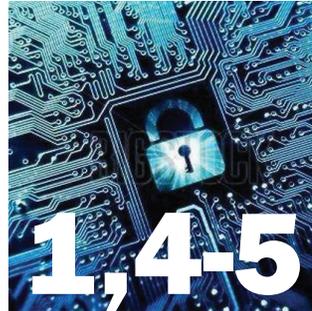


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## SOCIAL MEDIA

# How to Find and Attract the Right Influencers for Your Brand, and Navigate the Inherent Risks

One prevalent piece of advice to brands is to, at the very least, monitor social media platforms, such as **Twitter** and **Instagram**. The thinking: People are speaking about your brand on these platforms whether or not you are participating in the conversations.

The advice is very similar regarding influencers. Love 'em or hate 'em, they're out there, talking about your industry, your competitors and your brand. In some cases it's a good bet that a lot of your customers are listening to them.

Of course some of this is old news to PR pros in industries like beauty and fashion, where influencers, mostly of the paid variety, hold tremendous sway. A new *Fashion and Beauty Monitor* poll of 300+ professionals in those industries in the U.S. and U.K. found that budgets dedicated to influencers will rise nearly 60% this year. And 60% of the respondents said their companies already work "closely" with influencers. Of those whose companies have yet to work with influencers, 21% said

*Continued on page 3*

## CASE STUDY

BY ANNA KEEVE, SENIOR PR SPECIALIST, ESET NORTH AMERICA

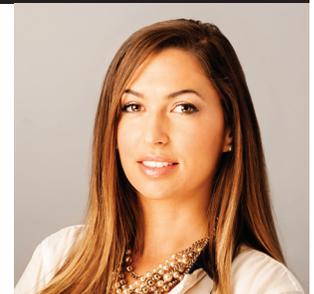
# 7 PR Lessons From the Largest Healthcare Data Breach in History

Eighty million. That's the number of people whose social security numbers, addresses, medical ID numbers and other personal information ended up in the hands of cyber criminals as a result of a cyber-attack in February 2015 on **Anthem**, the second-largest health insurer in the U.S.

With so many patient records compromised, the hack remains the largest healthcare data breach to date. Unfortunately, more mayhem aimed at healthcare data seems likely. James Scott, a senior fellow and co-founder of the Chicago-based **Institute for Critical Infrastructure Technology**, a cybersecurity think tank, told the *San Francisco Business Times'* Chris Rauber late last month that healthcare is the

country's top target for hackers. Rauber was reporting about the loss of six hard drives containing data on nearly 1 million enrollees at **Centene**, a health insurer based in St. Louis. Scott said confidential health care data sells for \$10 to \$50 per record. By contrast, hacked credit card data often fetches just \$1 per record.

At the end of 2015, the public was reminded of the significance of the Anthem case as media outlets recapped the largest data breaches in their year-end reporting. Anthem not



*Continued on page 4*



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# Disney Parks' Videos, Photos Lead Travel Brands on Social

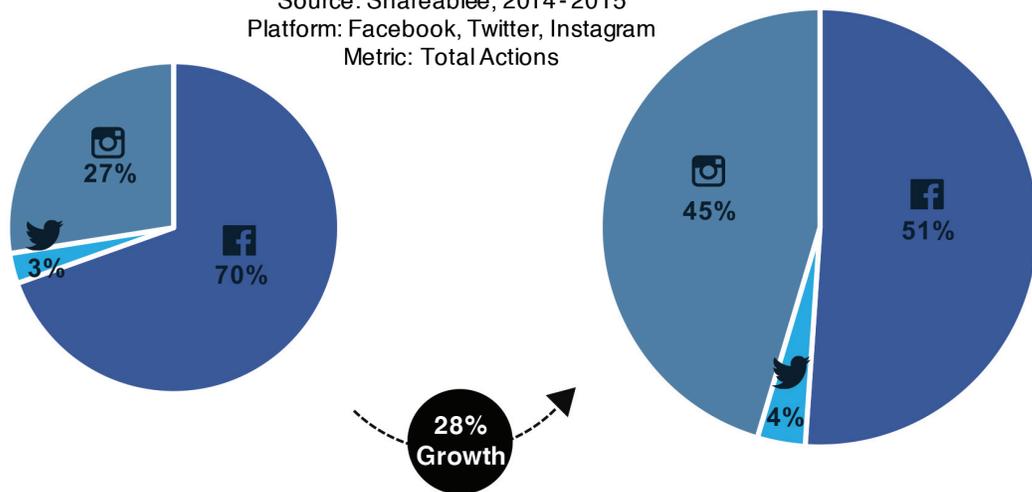
The **Disney** machine motors on in the digital age. Disneyland and Walt Disney World were the top travel brands on social last year, according to exclusive **Shareable** data supplied to *PR News*. The parks' formula was a pastiche of excellent on-site holiday photos and slick videos, particularly one featuring the shadows of Mickey and Minnie and incredulous shoppers. Disneyland was the top travel brand for engagement on **In-**

**stagram** and **Twitter**. Walt Disney World topped **Facebook**. Using a series of clever storytelling videos on Facebook about air hostesses on a soccer pitch, customer service and Jennifer Aniston seeking a shower, **Emirates** was the surprising #3 travel brand on social, just ahead of **Qatar Airways**. Consumer photos on Facebook of rainbows at **Yosemite National Park** made it the No. 3 tourist destination on social. ■

## Travel Industry Properties Growth of Engagement: 2014 vs 2015

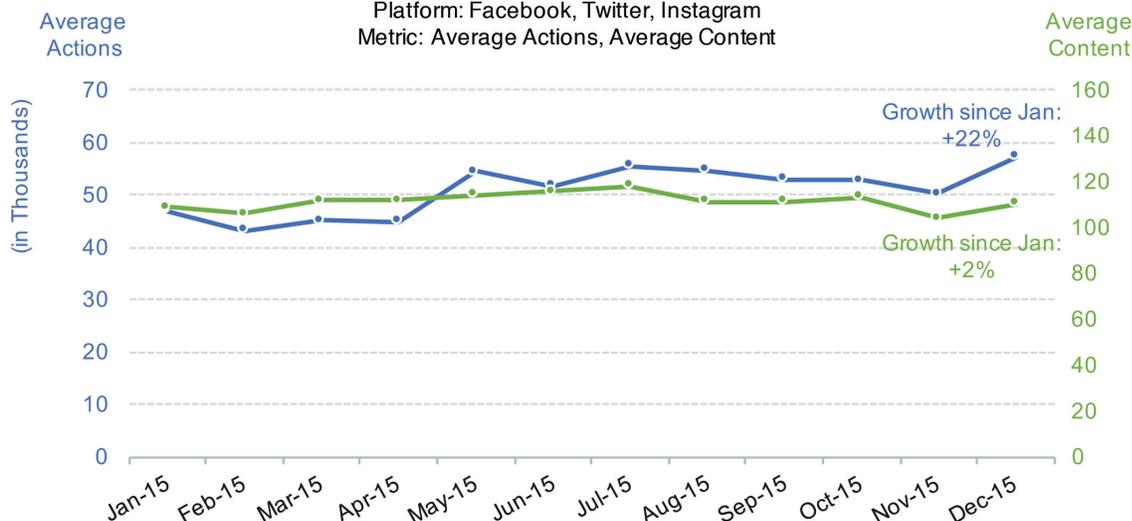
2014: 276.7 Million Cross-Platform Engagement  
 2015: 353.7 Million Cross-Platform Engagement

Source: Shareable, 2014-2015  
 Platform: Facebook, Twitter, Instagram  
 Metric: Total Actions



## Trend: Travel Industry Properties Average Actions & Average Content per Month

Source: Shareable, Jan– Dec 2015  
 Platform: Facebook, Twitter, Instagram  
 Metric: Average Actions, Average Content



# Have a Strategy for Using Influencers

they would in 2016. Working with paid and unpaid influencers is far from a simple matter of finding people with a hefty social media following and compensating them, either with money or something else of value, to tout your brand. Almost three-quarters (73%) of pros surveyed in the Fashion and Beauty poll said it's a challenge to find the right influencers. It's also a significant time investment, they said, and a task generally put on in-house staff.

To help your brand decide on a strategy regarding influencers, we spoke with veteran PR pros with experience in this realm: Michael Brito of **W20 Group** and Mary Grady of **Los Angeles World Airports**. Brito and Grady will be leading a session on aligning with influencers at PR News' Social Media Summit on Feb. 26 in Huntington Beach, CA. [Please visit: [www.socialmediaconf.com](http://www.socialmediaconf.com) for more information.]



Michael Brito  
Head of Social Marketing  
W20 Group

**1. Finding the Right Influencers:** Like PR measurement tools, there are plenty of influencers. The critical thing for Brito is finding the correct one(s) for your brand.

In fact, there are tools that will help you find influencers by topic; Brito mentions **Traackr** ([traackr.com](http://traackr.com)) and **Little Bird** ([getlittlebird.com](http://getlittlebird.com)). In addition, his filter for influencers uses 3 R's: Reach, Relevance and Resonance. Reach: While the influencer must have a significant following, this is only one component, he says. For Brito, Relevance is whether or not the influencer talks or writes about "my industry" (and how often the influencer does so). Resonance concerns engagement; how many likes, retweets, shares does the influencer generate with a post?

While Brito isn't totally against paid influencers—he admits they can be useful for certain brands and demos, particularly millennials—he prefers unpaid influencers. "Their voice is more authentic," he says. "When I read something written by a paid influencer, it has very little credibility with me." In short, Brito says, "there are better ways [for brands] to spend their money" than paying for influencers.

**2. Using Paid Media to Target Unpaid Influencers:** So, how does one find the kind of influencers that will be useful? One approach, particularly with B2B brands, he says, involves using paid media to target influencers.

Using the subject of this week's case study, enterprise security (please see page 1), Brito says, "There are thousands of people who mention [enterprise security online]. What's cool about social networks now is you can target just those people who have mentioned that subject." Imagine 3,500 people have mentioned enterprise security in the last six months. "We then upload that list to Twitter and we target those people with branded content" prepared by the company we are representing, he says. But that content cannot be marketing material, "it has to be valuable content. It could be a blog post written by an engineer from the company [we're working with] about the challenges of enterprise security."

**3. The Co-Ownership Approach:** Another way Brito has cultivated influencers is co-creating a white paper with them. While the content the influencers created was branded by a particular company, the company "had no editorial control" over it. The quid pro quo for the influencers was that the company promised to broadcast the white paper to its followers, invest in search and share it with media. In turn, the influencers shared it with their networks.

**4. Other Incentives:** Once you've found influencers, Brito recommends traditional media relations tactics: Invite them to launch parties, send them information about products, get on the phone with them. While these outreach approaches still should be done to attract paid media, they can be useful to build relationships with influencers, he says.

**5. Risks:** Companies must understand that unpaid influencers also may write negative things about your brand, he says. When the brand agrees with the criticism and has plans to address it, Brito urges the brand to respond to the influencer, using the platform where the criticism was made. "Smart brands are listening to the whole conversation, influencers and everyone else," he says. On the other hand, "if there's no true effort from

*Continued on page 7*



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# Case Study: Data Breach at Anthem

only topped the ignominious list of largest healthcare hacks, it also was the biggest breach in any sector last year, ahead of the federal government's **Office of Personal Management** (18-21.5 million records compromised) and **Ashley Madison** (37 million people affected), to name a few.

Cyber-attacks like these place organizations in the spotlight. They are scrutinized on every move they make. Media and consumers judge them on how quickly they reveal a breach and how forthcoming they are about their cybersecurity practices. As we know, poor crisis communication can be devastating to a company's customer and shareholder relationships, brand perception and, ultimately, bottom line.

Now, almost a year since the attack on Anthem, a more comprehensive analysis can be made of the company's crisis response. While we can learn valuable PR positives from its crisis communications approach following a cyber-attack, we can also learn some things to avoid. A number of the lessons apply to cyber-attacks only, though the majority are relevant to crisis PR generally.

**1. Time Is Critical:** Anthem's breach was detected on Jan. 27, 2015. The company came out publicly Feb. 4, equipped with an arsenal of resources. It's been credited for coming out early and being well prepared, which enhanced transparency and trust. To put this in perspective, the **Target** hack broke from an outside source Dec. 13, 2013, but it took the retailer five days to follow with an announcement and weeks to send notices to its customers. When 4.6 million **Snapchat** accounts were compromised in late 2013, the company waited months before making it public, causing outrage from users.

Often companies decide to forego disclosing a data breach for weeks or even months before announcing it publicly. A company executive's first instinct may be to avoid disclosing anything until he or she has all the answers. When dealing with breached data that has been stolen from your customers, however, a company needs to come out within days of the discovery and communicate what it knows. No one expects the company to have all the answers right away. As long as the spokesperson explains that the company is working with authorities to figure it out, customers and the public at large generally will be more accepting.

While there are laws that require companies to disclose a breach, timelines are vague and state disclosures must occur in a reasonable amount of time. Disclosure also is dependent on what types of data are exposed. Medical information has many regulations attached to it under the Health Insurance Portability and Accountability Act of 1996, known as HIPAA. General information is unlikely to be as highly regulated. While brands must meet their legal obligations, they also should consider their moral obligation; they need to be forthright and timely with what they know.

**2. Disseminate Easy-to-Understand Information:** Anthem nailed one thing: The resources it offered customers upon announcing the breach. It launched a dedicated microsite, [anthemfacts.com](http://anthemfacts.com), as well as a hotline that current and former customers could call to obtain information. Anthem's FAQ page also had additional details.

“ Ask five questions about your communication: Is it empathetic? Is it helpful? Is it clear? Is it resourceful? Is it honest? ”

What is more, the information was easy to read and understand. Content like this—really, any content—is useless if people have to sift through five pages before getting to the salient points and understanding what it means to them and what they need to do. Also, the last thing people want when trying to get information is a rude or uninformed customer service representative. When Target was hacked the company received a lot of criticism for customer service call wait times being too long, a banner on its website that could hardly be seen and written communication that was too complex to understand.

Ask yourself these five questions about your communication: Is it empathetic? Helpful? Clear? Resourceful? Honest?

**3. Be Careful With Post-Breach Communications:** What happens when cyber-criminals hear that a company had 80 million customer records stolen? They find a way to steal more information. As if Anthem's situation was not bad enough, scams using phishing and social engineering started to surface shortly after the breach. Before Anthem had even announced the corrective measures it was going to take, people were blasted with emails that looked like they originated from Anthem. These were phishing emails that were attempting to get recipients to click for credit monitoring services. Once recipients completed the instructed action a virus or malware was downloaded on their computers. That took them to a site that asked for personal information or credit card numbers. Unfortunately, it takes just one click for cyber thieves to get what they're seeking.

Anthem then had to issue a statement and press release warning the public about these scams. The communication urged people receiving the bogus email to avoid clicking on links or following any of the instructions given.

This is why it is necessary to be extremely cautious with

post-breach communication. All actions taken must take into consideration what the opposition is capable of doing.

**4. Adequate Compensation:** After a breach it's critical to offer compensation and follow through. While companies can't buy back a consumer's brand loyalty, they can invest in measures to soften the blow. Providing free credit monitoring has become a standard offering following a breach. As such, this is wise to do at a minimum. The reality, though, is that the damage is done once the data is gone. As consumers become less patient and empathetic, credit monitoring may not be enough. Think about something else you can do or offer depending on the severity of what happened.

But be careful about asking consumers for something in exchange for a goodwill offering. Recall when **Volkswagen** offered consumers \$500 as goodwill for its vehicles that had emissions-cheating software? Backlash ensued, as recipients were required to sign a lengthy Goodwill Package Cardholder Agreement that legal experts described as confusing. Worse, some legal authorities believe the Agreement potentially could cost consumers their legal rights.

Anthem offered credit-monitoring services for two years through **AllClear ID**, but after announcing the hack, the company failed to provide an explanation as to how to access these offered protections, causing some backlash from customers and elected officials.

**5. A Sincere Apology:** As PR pros we all know this is basic, but it's often difficult for companies to do, especially when they feel they took proper actions to protect customer data. Brands need to understand that by apologizing they are not admitting guilt or negligence—they are simply showing empathy and sincerity. In Anthem's case, CEO Joseph Swedish offered an apology on the homepage of its Anthem Facts microsite:

"I want to personally apologize to each of you for what has happened, as I know you expect us to protect your information. We will continue to do everything in our power to make our systems and security processes better and more secure, and hope that we can earn back your trust and confidence in Anthem."

**6. Avoid the Word "Sophisticated" Unless the Attack Was Sophisticated:** Companies often use the word "sophisticated" in describing the breach, often to protect themselves from the perception of liability. Even though this might be the post-breach lingo norm, attacks often are unsophisticated and companies should not falsely lead the public into thinking otherwise. In Anthem's case, while it said a "sophisticated attack" occurred, any cyber expert can tell you that it was not. Eventually it was made public that Anthem failed to encrypt the massive amounts of data it held, which potentially could have thwarted the attack. Encryption is a common cyber technology that scrambles data, preventing unauthorized users from decoding it.

**7. Despite a Sharp Decline in Reputation and Revenue, Recovery Is Possible:** A poorly handled public response to a cyber-attack can cause irrevocable damage. We live in a strange world, however. As events that once were considered unthinkable become more frequent, the public is becoming more desensitized to them. An optimistic viewpoint is that people are confident that law and order eventually will emerge victorious over cyber terrorists.

For example, the Target breach in Q4 2013 earned the company a record-low customer-perception score and cost it about \$17 million. Yet its financials rebounded, ending the next quarter at pre-hack levels.

Still, despite breaches becoming more common, don't expect consumers to be lulled into total complacency. Breached organizations still must work to earn back trust, proving they are providing additional security to protect customer data. In addition, dedicating inadequate resources to rectify the situation can have disastrous results. Companies likely will face an even greater PR storm, along with lawsuits. The mantra in the public eye remains "guilty until proven prudent."

In sum, companies can bounce back, but generally not without intense media scrutiny and customer dissatisfaction, especially if a brand is perceived as lacking empathy and transparency. ■

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## THE SOCIAL MEDIA GUIDEBOOK

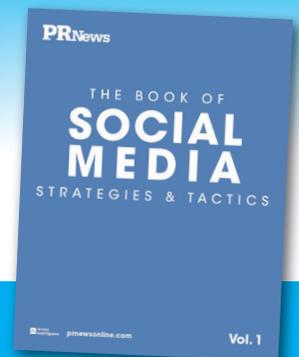
This 11-chapter guidebook focuses on communicating in a mobile and social world, winning the attention of audiences on the platforms most important to PR and marketers, social media listening strategy and technology, social media measurement and so much more.

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# How Personal Stories Can Be Used to Fight Public Apathy on Volkswagen



**Volkswagen** has lied to the government and to consumers. Its diesel cars put out more pollution than the legal limits, but through technology the automaker subverted the system and tricked the authorities, supporting claims of better performance.

For a few days in September this was the biggest story in the country. It later went international when VW said models sold outside the U.S. were also tricking the authorities. In the end, though, what happened? Almost nothing.

OK, true, executives have been fired, investigations continue, undoubtedly fines will be levied, sales and share price have fallen and for VW diesel owners and dealers it must be a complete drag as the company and U.S. federal and state authorities continue to negotiate a fix for the affected cars. It also has to be unsettling, to put it mildly, for consumers who were planning to purchase VW diesel models. For the rest of the consumer universe, though, it seems to be a complete yawn.

## PICKING OUR OWN NEWS LEADS TO APATHY

Are we just apathetic about wrongdoing from major corporations these days? To quote journalist Psyche Roxas-Mendoza, “Today, you can pick your own news. At no time has the world been this compatible with apathy.” In the age of always-on media combined with our short attention spans, we are more likely to suffer from the bystander effect. The bystander effect is a coping mechanism to avoid information overload. Basically it puts us in the frame of mind to assume that someone else will take care of whatever the crisis is. As a result, we are free to forget about it. This often is reinforced with social proof: We don’t see others taking action, so we feel free to avoid taking action ourselves.

Contributing to a decrease in indignation about corporate wrongdoing also could stem from an issue’s complexity. The VW issue is complicated. Software in the cars detected when an emissions test was occurring and curbed the autos’ emissions. Outside the tests, on the road, the cars belched unlawful levels of emissions.

Combine that with the difficulty of making a connection to you, unless of course you own a VW diesel, and the foundation for apathy is complete. In addition, the VW case lacks a tangible safety component. Nobody’s been killed due to excessive emissions from a VW diesel. At least nobody can prove that a death was the direct result of emissions from a VW. An argument can be made, I suppose, that if enough automakers acted like VW, the resulting emissions could result in pollution and eventually deaths.

As *Automotive News* wrote, “The severity of VW’s nefarious act is so far removed from most average [people’s] psyches and lives that it fails to resonate. There is nothing tangible to attach to it. There are no dead bodies, no sex scandal, and the smoking gun happens to be a complex software device that most people don’t understand.” While the publication

says many people are angry at being deceived and outraged at the environmental damage, “VW stands a pretty good chance of saving its reputation if it’s smart and acts quickly.”

From a marketing and communications perspective, that’s the key for brands. Act quickly and decisively at the time of crisis.

“Should VW owners and environmentalists want to effect change at the automaker, their marketing needs to be about personal stories.”

Once caught, VW got out the word that it would solve the problem and remove those responsible. This can have the effect of, if not decreasing indignation on the part of the public, at least decreasing the number of those who care. It plays well with the attention span as we the public move on. Problem solved.

A few words of advice, though:

**1. Fighting Apathy:** For environmental advocates and VW diesel owners, the challenge is to combat apathy, assuming they want more action to be taken against VW, notwithstanding whatever legal charges have been or will be filed.

The studies of social scientist Arthur Beaman showed that after test subjects were educated about the principles of bystander apathy, they were twice as likely to offer assistance to a person in need. Beaman reckoned that simply by understanding the phenomena and its attendant issues, positive engagement was established. The challenge then is to educate the public about what VW did in terms that it can grasp and will resonate.

**2. Make the Storytelling Personal:** As communications pros we know that storytelling can be a powerful tool.

Should VW owners and environmentalists want to effect change at the automaker, their marketing needs to be about personal stories. The aim of these stories should be to gain attention and sympathy. The more of these types of stories that are produced, the more *social proof* will engender sympathy from the public, *people like me*, and reduce apathy more generally. It’s not going to be an easy battle to fight, though.

To promote responsibility in others, however, is integral to combating apathy and to fostering a moral and ethical society. ■

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## 3 Keys to Visual Storytelling: Saturation, Engagement, Persuasion

A picture is worth 1000 words, right? It's amusing to think that in 2016, when technology rules our lives, storytelling actually has taken a page from the past. Long ago it was cave paintings, monuments and basic mementos that visually told stories. Today it's videos, photos and infographics. What's more important than visual tactics are communications objectives and strategies. Storytelling always has a purpose. Going back to the pillars of communication, the purpose of storytelling was to inform, remind or persuade.

**Inform = Saturation = Repetition:** Informing the customer that your company is relevant in the marketplace depends on capturing his/her attention. Today, that requires complete saturation. You have only a short period before the customer becomes bored and moves to another topic. This is where visual storytelling can be vital. With a solid objective and strategy, visual storytelling quickly can become compelling. The customer moves to the inform stage of thinking.

**Remind = Start a Conversation = Engage:** With the limited attention and bandwidth of most customers, the goal of reminding a customer has truly become an art form. Reminding the customer goes beyond mere attention and moves into engagement. If the business objective is to grow and the strategy is to differentiate, then the communications objective will be to start a conversation, while the communications strategy will be to engage. As a result of starting a conversation the company can achieve the engagement needed to re-

mind, which is possible through effective visual storytelling. The reason is scientific: We have better memories when multiple senses are engaged. Visual storytelling often does this.

**Persuade = Influence = Action:** As old as the act of selling, persuasion has been a staple of human existence. At the root of persuasion is the simple act of defining benefit(s). To persuade a customer goes beyond engagement and moves into influence and action. Persuasion is personal as customers are showing a level of trust when they choose to be influenced and take action based on a specific request. This is where visual storytelling can be especially helpful; it can explain how a given product or service can help the customer save money, time and/or peace of mind. This opportunity to understand and study the product/service benefits creates a level of influence that makes the customer believe, trust and become an advocate for the message. The customer is motivated to take action. All this is impossible without a meaningful storytelling experience, rooted in the simple act of persuasion by defining the benefit(s).

In conclusion, today's landscape is ripe for messages that rise above the noise and deliver the inform, remind or persuade experience for a target market. ■

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Continued from page 3

a brand to change [something in response to an influencer's critique], I'd recommend no response from the company."



Mary Grady  
Managing Director, Media and PR  
Los Angeles World Airports

**Fear the Honesty:** Grady and Brito agree on many points regarding unpaid influencers, particularly about the risks. In addition, she says, "not all brands trust that influencers can be your best brand ambassadors." She suggests these brands are not using "performance metrics to understand the value [influencers] add to a brand." Still, she understands some brands' hesitancy. "While [influencers'] content is organic, authentic, real and honest, it's the honesty that [some] brands fear."

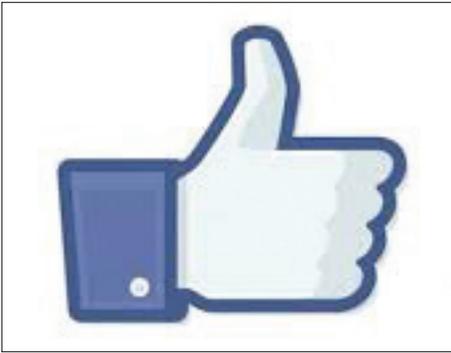
**6. No Money, No Problem:** For Grady, however, influencers are an effective way to get a lot of traction on a small budget. She's working with unpaid influencers who travel from and through LA often, urging them to converse on social platforms about a multi-year, multibillion dollar capital improvement pro-

gram underway at LA's airport, LAX. "Word of mouth and peer recommendations are trusted by consumers who see influencers as credible opinion leaders with engaging content," she says. Grady says the second campaign LAX did touting the capital improvement program, which included influencers, did far better than its first, which was devoid of influencers.

The influencers she's working with, chosen by an agency, are concentrated in three areas: Navigation (around LAX), Food and Beauty. She and her team engage the influencers in conversation on their social sites; send them insider tips about navigating through the airport during construction and invite them to enjoy LAX's new cuisine and retail offerings.

While Grady's audience is vast—75 million passengers used LAX last year—so is the field of influencers. She prefers influencers who have a distinct personality and knowledge of the LAX brand; have an authentic voice that matches well with your brand's identity; and those who remain true to your campaign strategy. Like most PR initiatives, "you must do your homework," she says. ■

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**1. Platform Prater:** In sum, **Facebook's** doing great. Just about every figure it reported during an earnings call last week bested Wall St expectations. Besides gaudy financials (earnings were up 46% in Q4 vs last year's Q4; revenue jumped 52%; advertising also topped expectations), metrics of importance to PR pros also were impressive. Monthly active users hit 1.59 billion, besting the Street's prediction of 1.58 billion; mobile monthly active users reached 1.44 billion, again topping predictions of 1.43 billion. A significant first: More than 90% of monthly and daily active users were on mobile platforms. Users are watching 100 million hours of video daily on Facebook and boss **Mark Zuckerberg** spoke of creating a dedicated spot solely for video viewing. He also hinted that Reactions, the emoji-style options that will allow users to express more emotions than merely Like, will be widely available soon (PRN, Sept 21, 2015). PR pros have welcomed these options, believing them to provide additional insight into consumer behavior. – Meanwhile rival **Twitter** makes and absorbs personnel moves. It named **American Express** EVP of global advertising, marketing and digital partnerships **Leslie Berland** its CMO. Berland joins as a quartet of senior Twitterites departed: media chief **Katie Jacobs Stanton**; product head **Kevin Weil**; chief engineer **Alex Roetter**; and HR boss **Skip Schipper**.

**2. Death by a Thousand Cuts?** A bit of trouble for blood-testing startup **Theranos**, the one-time Wall Street darling whose response to press scrutiny of its products from *The Wall Street Journal* was to run and hide, keeping its founder **Elizabeth Holmes** (pictured, center)



ThERANOS FOUNDER HOLMES: Bloodletting

out of reach (PRN, Dec 21, 2015). The privately held company's main retail partner **Walgreens** suspended some links to it last week after an inspection report from the **Centers for Medicare & Medicaid Services (CMMS)** said a Theranos lab in Newark, CA, poses "immediate jeopardy to patient health and safety." Walgreens said it's closing temporarily its lone Theranos Wellness Center in CA and no longer will send patient blood samples to the facility in Newark. Theranos runs Wellness Centers at 40 Walgreen's retail outlets in AZ, in addition to the one in Palo Alto, CA. In a statement, Theranos said inspections of the lab "began months ago" and the report "does not reflect the current state of the lab." A Jan. 25 letter from CMMS says Theranos has 10 days to show "acceptable evidence of correction." – A NY state ethics panel approved an advisory opinion by a 10-3 vote to require PR pros to file lobbying reports should they speak with journalists "to advance a client's message in an editorial." **The Joint Commission on Public Ethics' (JCOPE)** move to augment transparency comes in the wake of convictions of leading Empire State politicians on corruption charges. Not surprisingly, PR firms and associations, including **PRSA** and **PRSA-NY**, blasted JCOPE's vote. "The Commission's advisory opinion is vague, too far-reaching and has the potential to undermine the valuable relationships that PR pros cultivate with journalists," said PRSA-NY president **Bill Doescher**. – The merger of media measurement and analytics firm **comScore** and viewership data provider **Rentrak** (PRN, Oct 5, 2015) was expected to close as we went to press late. – **Freuds** of Britain acquired U.S.-based **Brew Media Relations**.



D&E PRESIDENT LISA ROSE

**3. Study Hall:** The most important initiatives companies can take to support employees are investments in training and growth, recruiting and retention, according to a new study from **Finn Partners'** polling and research unit. Similarly, non-white Americans put investments in employees first, followed by flexible work environments and recruitment; they ranked diversity programs toward the bottom of the list. Millennials differed, however, ranking social responsibility above training, recruiting and all other items. The surprising finding on diversity was attributed to the perception that "these programs... are not seen as immediately beneficial to...workers who are hyper-focused on career growth and trajectory," said Finn's research chief **Christopher Lawrence**. Another finding: more than half of Americans prefer to work solo rather than collaboratively. Just one-third of those surveyed preferred a team environment. Finn surveyed 1,000 adults online in Nov.

**4. People:** **Dix & Eaton** promoted veteran exec **Lisa Rose** (pictured) to president from senior managing director and leader of the investor relations practice. – **Hill+Knowlton Strategies** tapped Chicago Mayor **Rahm Emanuel's** chief of staff **Lisa Schrader** as SVR – **Weber Shandwick** named **Peter Matheson Gay** global executive creative director, healthcare and **Barbara Box**, EVP, North America healthcare strategy lead. Gay previously was EVP, N America creative director, healthcare. Box previously headed the NY and Chicago healthcare teams. – **Niko Stemple** joined **APCO Worldwide** as director. He was director of congressional outreach at **PhRMA**. ■