

CONTENTS

Image Patrol	1,3,4
Digital PR	1,5
Data Dive	2
Events Calendar	2
Career	6
Holiday Shopping	7
The Week in PR	8



IMAGE PATROL

BY KATIE PAINE, CEO, PAINE PUBLISHING

Chipotle & Theranos Differ on Crisis Management, Results Similar Though

If there's one lesson from recent crises it may be that the very moment you are considered a "Wall Street darling" is when you should be preparing and rehearsing your crisis communications plan. For very different reasons, two high-flying companies—fast-food chain **Chipotle** and blood-testing start-up **Theranos**—took enormous hits in the last month due to PR disasters. How Theranos and Chipotle have handled their respective crises is either a contrast between youthful ex-

uberance and more experience or the different advice the two companies are getting from their respective crisis counselors. In any case, none of the recent tactics being used seem to be restoring faith in the companies or in their share prices.



Continued on page 3

DIGITAL PR

BY JARONE ASHKENAZI, CONSULTANT AND WRITER

Most Important PR Lesson of 2015? Endless Learning = Survival & Success

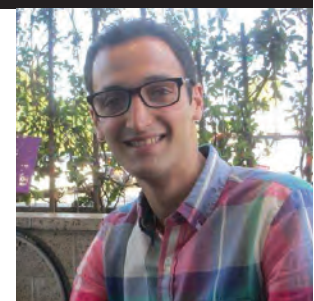
As we know, the PR landscape continues to evolve, which leads us to constantly reevaluate how we work and even change how we define public relations. Due to the rise of digital communications, traditional PR skills seem to be on the decline and new trends and technologies are emerging that are challenging PR pros.

Last year, Ronn Torossian, CEO and founder of **5WPR**, included the following in his post "Top 10 Things for PR Professionals to Know in 2015": mobile optimization, SEO, advertising copywriting, social content creation, analytics, speed to information, programming, virtual teams, video editing and production and blogger outreach. [The headings for the 10

sections in his 2016 list, published in *PR News*' December 14 edition, were the same as those from his 2015 list, although the content was different.]

While PR pros are afforded Torossian's cheat sheets, challenges still abound. In 2015—and we assume 2016 will be similar—PR pros were forced to alter strategies and adapt new techniques, which taught them valuable lessons.

1. Citizen Journalism Rises: Fans and critics of brands are sharing information in real time at an unprecedented rate. This has



Continued on page 5



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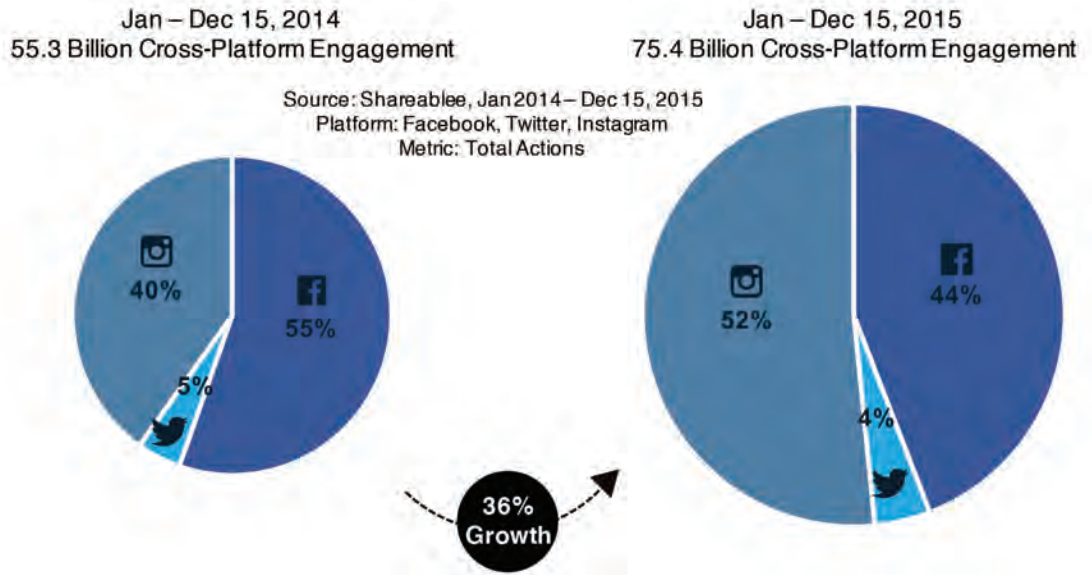
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Instagram Topped Facebook in U.S. Brands' Social Actions in 2015

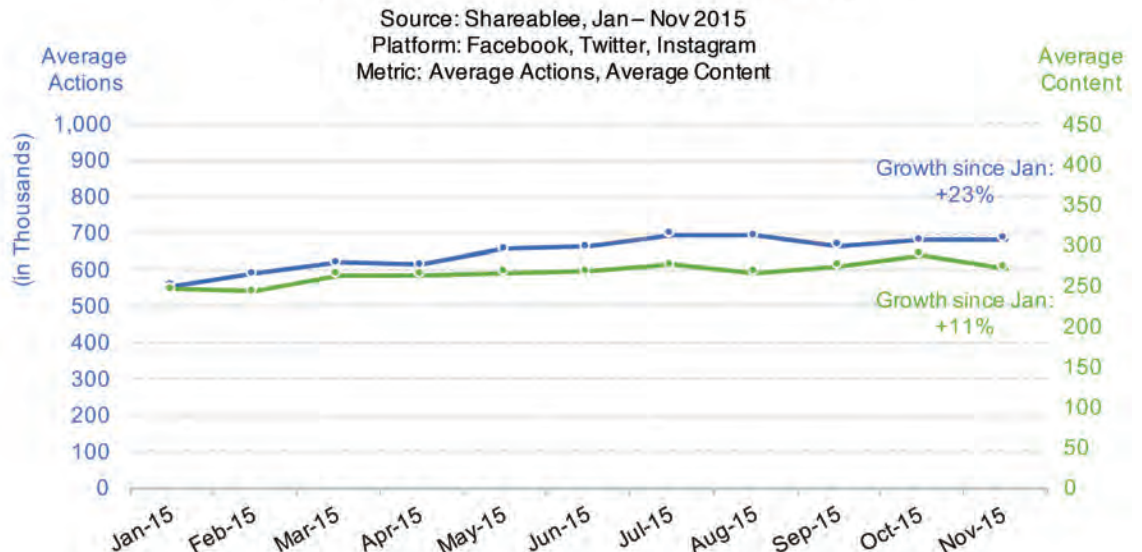
A few years back it was unthinkable that **Instagram** would overtake **Facebook** in terms of U.S. brands' social actions, which is the sum of likes, comments, shares and retweets. Think again. Instagram surpassed Facebook this year and accounted for 52% of brands' total social actions, according to **Shareablee** data provided exclusively to *PR News*. Social actions grew 36% vs. 2014, with 75% of that growth from Insta-

gram, 30% from **Twitter** and 9% from Facebook. **National Geographic** led brands, with 94% of its 1.5 billion actions on Instagram. Photos of the supermoon were its top posts. The **NBA**, **NFL** and **WWE** were next. Video's growth was huge, jumping 115% in '15 vs. '14. Video was particularly important to the NBA, where it drove 35% of social actions. Facebook and Twitter's live video likely means more video growth in '16. ■

U.S. Overall Properties Growth of Engagement: Jan – Dec 15, 2014 vs Jan – Dec 15, 2015



Trend: U.S. Overall Properties Average Actions & Average Content per Month



Chipotle, Theranos Attack Crises Differently

CHIPOTLE

Chipotle's problems started back in late October with an outbreak of E. coli contamination in its restaurants in Washington and Oregon. While investigations into that outbreak have continued, a second issue arose when some 80 students at **Boston College** were sickened with norovirus after eating at Chipotle. By now the fast-food industry has a fat playbook of responses to such crises going back decades; Chipotle has followed most of them perfectly. Essentially they follow the same pattern: Abject apology, promise to fix the problem, cooperate with federal authorities and then announce a plan that will make sure it never happens again. This is pretty much what Chipotle has been doing. Its founder, chairman and co-CEO Steve Ells, has been in front of the media on a regular basis articulating apologies and pledges. Chipotle's website has

been updated and now has food safety front and center. It seemed to be doing everything right, which is why it was somewhat surprising that other members of its leadership changed course and started the blame game a few weeks ago during an investor conference (PRN, Dec 14).

They accused the **CDC** of having policies that contributed to the perception that Chipotle has had a series of E. coli outbreaks instead of just one. Then CFO Jack Hartung turned on the press—never a good idea when you're relying on it to get your message out. "Because the media likes to write sensational headlines, we will probably see when somebody sneezes they're going to say, 'Ah, it's E. coli from Chipotle.'" Clearly he was tailoring his message to his investor audience, but it didn't take long for the general media to pick up on it. Worse, his remarks did nothing to stop the share-price slide, down 30% since October.

Chipotle

Criteria	Grade	Comments	Advice
Extent of coverage	F	Any food crisis tends to make headlines, but with a high-flying brand like Chipotle, the crisis was all over the news in short order.	The more you spend on promotion, the bigger a target you become, thus your crises will have proportionately more visibility.
Effectiveness of spokespeople	C	CEO Steve Ells gets an A for his on-message apologies. CFO Hartung deserves an F for blaming the media and the government, which immediately lowers the credibility of the company's messages.	Consistency in messaging is key in a crisis; if you are unable to get everyone on the same page, try to keep the outliers out of the media.
Communication of key messages	B-	While most of the coverage conveyed the company's commitment to local sourcing of food, those local sources are thought to be the cause of the problem. So, the crisis has undermined the benefit of the foundation of the brand's promise. Recent statements indicate that it may even be moving away from the local source promise.	There is no greater challenge than when a crisis threatens to undermine your core brand promise. If you've built your reputation and brand image around one principle, which the crisis contaminates, you may need to ditch the premise and rethink the entire brand strategy.
Management of negative messages	C	So far, the swiftness of Chipotle's response has kept negative messaging remarkably low. It has so far consistently appeared concerned and willing to take action. The norovirus outbreak in Boston diminished the credibility and validity of those actions, and more dramatic results will need to be delivered.	One crisis is an accident. Two or three generally point to systemic problems and engender cries for investigations and federal oversight. Look for systemic problems at the start of every crisis; don't wait for a subsequent outbreak.
Impact on fans and sponsors	F	The length of the crisis is having a significant effect on the company's future. Stores are reporting significant declines in traffic and the stock price has declined 30%.	As long as the problems aren't systemic, most organizations can recover from a crisis in a quarter or two. But when the crisis drags on and is evidence of a systemic problem, prepare for years of bad press.
OVERALL SCORE	D+	Chipotle did everything right, according to the standard crisis handbook.	Words and a good crisis plan can't save even the best of organizations from systemic internal problems.

Continued on page 4

Theranos

Theranos is trying to revolutionize the medical testing business by creating a test kit that requires only a few drops of blood. It's easy to see why Wall Street would be captivated. 31-year-old CEO Elizabeth Holmes is an articulate and passionate entrepreneur with a vision to make medical tests as easy as checking your bank balance, at a fraction of the cost of what tests cost currently. She predicts that such testing would slash costs 50-80%, thus saving **Medicare** and other providers billions.

To back up its claim, the prices of all its tests are listed on the Theranos website. The company also has a roster of celebrity investors including Henry Kissinger. Like many Silicon Valley start-ups, while its products were under development, the company operated in secrecy, avoiding the media until its services were ready for market. That meant there

were no peer-reviewed tests to back up Theranos' claims. Then, just when rumors began to circulate that the company was looking for additional financing, *The Wall Street Journal* published a detailed investigative piece calling into question the efficacy and accuracy of its products.

From a crisis management, the cause of Theranos' problems may be summed up in a single sentence from the *WSJ* article: "Ms. Holmes, Theranos' chairman and chief executive, declined interview requests from the *Journal* for more than five months. Last week, the company said she would be available to comment, but her schedule didn't allow it before publication of this article." As we have shown countless times in these pages for more than a decade, playing ostrich is the worst of all possible strategies. ■

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Theranos

Criteria	Grade	Comments	Advice
Extent of coverage	C	While major critical articles in the <i>WSJ</i> and <i>Fortune</i> magazine are a company's worst nightmare, so far the story hasn't made it into consumer and local media outlets, where it's far more likely to impact sales.	When you're looking for investors and your CEO is charismatic, young and female, all kinds of media outlets will take interest. It will be very hard to keep either the CEO or the company under wraps.
Effectiveness of spokespeople	F	Holmes' lack of experience was evident in her response to media criticism, which came across as whiny and defensive.	When you are dealing with a young CEO who doesn't have a crisis or two under his or her belt, make sure that there's plenty of media training and a solid social media presence to back up your messaging.
Communication of key messages	D	The message that Theranos is making testing less costly has come across loud and clear in all the coverage. Unfortunately, "cheap" also makes people think "poor quality" and the lack of evidence and problems with accuracy reinforce that assumption.	While it's critical to stay on message in a crisis, it is equally important to listen to how those messages are being received. If they make your stakeholders think less of you, they probably need reworking.
Management of negative messages	F	After avoiding the media for years, Theranos now has retained PR counsel and the company is doing more interviews. However, all recent articles have pointed to lack of evidence and problems with accuracy.	Transparency builds trust, while a culture of secrecy fuels doubt. If you've been under the radar for a long time, you'll have to have a lot of third-party evidence to back up your claims.
Impact on fans and sponsors	C	So far, most of the investors and many of the doctors continue to recommend Theranos, so it isn't clear what the damage truly is. Since the company is privately held, there is no way to know if sales are faltering.	In any crisis, it's key to track the impact on sales and stock price, but the reality is that by the time sales start to slump it's probably too late for quick fixes. Conduct pulse check surveys or overnight polling to see what how your messaging and actions is influencing key stakeholders.
OVERALL SCORE	D-	Any high-flyer that attracts as much attention as Theranos should expect to be taken down in the media. If nothing else, the competition will be gunning for you and placing doubts in the minds of anyone who will listen. Hiring PR counsel is not something you do in the midst of a crisis; it's something you invest in from day one to build the relationships you'll eventually need.	Don't ever underestimate the power of the competition to sabotage your best-laid plans. If you avoid the press for years, you won't have a relationship to fall back on when troubles hit—and chances are the competition has been developing media friends for a long time. You need to continually build relationships so when tough times come, at least you have a journalist willing to listen to your side of the story.

Mixing Traditional, Digital Tactics Works

caused PR pros to be more proactive when it comes to communicating with the public while managing brand reputations online and in traditional media. “The growing importance of brand-building using authentic voices that will resonate with the respective communities has turned traditional media relations strategy and execution on its head,” says Wendy Zaas, EVP, **Rogers & Cowan**. PR pros now are forced to consider influencers across multiple channels as well as traditional media relations when preparing and executing client strategy. “Make no mistake,” she adds, “citizen journalism has redefined the strategic framework of PR program development and execution.”

2. Dewey Defeats Truman—The Press Release: While debate continues over whether or not the press release is dead, there’s little doubt that the relevance of the widely distributed press release is under attack. Take the case of Sarah Rose Attman, founder of **Sarah Rose Public Relations**. “I sent one [newswire] blast last year and it wasn’t particularly effective,” she says. “Instead, it’s all about the pitch. Make it strong, send it to a specific journalist, and that’s enough.”

At first glance email seems the easiest way to communicate with media and the most effective route to send information, but perhaps not. “An editor might not see your email in her very full and overflowing inbox,” says Deborah Kerner, president, **Diane Terman PR**. “An editor might not read your entire pitch, even though it’s short and to the point...and might not understand the scope of what you’re pitching.”

The eclectic mix that is PR 2015 is exemplified in Jason Parks, owner of digital agency **The Media Captain**. While he’s found success incorporating rich media into PR strategies, he believes the traditional tactic of speaking with a reporter on the telephone remains the most effective way to communicate a message. Should email and phone fail to lead to a response, “send product and/or information via messenger or **FedEx** with visual aspects that help get your message across and make your news stand out,” he says.

3. Measure Twice, Cut Once: It seems clear brands and firms have turned to digital measurement. “We started [in 2015] using **Google** and **Hootsuite** analytics...to highlight and quantify the value we bring,” says MJ Pedone, founder/CEO of **Indra Public Relations**. Measuring reach, frequency, impressions, engagement, etc. provides validity and real

KPIs to evaluate the success of a campaign. Prior to using tangible data, assumptions were based simply on the cachet of the media outlet where a story ran.

4. DIY and Flexibility: SEO and social content creation were among Torossian’s top 10. Speaking to both, David Oates, president of **Stalwart Communications**, says, focus around “30% of your time on media relations and the rest on SEO, email and social media marketing.” He also advocates that you “be your own broadcaster and leverage SEO and digital marketing to get the word out.” Press coverage, he says, doesn’t necessarily lead to your meeting your desired business goals. A front-page story sometimes fails to lead to more fundraising or downloads of an app. PR professionals need to see what’s working in each case and shift their focus when necessary. This leads to number 5 below.

5. A Good PR Person Is Hard to Find: As PR, social media, marketing and content blend, finding a good PR person remains difficult. Erin Allsman, SVP, PR and social media director at **Brownstein Group**, says “The social media experience is no longer unique.” Brands and clients still want and need “media relations experts leading their PR effort.” True, PR pros are multi-taskers now more than ever, but the one constant is media relations experience.

6. Think Local: On the agency side, firms need to focus on their own PR. Typically they get too bogged down in client work and forget to promote themselves. Jim Miller, president of **Momentum Communications Group**, notes “We made a commitment to reinvigorate our agency PR. We significantly increased the frequency and variety of our website content, became much more active on **Twitter** and **LinkedIn**, and conducted good, old-fashioned media relations to promote our firm, awards and key account wins.”

7. Lifelong Learning: Perhaps the year’s most important lesson is PR pros must adapt traditional techniques to stay afloat in this demanding digital age. It is essential to develop campaigns that hit all these key points—citizen journalism, pitching, email and phone communication, SEO and analytics—to properly serve a brand or a client’s business, marketing and social media goals. Hitting the ROI bull’s-eye now requires community growth, social sharing, influencer endorsements and positive media coverage in the right outlets. ■

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www.prnewsonline.com/social-media-guidebook-vol1



6 Gifts PR Pros Should Give to Themselves as the Year Winds Down



We've arrived at that glorious time of year when cookies are piled high on the break-room table. When a cocktail at lunch seems almost appropriate. When your colleagues and clients are putting a bow on things and turning their sights to January.

Yet there's still that strange week between Christmas and New Year, looming on the company calendar like a unicorn. It's not quite real, yet it's impossible to dismiss.

Maybe you've chewed through your vacation months ago and find yourself on the clock that week. Or you're conveniently scheduled to be in the office to avoid the in-laws.

In either event, make the most of those six magical, mystical days. Allot a half-day for each, taking advantage of at least one before the calendar flips.

► The Gift of Sleep

When subjects slept for a single hour more each night, researchers found evidence of decreased activity in genes associated with inflammation, stress response and immune response, according to a recent U.K. study. With the world still shaking off the spiked eggnog, temper your early schedule and set the alarm for one hour later. Or abandon the alarm, letting your body tell you when it's ready to start the day.

► The Gift of Design

If anyone had told your 12-year-old self that someday you'd be confined to a 10-by-10-foot space during daylight hours, you'd likely have envisioned a small prison. With fluorescent lighting and drab walls, your office setting likely comes close. So hit the mall for the Boxing Day sales and buy an accent piece or two to spruce it up. Move furniture. Paint. Hang a photo. Create a space you want to live in.

► The Gift of Organization

There's no better time to tackle that stack of paper on your desk (and let's get serious here, that pile under your desk as well). Grab a trash bag, a stack of manila folders, and get to purging and filing. Then tackle your other desktop—the digital one. Pretend you're compliant with your company's document retention policies by weeding out what should have been deleted long ago, and dragging those documents and photos from last spring's big project to the team's shared folder. Then spend a moment marveling at your cleanliness.

► The Gift of Home

On the rare occasions you're not pinned to your desk, work is not far behind. So if the realities of today's 24/7 environment dictate that you have to attend to professional tasks in your home, take some time to make it easier. Purchase a new floor lamp to make those late-night, marathon reading sessions a bit less straining. Stock your drawer with your favorite pens (yeah, the ones from the supply closet—we know).

► The Gift of Knowledge

That really intriguing topic you've been meaning to read up on for months? The one you've bookmarked three times and scrawled on various sticky notes? Now's the time. Block an afternoon to immerse yourself in only that. Better yet, do it in a less-disruptive place, from the coffee shop to the park.

► The Gift of Peace

It's the season of miracles, so giving yourself some peace isn't as far-fetched as you might think. Block your calendar for three hours—four if you're a daredevil—to disconnect from the grid. Stop the incessant receiving, sending and screen staring. Instead, be still. Observe. Consider. Reflect on 2015. Then ease back into your day with new perspective.

► The Gift of Giving

Last, or maybe from the start if you're feeling generous, extend these same gifts to others. Encourage your team to take these suggestions to heart. Pass a couple up the line to your boss. Send this column to your customers and clients (sorry, *PR News*, but we need to make this column available for all in the spirit of the jolly old elf himself).

Sure, that leftover wine from your parents' Christmas Day dinner will help take the edge off before the ball finally drops, but don't stop there. Remember there's no greater joy than in giving. And it starts with you. ■

CONTACT: Mike McDougall is a Fellow of PRSA. He will spend the holidays trying to make good on his own advice and, with the help of some Bing Crosby-infused Christmas tidings, he might even succeed. @McDougallPR



PR News is excited to announce this year's list of Top Women in PR, saluting the creativity and accomplishments of our female colleagues at leading agencies, nonprofits, corporations, and more. Honorees will be celebrated at an awards luncheon on 1/26 at the Grand Hyatt New York.

Register Today: www.prnewsonline.com/Top-Women-Luncheon2016

Registration Questions: Rachel Scharmann at rscharmann@accessintel.com

Sponsorship Questions: Lindsay Silverberg at lsilverberg@accessintel.com

10 Holiday Gift Ideas for PR Pros

The holidays are upon us. But face it: For many of us, holiday shopping has just begun. The good news is it's not too late. Whether it's the perfect gift for a secret Santa, co-worker, or just another PR pal, it can be tough to know where to begin. To help, here's a list of relatively affordable gifts for the PR pro in your life, to inspire productivity, creativity and help take the edge off.



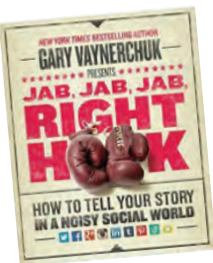
1. EVERYDAY DESK CALENDAR: PR pros are pressed to remember important client meetings, briefings and internal company appointments. An inspirational paper calendar is a great tool for keeping track of personal and professional events. Purchase one online at Rifle Paper Co. for just \$16.

2. DART BOARD: Every PR pro loves a bit of competition, even if it's just a quick game of darts. Bonus: This makes a perfect gift for your secret Santa because you might get to join in a game. You can find a dartboard kit at Kohl's for \$30.



3. GET TO WORK BOOK: PR pros can't afford to take it one day at a time. That's why this Get To Work Book is perfect for its week-at-a-glance spreads, goal check-ins and motivational quotes. For a personalized touch, consider writing some of your favorite motivational quotes inside it. The book is available at gettoworkbook.com for \$55. A related gift is a note pad, which is useful even in the digital age. Rifle Paper Co. has them for just \$8.50.

4. WALL ART: Motivational quotes are a great way to start the new year. Prices for items similar to the one seen here, which says "Be Humble Be Smart and Rule the World," range from \$20–\$530 at Minted.



5. READING SOCIAL MEDIA: Give the gift of success to your PR pro with social media icon Gary Vaynerchuk's book *Jab, Jab, Jab, Right Hook*, which provides winning advice and examples about how to connect with customers. An example: "A story is at its best when it's not intrusive, when it brings value

to a platform's consumers, and when it fits in as a natural step along the customer's path to making a purchase." Prices on Amazon range from \$13–\$20.

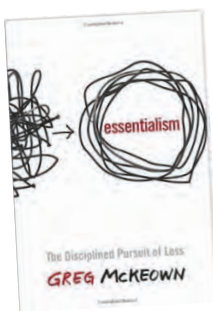


6. THANK-YOU NOTES: PR pros wouldn't be where they are if it weren't for the help of colleagues, friends and family. And they certainly need a way of thanking that support

system when the next promotion rolls in. These classy thank-you cards will give your favorite PR pros the personalized touch they've been looking for. Find them on the Papyrus website for just \$12.95.

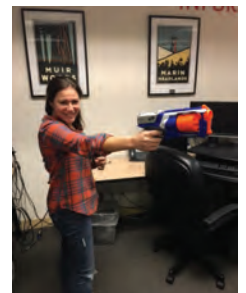


7. COFFEE MUG: It's safe to say you shouldn't bother a PR pro until they've had their first cup of coffee or tea. Help your PR pro ingest caffeine in style. A "Do What You Love" mug can be found on Etsy for just \$15.



8. FOR THE DAILY COMMUTE: PR pros want to say yes to everything, but sometimes it just can't be done. Greg McKeown's *Essentialism* helps you decide what really matters so you can apply yourself in the most effective ways. A sample: "Remember that if you don't prioritize your life, someone else will." Prices on Amazon were \$10–\$16. Creative bookends make a good gift for book-loving PR pros. We found Victorian whale bookends at Anthropologie for \$68.

9. NERF GUNS: Who said PR pros can't have fun at the office? That's where Nerf guns come in. Tip—be sure to buy them in pairs. With a duo set, PR pros can have a quick duel before diving into their next task. The Nerf N-Strike Elite Strongarm Blaster can be found at Target for \$9.89 each.



10. ON THE GO PHONE CHARGER: PR pros never stop moving. Whether racing to meet a client, going to an event or joining colleagues for a quick happy hour, the last thing PR pros need is a dead phone. Help them stay ahead of the game with this on-the-go phone charger. This Triple C Power Card Ultra Thin Charger from Anthropologie is \$36. ■

Contact: @rebeccaerin86



Is the price right?

1. Say What? As we reported last week in these pages, **Chipotle's** top financial man, CFO **Jack Hartung**, said that its proposed industry-leading food safety program likely would result in the burrito maker having to raise prices, perhaps in 2017. This week the brand's founder, chairman and co-CEO **Steve Ells** did an about face. In Seattle during a visit to a Chipotle restaurant, Ells told the *Associated Press* prices would not rise as a result of the new procedures. "This is a cost we will bear," Ells said. To his credit, Ells provided a variation on a transparent statement he'd made two weeks ago in NY, saying, "It is impossible to ensure that there is a zero percent chance of any kind of food-borne illness anytime anyone eats anywhere." In NY he said, "We can't inspect every tomato." **Mansour Samadpour**, president/CEO of **IEH Laboratories**, which helped Chipotle set up its food safety program, called it unique and years ahead of the industry standard. "This is an industrial-strength program," Samadpour said, according to *The Chicago Tribune*. [Katie Paine grades Chipotle. See page 1.] – **Say What? Part II:** If your definition of a socially responsible company includes one that pays its fair share of taxes, think again. A study to be published in the **American Accounting Association** journal *The Accounting Review* next month says companies' CSR ratings have a negative relationship to their effective tax rates. In plain English, brands with high CSR ratings pay taxes at lower rates. "More specifically, in a large sample of U.S. firms in which the effective tax rate averaged 26%, those ranked in the top fifth in CSR paid an average of 1.7 percentage points below what the remainder paid," said CFO magazine. Not surprisingly, brands with



high CSR ratings were more likely to engage in tax lobbying than companies with lower CSR scores. "Firms in the highest quintile of [the] CSR Index have approximately a 158% higher probability of lobbying" on tax issues "...than other firms," the study says, according to CFO. The study's authors lack definitive reasons for all this. Taking the high road, they speculated brands with high CSR scores may believe high tax rates impede their ability to do good works. They also admitted brands may engage in CSR to deflect attention away from their "aggressive tax practices." The researchers studied large corporations' data of 2002 through 2011. – **Cision** emerged as the victor in a contest to acquire distribution service **PR Newswire** from Britain's **UBM**. The price reportedly was \$841 million.

2. Platform Prater: Weber Shandwick said last week it's the first global PR agency to have access to **Facebook's** tool Facebook at Work (PRN, Jan 26). The company says it's one of just 300 brands worldwide to have access to the Facebook tool before it's released publicly next year. "As a mobile-first platform, Facebook at Work is a separate and secure professional resource, allowing only the coworkers within a company to see information that's posted," Weber Shandwick said. "We're excited to be the first company to look at this from our clients' perspective to see how it could work as a communications tool for engaging one of our clients' key constituencies—their employees," said **Adam Clyne**, head of digital, EMEA, Weber Shandwick.

3. People: At our press time, **Walmart** said it stayed within for a suc-



Fab Four: Pearson, Kraus, van Bergen and LaPlaca

cessor to retiring U.S. CMO **Stephen Quinn** (PRN, Dec. 14), naming its CMO for China **Tony Rogers** to the post. The 10-year Walmart vet will report to **Greg Foran**, CEO of Walmart U.S. Foran was CEO of Walmart China when Rogers worked there. – **Apple** named former **Grey Worldwide** chief creative officer and whiz kid **Tor Myhren** its VP, marketing communications. – Commercial real estate firm **Cushman & Wakefield** named **Stefanie Murphy** VP, global PR. She joins from **LaSalle Investment Management**, where she served as global director of corporate communications. Previous stops include positions at **CKPR** and **Edelman**. – **Lincoln Center for the Performing Arts** appointed **Mary Caraccioli** chief of PR and media strategy. Caraccioli comes from *Al Jazeera America*, where she was SVP of news and planning. – Props to **Brian Bartow**, director of communications, **St. Louis Cardinals**, who won the Robert O. Fishel Award for PR excellence. **Major League Baseball** makes the award annually. Bartow began with the Cards as an intern in 1985. – Congrats, too, to the quartet of PR pros pictured above, from left: **Bob Pearson**, president, chief innovation officer, **W20 Group**; **Margery Kraus**, founder & executive chairman, **APCO Worldwide**; **Karen van Bergen**, CEO, **Porter Novelli**; and **Chris LaPlaca**, SVP, corporate communications, **ESPN**. The industry leaders were inducted into PR News' Hall of Fame during a gala event in Washington, D.C., earlier this month. ■

Editor's Note: This is your final PR News for 2015. Your next edition will be dated January 4, 2016. **Happy New Year.**

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