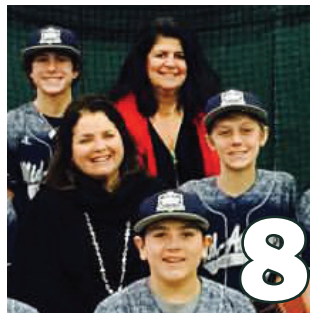


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SOCIAL MEDIA

How to Build Relationships With Influencers That Endure Beyond One Communications Campaign

On Nov. 1 **Instagram** said it was testing a feature that will allow users to buy what they see in their feeds directly from brands. The beta involves 20 brands, including **J.Crew**, **Macy's** and **Levi's**. The user clicks on a button and up pops the product's name and price. Another click provides a more in-depth description of the product. Then there's the ever-popular "shop now" click, which takes the user to the retailer's website. Seems simple, right? Actually, the implications

could be enormous. For example, how much will Instagram charge brands for this feature? Or should Instagram take a percentage of sales that emanate from the platform?

Questions arise concerning influencers, too. For example, wouldn't it be in Levi's interest for your daughter to see a sponsored post featuring Kim Kardashian wearing a Levi's denim jacket, and then have the ability to buy the jacket at the touch of a few keys on her phone? Of course it would.

Continued on page 2

MEDIA RELATIONS

BY MICHAEL SMART, PRINCIPAL, MICHAEL SMART PR

Media Pitching Lessons From the Purring Engine of GM's PR Team

Last week it happened again.

Every time I deliver my Pitching Boot Camp and teach PR pros how to grab the fleeting attention of today's media influencers, somebody approaches me with the same weird observation.

Recently it was a PR rep from a huge government organization. He said, "This is all great, but I don't have any problems getting media attention. They're calling me every day."

What a huge opportunity he is missing!

Whether you're at a big brand or a small one, it's not solely about the *volume* of stories that include you. It's whether you can place the stories you *want* told.

A few months ago, I got an inside look how things work when you approach the "quantity and quality" issue from the proper perspective.

I was conducting training for the North American communications team at **General Motors**, #8 on the *Fortune* 500. The media members this team pitches probably see General Motors products every day. Research shows that the automotive press corps is second only to the political beat in size.

During the run-up to the event, the corporate communications director and I were joking about how the GM team



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**GOOGLE FOR
COMMUNICATORS
BOOT CAMP**
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Continued from page 1

Influencer Relationships Based on Trust

Should that come to pass might not the **Federal Trade Commission** (FTC) increase its scrutiny of brands that employ influencers, insisting on crystal-clear disclosure that a post is the product of someone who has been paid for his or her endorsement? The argument, a good one, would be that influencer posts no longer are enticements, but lead directly to sales.

Another question: Wouldn't it be useful for brands to be able to place product tags on the Instagram feed of your daughter's best friend, which she follows religiously? Clicking the product tag would inform your daughter that her friend is wearing a new Levi's denim jacket in her Instagram post. Eventually your daughter clicks and heads to the Levi's site. The point: Some brands may choose

the consumer-generated route over working with celebrity influencers. It's more authentic, right? Of course this seems to open up more FTC questions. Is your daughter's friend an influencer? What if she has 10,000 followers? What if Levi's gives her a discount on her next purchase?



John Walls
Director, Brand PR,
Luxury & Lifestyle
Brands
Hilton Worldwide

(Note to Subscribers: You can find information about FTC regulations concerning influencers at the *PR News Pro Essentials* page: prnews-online.com/pr-news-pro-essentials)

OK, we're probably overstepping. It's likely that social media influencers will be around for awhile. As such, we asked communicators how to build relation-

Top Food Influencers on Social Media by Total Actions in October 2016

Shareablee					SOCIAL SCORECARD
TOP 5 FOOD INFLUENCERS BY TOTAL ACTIONS: OCTOBER 2016					
Based on Total Actions (likes, comments, shares and retweets on content)					
Sources:					
RANK	FOOD INFLUENCERS	TOTAL ACTIONS	TOTAL CONTENT	TOTAL AUDIENCE	SHAREABILITY
1	My Cupcake Addiction	2,951,747	477	6,366,894	123,879
2	Ree Drummond	2,090,680	91	6,419,540	38,453
3	Quirky Momma	1,388,452	2,361	3,161,689	508,752
4	Anthony Bourdain	1,316,208	98	7,877,469	17,162
5	Smart School House	939,814	362	588,047	684,712

Top Travel Influencers on Social Media by Total Actions in October 2016

Shareablee					SOCIAL SCORECARD
TOP 5 TRAVEL INFLUENCERS BY TOTAL ACTIONS: OCTOBER 2016					
Based on Total Actions (likes, comments, shares and retweets on content)					
Sources:					
RANK	TRAVEL INFLUENCERS	TOTAL ACTIONS	TOTAL CONTENT	TOTAL AUDIENCE	SHAREABILITY
1	Jordan Herschel	664,545	35	542,987	0
2	The Blonde Abroad	191,971	245	357,782	1,380
3	Cory Staudacher	178,902	43	730,005	234
4	Foster Huntington	129,809	11	1,078,724	0
5	David Erasmus	13,514	64	39,146	67

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Shareablee

Marketing's New Faces: A list of the top 5 most-engaged influencers in food, travel, beauty (p.3) and fashion (p. 7) on Facebook, Twitter and Instagram in October was provided exclusively to PR News Pro by Shareablee. Actions, or engagement, are defined as the total of consumer likes, comments, shares and retweets. Shareability, the far right column, is defined as the total of shares and retweets.

ships with social influencers that endure beyond a single campaign.

STEP ONE: TRUST, RESPECT, COMMON GROUND

“Developing a relationship with a social influencer...is just like dating,” says John Walls, director, brand PR, luxury & lifestyle brands, **Hilton Worldwide**. “You have to find common ground” and learn “what [the influencer] needs,” says Walls, who has worked with food, fashion and hospitality influencers globally like those listed in the **Shareablee** charts in this story. While he says the needs of influencers vary from country to country, he also points out differences in the needs of social media influencers and traditional media. This comes into play for Walls since social influencer and traditional media are grouped together on media trips the brand organizes to locations in the Hilton portfolio. Social influencers tend to request moments...immediacy...significantly different visuals...they may not need the whole press package” that traditional media wants, he says. Despite the differences, all influencers—social and traditional media—need “timely delivery” of content and “consistency” from brands. In addition, the best relationships are based on “mutual benefit” and “a significant amount of trust.”



Lisa Osborne Ross
Managing Director
APCO Worldwide

Lisa Osborne Ross, managing director, **APCO Worldwide**, agrees. “I appreciate questions that begin, ‘In a digital age how do you do...?’ But it’s really very simple. All relationships, whether professional or personal, are based on some of the same principles...you establish quickly and authentically what you have in common...you establish what you bring to the table and you are clear what you want from the rela-

Top Beauty Influencers on Social Media by Total Actions in October 2016

Shareablee

SOCIAL SCORECARD

TOP 5 BEAUTY INFLUENCERS BY TOTAL ACTIONS: OCTOBER 2016

Based on Total Actions (likes, comments, shares and retweets on content)

Sources:

RANK	BEAUTY INFLUENCERS	TOTAL ACTIONS	TOTAL CONTENT	TOTAL AUDIENCE	SHAREABILITY
1	Kylie Jenner	154,909,857	279	113,105,394	645,167
2	Shay Mitchell	32,646,599	363	23,559,560	252,778
3	Kendall Jenner	28,812,592	55	103,032,976	69,033
4	Khloe Kardashian	26,989,772	244	98,355,972	116,630
5	Huda Kattan	26,685,709	474	16,462,758	5,814

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tionship...[the relationship] works if the influencer has as much invested in a positive outcome as you do.”

STEP TWO: EXPRESSION OF MUTUAL BENEFIT



Caitlin Romig
Senior Manager,
Digital Marketing
Rosetta Stone Inc.

How do brands translate the concepts of trust, respect and mutual investment into practice? Since we’re talking about translation, let’s begin with **Rosetta Stone**’s Caitlin Romig, senior manager, digital marketing. Seriously, she says the brand keeps the nearly 100 influencers it works with happy by giving them “creative liberty...we don’t ask for specifics,” she says. This equates to the trust that Osborne Ross and Walls mentioned above.

Rosetta Stone also keeps influencers happy by leveraging its resources. The brand, Romig argues, is at “the edge” of language-learning technology. Providing its smaller influencers, who are unpaid, with early access to new products helps maintain the relationship, she says.

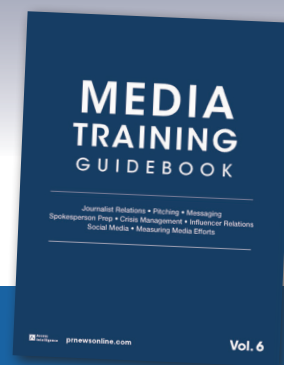
In addition there are a few big influencers whose relationship with the brand is enhanced through immersive trips. For example, Rosetta Stone sent influencer Peter

Continued on page 7

MEDIA TRAINING GUIDEBOOK.

In this PR News Media Training Guidebook, you’ll find key ways to establish relationships that could yield valuable exposure. Beyond getting your foot in the door with influencers, we’ve gathered authors from various backgrounds—in-house, agency, nonprofit, ex-reporter—to address the evergreen topics of getting your messaging on point, preparing members of leadership for on-camera interviews and more.

- Chapters include:**
- Prepping the C-Suite/Spokespeople Messaging
 - Game Day: Before/During the Interview
 - Crisis Management
 - Journalist Relations
 - Social Media
 - Measuring Media Efforts



PRNews

Questions? Contact Laura Snitkovskiy at laura@accessintel.com
www.prnewsonline.com/media-training-guidebook-volume-6/

Proactive Pitching: Push Stories You Want Told

measures its media coverage “by the ton.”

You might think they’d sit back and answer the “incoming” queries, phone calls and email all day. They certainly could do that and feel “busy” and “efficient.” Sometimes that’s referred to as the “order-taker” way of doing business: sitting in the office of a very popular brand and just waiting for orders from customers to roll in.

But that’s decidedly not what they do at GM. They’re constantly pitching the stories *they* want told.

And they’re humble and realistic enough to know they need to adapt those stories to meet the needs of their target influencers.

KNOWING WHO THE AUDIENCE IS

Sure, the GM communications team has an open line to the auto trades. And those relationships definitely are important in setting GM’s agenda in the trade space.

But moms shopping for a new SUV to haul the neighborhood runts to soccer practice don’t read auto trades with great regularity. They do, however, watch *The Today Show*.

So the GMC brand communications team collaborated with the parent company’s in-house story bureau to calibrate a pitch that pushed the right buttons for a Today producer.

Instead of relying on name recognition and the typical mistaken assumption that a refreshed product is newsworthy on its own, the team went a layer deeper. The pitch was about a new safety feature that reminds drivers when they get out of the vehicle that they have a child in a car seat in the back (potentially life-saving during hot summers).

A FACTUAL AND EMOTIONAL PITCH

The pitch struck not merely a factual tone, but also an emotional chord among *Today*’s target demographic. Instead of putting forward a brand manager or top executive, the PR team built the story around Tricia Morrow, a mother and GM global safety strategy engineer who worked on the remodel.

Most PR teams, especially those at big organizations with “media calling every day,” lapse into habits like sending formal studio head shots along with their pitches.

This team knew that *Today* is looking for people and issues its audience can *relate* to, and that sense of connection guided all the decisions it took. That includes the one to paste in a selfie the engineer took with her daughters.

It’s not a surprise that image made it into the *Today.com* article that resulted. And a few days later, the engineer was driving around a *Today* correspondent, touting the SUV’s new feature for millions of viewers.

WHAT YOU CAN LEARN FROM GM

Here’s what that pitch evidences about the media relations culture at GM that you can copy at your organization:

- ▶ An organizational humility that, no matter how big we might be, we’re not as important and newsworthy as we



Family Matters: The General Motors communications team humanized its pitch to *The Today Show* by centering it on one of the engineers who worked on the remodel. The pitch included this photo of the engineer, Tricia Morrow, and her children.

tend to think. Instead, we put our target influencer’s audience first, and then everybody wins.

- ▶ An individual humility that admits, no matter how experienced we are, the dramatic changes in the media landscape require us to continually learn new approaches. One of the GM media relations pros, who has been doing the job for 30 years, said, “I LOVE all this change—I try to learn something new every day.”
- ▶ A structure and mandate that establishes the bandwidth to handle the need to be reactive, but not be consumed by it. GM has certainly had its share of crises, but teams and individuals are expected to protect time and space for proactive pitching.

Tony Cervone, GM’s SVP of global comms, is open about his desire to build world-class teams in Detroit and around the world. I observed him leading by example: During my workshop, he sat in the front and stayed the whole time, taking notes and working on exercises I gave to the group.

In summary, the recipe for great media relations success—whatever your current level of brand recognition—is one part proactivity combined with one part humility, stirred together with a heaping spoonful of tenacity. ■

CONTACT: Michael Smart is the media pitching coach PR pros seek when they want to boost media relations success. He advises everyone from Fortune 10 brands to nonprofits and sole proprietors. Learn more at: michaelsmartpr.com. Michael also will moderate a panel of journalists from *The Washington Post*, *Slate* and *Aviation Week* who will evaluate pitches during PR News’ Media Relations Conference, Dec. 7, in Washington. For information visit: <http://www.mediarelationsconf.com/>

How Home Depot Engaged Its Workforce By Helping Vets and Communicating Strategically

[Editor's Note: In honor of Veterans Day, we present this case study that combines honoring our nation's veterans and boosting employee engagement.]

It's undeniable: An engaged workforce can move the needle in any industry. In retail, though, markets continually fluctuate, shopping trends change, economies contract and expand, and it's the workforce that determines whether a company succeeds and makes a positive impact on the world.

The Home Depot Foundation, the philanthropic arm of the world's largest home improvement retailer, is focused on improving the homes and lives of U.S. military veterans and disaster response. Giving Back and Doing the Right Thing are core values of The Home Depot, and are integral to The Foundation's mission. But those core values do more than improve local communities; they also support a company culture that enriches associates' lives far beyond a paycheck.

With more than 400,000 associates, it takes a strategic internal and external communications program to keep them informed, engaged and enriched year round. Here's how the Foundation has found success:

DEFINE THE CHALLENGE: MACRO AND MICRO

In 2015, the retail sector faced steadily rising turnover at a rate of 5% each month [bloom.bg/1xOdQAK]. The Home Depot operates with 95% of its workforce as consumer-facing hourly associates, and workforce competition among retailers is steep. Like many in the space, the company needed a strategy to break through to recruit, retain and engage associates.

Team Depot, the company's associate-led volunteer workforce, is active year round, with a concentrated effort during Celebration of Service, a two-month volunteer campaign leading up to Veterans Day. For Celebration of Service's fifth year, The Home Depot Foundation had an opportunity to take a fresh approach to engage employees nationwide, including 35,000 veterans, and also enlist consumer support.

1. Know Your Audience: Understanding your audience is critical to engaging associates from part-time roles to executive leadership. Peel back the layers. Understand it's more

than getting people to volunteer; it's getting them to invest.

At The Home Depot, associates who participate in one or more Team Depot projects score five percentage points higher in their level of commitment to the company and their customer service in surveys than those who have not participated in Team Depot.

The Home Depot Foundation researched how to have the most influence on associates. It was decided to create Team Depot projects where associates could use their unique skill-set to help veterans who were facing enormous challenges. Priority was placed on safety and accessibility projects to make it easier for disabled and aging veterans to navigate their homes. These projects would guarantee a more substantial influence on veterans' lives than beautification projects that were common in past campaigns—and ensure participation and emotional connections from associates.

2. Set Realistic Goals and Think Big: True associate engagement is a journey; it doesn't happen overnight, and it certainly doesn't happen solely through a two-month campaign. Define what "good," "better" and "best" results look like for participation, engagement and reach.

During Celebration of Service, we set out to increase volunteer participation and generate awareness of Team Depot's efforts among associates and consumers. The goals were aggressive, but attainable.

- ▶ Increase Team Depot activities to more than 15,000 associates
- ▶ Have more than 400,000 social media connections
- ▶ Donate \$1 million to veterans' causes through 1 million social media actions from associates and customers
- ▶ Earn more than 300 million impressions across traditional and social media

3. Execute Strategic Communication: With clearly defined goals, set forward with a plan to reach associates through social media and earned media, which helps reinforce the program's importance and credibility. Here are other tips:

Continued on page 6



May 22-24, 2017 | Atlanta, GA

On May 22-24, 2017, hundreds of digital, social media, marketing and PR professionals will gather for the annual Social Shake-Up conference in downtown Atlanta. PR News is hosting this event in partnership with Social Media Today.

Questions? Contact Jessica Placencia at jessica@accessintel.com; 301-354-1641

1. Know how and where each key audience wants to interact with the brand and be able to reach it there
2. Use the opportunity to bring people together, sometimes for the first time
3. Communicate to associates in every possible way; they are busy, so keeping campaigns top of mind increases the likelihood for participation and engagement
4. Don't underestimate the value of merchandising media results to all associates

The Home Depot Foundation launched the #ServiceSelfie social giving campaign to engage associates, consumers, nonprofit partners and media nationwide. Associates were encouraged to showcase their commitment to service in their communities, and The Home Depot Foundation committed to donating \$1 for each social media action, up to \$1 million. Actions included sharing a #ServiceSelfie on **Twitter** or **Instagram** or liking, commenting or sharing one of nine weekly Team Depot **Facebook** posts honoring nonprofit partners. For the first time, associate engagement had the chance to inform and enhance the campaign's external success.

The Foundation rolled out the campaign starting with its Team Depot Captains, a volunteer liaison and organizer between the district manager, store managers, nonprofits, veterans and hundreds of associates. In a training summit held in Las Vegas, The Foundation rallied captains around the #ServiceSelfie campaign and asked them to energize volunteers at their projects. Captains were armed with a bevy of supporting materials including signage, Team Depot eye black, banners and tool kits.

Team Depot activated store and corporate associates with a leadership challenge, "One District, One Project," calling for fewer, more impactful projects and stronger connections through grassroots internal communications. For the first time, store and corporate associates worked together on a two-month program in Atlanta with one consistent nonprofit partner. Corporate associates were engaged during the program's launch with captains passing out eye black and signage that adorned the building's lobbies and elevators.

To generate excitement before the campaign, The Foundation activated six internal communication channels with pre-launch content including The Home Depot TV, store break room posters and a teaser video. Throughout the campaign, Celebration of Service stories and results were shared with associates through three articles in the *Doings in Our District* newsletter; eight stories featuring Team Depot projects on myApron, the company intranet site; the company's internal newsroom, *Built From Scratch*; and a full-page story in the internal publication *Orange Magazine*. Eight stories about veterans were captured at Team Depot projects and shared alongside these communications to amplify the emotional connection between associates and their collective giving-back efforts.

The Home Depot Foundation encouraged continued participation through SMS texts to more than 3,000 associates on the THDgo mobile network and through The Warehouse, the company's internal social platform.

The Foundation communications team also executed a nine-week media relations campaign, targeting national and local print, online and broadcast outlets in 210 markets to help share the story externally, and then showcase that third-party validation to associates.

4. Measure Results, But Go Beyond: When measuring communication influence, go a step further. Understand *how* programs shape associate perception and their engagement with the company. As a first step, dive into what was accomplished. Then, get an understanding of how the campaign truly changed behaviors and engagement levels.

For Team Depot: The Home Depot Foundation's 2015 Celebration of Service created safer, more accessible homes for more than 750 veterans and their families. Some 13,300 Team Depot volunteers in 315 cities partnered with 291 nonprofits to work on 367 projects. The #ServiceSelfie campaign increased the program's reach on social channels as consumers and associates contributed more than 1 million social actions, which raised \$1 million for nine veteran-focused nonprofits. [See below for results.]

The Foundation also met with Team Depot volunteers to collect their experiences and feedback. Here are examples:

- "Part of the reason I decided to make The Home Depot my career instead of just a job was what we do for our veterans. Many members of my family have served in the military, and given their lives. I wouldn't be able to live the comfortable life I have without their sacrifice."
- "Celebration of Service honors the people who have protected our great country. Veterans define our history. Repaying them goes way beyond the scope of things. Team Depot events challenge us to bridge a gap between thanking them for their services and building an emotional connection." ■

CONTACT: *Bradford Walton can be reached via hannah.van-malsen@mslgroup.com*

The Home Depot's Strong Results

More than 25,000 associates engaged with Team Depot at projects and via social media throughout Celebration of Service, a 67% YOY increase

The One District, One Project challenge was completed by 100% of The Home Depot's districts

Team Depot touched the lives of veterans in 315 cities

Made 638,000 social media connections, increasing Team Depot followers by 18,000—a 2,000% increase over average growth—and a 2,000% YOY increase

Made more than 1,100 connections with associates on the Warehouse, an internal social media platform.

Donated \$1 million to veteran causes through 21,671 #ServiceSelfies and 1,030,759 social actions

More than 140,000 people attended Veterans Day Kids Workshops and learned about Team Depot's work with veterans; Sold #ServiceSelfie sticks in all The Home Depot stores

Top Fashion Influencers on Social Media by Total Actions in October 2016

Shareablee

SOCIAL SCORECARD

TOP 5 FASHION INFLUENCERS BY TOTAL ACTIONS: OCTOBER 2016

Based on Total Actions (likes, comments, shares and retweets on content)

Sources:   

RANK	FASHION INFLUENCERS	TOTAL ACTIONS	TOTAL CONTENT	TOTAL AUDIENCE	SHAREABILITY
1	Le Happy	8,372,331	265	2,956,013	3,266
2	Sherri Hill	6,799,435	333	5,626,835	4,273
3	Sincerely Jules	4,988,409	90	4,190,360	29
4	Joanna Gaines	4,145,463	60	5,293,804	37,485
5	Barefoot Blonde	2,980,336	141	1,359,187	1,757

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Bragiel from the top of Italy to the bottom of the boot. While there, he, a photographer and videographer, created content about the joy of being able to converse in Italian with natives as he made frequent stops to indulge in cheese, wine and other delicacies. Content was posted on several of Rosetta Stone's social media platforms and accompanied by enticements to experience a free taste of the brand's language courses. Now the social face of the brand, Bragiel's experience in Italy and a trip to Cuba, where he conversed in Spanish, also was meant to emphasize that "anyone can learn a language" using Rosetta Stone, Romig says.



What a Gig: Rosetta Stone sent influencer Peter Bragiel to enjoy Italy to promote the brand's language-learning tools. Here he enjoys Lake Como at the start of his trip.

Walls and Osborne Ross emphasize mutual benefits as key to an enduring relationship with social influencers. Both also prefer building long-term relationships with influencers as opposed to one-campaign agreements. Says Osborne Ross, "It's a more responsible use of resources."

Walls adds, "We love our influencers...[but we also] give them unprecedented access...and opportunities for great stories...on an ongoing basis." In addition to the trips to Hilton properties, Walls points to Taste of Waldorf Astoria, a yearly competition for chefs at five Hilton properties who attempt to create a unique dish. The contest celebrates the Waldorf salad, the culinary icon conceived at a Hilton property. A pair of influencers, plus a photographer and videographer, were given access to the kitchens of the five Taste chefs, Wall says, which provided a "fantastic" opportunity for behind-the-scenes stories, photos and video footage.

Osborne Ross notes APCO provides its clients' influencers with a combination of access to valuable research and "tangible information they can use" as well as people. She says, for example, certain influencers will gain access to its International Advisory Council, which includes former diplomats, ministers and lawmakers. ■

CONTACT: @ceromig @LisaRossDC @whereswalls
Osborne Ross, Romig and Walls will be speaking at PR News' Media Relations Conference, Dec. 8, Washington, D.C.
For more: <http://www.mediarelationsconf.com/>



Mina Volovitch, Paris Chief, Sr Partner, Finn Partners

Nirvik Singh, Chairman/CEO,
Grey Group Asia Pacific, Mid East, AfricaPRSA Central PA Awardees: Lucy Gnazzo
and Nell McCormack Abom

1. Dewey Defeats Truman: As apolitical and nonpartisan as this publication chooses to be, we'd be remiss to avoid mentioning the week's top story. So much of **Donald Trump's** successful campaign seems to have ignored traditional PR. **John Roderick** noted Trump's success might signal the end of the public apology, a PR staple, in these pages Oct. 17; earlier we noted how Trump and **Bernie Sanders** were dispensing with the tenets of traditional media relations in their use of body language (March 14). To some the election results signal a reduction in status for other pieces in PR's tool kit, including media and polling/research, which both got things very wrong. The president-elect also campaigned furiously against traditional media and greatly favored social media, as we also noted. The campaign also pushed brands and CEOs, traditionally counseled by PR to avoid politics, into the political arena (Nov. 7). Based on what we saw last week from the CEO of **Starbucks** and those of other brands, this move toward politics by brands might be a true legacy of this campaign.

Famously Trump was an army of one during the campaign. 200+ years of history says he won't be as president. With a majority in both houses, a luxury **Ronald Reagan** didn't inherit, it's possible Trump will unleash a Reagan revolution on steroids. If so, he'll need help from communicators, pollsters and researchers; he's already made overtures to the press. We're betting communications and PR aren't dead. Not yet.

2. Can't Hear You: Before you become too heady about communications' swath of influence, note the sobering findings of a Nov. 9 **APCO Worldwide**

survey of 100+ senior communicators at B2B and consumer brands. Bottom line: communicators "usually don't feel heard" by the CEO, the APCO report concludes. On the up side, 89% said they "readily have direct access" to the CEO, although only 52% report directly to the CEO. A paltry 29% of CCOs said they are a key business advisor to their CEO. Other findings: 47% say communications is "highly integrated" throughout their organization; 62% said increased importance in social media has made communications more relevant.

3. People: Koch Industries' managing director for corporate communications and external affairs **Ken Spain** has joined **CGCN Group**. Prior to Koch, Spain was at the **American Investment Council** and the **National Republican Congressional Committee**. – **Finn Partners** named **Mina Volovitch** head of its Paris office and senior partner in the agency's global health practice. Volovitch's two-plus decades in health communications includes stints at **Bristol Myers-Squibb**, **Merck**, **Novartis** and **Roche** among others. – **Jori Arancio** was named SVP of communications at **ABC Entertainment** and **ABC Studios**. A **Disney** employee since 1988, she will report to **Kevin Brockman**, EVP, global communications, **Disney-ABC Television Group**. Arancio was part of the senior executive team that rebranded **ABC Family** as **Freeform** in January. – **Grey Group Asia Pacific** said chairman/CEO **Nirvik Singh** will take on the additional role of chairman/CEO for Grey Group's Middle East and Africa region. – **ICR** named **Scott Tangney** managing director, focusing on corporate, financial and professional services as well as building materials and homebuilders. Prior

to joining ICR, Tangney was head of the financial and professional services division at **Makovsky** for a decade. – **Courtney Cochran** was named senior manager of media relations at the **American Diabetes Association**. Cochran previously ran communications for Rep. **Bonnie Watson Coleman** (D-NJ). – **Phil Andrews** was named president of the **Black Public Relations Society-New York**. The immediate past president is **Kisha Barton**. Andrews is president of the **Long Island African American Chamber of Commerce** and had a long career in law enforcement. – **Princess Cruises** appointed **Negin Kamali** director of public relations. Kamali was an executive director in the LA office of **Golin PR**. – **Idea Hall** named **Rachel Svoboda** VP, business development, a new position. Svoboda is president of the **American Advertising Federation of Orange County**. – **Ignition Creative** named **Kate Talbot** director of PR. Prior to Ignition, Talbot's career spanned 11 years across global markets.

4. PR's Holiday Homerun: With the holidays near, we'll spotlight examples of PR doing good. There are few examples better than the **Central PA PRSA** chapter's best overall PR award Nov. 10 to **Lucy Gnazzo** (**LMGnazzo Productions**) and **Nell McCormack Abom** (**Nell McCormack Abom Communications**) for their work with the **Red Land Little League** team, the 2015 U.S. World Series champs. Yes, Gnazzo and Abom helped coordinate 100 personal appearances for the team, but what clinches a mention here was their work in helping the squad raise \$31,000+ for kids with cancer. No doubt the team knows a lot about baseball, but its players also got a life lesson. ■