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For PR, Vying for Attention is **Becoming the New Currency**

Future trends favor communication role

Whether it's boosting their analytical skills or building ties with the IT department, CCOs and other senior PR executives face a slew of new challenges these days. The pace of change in marketing communications is dizzying, of course, but it's only going to accelerate. So it was fitting that the Arthur W. Page Society spring meeting in

New York last week spent most its time focussing on future trends facing communicators.

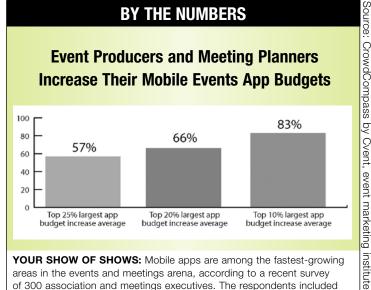
The major takeaway was that for PR pros the future is uncharted but, in light of some of the cultural indices, loaded with opportunity.

"CCOs have a strong voice and, as a result, companies are acting on key issues that are important to their employees and the communities where they work," said

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BY THE NUMBERS

Event Producers and Meeting Planners Increase Their Mobile Events App Budgets



YOUR SHOW OF SHOWS: Mobile apps are among the fastest-growing areas in the events and meetings arena, according to a recent survey of 300 association and meetings executives. The respondents included brands and organizations with major event and meetings programs.

By Jim Coll

DID YOU KNOW

- 1. CCOs' future takes center stage at Arthur W. Page spring meeting. (p. 1)
- 2. Which online critics deserve a response? (p. 1)
- 3. Why consumers drop social channels. (p. 2)
- 4. Can you hear your team?
- 5. Adding sharper visuals to PR and marketing. (p. 6)
- 6. How to enliven quotes in written materials. (p. 7)
- 7. Hostess plays ball; Lane Bryant thumbs its nose at Victoria's Secret. (p. 8)

Social Media

Confronting the Critics Online

How to deal with 'Friends' in low places

Engagement—it's a goal of almost all social media strategies. Likes, retweets, followers, replies and comments are the surest sign of a vibrant social media presence. But what happens when engagement takes a turn for the worse, when a post is met with criticism, when a reply to criticism is met with additional criticism, again and again? Unfortunately, most organizations unwittingly have slipped into a spiral of negativity on Facebook or other social media platforms at one time or another. If this has not happened yet, it perhaps means the organization

has not been engaged in social media long or intensely enough.

At its worst, social media is a place for "Friends" to question an organization's integrity or motives and for trolls to attack, often with language that they might not use in person.

At its best, there are few better catalysts to spread positive energy and emotion quickly. The best crisis managers know when to step back and allow venting, and when to capitalize on positive feelings.

The good news for organizations is that there are Friends in low places. No one with a vibrant and large social media following is exempt from sharp, sarcastic and often unwarranted criticism. The better news is that the public

generally and quickly moves on to the next social media crisis. In other words, the pain, albeit especially harsh and particularly intense, usually is brief.

In an emotional Facebook back-and-forth, both parties

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PR Advice from the Pros

"Look in a mirror and say, 'Are you sure?""

Read more great advice in PR News' Best PR Advice Compendium prnewsonline.com/prpress





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► Infographic

Why People Abandon Your Social Platforms

It's considered an occupational hazard among PR and marketing executives: Blasting successive emails to audiences to make sure they see the content. Lather, rinse, repeat. But you may want to delete "occupational" from the equation and simply call repeated email blasts for what they are: a hazard to serving your audience, cultivating new relationships and enhancing your brand value.

Nearly one-third of consumers unsubscribe from emails due to overly frequent messages, according to a recent infographic produced by **BuzzStream** and **Fractl**.

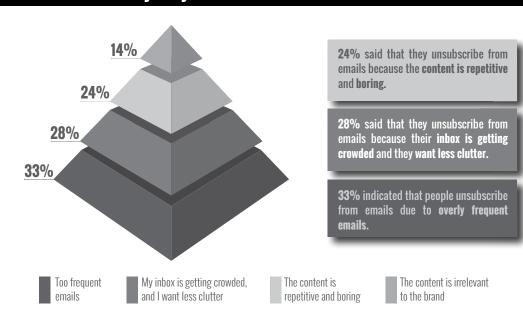
So, if your email open rates are declining rapidly it may be high time to reevaluate both your email content and how often you distribute the same message. It's a similar situation with people unsubscribing from brands'

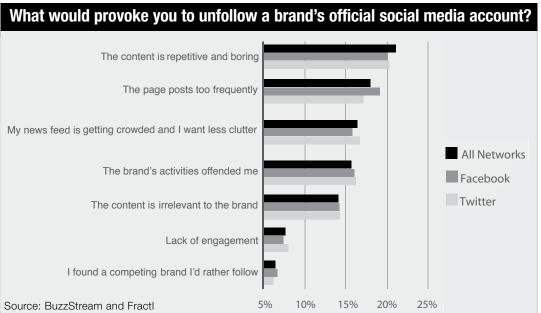
social media accounts. People feel they receive too many emails containing boring content.

If you want to encourage people to read your email messages consistently and stay dedicated to your social channels, without bolting and never returning, the remedy seems fairly straightforward.

Less is more, don't bombard your audience and never be boring. PRN

Why do you unsubscribe from emails?





Listen to Your Team and be Listened to

Talk to a senior PR executive on the brand side or from an agency and it will take all of five minutes before the person starts to discuss the importance of his or her team. Despite the proliferation of social platforms, employees remain integral to effective

communications and brand messaging. It's quickly become a mantra among companies of all stripes: If you don't get buy-in from your employees on a branded campaign or message, it's unlikely that consumers and other stakeholders will be impressed.

That's why it's increasingly crucial for PR managers and directors to take a proactive approach to creating and cultivating a robust team. Half the battle is listening to people closely. This is not to be underestimated. If you're not listening to employees

closely and vesting them with legitimate responsibilities, they eventually are going to stop listening to you.

The end game is a PR vacuum that can cost your company dearly by decreasing awareness, declining trust and eroding trust. PRN

5 Tips for Creating a Committed, Productive Team

Develop a positive relationship with each team member Smart leaders recognize organizations are made of individuals who want to be heard, valued and treated with respect. At the heart of effective leadership is building and maintaining positive relationships at all levels.

Listen, listen, listen

When you give team members your undivided attention and really listen to what they say, you build trust. Listening shows that you care about what they think and are open to hearing a voice other than your own. Listening helps you stay in touch with what's really going on in the organization, helping you maintain credibility.

In a 2014 survey of more than 300 employees, the American Management Association found that one-third of respondents said they believe their leadership is "stuck in a bubble" most of the time. This phrase refers to leaders who are out of touch with employee concerns or realities of the workplace.

Include team members in decision-making

In line with the organization-wide "Equal Voice Initiative," our internal communications team values staff input and a mutually respectful professional environment. The values of speaking up, listening to and respecting the viewpoints of others apply to all of us in every professional interaction. Giving everyone a chance to weigh in and participate in problem-solving shows team members their opinions matter, which is empowering. It ultimately leads to a "we" and "us" team mentality and can be the difference between a committed employee and a complacent one, who merely goes through the motions.

Identify and reinforce team members' strengths

When leaders focus on and invest in employees' strengths, the odds of each person being engaged rise eightfold, according to Gallup research.

A study published in Social Neuroscience (June 2013) concluded positive coaching activates important neural circuits and stressreduction systems because it encourages employees to envision a desired future.

Give team members real responsibility

One of my favorite expressions is that true leaders create more leaders, not more followers. This requires encouraging team members to adopt leadership characteristics, such as being proactive, open-minded and resourceful.

Encourage team members to build relationships with others, seek information on their own, suggest ideas and make decisions independently where appropriate. In our organization, internal communication team members are all responsible for taking the lead on various communication plans, whether the focus is on rolling out technology, launching programs and initiatives, explaining organizational changes or promoting events.

Source: Michelle Meadows, director of the Internal Communications Program in the Center for Drug Evaluation and Research's Office of Communications, U.S. Food and Drug Administration



CCOs

► Page 1

Gary Sheffer, VP, corporate communications and public affairs at GE Corp. "The value of our profession has never been higher."

But PR pros are going to have to put on their running shoes in order to capitalize on myriad changes.

"The real story is not change, but the speed" of it, said Edie Weiner, president/ futurist at Weiner, Edrich Brown, whose session "The 40,000 Foot View: What Does the Future Really Hold?" helped kick off the two-day meeting which was attended by more than 300 senior PR executives.

ATTENTION ECONOMY

One of the biggest changes expected in marketing communications is the advent of what might be called the Attention Economy, in which the ability to reach an intended audience becomes crucial to a brand's ability to make money.

"We're into an era in which attention becomes the currency," Weiner said. "What we pay attention to is worth a great deal of money to the person trying to get your attention. It's the biggest challenge facing PR executives...In the future, a lot of people won't pay attention to who's sending the message, but where they find it."

Weiner pointed to macro trends that—from a business standpoint—will put a higher premium on CCOs' performance and their ability to interpret what cultural changes mean for brand reputation and messaging architecture.

► A decline in critical thinking. As information becomes ubiquitous and its distribution easier, CCOs and senior PR pros increasingly will be asked to provide context to the public about their companies, what they stand for and how they communicate.

- ► A crisis in trust. CCOs have to understand not just the "cliché" of consumers losing trust in companies and institutions, Weiner said, "but what's at stake" for your brand and corporate reputation as a result of the ongoing erosion in consumer trust.
- **▶** Defrocking professional priesthoods. Weiner stressed that there's a growing movement away from credentialed and institutionalized information and toward beliefs informed by an individual's personal network. "In the future, you can't just push out a message based on what you believe, but [the message must resonate with]what your audience believes," Weiner said.

She added: "More and more people are moving into the paradigm of learning rather than the paradigm of education."

BEELINE TO THE C-SUITE

As PR pros take on more responsibility for brand reputation, they also can expect increased scrutiny from the tippy top.

Jon Iwata, senior VP of marketing and communications at IBM Corp., presenting preliminary findings from "The Future of the CCO" report, said CCO net engagement across the entire C-suite has grown 32 percent since 2010.

The new survey, from a sample of roughly 200 responses, pointed to why PR's future performance will be tied to technology: CCO engagement increased the most with CIOs (44 percent), followed by COOs (39 percent) and CMOs (33 percent).

Asked where CCOs are most rapidly increasing their investment, social media came out on top (37 percent), followed by owned media (30 percent) and metrics and tracking systems (20 percent).



SETTING THE STAGE: Delivering preliminary results from Arthur W. Page's 'Future of the CCO' report, IBM senior VP Jon Iwata touted funding for jobs like digital strategist and culture czar, as PR seeks to bolster in-house skills.

The Future Chief Communications Officer Will:

Continue to be grounded in the enduring responsibilities of chief communicators

- ► Strategic counselor
- ► Guardian of enterprise reputation
- ► Critical thinker
- ► Relationship builder

Acquire differentiating business leadership skills

- ► Deeper business acumen
- ► Integration expertise
- ► Authentic business leadership

Build and operate systems and capabilities that directly engage individuals at scale

- ► Leverage data to more efficiently understand segments and, increasingly, individuals
- ► Create channels and platforms to connect with those individuals directly
- ► Engage with those individuals, not only to shape opinion, but to shape behavior

Source: Future of the CCO, Arthur W. Page Society

NEW JOBS/ TALENT

"We need to spend money and create new ways to support in-house capabilities," Iwata said. New job titles emphasizing the supporting of those in-house capabilities will include digital strategist, culture czar and integration manager. While PR pros must brace for a devilishly complicated future, "long-term planning" may becoming oxymoronic. It's a fine line between how to project for the future and how to fund it. "There are significantly different KPIs for (PR)," Iwata said, "than from even three years ago." PRN

Social Media

► Page 1

can lose, but the organization stands to lose the most.

How and when should organizations interact with a social media critic? Certain careful considerations can help guide an appropriate response.

First, organizations would be wise to ask the same questions about the crisis they would have asked 10 years ago. The same situations still warrant apologies. The same situations warrant the same responses. The right thing to do is still the right thing to do.

Second, organizations are mistaken when they believe that social media has changed communication in every way.

Speed has increased, but the basic principles remain. Whether it's said on Facebook or presented at a news conference, audience members must trust the organization and know that it has their best interests at heart.

The University of Southern Mississippi presents a decision-making tree to faculty and staff who manage social media accounts to help guide

responses to negative feedback (see graphic below).

Its overarching aim is to take emotion out of the evaluation, as quick-to-anger is not the way for an organization to respond to even the most ridiculous criticism.

During a crisis, not every complaint warrants a response and not every question deserves an answer. Organizations cannot and will not win over every commenter.

Trying too hard could be a sign of insecurity. Learn which posts warrant responses. Organizations should comment when they have something to clarify or add to the conversation.

Some additional considerations include:

▶ Is the criticism accurate and reasonable? If yes, the organization may benefit from a thoughtful response that acknowledges the criticism and establishes a path toward correction or rectification of the issue.

- ► Is it someone who genuinely is misinformed? If yes, a careful clarification of the misinformation and additional detail could benefit the organization.
- ▶ Is it a critic who is consistently posting off-topic? If yes, then an initial response could address the concern, but hiding the posts or eventual banning of the user should be considered.
- ▶ Is the person being rude or using sarcasm or profanity? If yes, hiding the posts or banning the user should be considered.

While the decision tree helps less-experienced page managers avert disaster, advanced social media management requires adherence to basic principles of public relations.

Facebook page managers frequently err when they mistake social media for a foreign or unique form of communication. One basic rule of thumb is to reflect on a similar in-person

interaction. The platform should not necessarily change the approach.

Think of the organization as a person. If a person would not typically respond in-person to the critic, why should he/she do so on Facebook?

If a clarification of facts would be offered in-person, why not on Facebook as well? Ask yourself if a person on the street approached and uttered an insult, would you respond? It probably depends on the insulter. The same considerations should be weighed on Facebook.

For instance, ignoring the critic who has little or no influence on others, doesn't understand the issue and will have no influence on an organization's future words or actions is often the best strategy.

Experienced organization managers have learned that to win a social media dispute they must stoop to levels the critic is apt to go, but to which the page administrator is unwilling to go. Sarcasm is fine for the troll, not for the organization.

The best crisis managers keep a level head. Some of the best, most thoughtful responses to criticism acknowledge the criticism and then bridge back to a key message. It is the administrator's job—a difficult one at times—to keep the focus of the conversation on the primary topic of discussion.

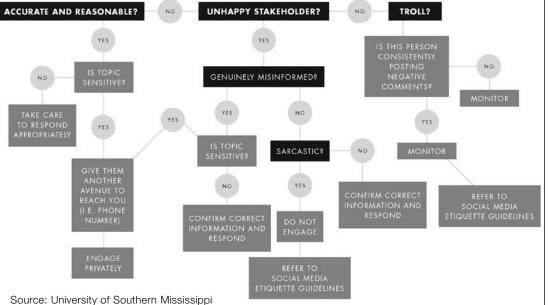
Of course, a page administrator can stand his or her ground and still be polite. He or she can disagree with the criticism but still be empathetic and sincere. When all else fails, be polite and kind. PRN

GENUINELY MISINFORMED?

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How to Deal With Social Media Complaints During a crisis, PR managers need to properly assess which complaints are worth a response.



► Tip Sheet

By Mike Crawford

Using Visuals in Content/Strategic Marketing

Disparate ways to encourage audiences

With today's adult attention span being shorter than that of a goldfish, communicators have to try harder than ever to capture eyeballs. Whether you communicate to an audience on social media, through a blog post or even print media, visual elements must be included to capture the few brief seconds before the reader moves on to something else.

As easy as it is for me to describe a fire on a beach at sunset, you can process an image of it faster and have a clearer understanding of what I was trying to convey. Communicators have picked up on this and are using it to their advantage.

When it comes to marketing and public relations, brands are using visual elements more than ever to connect with niche audiences.

Two key strategies PR professionals should have in their toolkit for using visuals revolve around content and outreach marketing.

Similar to public relations, these communications tools create and maintain relationships with an organization's key constituents.

SIMILAR GOALS

Although PR and marketing are different from each other in several ways, they share the same goal: tell a brand's story and raise its visibility.

Content marketing is a strategy that provides valuable and relevant material to a target audience. It can come in many shapes and forms such as microsites, blogs, ebooks, infographics and contributed articles.

The first goal of content marketing is to make the reader say, "Wow! I want to share this with my friends." Then, their friends want to share it with more friends and the message's concentric circles start to grow.

Akin to media relations, outreach marketing targets bloggers and key social media influencers who already are advocates of the brand or the industry where the brand operates.

To do this, a brand contact will reach out to these advocates and find ways to incorporate the brand into the advocates' everyday life.

When executing this strategy, the most important thing to remember is that advocates are not just people who can talk about the brand, they are an extension of it.

These advocates build wordof-mouth coverage (the top reason behind purchase decisions) for brands. Relationships with these advocates should last far beyond one campaign.

CONTENT MARKETING

So, how can a public relations professional execute these strategies, incorporate visuals and enhance their overall value? Here are a few tips to consider.

- Use sites like **Canva** to easily create sharable graphics that can be included on the brand's blog or social platforms.
- These graphics can then be shared with other outlets as repurposed content.
- If you want to go deeper, create an infographic.
- Infographics are a great way to present a lot of information in a snackable form.
- If you have instructional information to share, use step-by-step photos with text accompaniment to illustrate your how-to blog post.

• Or, use photos to create a **SlideShare** presentation and share with your social networks.

For content marketing to be effective, the content must be valuable and relevant to the audience.

Equinox, a fitness club with multiple locations across the U.S. has a health and fitness blog (q.equinox.com) that provides post-workout recovery tips, information about workout gear and hearthealthy recipes.

Since Equinox facilities already host exercise enthusiasts, its blog gives the audience an outlet to further its knowledge about their health and wellness.

OUTREACH MARKETING

Here, you are reaching out to other communicators who love to share visual content with their audience.

- Send product photos or videos to be embedded in blog posts.
- Provide recipes to try with your brand's ingredients.
- Send a personalized direct message on Instagram just to show some love and strengthen the relationship.
- You could even ask the advocate to have its audience create visuals while using your product, then share these images on your own social platforms.

When Animalz by **ReTrak** wanted to promote its kid-friendly retractable headphones just before the busiest shopping time of the year, it worked with its agency, **M/C/C**, and decided it was best to use outreach marketing to connect with moms and promote an unknown brand.

To do this, the agency created content including a press release with informa-

tion about the volume-lim-

iting headphones, photos, a **BuzzFeed** quiz and a product video. It sent these to targeted media outlets. The agency also worked with top mom technology and travel bloggers to secure product reviews for the headphones.

More than 24 articles were placed in traditional media outlets such as *The Boston Globe, Newsday* and **CNET**, which garnered more than 400 million impressions.

In addition, nearly 80 blog posts were written and customers were engaged through almost 7,000 tracked social media actions. These actions helped drive more than 50 percent of Animalz's sales in 2014, with a year-over year increase of 1,755 percent.

Integrating content and outreach marketing into your marketing communications programs will lead to an increase in the amount of engagement with your brand's target audience.

Instead of telling your audience what it needs to know about your brand, use these tactics (combined with visuals) to capture eyeballs and participate in a two-way dialogue.

Integrating content and outreach marketing into your marketing communications programs will lead to an increase in the amount of engagement with your brand's target audience.

PR pros now are a part of the process that has a direct influence on sales. PRN

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How to Make Your Quotes, Well, More Quotable

Sound bites as conversation starters

Contemporary Turkish playwright and novelist Mehmet Murat İldan has several philosophical quotes on quotations, including these:

"To read quotations is to live in a planet with multiple suns!"

"In the garden of literature, the highest and the most charismatic flowers are always the quotations."

Have you ever written a news release with a quote that special or profound? Yeah, me neither.

For news releases and other public relations materials, maybe the goal isn't for your CEO's quotes to end up in Bartlett's but to make some of the clips in tomorrow's news roundup.

Why do we include quotes in our material? We use quotes, as reporters do, for a variety of reasons, including:

- To provide critical information
- To add credibility, expert opinion or a sense of being
- To give a variety of perspectives

- and create breaks in dense prose and facts
- To help time-crunched reporters sound like they did interviews even when they couldn't

MORE PERSONALITY

Quotes, unlike factual prose, don't have to be objective. Quotes can inject personality and help indicate the emotion you're hoping to elicit.

To entice a reporter to pick up your quote, it must sound like an actual person said it in an interview.

Take this quote, which is something I might find when reviewing one of our news releases:

"We are committed to making energy usage data available to customers to help them better manage their energy consumption more efficiently."

While we do want our electric utility customers to be able to manage their consumption, some people might not understand that what we're really trying to say is more like:

"We're giving customers tools so they better understand how and when they use electricity. By giving more infor-

"You should know the voice of the people you're quoting. Are they formal or do they use colloquialisms? Do they use contractions in their normal speech? Most people speak

more casually, so try to mimic regu-

lar speech patterns."

• To help move a story along mation, we're making it easier for customers to use energy more wisely."

A STRONG VOICE

In other words, make it conversational instead of stilted. "Press Release," a language that unfortunately isn't dead but should be.

You should know the voice of the people you're quoting. Are they formal? Do they use colloquialisms or contractions in their normal speech? Most people speak more casually, so try to mimic regular speech pat-

While it's important to know whom you're quoting, knowing your audience is more important.

Avoid jargon and companyspeak at all costs, even if the person you're quoting would speak that way. Talk to people outside your circle in a way they can understand.

How do you know your quotes sound authentic? Read them aloud to someone else, especially an objective outsider, to see if they make sense but also add value.

Quotes help sew together a story in an interesting way, but they also need to contribute information.

"We are working very hard to restore power."

Will any reporter include that quote in a news story? Not likely. Quotes need to give color but also information. If nothing factual is included, you need to rework your quote.

"Our line crews understand the hardship the outages are causing for our customers during this blizzard. They're working in bucket trucks in bitter wind and snow for 16-hour shifts so they can get power back on as quickly as possible."

This contains factual information: We work 16-hour shifts, even in harsh conditions. It also is emotional: We care about our customers and are willing to sacrifice for them.

EMOTIONAL RESCUE

It also subtly elicits emotion: Please be patient because we are working as fast as we can in extreme weather to get your lights working again.

Another critical element is to consider whether the person you're quoting is the right source.

The quote about working in harsh conditions is strong coming from an executive, but it might be stronger and more credible coming from one of the line workers in the field.

Three of our linemen helped save a toddler from a house fire a couple of years ago. Our comments came from workers on the scene, not bosses in the office.

Quoting the boots on the ground gave us more detail and more color, drew more interest and got more media play. After all, that's your goal: telling your story and getting your quotes quoted by the media. PRN

(Learn more about effective PR writing by attending PR News' Writing Boot Camp, which takes place April 21 at the National Press Club in Washington, D.C. Featured speakers include Elizabeth Hillman, senior VP, communications at Discovery Education, and Christopher Jenkins, editor, The Washington Post.)

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An Embarrassment of Riches. Hostess Cupcake really hit it out of the park for its Opening Day tweet. The tweet featured a Hostess Cupcake with two red frosting swirls that make it look like a baseball in honor

of the season's opening day. However, accompanying the tweet is one word: Touchdown.



Hostess got batted around a bit in the Twitterverse for confusing its sports

terms, but Ellen Copaken, Hostess Brands' senior director of marketing, told The Blaze that "touchdown" was intentional. "Since embarking on the 'Sweetest Comeback in the History of Ever' nearly two years ago, Hostess has employed a strategy aimed at contemporizing the brand," Copaken said. "The bolder approach has been particularly visible in the brand's social media platforms.

The Touchdown' line was intentional; it's fun and aimed at young audiences who are in on the running joke — which, of course, is the go."

We bet the PR stunt was by design. Say what you will about the tweet being too cute by half or appealing to just a certain segment of the population (read: Millennials), but the tweet went viral. People talked about it. Mission accomplished.

Make Sure You Quote Accurately. When Twitter came on the scene in 2005 part of its charm was that you had

to craft a message in 140 characters or fewer. That's changed, for better or worse, thanks to Twitter's revamped "quote tweet" feature.

The offering embeds a tweet within a tweet, instead of quoting text, while providing the context of the original tweet that you're replying to. It's another way for PR execs to fuel (and enlarge) the conversation and not be constrained by 140 characters.

But they'll also have to brace for more back-and-forth that the service will facilitate.

Beware the 'Cascade Effect.'

It may be a significant reason for the fairly constant turnover in PR and communications precincts: More than half of managers (51 percent) have "checked out" from their job, while 14 percent of managers are actively disengaged, a recent Gallup survey says.

This has a huge influence on internal communications because of what Gallup calls the "cascade effect," meaning employees' engagement is directly related to their managers' engagement-whose engagement, in turn, is directly influenced by their managers' engagement. Employees supervised by highly engaged

managers are 59 percent more likely to be engaged than those supervised by actively disengaged managers, according to the survey.

The data, culled from a panel of more than 60,000 people, also found that just 30 percent of U.S. workers are engaged.



New Connection for PSAs. Connect360 Multimedia last week

rolled out "PSA Good4Good" campaign, offering nonprofit organizations a no-cost opportunity to disseminate their TV and/or radio PSAs to broadcast stations across the country.

"Many nonprofits have PSAs produced pro bono, but they lack the funds to distribute them to the media," said Annette Minkalis, Partner and Executive VP of Connect360 Multimedia.

She added: "Connect360 created PSA Good4Good to do 'good,' to provide free distribution services to welldeserving organizations. The hope is for the media to do 'good' by considering the spots for potential airings."

Connect360 has created a special digital platform for "PSA Good4Good" where all the accepted PSAs from participating nonprofits will be hosted. The digital platform will be available to stations from June 1-June 30 this year. Submissions for "PSA Good4Good" will be accepted through May 8.



Undercover Angels. Lane Bryant launched an ad campaign last week introducing Cacique, the plus-size retailer's new lingerie line, but it was the PR supporting the ad campaign that's generated the most buzz. The campaign features the hashtag #ImNoAngel, a not-so-subtle swipe at Victoria's Secret models, who are referred to as "Angels."

The hashtag generated more than 7,000 tweets, a third of them positive, according to data culled by Crimson Hexagon (per Digiday).

The campaign points to how brands and organizations can ride the Zeitgeist; in this case, taking part in the growing movement against the perfectly proportioned models pervasive in fashion ads.

It's also a reminder that creating a unique and accessible hashtag can draw eyeballs for your brand. PRN

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