education nonprofit found a unique pitch on how to generate media coverage. (p. 4)
- 6. PR agencies need to be much more aggressive when it comes to setting fees for their clients. (p. 7)
- 7. Communicators increasingly need to combine creative content with their ability to respond in real-time. (p. 8)

Weird. And while the theme had a When-in-Rome vibe, the major takeaway for the 145 communicators attending the conference was that if PR agencies are going to thrive in the future they're going to have to play it straight.

Despite the Wild West quality of social media and online communications—not to mention chasing the latest shiny new technology—PR execs and communica-

tors need to keep their feet planted firmly on the ground to deal with an increasingly competitive marketplace.

They have to get out of a rigid PR mindset and become much more business-oriented, according to several speakers at the conference.

They need to know their way around a spreadsheet and an org chart. They need to burrow in the weeds of their clients' markets. They must get

comfortable with IT, finance, human resources and other business disciplines that PR folks have traditionally avoided. The explosion of content marketing plays into the ability of PR agencies to tell a compelling story, of course, but without a comprehensive business strategy on how to monetize the content, PR pros may be just spinning their wheels.

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B2B Communications

By Mary Buhay

Bold Strategies Gain Audience Share In Hypercompetitive Marketplace



As the economy slowly wends its way toward recovery, many companies are opting to focus on managing risks rather than challenging existing boundaries in their respective businesses.

However, there are bold marketers defiantly raising their profiles to seize audience share despite the stagnant economy.

Consider electric vehicle (EV) maker **Tesla Motors**, which is battling to establish a different marketing model in the automotive industry by eliminating dealerships and selling directly to customers.

The company's gutsy strategy is playing out like a street fight in each state, which governs the sales of cars with laws that prohibit or restrict automakers from owning dealerships.

To duke it out with Big Auto, Tesla moves the fight away from traditional advertising and relies on social media, PR and showroom marketing.

Such ambitious leadership appeals to the public.
According to the Global Street
Fight™ Study developed by
Gibbs & Soell and its client
Harris Interactive, three times
as many Americans say senior
leadership at large companies
is weaker than stronger today
compared with five years ago.
The research also found four
times as many Americans
believe senior leaders are more
focused on short-term goals

than long-term goals compared with five years ago.

In addition, the survey found that the public views strategic thinking (75%), innovation (73%) and risk-taking (62%) as the strongest attributes of "a bold leader," versus confrontation, ruthlessness and stubbornness.

Consumer-facing businesses aren't the only ones that listen closely to what the general population is saying. Bold thinking B2B brands are increasingly engaging with public end users in an extended value chain that includes a set of diverse stakeholders. In today's hypercompetitive marketplace,

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Channel Your Social Media Training

Social media is increasingly becoming a required skill in almost any field, whether you are in marketing, sales, communications, engineering or human resources. And if your current job has social, digital or media in your title-whether at a Fortune 500 company or a startup-part of your job is to evangelize the importance and value of social across the company.

► How To...

So, if you are a social media evangelist, how do you spread your wealth of knowledge across the company so that each employee can have a bigger impact on your company's brand and top and bottom lines?

Here are the top eight tips for running a successful internal social media training program.

1. Build a framework:

It's important to build an internal framework in order to successfully execute a training program. At the beginning, define your objectives for the program.

What is your goal? And what are the KPIs (key performance indicators) to measure success?

Create a committee of internal advocates to help drive the program forward and to get a general consensus among various stakeholder groups. It's also helpful to conduct an audit at the beginning to assess employee needs and challenges.

2. Know your audience:

All departments in a company have different agendas when it comes to social media. Analyst relations efforts will differ from sales, and marketing will differ from PR.

Keep topics broad enough to appeal to a range of people. Specific goals and metrics may appeal to your community relations representative, but not as much for your CEO.

3. Appeal to different skill sets:

While some of your staff might be unfamiliar with the term "@mention," others may participate in Twitter chats and Facebook polls on a regular basis. This is why we have three different training tracks—basic, intermediate and advanced—so that all needs are being met.

Taking the assumption that everyone you are speaking to be on the same skill level will leave you with a divided audience.

4. Bring outside perspectives in:

It is important to use a combination of spokespeople in training programs. This is a great situation to use your resources-internal staff members, supporters from other companies, people from your agency-to ensure that your staff gets exposed a variety of content and expertise.

5. Listen to feedback:

In most scenarios with employee training it is important to gather feedback and alter strategies when appro-

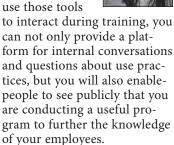
After every training session, this could be done with a quick survey to find out what your peers are interested in learning more about, what a follow-up session could include and where the holes are.

By allowing employees to be a part of the training and putting their feedback into effect you can ensure a successful program.

6. Make it social:

You are training your employees in social media, so why not practice what you preach? By creating a hashtag or a Facebook group and

encouraging employees to



Not to mention, you are helping people to start using (and understanding) the tools on their own terms.

7. Make it actionable:

When training employees in social media, it is important not to talk too "high level." Maintain reasonable expectations and make your tasks easy to execute.

For example, by providing a checklist at the end of each session—with actionable tips and tricks that people can start to implement right away-you will make social media integration feel less daunting and intangible to even the most basic user.

8. Make it measurable:

In the end, you'll want to measure the program's success. You will need to identify what metric you are using to do this, such as the level of attendance, employee feedback and actual implementation of the things learned.

This can be as easy as compiling a report in Excel to track your progress, or as formal and comprehensive as working with your HR department to incorporate feedback into an overall training report. PRN

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Autumn Truong is senior manger of social media at Cisco Systems Inc. Follow her on Twitter: @AutumnTruong.

The Path to Purchase (Increasingly) Starts With Mobile; **Employee Relations A Tonic For Workplace Misconduct?**

▶ The Path From Mobile to the Bottom Line

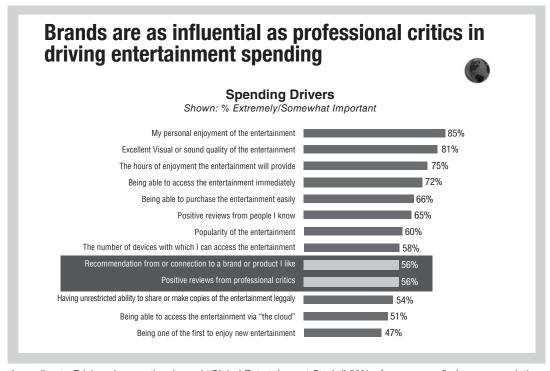
Mobile users reach for their devices early and often to find local information, according to the second annual Mobile Path-to-Purchase study released by Telmetrics and xAd. The study also found that both locale and promotions are hugely influential factors for purchasing decisions and conversion.

The survey, which took the pulse of more than 2,000 mobile users, found that consumers are more frequently using their mobile phones for consumer needs.

Here are some other interesting nuggets from the study:

- To learn more about local goods and services, 45% of respondents said they initially use their mobile devices to research products.
- 60% of smart-phone users and 53% of tablet users said they have completed purchased based on their device usage.
- 53% of purchases, despite help from mobile devices, are made offline.
- Almost 60% of mobile users (nearly 80% with tablets) said they use their devices at home.

Source: Telmetrics and xAd



According to Edelman's recently released "Global Entertainment Study," 56% of consumers find recommendations and professional reviews as extremely or somewhat important factors when making purchasing decisions. Surprisingly, only 47% of the respondents said that being the first to enjoy a product is important, which seems to contradict the long lines and chaos often associated with product launches.

▶ Effective Communication Can Prevent Workplace Misconduct

Companies often find themselves focusing more on external communications to maintain a favorable public image. However, a recent CEB white paper illustrates that it is equally important to effectively communicate internally. Work environments are rapidly

transforming in numerous sectors, and several side effects of these changes invite incidents of misconduct. Misconduct can present itself in a variety of ways, from interpersonal conflicts to infractions of company policy.

CEB says that such occurrences can be minimized through effective communication practicess. This is especially true in rapidly changing work environments.

Here are a couple of other stats from the white paper:

- 17% have been subject to direct management changes.
- Only 30% of misconduct reports were met with ideal communication outreach, versus 52% that were meant with least effective outreaches.

Source: CEB

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Musical Education Nonprofit 'Little Kids Rock' Tunes Into Public Relations to Help Amplify Its Charitable Efforts

Organization: Little Kids Rock Agency: Marcus Group Timeframe: 2011- present

To honor its 40th anniversary, boutique PR agency The Marcus Group (TMG) wanted to do something different. Instead of simply having a big party to celebrate the occasion, TMG decided to donate a full year of its services to a charity.

"The Marcus Group has always been an agency that does pro bono work for worthy nonprofits—it's been a part of the culture here going back 40 years," said Kaitlyn Krieger, senior account executive at TMG. "That's how we came up with the idea of how to commemorate our anniversary in this special way."

After sifting through morethan 130 applicants, TMG selected Little Kids Rock (LKR), a national nonprofit that works

to restore music education in underfunded public schools.

Headquartered in Cedar Grove, N.J., LKR is a nonprofit organization that partners with school districts, "training public school teachers in our innovative curriculum, and donating all of the instruments and resources necessary to run rockin' music programs," according to its website.

TMG quickly identified the area where LKR needed their help the most: pitching stories and events.

Still, the agency faced two major challenges: working without a budget and working with an organization that had very few staff members.

Limited staff members and volunteers translated to difficulty scheduling press appointments and interviews with the various schools. Coordinating with the staff's time and limited resources was crucial to making the



Bootsy Collins (Parliament-Funkadelic and James Brown) with Little Kids Rock students in Jersey City, N.J.

Dollars and Sense to Generate New Business

Kaitlyn Krieger, senior account executive at The Marcus Group, offers three tips on how to get big results with small budgets.



- 1. Share, share, share: Make sure you share publicity you generate everywhere, such as email blasts and social media channels as well as with donors, sponsors and volunteers. Having those audiences pass it along will go a long way toward spreading the word and generating buzz.
- 2. Have a game plan: Nonprofits want as much help as they can get, so it's important to work with your client to establish a realistic scope of work up front that your agency is comfortable with and that uses your talents. Don't be afraid to tell your client if you think other volunteers can update mailing lists, while you focus on generating publicity.
- 3. Pitch different story angles: Understanding the different aspects to a story is essential. One media outlet may focus on the organization, while another may focus on the event or on the larger cause.

arrangement work.

With that in mind, TMG identified the following objectives:

- 1) Secure more national media placements for LKR.
- 2) Increase feature articles that showcase the real impact the nonprofit has on its students.
- 3) Organize and publicize events that boost LKR's visibility.

PLANNING PHASE

Beyond looking at how LKR was portrayed in the media (based on former press clippings), no formal research was conducted at the initial planning phase.

TMG immediately got to

work on execution, helping LKR maximize publicity for many events coast-to-coast with placements in major newspapers and television outlets.

"The Marcus Group dove right in, answering everything from 'Can you proofread this?' to 'Can you get the media to this event?' and everything in between," said Keith Hejna, LKR's communications officer. "They really helped us with our image. Not just getting us out there, but improving the way that we represented ourselves."

TMG created a polished press kit for LKR, and professionally reformatted press clippings for the organization's representatives to share with

Photo courtesy: Little Kids Rock / The Marcus Group

potential donors, corporate partners and other supporters.

The agency focused its outreach on certain school districts and homed in on key areas that LKR wanted increased publicity. It also tried to drum up publicity by having celebrities deliver instruments to the schools involved in the program.

For example, when LKR confirmed an appearance from Lady Gaga after having sold out the room for its 2011 "Right to Rock" Gala, TMG helped them leverage the A-list celebrity's presence at the event.

"They gave us good advice," Hejna said. "Keep it quiet, invite two or three top-tier print outlets and service everybody afterwards."

The results included feature articles in *Billboard* and *Forbes*, as well as a captioned picture in *Rolling Stone* of Lady Gaga hanging out with the kids. "The best part was that our event was a complete success because she was comfortable, there was no media there, it was very easy," Hejna said.

THE RESULTS

After the year was over, the charity hadn't added another staff person to help with the PR. Fortunately for LKR, TMG has continued to provide free services for more than two years.

Here are the results from the first year of pro bono PR TMG provided:

- 1) Increased media placement by 40%.
- 2) 72 press mentions (up from 51 the year prior), not taking into consideration hundreds of mentions in blog posts.
- 3) LKR has been featured in national media outlets such as "Better TV," *Billboard*, CMA's Close Up Magazine, "Dr. Phil Show," *ESPN The Magazine*, Examiner.com, Fender Musical

Instruments Corp., The Los Angeles Times, The New York Times, O, The Oprah Magazine, Pollstar, Rolling Stone, Teen Vogue, The Washington Post, and Univision Network.

- 4) 50% increase in LKR's total revenue (\$577,799).
- 5) 25% increase in LKR's event revenue (\$72,570).
- 6) 160% _______ increase in LKR's individual donations (\$303,179).
- 7) 19,978 increase in number of students reached by LKR.
- 8) Appearances from celebrities like Lady Gaga, Bootsy Collins, Steven Van Zandt and former New York Yankees star Bernie Williams, among many others.

In addition to all of these tangible results, TMG's pro bono PR freed up LKR staff members' and volunteers' time, enabling them to focus more on furthering the goals of the organization.

"It has really allowed me to do my job much more effectively," Hejna said, "because the PR that comes along with it is coming from the professionals, and I'm just doing the work at the table."

PR VALUATION

After the year was up, LKR sent TMG a recap of every-

thing it had done and how much it helped the cause. "When I looked at all of the statistics," Hejna said, "I was floored by not only how much our reach, but also our donations and event revenue, went up, really all due to them; due to the excellent PR they provided."

Krieger explained the reasons behind TMG's decision to continue providing free services to LKR: "When the year was up we saw how much we were able to help them. Not only was working with them a lot of fun, but Little Kids Rock is a great charity and is making a real impact. Being able to help get the word out about what they're doing is rewarding."

Often, marketing and PR fall by the wayside when it comes to nonprofits—the resources simply aren't there. TMG was able to come in and handle an entire area that LKR simply didn't have in-house.

The TMG-LKR collaboration continues to be a match made in heaven: 2012's Right to Rock Gala was the most successful in LKR history, raising more than \$800,000 and enabling the nonprofit to serve more than 100,000 students with music education.

"Before all of this, it was difficult for me to even conceive of a full-service PR firm donating so many of their resources to us," Hejna said. "But they did it. They did a great job and we benefitted from it."

The pro bono PR not only boosted LKR's bottom line, but helped the charity reach more children than ever before—and that was music to the agency's ears. PRN

CONTACT:

Keith Hejna, keith@ littlekidsrock.org, Kaitlyn Krieger, kaitlyn.krieger@ marcusgroup.com.



Lady Gaga at the Little Kids Rock "Right to Rock" Gala (Photo: Mark Jaworski).

5

Counselors Academy Spring Meeting

► Page

MCKINSEY & CO. MODEL

"Content can be really expensive to create and if you can't justify the expense for it, it's game over," said Bryan Scanlon, president of **Schwartz MSL**, who spoke at a session titled, "Beyond Content is King: Monetizing Digital Content and Social Connectivity."

He added, "There's so much pressure to give cool ideas to clients, and the reality is we have to give them ideas that move the business."

Indeed, Scanlon stressed that in order to propel their top and bottom lines, PR shops have to do a much better job at understanding their clients' business. "A thousand times I've answered a difficult question in a pitch with, 'You know I'm not really an engineer or an expert in IT, my job is to get the word out.' True," he said. "But, if you really want to dis-

tinguish yourself, be an expert in the business. I hate ties, but I think [the PR field is] going to look a lot more like McKinsey & Co. in the future."

He added, "If you're going to go grab all this revenue, you need to understand not only the mechanics, but you better understand who the client sells to and why people buy. And, guess what? A lot of them don't know. So if you can tell them that, that's your whole model."

THE PATH TO PROFITS

Another topic of discussion was how PR agencies can grow organically and better manage their business for profitability.

"You have to get out of a '08/'09 mindset," said Ken Jacobs, principal of **Jacobs Communications Consulting**, referring to the economic crash several years ago.

"Our industry is bouncing

back; most agencies should be billing more. You're paying more for rent and more for technology," Jacobs said. "Your rates are not only paying for that, but also are paying your salaries."

Jacobs shared a dozen questions that senior PR execs must ask themselves if they want to achieve (and maintain) profitability.

Here is a sample:

- ► Are your salary/overhead profit ratios in line?
- ► Are you disciplined when creating new client budgets?
- ► Do you track how much time tasks/projects actually take versus what you budgeted?
- ► Are you using appropriate billing rates per staffer?
- ► Do you have clients who'll never pay you what you expend on their behalf?
- ► Do you have clients on whose behalf you lost a sub-

stantial amount of money last year, with no new, more profitable business in sight?

The last question deserves to be answered with another (rhetorical) question: These clients are your partners why?

"We talk to clients about a lot of things, but we don't talk about money," Jacobs said. "There are gaps between the fees you're budgeting for and the time spent" building and executing PR campaigns.

Amid the dizzying number of conversations that PR agencies are now trying to influence, this is now the most important conversation of all. PRN

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What Are Your Top PR Priorities?

During the Counselors Academy spring meeting PR News asked several PR agency managers about their main priorities for the rest of this year and early 2014. Here are some of the responses:



Tom Garrity, President The Garrity Group

We need to build upon the economic recovery by continuing our focus on market research to position the agency as a subject matter expert on New Mexico residents' perceived favorability and trust of leading industries and professions in the state. As part of our three-year research project, called The Garrity Perception Survey, we will focus on how to leverage an aspect of our proprietary research addressing how residents access news and information.



Eric Morgenstern, President-CEO Morningstar Communications

We just moved into new offices, and dumped the cubicles while improving our physical environment. These changes were specifically designed to improve collaboration and increase energy levels and vibe. We're strengthening our digital skills and operations; eliminating one-time projects (we only accept new clients with annual programs), and expanding our intentional networking and attraction marketing in order to get the clients we want the most to reach out to us.



Carolyn Ray, Managing Partner CASACOM

Our top priority for 2013 is managing our unique culture. In our industry, finding and retaining talent is a priority. However, we have found that the true complexity of talent management goes beyond skills; that first and foremost, we must sustain the CASACOM brand. During the past 12 years, nurturing our distinctive brand has become

vital to our employees and clients. As we grow, we are cognizant that the people we hire must reflect our culture and our values.



Amy Rosendahl, Public Relations and Social Media Manager Deep Group

We have four priorities:

- Assess employee progress with mid-year and annual evaluations, including peer reviews and self-assessments.
- ► Evaluate vendors and budgets for outside resources based on our PR revenue estimate for all clients. This includes media database and media monitoring companies, as well as contract/freelance support.
- Carefully edit our database of key reporters. This list contains the contact details of the publications and journalists that pertain to our industry and are valuable in reaching our target audience.
- Build master calendars for media outreach according to our clients' news schedules and, more important, publications' editorial calendars.

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B2B Communications

B2B organizations use a host of daring-perhaps even counterintuitive-strategies to advocate their issues, educate with clarity and amplify their brand voice.

Three seasoned communicators with expertise in software, agribusiness and insurance technology shared their insights on how their companies have led with confidence when business stakes are high. With challengessuch as talent recruitment, community outreach and a brand introduction, our experienced B2B PR and marketing strategists found that bolder can be better when carrying out meaningful dialogues with their audiences.



Robin Meyerhoff, PR Director for Sustainability and

CSR, SAP

SAP believes that a sustainable, innovative workforce must be a diverse workforce that accurately reflects the world we live in, and the people who ultimately use its solutions.

Approximately 1% of the population globally is affected by autism. SAP recently announced that it will employ people with autism as software testers, programmers and data quality assurance specialists.

They will do this in cooperation with Specialisterne, a nonprofit group that harnesses the talents of people with autism to work in technologyoriented jobs.

SAP previewed this partnership at its recent user conference, SAPPHIRE NOW, and has kept it highlighted on its "on demand" broadcast center.

Announced the following week in a formal release, the news sparked global interest from broadcast, print and online outlets.

The broad coverage and

circulation in the Twittersphere has generated media inquiries that are ongoing.

Viewed not only as a communications success story, this is an example of PR that advanced SAP's mission to help the world run better and improve people's lives.

With autism rates on the rise, this project touched many individuals both outside and inside the company.

As a result, many connections have been made among individuals with autism and organizations supporting people on the autism spectrum disorder.

It's our hope this will serve as a model for other companies to look at innovation, talent and diversity in a more nuanced and heartfelt way.



Steven Goldsmith, Director of Comm.,

Corporate Affairs, Syngenta Biotechnology

With more people around the world focused on looking at the food chain and how to provide a sustainable food supply for a growing world population, **Syngenta** is working to share its story with more people in the communities where it has a presence.

Syngenta is a leading agribusiness company with 27,000 employees in 90 countries throughout the world.

With a focus on "bringing plant potential to life," Syngenta's R&D efforts center on how to help the world's farmers grow more crops using fewer resources. In the design of the company's new \$72 million Crop Lab in Research Triangle Park, N.C., the company built transparency into the very design of the building.

With a philosophy of "science in sight," the company is able to engage visitors and the community in understanding the important work the company is doing.

During the grand opening of the new R&D facility, Syngenta included a broad cross section of the community in its outreach and invited the public to learn about how the company's researchers are looking to help plants perform better in drought conditions.

The first-of-its-kind facility allows company researchers to simulate any agricultural climate and precisely measure plant inputs—the key to helping farmers grow more food from fewer resources.

Housing 30 climate-controlled growth environments in all-glass greenhouses, Syngenta can simulate conditions from Iowa in one room and from Africa right next to it.

This flexibility allows company researchers to focus on developing agricultural traits that optimize crop yields, use resources efficiently and resist various stresses that farmers face every day across the globe.



Gareth Case, Director of Marketing, Xuber

Many believe that the insurance industry is conservative. Some (not us) might even call it boring. So when we embarked on a rebrand and relaunch of our insurance technology business we needed to make a decision. Do we play it safe or do something radically different that would surprise, and delight, our customers and the industry?

We decided on a stealth, guerrilla marketing approach supported by traditional channels. In the weeks leading up to the launch, we took over every square inch of advertising space at one of

the busiest tube stations in London, where we knew many of our customers would pass by every day.

The morning before the launch, in the heart of London's insurance district, 50 Xuber butlers in tuxedos arrived on a branded double-decker bus and swarmed the streets, serving groggy commuters more than 3,500 Xuber-emblazoned cups of coffee made by 36 worldrenowned baristas.

At the same time, our carefully planned online ad strategy delighted visitors to target trade press sites with our colorful and vibrant creative.

And we took to our Twitter, LinkedIn, YouTube, Google+ and Pinterest channels to spread the word and share videos of our campaign. Later that evening, 220 insurance executives were feted at a standing-room-only dinner with high level industry guest speakers, which ran well into the night.

But we weren't done yet. As the holidays approached, we took to the streets again, this time with Christmas carolers who brought smiles to pedestrians and brought many of our customers out of their offices to listen and thank us.

Our 'go big or go home' guerrilla launch strategy worked, yielding a new business pipeline of \$48 million.

And much to our glee, our conservative insurance industry friends do spend quite a bit of time on social media. Guess the insurance business is so boring after all. PRN

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The Intersection Between Creative and Imperative

Multiple social and digital platforms are replacing traditional media. These platforms move faster and cross boundaries more easily than national media. To call them news media is not now accurate they rely on entertainment rather than fact.

The content of these social platforms is spontaneous, creative and rapid. They effect brand reputation profoundly. Brands are set aflame almost daily surrounded by anonymous dancing sans-culottes.

This is the opportunity for the communications industry. This is the seat on the board we've been waiting for. The plodding due process is too slow to cope.

It's also too late once the crisis has started. Our job is not just the presence of the positive. It's also the absence of the negative. We can provide the shield and sword.

That's why the communications industry needs to move to the intersection of the creative with the imperative.

Individuals use these platforms to talk. Companies must use them to listen. They must seek to understand before seeking to be understood.

They will need new staff to run these new platforms. Some will have the skills, such as news writers and trial attorneys. They are not as well placed for diverse visual and creative talent that can work under imperative.

This will encompass graphic design, podcasts, video, microsites and apps spread across Facebook, YouTube, Twitter, Tumblr and Pinterest.

Communications is as much about design, video and photography as it is about text. If you want to communicate a message, you capture it in the most engaging way possible.

Now the only thing that separates PR from advertising is the speed at which it creates content.

The social and digital engagement platforms of the 21st century will feed on imperative [and] vital content.

Much of this content is news-based whether in primary or secondary forms. And it is increasing in both volume and speed. Creative refresh is driven by imperative.

Communications professionals speak to their clients every day of the week and twice on Sundays.

If they combine creative content with their ability to respond in real-time, the opportunity is clear.

To better understand the scope of this opportunity—and the way that the industry is moving-keep some of these guidelines in mind:

- Understand that the volume and frequency of data from social media is shortening attention spans. This means you need to compress and prioritize messaging to the elemental and graphic.
- Because social media sits on a digital platform, these images also have greater reach and efficiency internationally.
- When the majority of social media content is news, or reaction to news, there is ample room for challengers to comment. But they must be ready with a variety of media content including pictures, graphics, video, audio and Web links.
- The messages themselves do not necessarily need to change, but they must adapt to the media.
- · Expect to see more videographers, more graphic designers and more people who can combine the creative with the imperative.

So that's the "progress" in the communications industry.

At the same time "progress" in all the other areas of society cannot be ignored. Universities and colleges are having their funding cut. Student places in secondary or tertiary art education are falling.

Whatever the politics of this, the logical conclusion is

Master social media, optimize

that if the communications industry wants

its place at the table, it needs to invest and invest some more. This industry needs to fund

arts education itself and the use of visual and creative arts in communications.

This is why LEWIS PR founded the nonprofit foundation, Kupambana. This independent charity will help train students as well as professionals, and produce insightful research in applied creativity in communications.

The intersection of the imperative and the creative is an opportunity for art educators and communicators to come together.

If we want to make history as an industry, we must promote creativity and fight for its inclusion; we must challenge the status quo. We must invest in the next generation. We are positioned against powerful incumbents. We must do what they are unwilling or unable to.

We can, all of us, make history if we think big for our colleagues, our clients and people who need and deserve our support. Change is in the air. And it smells fresh. PRN

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ENTER YOUR CORPORATION, AGENCY OR ASSOCIATION TODAY!

If you work at a PR agency, or for a communications/PR/public affairs department within a corporation, nonprofit, association or NGO, then PR News is seeking your entry for its 2013 class of Top Places to Work in PR.

The winners and honorable mentions in each category (agency, corporation, nonprofit/association/NGO) will be announced at an awards event in December 2013 in Washington, D.C., and will be highlighted in a special feature on PR News online. Winners will be selected by PR News editors, an outside panel of industry experts and your peers.

Who Should Enter?

If you work at a PR agency, or for a communications/PR/public affairs department within a corporation, nonprofit, association or NGO, then you should enter PR News' Top Places to Work in PR Awards program.

Respondents are not required to answer all questions to be considered (except where indicated), but we encourage you to provide as much information as possible so that we can evaluate each submission fairly and accurately. Both domestic and international organizations are eligible and will be judged according to the category. Please note that the names and identities of all nominators will remain confidential, but the information provided will be used for judging purposes and for coverage in PR News Online.

Eligibility Requirements

Judges will review each organization's synopsis specific to 2012 though June 2013. Workplace culture and career advancement opportunities over a period of time will be considered.



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