

PR News

Building the bridge between PR and the bottom line.

November 25, 2013

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Internal Communications

Marketing

Communicators Play Key Role In Reinvention of Sales and Marketing

Despite the constant flux in marketing and communications, some if not many of the changes that are being bandied about in the marketplace often take on a Groundhog-Day quality. Just like a Swiss watch, surveys are periodically rolled out showing how PR and marketing execs are having a dev-

ilish time getting their hands around Big Data or monetizing social media, for example. Another issue that often rears its ugly head: the inherent friction between sales and marketing executives and how such a syndrome can have a deleterious effect on the top and bottom lines (not to mention brand reputation). The difficulties that sales and marketing execs have working together should not be underestimated

by PR execs because many of the challenges that communicators now face revolve around getting a better grasp of marketing techniques and, subsequently, generating legitimate sales. And if a recent survey on sales and marketing execs is any indication, PR pros have their work cut out for them.

"A Reinvention of B2B Marketing: The Impact of Partnership on Enterprise Growth," which was released

earlier this month, was conducted by strategic marketing and creative agency **Sparks Grove**, along with its research partner, **Econsultancy**. It took the pulse of 448 senior-level managers working in companies with at least \$250 million in annual revenue.

Akin to many of its predecessors, the study found a major disconnect between what companies say they are doing

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► Corporate Social Responsibility

By Erica Christensen

Strategic Corporate Giving: Laser-Like Focus Sparks Solid PR Results



Choosing the best fit for your company's philanthropic efforts is a challenge in any economy. At **CA Technologies**, we decided to be more strategic in our giving. Our focus on Science, Technology, Engineering and Math (STEM) education has led to great results. The Committee Encouraging Corporate Philanthropy's latest "Giving in Numbers" report shows that CA Technologies is not alone in its mission to engage in more targeted giving. Among the 164 respondents surveyed, 31% indicated that they are devoting more than half of their philanthropic funding to a single program area.

Its most recent report also shows that overall corporate philanthropy levels have grown, rebounding from a dip in 2009 when the economy slowed. Some 60% of respondents said that they had stepped-up giving since then.

These days, however, companies are making fewer grants, for larger amounts, and are allocating those funds to a smaller set of focus areas.

In tight economic times, strategic giving has easy appeal. But targeting corporate-giving in a way that will maximize reach involves hard work and difficult choices. In CA Technologies' case, more targeted giving has yielded great

dividends—though not without great effort. Here's how we've made strategic giving work for us and, most important, the communities we serve.

With limited resources, it's essential to take a thoughtful approach to finding nonprofit partnerships that provide the biggest bang for the buck. We have looked for programs that complement and align with our business and are broad enough to tap multiple geographic locations where our company operates.

For CA Technologies, a software company, focusing on education and encouraging the next generation of IT leaders

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► How To...

Media Relations

Writing

By Reg Rowe



Adopt the 5 Gospels of News Writing

The purpose of a news release is to tell a story that grabs a reporter's attention and results in a placement in a publication, online outlet or on air. To do so, you must answer the most important question for any reporter you're pitching: WIIFM?

While I just told you not to jam your news release with acronyms and jargon, sometimes acronyms are useful memory devices. WIIFM isn't a radio station. It means: What's In It For My (Readers, Viewers, Listeners). If you can't convince a reporter that his or her audience needs the information in your release, it won't see the light of day and it's back to square one.

So how do you write a release that will result in a story in a print publication, online venue, TV or radio?

Following, in order of importance, are the Five Gospels of News:

1. Topicality. The definition of topical is "a subject of immediate relevance, interest, or importance owing to its relation to current events." If your story isn't topical, it isn't news.

2. Conflict. As storytellers, journalists crave conflict and drama; it sells newspapers and garners eyes and ears. You can create conflict in your releases by raising an issue or problem and describing how your company or client can solve that problem.

3. Locality. "Dallas Man Drowns. Titanic sinks." People care about their friends and neighbors and what goes on in their local community. More and more space in newspapers and time on newscasts is being devoted to local news.

4. Human interest. Don't forget the human element in

your releases. How does your company's product or service impact the lives of people? Insert real people with real problems to whom readers, viewers and listeners can relate.

5. Visuality. Today, video is the king of content. Everyone wants video. TV stations want quality video to help support their ever-shrinking staffs, while newspaper and radio stations want video for their websites. Newspapers still need photographs and graphics because images attract a reader's attention and supplement a story in ways words often can't.

If you can religiously incorporate the Five Gospels of News into your press releases, you will consistently capture media interest and generate placements for your company or client.

GOOD GRAMMAR

Years ago, you rarely found a typo or error in sentence construction in books or newspapers. Then came cutbacks in editing personnel in newsrooms and Spellcheck became the default editor for all reporters and writers.

To help you avoid some common usage (written and spoken) errors, follow these tips:

1. Literally. In an episode of "The King of Queens," Janeane Garafolo's character annoyingly used the word "literally" in every sentence. Literally means exactly. To say, "I literally ate a hundred cookies" means you ate a hundred cookies. You didn't, unless you're Joey Chestnut.

2. Lead or Led. Lead is a mineral. You can lead a horse to water. You can be led astray.

3. Farther, Further. Farther refers to physical distance; that's

why it has "far" in it. Further refers to figurative distance "Please don't complain further, it's not much farther to my house."

4. Hot or cold temperatures. Even meteorologists get this wrong. A temperature is a gradient. It can't be hot or cold. It's a number. You should say high or low temperatures.

5. Affect, Effect. Affect is a verb, meaning to cause something to happen. Effect is a noun, which is the result of having happened.

6. Assure, Insure, Ensure. Assure means to make someone confident of an outcome. Insure means to buy an insurance policy. Ensure means to make certain. "I assure you, if you insure your house it will ensure that you will be protected against loss."

7. Historic, Historical. Historic means something is important or influential in history. Historical simply refers to the past.

8. Lightning, Lightening. The first one is a bolt of bright light from the sky followed by thunder. The second is making something lighter in color or weight.

9. Complement, Compliment. To complement, means to enhance something. Compliment is an expression of praise or admiration.

10. Could of, Would of, Should of. All wrong. It's could have, would have, should have, often written as could've, would've, should've.

Let's hope these tips make you a better PR writer. **PRN**

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Digital Technology: Uncomplicated, But Oh So Frustrating; Brands Must Take Additional Pains To Build Up Character

► **Faster, Simpler, Not Without Headaches:** Just 15% of Americans believe that digital technology has complicated their lives while 87% said that frustrations with usability on the Web and mobile devices have created negative perceptions about brands.

Those are the main take-aways from a recent **Harris Interactive** study, commissioned by **EffectiveUI**, with more than 2,000 U.S. adults surveyed. As digital media moves to the core of communications, PR pros increasingly will be tasked to build a better mousetrap for their brands via the Web.

Here are some of the other results from the study:

- On average, 93% of respondents said they are frustrated with websites 23% of the time.
- Nearly three-quarters of respondents (72%) said they are frustrated by the usability of a mobile app 25% of the time.
- Respondents who said they wanted the digital experience to be easier indicated they would do more of the following: insurance needs (13%), shopping (12%), TV viewing (9%) and reading (7%).

Source: Harris Interactive, Effective UI

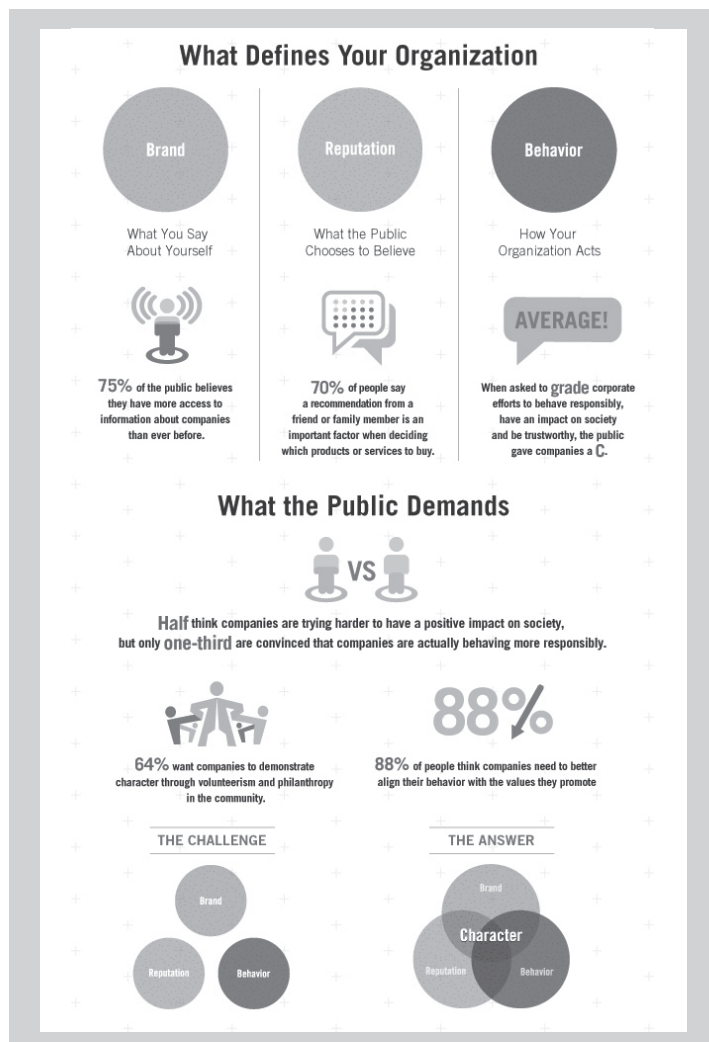
► **Brands Have to Practice What They Preach:** Nearly half of Americans think brands don't act in line with their values, and 90% believe that they need to start trying, according to a new study released by PR agency **Hill+Knowlton**. The survey, which was released earlier this month, stems from online interviews with 3,000 U.S. adults, and doesn't bode well for brands that don't put their money where their mouth is when touting their brand attributes.

The overall? Brands are having difficulty communicating "character," which negatively impacts brands' ability to connect with stakeholders and improve reputation and value.

The study also found:

- Only 10% of respondents trust brands more today than 10 years ago.
- Nearly nine out of 10 respondents (89%) said they look to friends and family, rather than the government or CEOs, for trusted input on companies.
- Nearly two-thirds of the respondents (64%) said they want companies to demonstrate "character" via philanthropy and engaging communities. **PRN**

Source: Hill + Knowlton



Hill+Knowlton created this infographic to coincide with its "Communicating Character" study. According to H+K, character is defined by the interaction between brand reputation and character—a dynamic in which communicators play a crucial role. Hill + Knowlton said that character is what drives 73% of respondents to make purchasing decisions.

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Lamaze Uses Real Stories to Deliver More Relevant Content And Help Women Make Right Birth Choices

Organization: Lamaze International
Agency: JPA Health Communications
Time frame: May 2012- Present

The babies just keep on coming. More than a few states in America are experiencing baby booms. Childbirth is generally romanticized or exaggerated in popular culture, leaving plenty of parents without a legitimate idea of what is in store for them in the delivery room. The process is seldom easy. In recent years, more and more babies are being born by Cesarean section or induced labor. The folks at Lamaze—who since the 1940s have helped women get through natural childbirth—were alarmed at this trend.

So they turned to **JPA Health Communications** to help craft a Pro bono campaign appealing to pregnant women.

The goal: Provide information and resources for parents but also improve the engagement levels with Lamaze's website.

GEARING UP

How someone approaches childbirth is one of the most personal choices a parent can make. A key step toward the success of the campaign was to home in on the proper message. Some were developed and tested among pregnant women. But because childbirth is such a delicate decision, Lamaze needed to make sure not to cross the line, offend anyone or spread unwanted fear.

"We worked closely with JPA and made a strategic decision early on to build the campaign on a platform of women speaking to women, sharing their experiences, and ensuring everything we communicate is rooted in informing, not judging," said Linda Harmon, Lamaze's executive director. "Everyone wants to be a good parent."

Shortly before the campaign launch, a survey

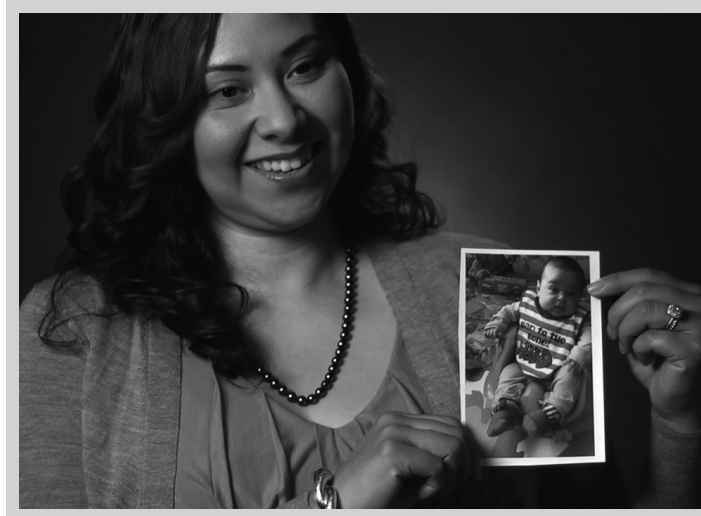


Photo courtesy: Lamaze International

Lamaze was able to grab attention by not sugarcoating the birthing process and telling the birthing stories of real women.

was released showing that patients won't advocate for themselves for fear of being labeled "difficult."

This provided a news peg for JPA to pitch to the media regarding how women shouldn't be afraid to speak out, particularly when dealing with childbirth.

STRICTLY ONLINE

Most of the campaign's message was online since JPA ascertained that this is where most pregnant women get information about their pregnancies.

The firm launched a microsite, Lamaze.org/push-foryourbaby, that provided a wide range of original content for parents-to-be. The content included a reminder to keep asking questions of your doctor and health-care providers throughout the process and a primer on all the possible challenges and situation that could arise during pregnancy, whether it be epidurals, the restriction of eating and drinking during labor or the separation of mother and newborn.

The site also featured webinars for parents dealing with such subjects as getting the most out of your hospital tour and prepping for a vaginal birth. It also has sections focusing on what to look for in good maternity care, what to ask your doctor or midwife and why Lamaze might be the right choice.

Four PR Tips for Dealing With Sensitive Subjects

Healthcare decision-making, especially in reproductive health, can be fraught with landmines. How do you steer clear of trouble and help your message resonate with your audiences?

1. **Use research as your guidepost.** Formative research can be the first thing that gets cut, especially from inherently lean nonprofit budgets. Get creative and tap into the resources that are available. Digital analytics, in-depth interviews with members and volunteers, informal surveys or relationships with corporate partners can open doors to research insights, in addition to traditional focus groups.
2. **Inform, don't judge.** To help your target audience feel in control, put evidence into its hands and simplify the pros and cons it will need to weigh in the decision process. Healthcare is personal and a good campaign will avoid making people feel there is only "one right way" to approach it.

3. **Make it a dialogue.** Be careful about talking "at" your audiences. Work collaboratively with the patient community that's affected in order to help create the resonance you want. Then, employ the power of digital platforms and social media to expand the dialogue and open the door to peer-to-peer review and support. Facilitating an online dialogue not only brings the messages closer to home, it also opens doors for the communications team to glean new insights that can inform future tactics or messages.



Berna Diehl

4. **Be vigilant.** Track campaign developments along the way. Even the most thoughtful campaigns can set off personal passions, sometimes resulting in a hijacked narrative. A well-rounded campaign will have an issues management plan in place, just in case.

Berna Diehl is senior VP of JPA Health Communications.

The key component for the campaign is a nearly eight-minute video telling the stories of seven different births, from the mothers' viewpoint. This allowed JPA to showcase a variety of birth stories and reach out to different audiences. Lamaze asked other new parents to share their birth stories on the site as well.

"We had to be careful with budget but also represent a range of experiences and cultural/ethnic backgrounds," said Berna Diehl, senior VP at JPA. "We ultimately chose stories that represented both positive birth experiences and harder birth experiences, because the aim is to be honest with women that childbirth can vary and that knowledge and information can go a long way in steering to the best possible outcomes."

When the project launched, JPA invited reporters, bloggers and maternity-care organizations to an event showcasing the campaign.

JPA's proactive media outreach and online ads were targeted to online media outlets, blogs and websites dedicated to pregnancy and birth. JPA also used Lamaze's social media tools to build up anticipation prior to the campaign launch.

"The messages we crafted early on positioned us for success," Diehl said. "We built a message platform that emphasized safe and healthy births, was honest about the challenges women face, did not unduly create fear and promoted a positive, collaborative relationship with healthcare providers."

In order to boost Lamaze's social-media profile, JPA targeted mommy bloggers by hosting a forum in which women could submit their childbirth stories and interact with other parents.

"In encouraging women to participate, we created social media posts and calls-to-action on the Push for Your Baby microsite, which resulted in hundreds of new followers and higher interaction rates, particularly on **Facebook** and **Twitter**," Diehl said.

Five months after the launch, Lamaze added advertising support on Lamaze.org via Google Grants, which offers search advertising at no charge to qualifying nonprofits. That became the single largest driver of traffic for that part of the site, accounting for 79% of all visits.

SMOOTH DELIVERY

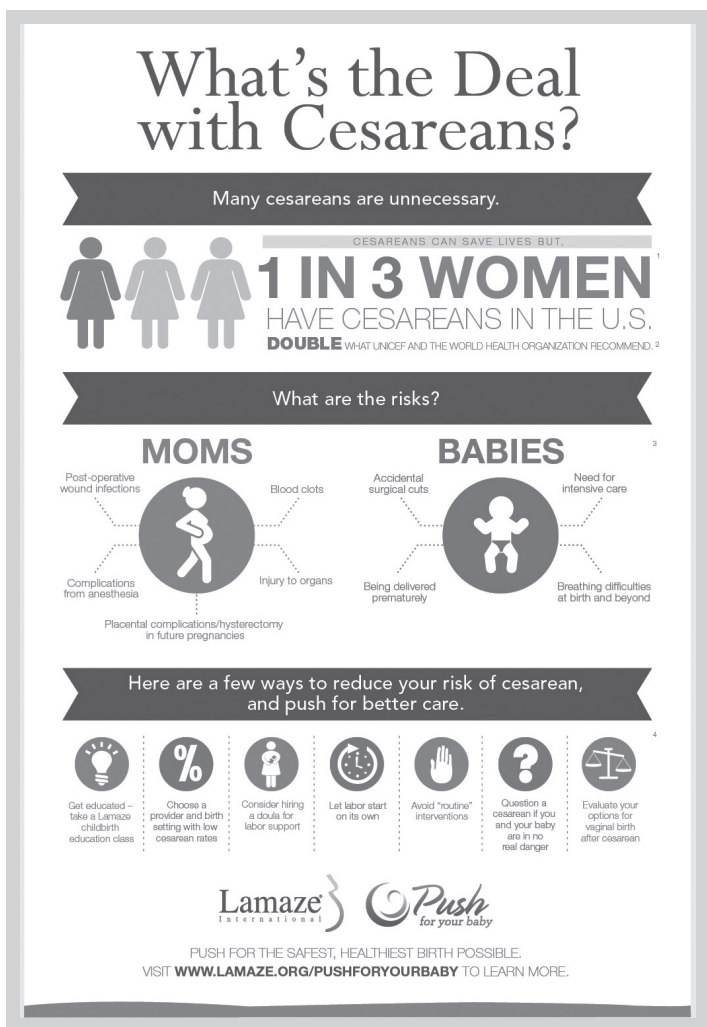
The video Lamaze released telling the stories of childbirths has garnered more than 14,000 views. Lamaze also increased Twitter followers by 50% and Facebook likes by 25%.

The campaign netted the following results:

- More than 18 million media impressions
- Feature articles in top online outlets aimed at pregnant women
- Improved connections with such maternity-care organizations as the Association of Women's Health, Obstetric and Neonatal Nurses and the National Healthy Mothers, Healthy Babies Coalition via email newsletter placements
- Doubled earned media placements compared with the previous year.

One of the key groups that Lamaze wanted to inform wasn't just parents-to-be but educators, as well.

Post-launch, JPA and Lamaze captured educators' attitudes and perceptions in a workforce survey that found that a large percentage of Lamaze's educators



Since the launch of the "Push For Your Baby" campaign, Lamaze has seen huge growth in expectant parents looking to join a Lamaze class and accessing the organization's video library.

said they expected the campaign to have a positive impact in encouraging parents to push for better outcomes and receive the in-person preparation that they need to do so.

"We hope for a renewed sense of urgency among women to take childbirth education classes to support evidence-based decision-making, so they are equipped to play an active role in increasing their chances of a safe and healthy birth," Harmon said. "Among educators, we are hoping they will have a deepened understanding of

how their work positively impacts mothers and babies."

The campaign has been so successful that Lamaze and JPA will continue building PR activities, such as producing webinars and related infographics, through 2014. Looks like this baby is going to have a nice, long and healthy life. **PRN**

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Editor's Note: PR News is taking a breather. We will not publish December 2, due to the Thanksgiving holiday. We will return December 9. As 2013 draws to a close, we'll feature articles on what's on the horizon for the PR field in 2014 and some of the nascent social platforms that should be on communicators' radars. Meantime, Happy Turkey Day!

Sales and Marketing

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when it comes to reinventing marketing, and the reality.

The study defined “False Partnership” companies, which have some degree of alliance between marketing and sales, but marketing generally has a minor role in lead generation strategy and limited to no control over customer experience and product development, and “True Partnership” companies, which enable marketing to have a significant role in lead generation, have a shared revenue responsibility with sales and possess a significant role in managing the customer experience and product or service development.

PR AS THE CONDUIT

According to the survey, true partnership companies are 40% more likely to be growing quickly compared with their false partnership peers and

more than 60% of true partnerships own the customer experience, compared with only 25% of false partnerships.

So what role can PR execs play to enhance the relationship between sales and marketing executives?

“PR can act as a natural bridge to improve some of the traditional challenges between sales and marketing,” said Rob Sherrell, VP at Sparks Grove. “PR can convince marketing that it needs to embrace sales and help sales execs do their job more effectively through sales tools and sales collaboration.”

FORGING CONSENSUS

Stefan Tornquist, VP of research, U.S., of Econsultancy, stressed that because B2B buyers now increasingly rely on the Web to research products and services (as opposed

to relying on sales reps) before they pull the trigger, PR pros can have a much bigger influence on the sales-and-marketing compendium.

“In an era of ‘pull,’ not ‘push,’ that’s where PR and marketing play,” he said, referring to PR execs’ ability to distribute content to the right prospects at the right time.

However, PR executives have to demonstrate to the C-suite that they can delve into the business objectives that encompass both the sales and marketing disciplines.

“You have to find a way to forge consensus and break down individual agendas,” said Steve Halsey, principal and managing director of **Gibbs & Soell Business Communications**. “Take the conversation out of PR and make it about the business. If

all we talk about is communications we’re not demonstrating that we understand and share in the pain.”

Gibbs & Soell’s *I Power* process, for example, is a proprietary tool that takes a cross-organizational view of communications strategies. Applications may include product, market, brand, business unit and corporate positioning. “We align all the disciplines to make a meaningful impact on the business,” Halsey said.

He added that it’s crucial that PR pros every now and again accompany sales execs on sales calls to get a better sense of what sales reps have to deal with on a daily basis.

“Too many PR people hide behind the search bar,” Halsey said. “They have to get out into the field, in season, and learn how to harvest.”

3 Tips On How Communicators Can Align with Sales and Marketing

► **Gain a deep understanding of buyers.** Do what it takes to understand the buyer(s) completely. Who exactly makes the buying decision(s)? Who has input? Who recommends? Who makes the final choice? If it’s a committee decision, how do buyers’ needs differ?

- Study all buyer research. Seek marketing and communications insights.
- Interview buyers personally. Ask: What were they seeking when they looked at options, when they made the buying decision? (Bonus: Turn interviews into articles, blogs and videos.)
- Survey customers. Ask three to five questions that help formulate strategy and make decisions. (Bonus: Turn survey results into a news release.)
- Spend time with salespeople and customers. Learn the best sales pitches.

A deep understanding of buyers wins you a seat at the table with sales and marketing. And it lets you align messaging precisely with buyers’ needs.

► **Understand the buying process and how PR fits in.** Create content with insights that move the buyer through the typical buying process. Help buyers as they:

- Recognize needs. Do they have a problem? Is it serious? Do they need to change?
- Evaluate options. Help buyers learn the right questions. Should they compare options based on price, service, performance or other considerations?
- Resolve concerns. Do they trust the sellers? What risks do they see? What role does internal politics play?

► **Accept a revenue target.** I’ll never forget the CEO who asked me, “If I add this position to your staff, exactly how much revenue will we generate?” I took a risk, and committed on the spot to \$1 million in revenue the first year. Then I hired the manager to establish our demand generation program. Building on a robust content marketing program, he generated inquiries, qualified leads, moved leads to sales and tracked results. Within two years we achieved \$5 million in revenue, well above the original target. Nothing helps you understand sales and marketing better than a revenue target of your own.

George Stenitzer is VP of marketing and corporate communications for Tellabs. He can be reached at george.stenitzer@tellabs.com.



George Stenitzer

SALES LIFT

Indeed, as communicators become ensconced in strategic marketing it should be easier for them to expand their influence to better support sales and marketing objectives, said Rich Teplitsky, senior director of PR and social media at **BroadSoft**, which provides Voice Over IP (VoIP) communication services.

“We’re looking at traffic and conversion rates, influencers and all the other metrics that have a flow to sales,” he said. “Sales is starting to wake up to the fact that [PR] can have a big impact on demand and lead generation beyond just media relations.” **PRN**

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Philanthropy and PR

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was an obvious fit. Working with Boys & Girls Clubs of America on our Tech Girls Rock initiative was a decision that made perfect sense—with clubs throughout the United States offering opportunities for our employees to get involved locally.

THE RIGHT FIT

But choosing to focus heavily on this area—and not only on our existing customer base—was admittedly a risk.

We knew our existing constituencies well enough to have faith that they would embrace our investment, particularly in the segment of the population that comes from traditionally disadvantaged socioeconomic groups.

Our faith paid off, and our investment in the next generation of IT leaders generated enthusiasm in the current generation.

As our experience shows, finding a natural fit for your company more often leads to additional opportunities for exposure. Once we made our way into the network of STEM education funders and fundees, there was a domino effect, which quickly raised our profile in this area.

Our Tech Girls Rock initiative has been highlighted at the last two Clinton Global Initiative annual meetings and was publicly recognized by New York City Mayor Michael Bloomberg and Chicago Mayor Rahm Emanuel. We've also received significant media exposure and recently participated in the White House Tech Inclusion Summit.

Our commitment to raising the level and quality of STEM education programs is not limited to the U.S. Through global partnerships with organizations throughout Asia Pacific, Europe and Latin America, we are dedicated to showing the wide

range of opportunities in the tech sector to younger people throughout the world.

With a small team—only three people manage the company's philanthropic programs for nearly 14,000 employees globally—we rely on colleagues in other parts of the world who serve as local champions for our initiatives. Thankfully, our department falls under the Corporate Communications umbrella, so many of these colleagues work within public relations and can help manage media outreach in their respective countries.

ACROSS THE BOARD

Another equally important component is having executive champions to help spread the word, rally the employees and serve as evangelists for your programs. Corporate-giving departments especially benefit from the support of top executives, and that includes your Board of Directors.

At CA Technologies, we meet with our board on a regular basis, and the directors play a key role in keeping our efforts on track. They see the value that comes from supporting programs that align with our company's philosophy, with benefits realized not only in terms of media coverage, but also in the way our sales teams have been able to promote our nonprofit partnerships.

When working with an organization that's focused on education and technology, we have found there is a much higher chance that a Chief Information Officer or Chief Technology Officer (the important folks in our world) will react positively to our products if we've supported programs within their areas of expertise.

Keeping a strategic focus comes with other challenges.

Branding Your CSR Programs And Bonding With Your Partners

Brand your program. Come up with a unique name; create a logo. It makes the initiative that much more real and appealing.

Don't be afraid to ask your nonprofit partners what you want in return for your support. I've learned that it's better to be up front about expectations at the start and formalize plans in a detailed agreement. Then there is no room for confusion or misunderstanding later.

Your partner can be useful in myriad ways, including collaboration on press releases and help with media outreach. It's much better to have someone else praise you than do it yourself, especially when it's an organization known for doing great work in the community. Get their help posting updates to social media outlets and regularly reporting on outcomes and achievements.

Ask your partner to take high-quality photos at events and even help create a video highlighting your program. These can be helpful tools to showcase your efforts and gain support for your programs.

Bottom line: work together to get results that benefit everyone. This is a partnership, after all, and you don't need to, or want to, go it alone. —E.C.

You sometimes may be faced with explaining to senior leaders why their pet cause—while as worthwhile as the next—may not be the best fit for your company. But if you present your case in a strategic, factual and logical way—and offer an opportunity to get involved with an initiative that is in tune with the corporation's overall philosophy—senior executives are likely to embrace a well-devised strategy of giving.

THINK SMARTER

In summary, we do things not simply because they are the right thing to do, but because they are the smart thing to do.

We believe it is good business for our company to look toward the future and encourage the next generation of business leaders through STEM education.

If we can show the value in our corporate-giving pro-

grams—whether it be through media coverage or networking and sales opportunities—our strategy of smart, focused giving is more likely to lead to increased funding.

And that greater funding will foster growth of programs that not only make sense for our company, but help the community at large. **PRN**

(This is an excerpt from PR News' Corporate Social Responsibility Guidebook. To order a copy, please go to www.prnewsonline.com/csr-green-pr-guidebook-vol-6/.)

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Wake-Up Call In Survey of PR Profession

An online survey of public relations professionals uncovered insights—both encouraging and worrisome—related to the responsibilities and leadership in the communications profession. Practitioners in 23 countries participated in the 2011 and 2012 survey conducted by the Plank Center for Leadership in Public Relations at the University of Alabama. (The research [http://bit.ly/1eMBmMB] was presented last month at the PRSA's annual meeting in Philadelphia.) Gender and generational differences as well as the leadership findings jumped out at me.

The scorecard below is a useful tool for gauging the opportunity for enhancing global communications. A perfect mean score is 21 but the average mean score fell well short at 14.49.

The Summated Leadership Index		
Country/Region	Number	Mean
India	140	16.44
Mexico	213	15.31
Chinese-speaking	143	14.87
United States	828	14.76
German-speaking	1773	14.62
Latvia/Estonia	142	14.60
United Kingdom	139	14.42
Spain	210	14.39
Chile	156	14.00
Russia	215	13.56
South Korea	205	13.37
Brazil	302	13.2
TOTAL	4,466	14.49

What is of particular concern for the future of the PR profession is that younger, lower-level pros found even more need for leadership improvement. With a scale between 1=very little extent, and 7=great extent, all three of the Index elements fell flat.

Leadership had a far different view than their colleagues. Leaders felt they were doing a much better job with their performance, at 5.32, two-way, at 5.05, and CEO's view of PR the highest, at 5.41.

In addition to the overall disconnect between the top and bottom rungs of the organization, how can a profession built on communication show so poorly on two-way communication? Talk about a need for improvement.

Close behind are the mediocre scores for executive performance and CEO support. It will not matter how well we perform as practitioners if our colleagues are not inspired and business leaders question PR's value.

THE GENDER SPLIT

Gender played prominent roles in the responses. Generally, women were younger and less experienced than men. It was almost a 50-50 split in responses from males and females.

They generally agreed on "soft" skills: improve listening skills, enhance emotional intel-

ligence and conflict management skills, increase cultural understanding/sensitivity, strengthen change management skills and improve skills to manage stress. But that is where the similarities ended.

Women rated significantly higher than men in emotional IQ, conflict management, listening and stress management. Women are a much larger part of the PR profession than years ago, yet the survey shows they do not share the same leadership ambition.

Men considered themselves to be leaders much more often than women. Do these findings represent a mindset or a glass ceiling for women?

Generational differences are no less significant than gender ones. When compared to older workers, Millennials (born after 1980), rated significantly higher the importance of improving professional image; the need to improve PR measurement; the value of education and the future of the profession.

The baby boomers (born between 1946 and 1964) placed greater emphasis on listening skills and cultural understanding, two-way communication, performance of the communication leader and how much a CEO values PR.

DIGITAL RULES

Regardless of the industry sector of the participants

(nonprofit (24%), agency (23%), and public companies and private/state-run companies (20%), there is agreement on the four most important issues facing PR today, three related to the impact of digital media:

- Dealing with the speed and volume of information flow (23%).
- Managing the digital revolution and rise of social media (15%).
- Improving the measurement of communication effectiveness (12%)
- Being prepared to effectively deal with crises that may arise (12%).

PR pros skilled in understanding audiences beyond reporters, producing and distributing multimedia content for those audiences, leading experimentation across an organization and applying analytics to programs, will be well positioned to gain executive confidence and support. **PRN**

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PR News'
Social Media
Icon Awards

Entry Deadline: Dec. 6 | Final Deadline: Dec. 13

You have followers, fans and likes, and people sharing your content, re-pinning your photos and chiming in daily. What you don't have – yet – is a Social Media Icon Award to add gravitas and extra credibility to your social media activities. The Icons of social media will be honored in spring 2014.

Questions? Laura Snitkovskiy | laura@accessintel.com | 301-354-1610

ENTER ONLINE: www.prnewsonline.com/Social-Awards2013



ENTRY DEADLINE: NOV. 22 | FINAL DEADLINE: DEC. 4 | www.prnewsonline.com/nonprofit2013

Honoring the Top Communicators and Teams in the Nonprofit Sector

PR News' Nonprofit PR Awards program is solely dedicated to honoring the most talented communicators and teams in the nonprofit sector. Juggling the needs of various constituents, managing critical public issues, projecting a positive image of an industry and its members—these are the many challenges facing communications professionals at nonprofits and associations worldwide.

Enter PR News' Nonprofit PR Awards program and join a distinguished circle of those holding the key to “best practices” in the nonprofit communications arena. We’re not looking for the campaigns or initiatives that are just “good” or “make budget”: We’re looking for the best, the most innovative programs—those that exceed expectations. So show us what you’ve done and get recognized for all your hard work.

WINNERS AND HONORABLE MENTIONS WILL BE AWARDED IN THE FOLLOWING CATEGORIES:

- Advocacy Campaign and Lobbying Efforts
- Annual Publication or Brochure
- Blog/s
- Branding/Re-Branding
- Corporate/Nonprofit Partnership/s
- Crisis Management
- Digital PR and Marketing
- Email Newsletter/s
- Employee / Internal Communications
- Event PR
- External Publication or Report (online or print)
- Facebook Communications Campaign
- Fundraising
- Green PR/Marketing
- Internal Publication (online or print)
- Marketing
- Media Relations
- Member Communications
- New Member
- Member Retention
- Natural Disaster Communications
- Nonprofit Partner of the Year
- PR on a Shoestring Budget
- Press Release
- Promotional Items/Merchandise
- Public Affairs/Issues Management
- Public Service
- Social Media
- Social Responsibility Campaign/Initiatives
- Twitter Communications Campaign
- Video and/or Podcast Program
- Volunteer Program
- Web Site
- Nonprofit Communicator of the Year
- Association/Nonprofit Team of the Year

**ENTER
TODAY!**

TIMELINE:

Entry Deadline: November 22

Final Deadline: December 4

Enter Online: www.prnewsonline.com/nonprofit2013

FOR QUESTIONS OR ADDITIONAL INFORMATION, PLEASE CONTACT

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PRNews' MEDIA RELATIONS

NEXT PRACTICES CONFERENCE

Social Media | Measurement | Media Training | Crisis Management

December 12, 2013 | National Press Club, Washington DC

Join us on Dec. 12, 2013, for PR News' annual Media Relations Next Practices Conference at the esteemed National Press Club in Washington, D.C., and get the latest best practices on building relationships with journalists and bloggers, finding and engaging with the right reporters and influencers on social networks and communicating with the media in a crisis while never losing sight of your core messages. You'll hear case studies of organizations that have successfully entered the realm of branded content, and learn which journalistic techniques you can apply in the crafting of your own content.

Speakers Include:

Abha Bhattarai	Reporter, Capital Business	<i>The Washington Post</i>
Ryan Bowling	Director, Mars Press Office and Digital Communications	<i>Mars Inc.</i>
Julie H. Craven	Vice President Corporate Communication	<i>Hormel</i>
Natalie DiBlasio	Breaking News Reporter	<i>USA TODAY</i>
Jerry Doyle	Senior Consultant and Principal	<i>CommCore Consulting Group</i>
Lewis D'Vorkin	Chief Product Officer	<i>Forbes</i>
Sandra Fathi	President	<i>Affect</i>
Kathy Grannis	Senior Director, Media Relations	<i>National Retail Federation</i>
Kraig Kann	Chief Communications Officer	<i>LPGA (Ladies Professional Golf Association)</i>
Dawn Kelly	Vice President, Global Communications	<i>Prudential Financial Inc.</i>
Fred Sainz	Vice President, Communications and Marketing	<i>Human Rights Campaign</i>
Tracy Schario	Communications Officer	<i>The Pew Charitable Trusts</i>
Jon Schwartz	Senior Director, Business and Brand Communications	<i>NASCAR</i>
Elizabeth Sorrell	Digital Communications Manager	<i>Audubon</i>
Darcy Spencer	General Assignment Reporter	<i>News4 - NBC4 Washington</i>
David Wescott	Director, StudioOnline	<i>APCO Worldwide</i>
Dick Wolfe	Sr. Director Corporate Communications	<i>ADP - Automatic Data Processing</i>

Conference Sessions:

- Wake-Up Call: The Media Landscape & PR's Role
- Story Pitching Techniques You'll Need in 2014
- Craft Press Releases (and all PR Content) From the Journalist's POV
- Find and Engage With the Right Journalists and Influencers on Social Media
- ROI Essentials: How to Measure the Impact of Your Media Campaigns
- Luncheon Keynote Presentation: Forbes' Lewis D'Vorkin—The Future of Authoritative Journalism and the Rise of Branded Content
- Show & Tell: Examples of Content Marketing That Connects to the Bottom Line
- Crisis Clinic: Media Relations Survival Tactics During a Crisis
- Media Training Essentials: How to Handle Difficult Questions in Interviews
- Face-Off: Relationship-Building Tips for PR Pros & Journalists

<http://www.prnewsonline.com/media-relations2013>
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