PR News

Building the bridge between PR and the bottom line.

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▶ Agency-Client Relations

Media Changes Force Agencies To Rethink Their Client Relationships

Eric Morgenstern, president-CEO of **Morningstar Communications**, had just finished a client meeting at Blue Cross Blue Shield of Kansas City last week when he went over to the company's kitchen, opened the fridge and grabbed a bottle of water to take back to his office. Was this a brazen act that might cost Morgenstern some credibility with his client? Hardly. Morgenstern said that breaking into the client's fridge reflects the familiarity he has with the PR crew at Blue Cross Blue Shied Kansas City.

"It's an embodiment of being an extension of the team," he said. In fact, he considers himself a "partner" to Blue Cross Blue Shield Kansas City as well as other top clients such as **Grundfos** and **Hallmark Business Connections**. "A partner is, 'What are we doing and how we can help you think it through?' versus a vendor, which is an order taker," he said.

As the PR industry undergoes dramatic change and traditional media channels are upended by digital communications, the relationship between companies and PR agencies may be at a crossroads.

No longer satisfied with being pigeonholed as a "vendor," agencies are stepping up their efforts (and offering more varied expertise and talent) in order to bring more cohesion to agency-client relations and cultivate long-term relationships.

PR agencies now meet more frequently with clients, pay much closer attention to clients'

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(DID YOU KNOW?)

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

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3. PR pros need to harness all of the data that their companies are collecting to inform their PR campaigns. (p. 2)
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▶ Money Matters

By Bob Pearson

Best Practices For How to Align PR Activities With Sales and Marketing

Companies have always been good at leveraging and monetizing the moment of transaction. The only problem is that "the sale" represents less than 1% of the time we spend online in our entire lives. Roughly 99% of our online time is spent learning, sharing, educating and deciding what we will do or buy next. The core skills of the communicator have never been more critical, provided that we deploy these skills and knowledge in new ways.

We call the 99% "PreCommerce," a concept at the center of digital transformation for leaders in the Fortune 1000. Those who understand how to shape behavior, share content to catalyze storytelling and become a relevant member of their customers' communities will win big. Those who continue to "talk at" customers will become dinosaurs.

During the last eight years, I've had the pleasure to meet, teach and develop strategy with thousands of leaders from hundreds of companies and organizations.

When I step back and look at what successful leaders are doing to transform their organizations, I end up with 10 key lessons that apply to the CCO as much as the CMO.

1. **Transform your company, not a department.** Social media is not a cute activity done by others. Rather, how we build the reputation of our brand and company online is a job for all of us. Whether our goal is to recruit new employees, integrate paid and earned media or identify issues before they hit the press, transformation works when the C-suite realizes that the company must change. Your job is to evangelize throughout your company what must be done to change and lead.

2. **Think of all current models as old school.** Leaders adapt a mindset that what we were taught in school and what we have done for the last XYZ

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▶ **How To...** | Big Data | Branding

By John Roderick

Use Big Data To Build Your Brand

Communications professionals spend a lot of time talking about Big Data these days. A keyword search for the term on **PR Newswire** yields about 500 press releases issued during the last two months alone. But how many of us are actually using Big Data to build campaigns?

For once, the buzzword du jour is more than just a buzzword for the PR industry; it is one of the most valuable resources we have to start to shape the narrative on behalf of our clients. To do that, we're going to have to start thinking less about press releases that proclaim the next Big Data revolution and more about what that data is saying and how it fits into the current news cycle.

First, some background on Big Data, which has become a horrendously overused term. One of the clearest definitions of what it really is comes from the book, "Big Data: A Revolution that Will Transform How We Live, Work and Think," which explains that Big Data is unbounded and unstructured; imprecise but predictive and can't show causation, but can show correlation.

And businesses love it. According to *The Harvard Business Review*, **Wal-Mart Stores Inc** alone collects more than 2.5 "petabytes" of data every hour from its customer transactions. A single petabyte is equivalent to about 20 million file cabinets worth of text.

It's not just retailers like Wal-Mart who are using Big Data to dramatic effect. Pharmaceutical developments, financial trading models, healthcare benefit designs and even weather forecasts are being influenced by the "Moneyball" effect of Big Data.

What does this mean for PR? Well, for one, the media are growing increasingly reliant on data to build news stories. *The Wall Street Journal*, for example, currently employs a team of 26 visual journalists that produces data-heavy infographics for its online and print editions.

The growing hunger among journalists for this kind of data should come as no surprise. Intuitively, all PR pros know that unique data or proprietary research has proven to be a path to success.

Even the trusty old survey is a basic form of using data to tell a story. But few in the world of communication have taken a leadership role in harnessing all of the data that companies are collecting to inform their campaigns.

It's a huge opportunity, but simply sending a bunch of liberal arts degree-toting PR pros off to the server farm is not going to work.

In our work developing data-centric communications strategies for some of the biggest information companies in the world, we've learned a few lessons about how to get the quants and the flacks to speak the same language:

▶ **Get senior management buy-in.** In any large organization, the task of accessing and interpreting vast reams of unstructured data falls to a team of PhDs and analysts who are genetically pre-disposed to embrace complexity.

PR pros spend their days trying to simplify. The only people who can get these two opposites to attract are the bosses. The data-based communications campaign needs support from above if it is ever going to get off the ground.

▶ **Presentation is everything.** Data is messy. Sending a reporter a 6,000-line Excel spreadsheet will not cut it. The ideal end presentation can take many forms: A research brief, a formal paper, a web-based dashboard and even an Op-ed. The key is to package the unstructured information into a narrative summary that helps journalists easily identify a trend that shapes the news cycle.

▶ **Don't overreach.** One of the most important pieces of the Big Data definition above is that it shows correlation, but not necessarily causation. There is a temptation when looking at a trend line that's been informed by petabytes of data to make bold predictions about the future based on what's happened in the past. Futurist-style proclamations can actually undermine credibility. The key is to identify a trend; not to build a computerized crystal ball.

The Big Data revolution holds enormous potential for communicators, but there are many institutional hurdles sitting between the numbers and the ability to talk about them publicly.

Those who succeed will be those who can develop campaign strategies that are as detail-obsessed as the data that goes into them; break down silos in their organizations and capture the micro and macro trends that get people talking. PRN

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‘Social Business’ Growing (Albeit at A Glacial Pace) While ‘Showrooming’ Taking Center Stage in Buying Process

► **The Glacial Pace of ‘Social Business’:** A majority of business professionals (70%) believe “that social business is an opportunity to fundamentally change the way their organization works,” according to a new study by *MIT Sloan Management Review*. The publication took the pulse of 2,545 business professionals to gauge how they are using and interacting with social technologies. While a growing number of professionals are buying into the importance of social business, the execution of such tactics continues to move at a glacial pace

The study also found that:

• Less than one out of 10 respondents scored their company’s social business maturity at eight or above on a scale of one through 10.
• Conversely, five out of 10 respondents indicated their company score to be three or below.
• Social business is believed to improve understanding of market shifts in 65% of respondents from an organization in a maturing stage, versus 14% of respondents from organizations in an early stage.

Source: MIT Sloan Management Review

► **‘Showrooming’ is The New Window Shopping:** “Showrooming” is becoming a common consumer practice, according to a new survey conducted by **Parago**. “Showrooming” is the act of looking at products in brick and mortar stores while comparing prices with online retailers to get the best deal. Parago, which sampled more than 1,000 U.S. smartphone owners, found that 58% of adult smartphone users engage in showrooming, which breaks down to approximately one-third of all adult shoppers.

Here ares some other nugs from the study:

• Amazon is the online store of choice for checking prices on smartphones.

• Most shoppers will buy a substitute product if they find one on their smartphone for significantly less, despite the advantage of being able to see and touch the in-store product.

• Good news for stores that can price-match Amazon: 67% of respondents will buy from a brick and mortar store if it can match Amazon’s price. PRN

Source: Parago

CHARACTERISTIC ▼	TOP RATED ASSOCIATION ▼
Lobbying	Business Europe
Membership Mobilization	SpiritsEurope
Multi Party Relationshops	Business Europe
Multilateral Impact	Business Europe
Industry Reputation Steward	CEFIC - European Chemical Industry Council
Local Impact	EuropaBio
Pan European Voice	SpiritsEurope
Unified Voice	EuropaBio
Events	EuropaBio
Information Resource	SpiritsEurope
Self-Regulation	GSMA
Coalition Building	EuropeBio
Media Relations	Digital Europe
Grassroots	EUFORES - European Forum for Renewable Energy Sources
Social Media	Digital Europe

Source: APCO Worldwide

APCO Worldwide has rolled out a survey focusing on the effectiveness of trade associations. The PR agency asked 456 Washington D.C. leaders to assess 50 trade associations based on several characteristics. The survey revealed 15 essential characteristics that APCO used to establish a rank of trade associations. Communicators and PR pros should note the organizations that excel in such areas as Membership Mobilization, Industry Reputation, Media Relations, Social Media and Unified Voice, and examine their PR practices.

Toshiba America Business Solutions Steps Up to Provide Resources Designed to Make CSR Helpers Help More

Company: Toshiba America Business Solution
Timeframe: Ongoing

Implementing a corporate social responsibility program requires more than just building a favorable brand image. It's also about building a community by helping others. That was **Toshiba America Business Solutions**' (TABS) philosophy when it was planning and executing its Help the Helpers CSR campaign.

There are several directions a company can take when developing a CSR program, but each program's mission should properly align itself with the company fostering it.

For TABS, a division of Toshiba that manufactures and distributes business machines and software, the challenge was to create a compelling program that maintained its brand identity.

TABS took a page out of its own playbook to implement Help the Helpers. That is, it borrowed ideas from a previous program that the company had already tried by providing dealer makeovers. As TABS transitioned into a services company, its dealer makeover program set out to offer its independent product providers the tools necessary to sell more products.

Help the Helpers appropriated many elements from the dealer makeover, but arguably the most recycled characteristic was the contest model. Still, arriving at the decision was not easy.

FINDING THE RIGHT FIT

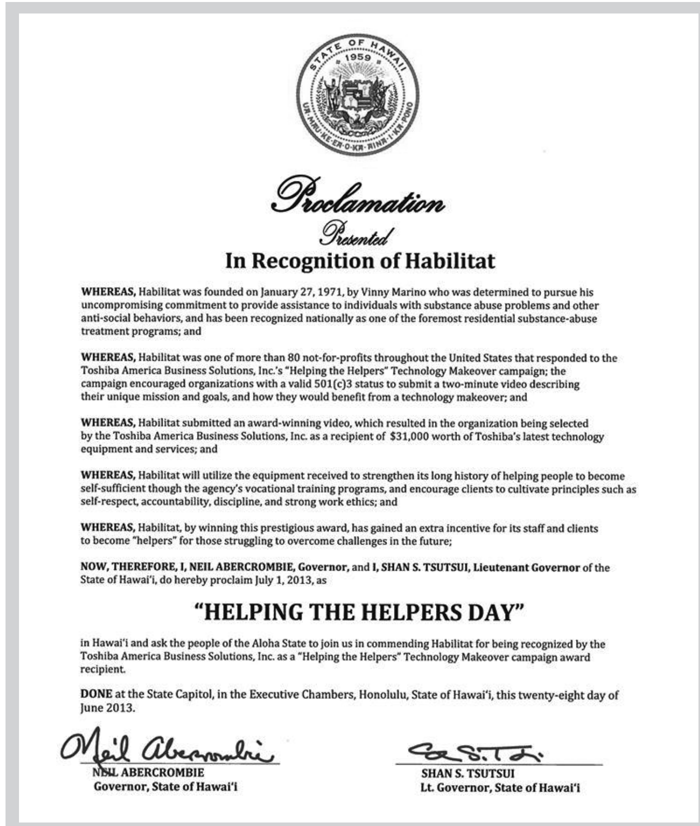
"CSR is such an important part of our business. We tried to brainstorm on that concept [dealer makeover] and thought about what we could do that would tie-in with CSR," said Sally Anderson, director of marketing communications.

She added, "What's interesting, or a little bit difficult for us, is that office equipment isn't very glamorous, so we thought about how can we could come up with something that uses the products we make and helps the people that need it."

Once the general concept was established, Anderson and her team set three very specific PR goals:

• The primary objective was to bring all of the Toshiba companies together. "We are unfortunately somewhat siloed, and we're not all aware of what the others are doing, so we wanted a cohesive effort that wasn't just the copiers but also the consumer products," Anderson said.

• The second objective was



Proclamation

Presented

In Recognition of Habilitat

WHEREAS, Habilitat was founded on January 27, 1971, by Vinny Marino who was determined to pursue his uncompromising commitment to provide assistance to individuals with substance abuse problems and other anti-social behaviors, and has been recognized nationally as one of the foremost residential substance-abuse treatment programs; and

WHEREAS, Habilitat was one of more than 80 not-for-profits throughout the United States that responded to the Toshiba America Business Solutions, Inc.'s "Helping the Helpers" Technology Makeover campaign; the campaign encouraged organizations with a valid 501(c)3 status to submit a two-minute video describing their unique mission and goals, and how they would benefit from a technology makeover; and

WHEREAS, Habilitat submitted an award-winning video, which resulted in the organization being selected by the Toshiba America Business Solutions, Inc. as a recipient of $31,000 worth of Toshiba's latest technology equipment and services; and

WHEREAS, Habilitat will utilize the equipment received to strengthen its long history of helping people to become self-sufficient though the agency's vocational training programs, and encourage clients to cultivate principles such as self-respect, accountability, discipline, and strong work ethics; and

WHEREAS, Habilitat, by winning this prestigious award, has gained an extra incentive for its staff and clients to become "helpers" for those struggling to overcome challenges in the future;

NOW, THEREFORE, I, NEIL ABERCROMBIE, Governor, and **I, SHAN S. TSUTSUI, Lieutenant Governor** of the State of Hawai'i, do hereby proclaim July 1, 2013, as

"HELPING THE HELPERS DAY"

in Hawai'i and ask the people of the Aloha State to join us in commending Habilitat for being recognized by the Toshiba America Business Solutions, Inc. as a "Helping the Helpers" Technology Makeover campaign award recipient.

DONE at the State Capitol, in the Executive Chambers, Honolulu, State of Hawai'i, this twenty-eight day of June 2013.

NEIL ABERCROMBIE
Governor, State of Hawai'i

SHAN S. TSUTSUI
Lt. Governor, State of Hawai'i

Courtesy: Toshiba America Business Solutions

One of TABS PR goals was to reach out to government leaders and get proclamations declaring a "Helping The Helpers Day" in each city and state that contest winners and runners-up hailed from.

3 Crucial Items for a Winning Contest

Toshiba America Business Solutions' Rick Havacko stressed that in order to plan a winning contest you must include the following elements:

1. **A compelling concept:** First and foremost, the key to any successful contest—be it online or offline—is developing a unique and compelling concept that has the potential to engage a targeted audience. A big component to consider is offering an impressive prize package for winners that can stimulate interest. There is a glut of contests being offered everyday, thus the challenge is making sure the right audience is aware of your contest and compelled to act. Identifying your audience, planning how you will reach them and providing participation incentives are the cornerstones for any contest.
2. **Engagement:** Once the contest has been planned, a major obstacle is getting people to enter. Social media provides an excellent platform for contests, and offers a direct channel to communicate with contestants. Long gone are the days of mailers; expedience and accessibility are the PR tools at your disposal.

   Remember: During the course of a contest interest may wane, so it is essential to find new ways to peak interest. That means the velocity and frequency of communications should change as necessary. It's essential to drive a steady stream of engagement throughout the campaign in order to generate excitement.
3. **Partnerships:** To increase awareness and help with some of the heavy lifting, partnerships are key. Partners can provide resources and access to new audiences, new technologies, prizes and capital. Still, your partners must fit in with your overall mission and conform to your corporate objectives.

to showcase all of the good Toshiba does company-wide by launching a **Facebook** page, Toshiba for Good.

• The third objective was to leverage the Help the Helpers contest as a springboard to launch Toshiba for Good and drive engagement on the Facebook page.

IRONING OUT THE DETAILS

Anderson described the planning and implementation process of 'Helpers' as a grassroots effort. To wit, the program was not initially given a designated budget to work with, so the team had to use the resources that they already had at its disposal.

"Our advertising agency and PR firm were heavily involved, so we built out the plan and first established a timeline for people submitting videos," Anderson said. "We considered the option of letting contestants submit written entries and not videos, but decided it would be more compelling to have videos, especially when we got to the stage where America was going to vote."

TABS also sought the help of an outside partner to help monitor the Facebook account, manage entries and develop a voting system.

Internally, however, the companies needed to band together and meet regularly to assess the program's progress. (TABS would not name the partner.)

Being a B2B company helped TABS connect to dealers that could further disseminate the program and push clients towards the Facebook page.

"We wanted our customers to encourage someone to submit. We know a lot of people are passionate about who they support," Anderson said.

The structure of the contest asked nonprofit organizations to submit a video detailing why they needed a suite of new business productivity tools, such as copiers or laptops.

In its first year, Help the Helpers received 153 video entries, but Anderson admitted the entries trickled in slowly. "The entry period was about three months long and we had very little traction in the beginning, but then the entries came in a flurry during the last couple of weeks," she said.

Anderson suggested that the delay was likely due to the labor-intensive process of creating the videos.

After the window closed for contest entries, the campaign began to determine who would go on to compete for more than $100,000 worth of Toshiba products.

Committee representatives from all of Toshiba's companies took the time to watch all the entries and narrow them down to around a dozen finalists.

"I'll tell you, it's tremendously difficult to choose only five finalists for America to vote on, because everyone is worthy," Anderson said.

Prior to America getting its chance to vote, Toshiba for Good's Facebook page needed to sustain awareness and excitement for the contest.

Public relations specialist Rick Havacko, who worked with TABS on the PR campaign, said that Facebook allowed for a direct campaign. "We updated our Facebook page weekly, posting a new message to encourage worth nonprofits to enter," he said. "It was really a direct marketing campaign, and it was done primarily on social media."

Photo courtesy: Toshiba America Business Solutions

U.S. Congresswoman Tulsi Gabbard (far left) and State Representative Jessica Wooley (middle) present certificates to Habilitat and Toshiba executives Jeffrey Nash (second from left) and Greg Valen (far right), respectively, at the the Helping the Helpers Technology Makeover ribbon-cutting ceremony in Kaneohe, Hawaii. Habilitat was the 2013 winner of the contest.

WIN-WIN SITUATION

A CSR program is a not a zero-sum game, meaning there is almost always a winning outcome. Nevertheless, warm feelings and pats on the back only go so far in terms of gauging the success of such a program.

Anderson and Havacko point to intangible successes that resulted from the communication effort:

• Help the Helpers exceeded media impressions at both the local level, and within the B2B media sector.

• The program increased awareness for nonprofits within local communities. "Nonprofits are the true backbone to any community in America and we were glad to elevate that awareness," Havacko said.

• It offered an invaluable teambuilding experience throughout Toshiba. "We do a lot of CSR activities and people volunteer for lots of things, but this really seemed to bring the company together in a new way," Anderson said.

Anderson stressed that the campaign met all of its goals. Help the Helpers brought all of the Toshiba companies together on a single project, established a social media home for Toshiba for Good and exceeded 10,000 "likes" on its Facebook page after its first year. PRN

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Table Etiquette

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budgetary concerns and realize that they have to play nice in the sandbox with other marketing disciplines (read: advertising and digital shops), as integrated communications becomes the norm.

On the other side of the table, brands are increasingly demanding that PR agencies offer a full spectrum of services and behave more like a business. Agencies must also demonstrate that they are a quick study when it comes to new media tools and social channels. Otherwise, brands might seek other partners.

INDUSTRY EXPERTISE

"I need a much higher level of expertise than I ever needed before," said George Stenitzer, VP of communications for **Tellab**s, a telecommunications company that designs and manufactures equipment for service providers. "I need [PR execs] with a deep background of the telecom industry up and down the line," he said. "I don't have the luxury of bringing them up to speed."

Stenitzer now works with two PR agencies. He has worked for several years with London-based **CCgroup**, which focuses its PR efforts on crafting Tellabs' messages for international markets, and in May he brought Denver-based **VisiTech** on board to help Tellabs better penetrate U.S. markets. Stenitzer also works with a handful of freelancers.

Stenitzer's in-house PR team, PR agencies and freelancers have a conference call once a week to discuss what's top of mind for Tellabs' PR efforts and what's in the pipeline. "We have to make sure we have 360-degree visibility, and everyone knows what everybody else is doing," he said. "Everyone has to know dates (for PR efforts like blogging and content creation, for example) and deliverables."

He added, "It used to be that agencies could stand out if they had people who knew how to write and how to pitch. But what's changed is now I need PR agencies to know my buyers and my industry."

BUDGETARY ITEMS

Morgenstern, meanwhile, said that in addition to working closely with the CEOs of his clients, he deploys a three-pronged strategy to enhance agency-client relations.

1. Always go to clients with ideas, "not for ideas," Morgenstern said, which may breed uncertainty among clients.

2. Never surprise a client with a billing. "Clients should know that you care more about their budget than they do," he said.

3. "Institutionalize" the client relationship by constantly asking a series of questions: What are we doing that you like? What are we doing that you don't like? What do you wish we were doing that we are not?

With tighter relationships, however, sometimes comes closer scrutiny from the client, in terms of dealing more frequently with procurement officers.

"It can be a pain point for agencies and client partners," said Andy Polansky, CEO of **Weber Shandwick**, whose clients include **Bank of America**, **GM** and **Unilever**.

Polansky outlined three tactics agencies can use to smooth relations with procurement departments.

1. **Education:** Demonstrate how the agency brings value to the table.

2. **Open dialogue:** Polansky said this is paramount in agency-client relations. "From a procurement perspective, the client needs to understand agency compensation models and how the two parties can create the basis for a productive and equitable relationship," he said.

3. **Be reasonable:** "Be sure to have an agreement on the scope of work, what it includes and doesn't include," Polansky said.

Procurement, of course, is just one piece of a larger puzzle that both sides of the table need to figure out. "The expectation is that agency partners have a broad view and deep knowledge of the companies they are representing," Polansky said. "Agencies need to understand the connection between reputation and valuation of an enterprise and, alongside that, the relationship between corporate reputation and brand reputation." PRN

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Agency-Client Relations On The Digital Front


Marc Monseau

After working as a client for more than 15 years, two years ago I moved to the agency side, where I now help different clients with their digital communications programs. Having worked both sides of the street, I've seen both good and bad in client-agency relationships, and have a few tips for both parties to create beneficial partnerships for digital projects.

1) **Don't be afraid to challenge.** All too often, clients see what others have done and want the same thing, even though it may not make sense for their audience or market. The desire to chase the "shiny object" happens to all of us, but it is the duty of the digital agency to ensure that before time, effort and money are spent, the initiative can achieve the business's strategic objectives. To be a true partner, an agency has to overcome the desire to "serve" by just giving clients what they want, and instead act as a learned counsel.

2) **Don't allow yourself to be boxed in.** We have a tendency to operate in silos—marketing folks provide marketing solutions while PR folks focus on PR. The job of a good digital agency is to create solutions that reflect how people now find and use information. That solution may not be one that is exclusively about public relations. It also may involve marketing or customer service. A good agency will take time to understand the client's organization and work to create bridges between different functional areas to help a program succeed.

3) **Be respectful.** This is one principle that is forgotten all too often. Respect is at the core of any solid relationship, and it works both ways. To get the most from an agency, the client should treat it more as a partner and less as a service provider. At the same time, the agency partner should take time to better understand the world its client operates in, the hurdles it needs to overcome and its vision. It is through mutual respect that great work is accomplished.

Marc Monseau is a managing partner of Mint Collective and former director of corporate communications and social media at Johnson & Johnson. Follow him on Twitter, @mdmonseau.

years is fine, but the models are old. There is a better way to identify influencers, a better way to know what language to use and a better way to understand the content that will work most effectively. Every model can evolve when you apply the right algorithms and resulting insights. No model is sacrosanct.

3. **Centralize strategy, decentralize execution.** If you want to scale innovation, you have to harness it, build models that explain how it works and intellectually scale it in your organization. That means people within your company must understand the model and find it simple and easy to explain.

If you decentralize innovation, you will end up with long term chaos and an organization unable to learn from itself. Build official models. Create a strategic roadmap, just like you would an IT roadmap that shows how you will evolve your company and culture over time.

4. **Realize your consultants are learning too.** The most innovative people are continually learning. The question is often, "Are your agencies also continually learning?" Join together and learn together.

Remember that if your agency is not keeping up with your pace, it will drag you backwards to the older models it is most comfortable with. The agency will measure impressions and page views when you could be talking about how to shape behavior and drive sales, for example.

5. **Learn how to fail fast.** Ever seen a bald eagle outside your window while at work? That is more likely than reading an internal case study that showed how a team failed. That's actually what you need. We learn a tremendous amount from failing fast, learning why and adapting.

This is how science works. It's how innovators work. But inside companies, we spend too much time creating perfect case studies where everyone did wonderfully and the results were all wonderful and we are all wonderful. Only problem is that doesn't lead to more wonderful results.

6. **Focus on ROI from the beginning.** Learn how to build share of conversation, similar to how you build and measure share of market. Learn how to measure catalyst behaviors, like search, recommendations and sharing, that show progress towards your desired result. Spend time figuring out what behaviors need to occur for success and then figure out how to measure them.

Don't measure the same passive metrics we have done for years. Who cares how many website visits you had or how many people might have seen an article. We care about what they did as a result.

7. **Never guess.** We live in a quantitative world. The answers are right in front of us if the analytics are strong. Take control of how you measure and ensure that you are getting insights, not data, on who has influence, which words drive behavior, what content your customers want, where they hang out by channel, what time of day they are most active and much more.

Remind yourself that if you are guessing, you are not in the right place.

How to Fail Fast (and Succeed Faster)

It's easy to "succeed fast," but few companies know how to "fail fast"—and learn how to innovate faster than their peers. Here are three lessons I've learned that apply to communicators.

1. **Shift from case studies to next practices.** Case studies package what already happened. You are studying the past and, guess what, every case study is positive. Every one. Next practices identify areas you need to innovate in, like media relations or community management. Externally, you study the leader in the market in real-time and figure out what they are doing right or wrong. There is a different leader for each activity.
2. **Hold a new type of meeting.** Every month or so, invite your team to a meeting where the only objective is to focus on ideas that will accelerate innovation for your company. The rules are simple: You can only talk about "how" an idea will succeed. If someone violates this principle, you cut them off. It's hard to do and it's actually a lot of fun. Try it to open up the minds of your team.
3. **Use real metrics.** Too often, a pilot is set up with metrics that will most likely lead to a positive result, so you can get additional funding for a project. That's not a pilot. That's a bureaucratic process to get new money. Instead, set up robust analytics where you look at behavior (search, recommendations, reviews, sign-ups, sharing) to see if what you are doing is really catalyzing the market. Don't fall back on measuring impressions, page visits, and time on site. They tell you very little. Bolder metrics lead to cleaner insights and faster learning on what's next.

8. **Innovators will drive change. Find them.** The best innovators are often outside of your team. Make it cool to partner across functions. Realize that by elevating the innovators outside of your department, your colleagues will subtly realize that it is time for them to raise their game as well. Simply don't wait.

9. **Dinosaurs protect yesterday's models at all costs.** We call them antibodies. They show up at every meeting, dress nicely, have budget and smile often. But what they say is dangerous to innovation.

They say things like "let's look at that next year" or "interesting, why don't you talk with X and Y and see what they think" or "I'd love to, but we don't have budget." Antibodies are the real enemies of innovation. Make fun of them, challenge them, but don't let them get away with it.

10. **Become a student of digital.** You become an expert in an area when you decide to become a student. You need to force yourself to read different news, learn about stats you didn't know before and do this daily. Before you know it, you'll realize that 10 languages reach 82% of all people online or two-thirds of all people believe they are visual learners. What you learn will change how how you work. PRN

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By Mike McDougall

‘Showing Up’ Is Now More Crucial Than Ever

It wasn’t going to be a popular trip. Or a convenient one. Faced with having to shutter a major manufacturing site in Europe, the CEO of a well-known healthcare brand committed to personally sharing news with the country’s head of government, who had been lobbying for its continued operation.

Despite having to be in Los Angeles just 36 hours later, the CEO took a commercial overnight flight from New York, made a connection to the city in which the official was visiting for a retreat with his cabinet and was back in flight a few hours later.

Although the prime minister was disappointed with the decision, the CEO’s choice to share the underlying economic data and path forward in person was persuasive. Plus, he did one more thing that too many of us overlook: He showed up. When we can reach anyone, anywhere at anytime with the push of a button, there might appear to be less of a need to hop on a plane or jump in the car. But presenting yourself in the flesh is actually more important than ever.

I’ve found the same to be true at every turn. Whether conquering six months worth of decisions during a 36-hour visit to Sydney; an 18,000-mile, nine-day journey to introduce a new executive to employees or meeting hometown media for lunch at a local diner, an in-person visit says you care enough to be there. That’s powerful.

Of course, this isn’t a case of joining the Navy to see the world. There’s real work to be done as all those miles accumulate. So where does someone normally anchored to a desk start off when hitting the road?

► **Immerse yourself.** A natural inclination when visiting a new site is to find some element of home, an aspect of familiarity that you can grasp. Don’t. Instead, immerse yourself in the business conducted at the location. Is it a manufacturing site? Walk the floor and learn the workflow. A back office operation? Listen in on customer calls or attend meetings outside your scope of responsibility. Understand what makes that particular site tick. Experience “everyday” retailers—grocery stores, convenience shops or neighborhood restaurants.

► **Pop in.** While scheduled meetings can have their advantages, they can also create artificial environments, as attendees have time to prepare (or in many cases over-prepare) for your arrival. Insist on time to pop in on associates, customers and partners for quick-hit conversations, making sure you retain some element of surprise to avoid being steered toward safe “plants.”

► **Ask questions.** You’re the new kid on the block during your time on the road, so those stupid questions are more than OK: They’re absolutely necessary. You’ll be given considerable latitude, especially if your questions come across as sincere and without an agenda.

► **Address rumors.** Keep an ear to the ground for rumors, and be ready to tackle them on the spot. This is even more crucial if you’re visiting other sites during times of company upheaval.

► **Return and review.** Six months after visiting a manufacturing site to help a team better communicate with engineers and machine operators, I returned to check on the progress. The supervisors assured me that dramatic progress had been made, producing binders of signatures from attendees scribbled during weekly plant communication sessions.

► **Share your observations.** Spread the wealth on your return home, finding ways to share observations, insights and ideas from other sites with your immediate and extended teams. I’ve found that bringing back an object—a unique product or some other physical item from a location—can be a great conversation starter to pull colleagues into a discussion.

During the course of my travels, one conversation stays with me to this day. Following an employee focus group in the Midwest, a grizzled 35-year veteran of the company approached me with his hand extended.

With a dead serious expression, he began to speak. “You took the time to come here,” he said. “You gathered us to listen to our thoughts and complaints. You promised to come back when you were here a few months ago and actually did. Hell, you even implemented some of our ideas. But it’s more than that. Showing up showed us you care, and now we do as well.”

My dad said that sometimes life is about showing up. I couldn’t agree more. PRN

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PR News'

Young Stars of PR Awards

Shining the Spotlight on the Brightest PR Pros 30 and Under

Entry Deadline: Sept. 6

Late Deadline: Sept. 13

Enter Online: www.prnewsonline.com/young-PR-stars2013

WHO ARE THE YOUNG PR PROS THAT HAVE STOOD OUT TO YOU THIS YEAR?

It's your turn to decide—enter your favorite young PR professionals (or yourself) in PR News' annual Young Stars of PR Awards. This program, honoring budding PR leaders and creative practitioners, is open to PR professionals age 30 and under. Nominees must be a practicing communications professional at any of the following: a corporation, PR firm, nonprofit/association, educational institution, government organization or industry supplier. Nominees may reside anywhere in the world and self nominations are accepted.

Winners will be recognized at PR News' PR People Awards Luncheon on December 10, 2013.

WHO SHOULD ENTER?

The Young Stars of PR Awards are open to all individuals worldwide at for-profit and non-profit organizations including: corporations, PR firms, public affairs and IR agencies, publicity firms, associations, government, and NGO teams, and sole practitioners, who are 30 or under on the date the entry is submitted.

HOW TO ENTER:

You can nominate yourself or your colleagues. Your nomination/s need to be submitted online, and include the following:

- The nominee's name
- The nominee's position (title and organization)
- The nominee's age (including birth date if possible)
- Your professional relationship to the nominee (*you can self-nominate)
- A brief synopsis on why this young PR pro should be named to our list
- At least 3 concrete examples of his or her stellar achievements over the past year (specific campaigns, events, programs – proof that this person shines!)
- A sample of his or her work and/or supporting materials
- Nominee's contact information (full name, title, organization, email and phone)
- Your name and contact information so that we may follow up with questions during the judging process

ENTER TODAY!

TIMELINE:

Entry Deadline: **September 6**
Late Deadline: **September 13**
Luncheon: **December 10**

Enter Online: **www.prnewsonline.com/young-PR-stars2013**

QUESTIONS?

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