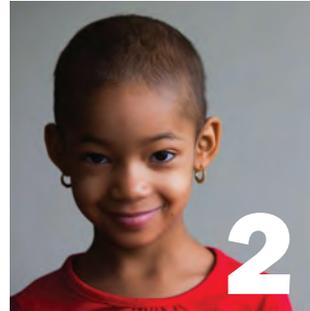


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SOCIAL MEDIA

Celebrities & a Symbiotic Media: How to Deal With Your True Competitors for Attention

Pity PR pros trying to get out their brands' messages socially in the aftermath of the Grammy Awards. For many it was the first morning back in the office after the Grammys and all anyone could talk about, tweet about or **Instagram** about was Kanye West and Taylor Swift. It's not that the world stood still over the weekend: The longest-sitting Supreme Court justice passed away suddenly on Saturday evening, earlier in the week Russia bombed Syrian hospitals, the refugee crisis in

Europe was ongoing and global markets were reeling. Still, it was all Kanye and Taylor all the time. It made us think: Who's the real competition for PR pros, brands in their space or Kanye and Taylor, who've become brands themselves? We asked a slew of PR practitioners—nearly all of whom will be presenters at *PR News*' Social Media Summit later this week in Huntington Beach, CA—how brands can use social media to penetrate the cultural morass.

Continued on page 3

MEASUREMENT

How to Monitor Competitive Intelligence to Drive Your PR Strategy

Aside from being a title of war movies, books and a Demi Lovato song, the phrase "behind enemy lines" has many meanings, including espionage.

When used in the context of PR, however, spying is neither clandestine nor is subterfuge necessary. You can get behind enemy lines without risk to find out what your competitors are doing. All it takes is for you to gather competitive intelligence through market research and measurement.

By collecting and analyzing this intelligence, you can identify competitors' strategies and tactics, see how they position themselves in the media and the market, learn about their successes, uncover hidden opportunities and create compelling ideas.

Mining rich, real-time data in social media will give you a clear picture of which brands have the largest share of voice on industry topics, and analysis can also suggest how your business might try to own those conversations in the future. Conducting market research also can help you uncover competitors' messages and approaches.

You can apply these learnings to your PR plans. In other words, you can use competitive intelligence to make strategic decisions in your own business.

Continued on page 4



Editor, Seth Arenstein, sarenstein@accessintel.com
Editorial Director, Steve Goldstein, sgoldstein@accessintel.com
Graphic Designer, Yelena Shamis, yshamis@accessintel.com
Assistant Content Manager, Mark Renfree, mrenfree@accessintel.com
Managing Editor, Guidebooks, Ian Wright, iwright@accessintel.com
Director of Marketing, Laura Snitkovskiy, lsnitkovskiy@accessintel.com
Assistant Marketing Manager, Rachel Scharmann, rscharmann@accessintel.com
Publisher and VP of Marketing, Amy Jefferies, ajefferies@accessintel.com
SVP/Group Publisher, Diane Schwartz, dschwartz@accessintel.com
Chief Operating Officer, Heather Farley
President & CEO, Don Pazour

Group Subscriptions — Laurie M. Hofmann, lhofmann@accessintel.com
 Additional Copies & Article Reprints — Contact Wright's Media, 877-652-5295; info@wrightsmedia.com



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 9211 Corporate Blvd, 4th Floor
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Client Services:
 Phone: 888.707.5814 · Fax: 301.309.3847
 e-mail: clientservices@accessintel.com

New York Editorial Office:
 40 Wall Street, 50th floor, New York, NY 10005
 Phone: 212.621.4890 · Fax: 212.621.4879

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Sports Leagues and Pop Music Dominate Twitter Actions

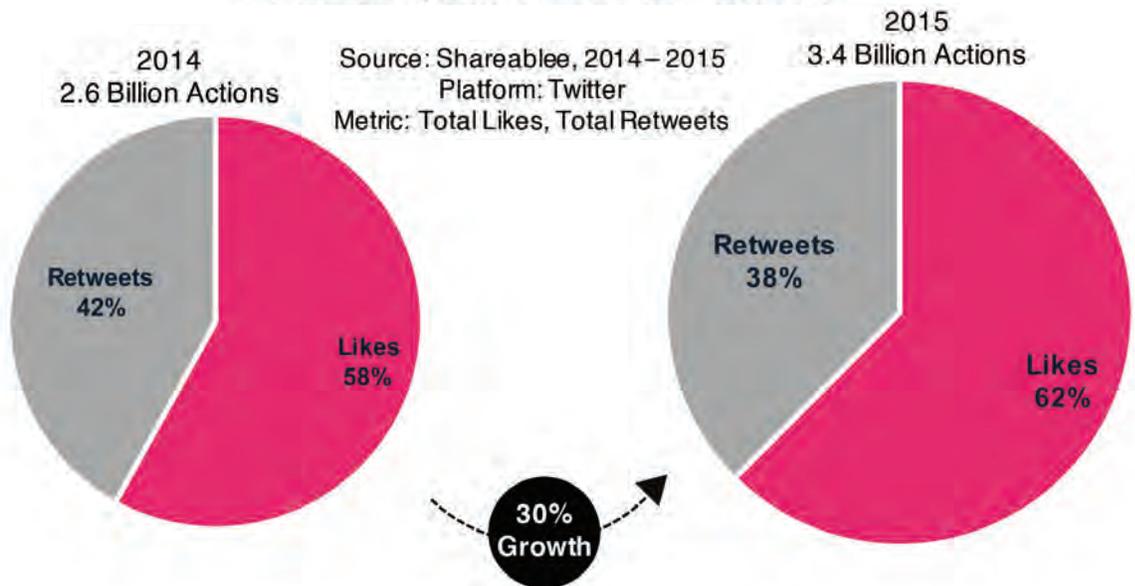
Bleacher Report was the top U.S. brand on **Twitter** in 2015 in terms of engagement, with 20.6 million likes and retweets, according to **Shareablee** data provided exclusively to *PR News*. Its top tweets featured achievements and replays of **Golden State Warriors** guard Steph Curry, salutes to Kobe Bryant on his retirement, and Super Bowl 49 photos.

The **NFL** trailed *Bleacher Report* by just 70K Twitter actions. Its top tweets were a

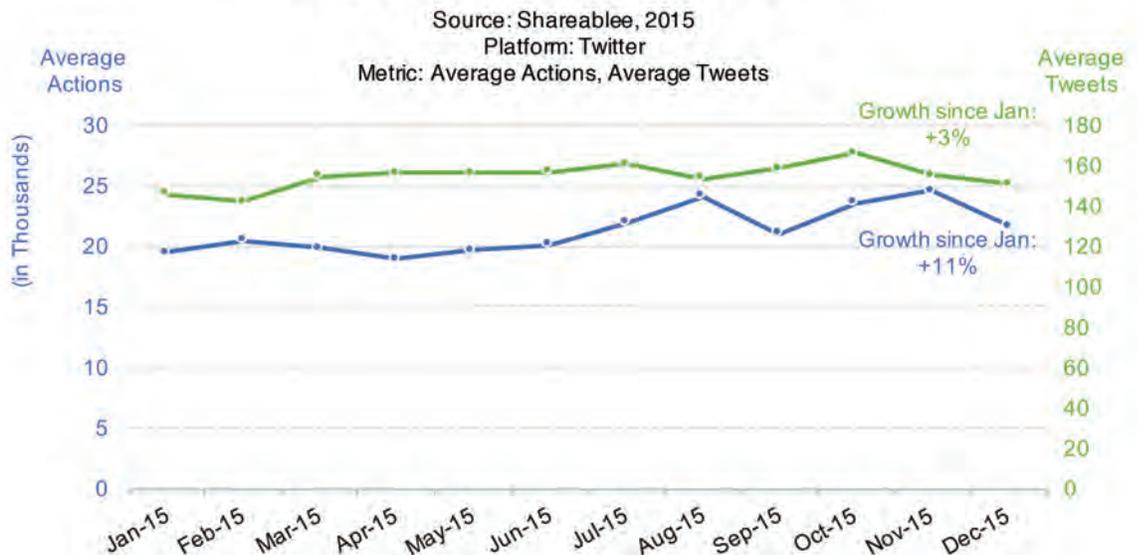
#LeahStrong photo and replays. *Billboard* and *BuzzFeed* were third and fourth, respectively, with top tweets by Justin Bieber and Taylor Swift.

Though video tweets fell 16%, engagement was up 40% vs 2014. **NBA** (#5) had the most Twitter video actions of the top 5 brands. Derrick Rose, the **Sacramento Kings** and Zach LaVine were the top vids. ■

U.S. Overall Properties % of Action Type on Twitter: 2014 vs 2015



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



On Social: Stay Focused, Pick Your Moments

To Tweet or Not to Tweet? The first question to ask is whether or not you want to piggyback on the hot trend or news of the day. For Rachel Mátos, director of social media and influencer relations at **Latina Bloggers Connect**, the verdict is clear. “Pop culture drama on Twitter comes and goes—quickly. You can simply ignore it. Or you can go the @PizzaHutUK route and get your name in the headlines. It all depends on what you want your brand to be remembered for,” she says.

For **FleishmanHillard** SVP Brandi Friel, “Not every moment is right for every message. If your audiences are focused on trending topics that are unrelated to your brand narrative or communications objectives, let them be. When the chatter dies down, your message will have a much better chance of connecting with your audiences.”

Britt Klontz of **Distilled** cautions, “It’s a bit of a slippery slope for a brand to take advantage of a celebrity feud.” Yet “tapping into a topic that is trending among your target audience could present a wealth of opportunity for your brand to break through the clutter. The key is to know your limits and ask: Does it make sense for the brand to join in the discussion? Does the issue you’re playing with align with your brand’s value and core messaging? If so, question what could be the potential outcome, both positive and negative, by doing so.”

ENGAGE BUT STRATEGIZE

Friel agrees with Klontz. “When all eyes are on a particular topic or trend, strategize how your brand can authentically connect to that subject. Craft relevant, real-time, shareable content that can be intelligently connected to the hashtag, trend or topic,” she says.

And be creative, urges Melissa Keklak, CEO of **MMKpr**. “Many brands have begun to master staying on message while making themselves relatable to the social chatter taking place among consumers,” she says, noting “one of the most memorable was Oreo’s infamous Super Bowl 2013 tweet “You can still dunk in the dark.”” Avoid engaging for the sake of it, however. “Don’t just jump on the bandwagon—strategically place yourself on the bandwagon with authentic messages and compelling creative,” Friel adds.

“But,” Klontz says, “if it truly makes sense for your brand to tap into its inner Tay Swift or Yeezus, then a perfectly timed and well-written tweet or **Facebook** post could be a great way to latch onto a trending topic to get your brand noticed.”

Timing is critical, adds Friel. “News, information and branded content that is current and timely is much more appealing to your audiences,” Friel says. “Know when your brand’s significant moments-in-time are and focus your efforts and communications around those times.”

Keeping Up: While PR pros always are told to stay up on current events and trends, social media has made that advice even more important. “Be aware of what’s going on in the world around you before publishing,” says Lisa Adams, PR and digital communications manager at **FMC Technologies**. Adds Cynthia Johnson, director of brand development at **American Addiction Centers**, “Make sure that you are aware of trending news so that you don’t make announcements or statements that could be insensitive to a situation.” Klontz advocates caution when using controversial issues to exploit your brand, “even for the sake of humor.”

Be Specific: The discussion comes full circle when several of our PR pros counsel to avoid going for huge numbers alone. Adams urges that you “micro target your messages to those you’re trying to reach rather than broadcast to the general public.” Johnson adds “Take the time to know who you are trying to reach and what it will take to get them to notice your message. Most of the time you won’t need everyone to read your story, so stop using ambiguous messaging and start focusing in on your audience with specifics.”

As Keklak says, “Many brands are great at liking, sharing, retweeting but it takes personalized engagement to captivate followers’ attention and brand loyalty. Talk with your followers not to them. Make them feel like they are part of your brand and the conversation.” ■

CONTACT: @theArtMuse brandi.friel@fleishman.com @Britt_Klontz melissa@mmkpr.com lisa.adams@fmcti.com cynthia.johnson@contactAAC.com

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Using Social Media to Assess the Competition

HOW TO BEGIN

There are several steps you can take in media and market research, but the best way to gather competitive intelligence is by asking a lot of questions.

1. Websites

- ▶ Start your research on your competitors' websites. This should be done every quarter, or at the very least, twice each year.
- ▶ Look at your competitors' press releases and/or their News sections.
 - Do press releases and news unveil strategy and successes?
 - What are their key messages?
 - Are these messages mirrored in social media channels, as outlined below?
- ▶ See if they offer downloads of videos, podcasts, infographics, white papers, case studies or other content.
 - How frequently do they post different types of content?
- ▶ Consider subscribing to competitors' email newsletters.
- ▶ Find out where they have a presence in social media channels. Typically, you can locate icons for social channels at the bottom of a home page or as share buttons underneath key content throughout the website.

2. LinkedIn

- ▶ Evaluate your competitors' LinkedIn presence. This should be done every quarter to keep up with their latest news, growth rates and other helpful data.
- ▶ Are they using LinkedIn as a company profile page only or are they sharing information with their networks and audiences through posts and other content?
- ▶ Consider following competitors on LinkedIn, to ensure that your LinkedIn newsfeed will be populated with their current information.

3. Google Alerts

- ▶ Set up Google Alerts for your competitors, so you can find out every time they are mentioned online.
- ▶ This also helps you monitor keywords that are important to them, which can be used for social media analysis, as outlined below.

4. Search Engines

- ▶ Type your competitors' names into your favorite search engine and examine the results. This should be done every six months.
- ▶ Find out the keywords and topics that are most important to them.
- ▶ Consider whether adding their popular keywords to your site will help obtain better search results.
- ▶ Use these keywords in social media analysis, as outlined below.

5. Owned Digital Media Analysis

- ▶ Conduct an analysis of your competitors' owned digital channels, such as their **Facebook**, **Twitter** and **YouTube** accounts. This should be done monthly or quarterly, depending on how active your brand is on social media.
- ▶ How do they use these channels?
 - Are they simply broadcasting company news?
 - Are they also sharing industry news with their audiences?
 - Are they engaging with their stakeholders, customers and consumers? How are they engaging?
 - Do their key messages mirror those on their website?
 - Are their messages resonating with journalists and consumers?
 - Are they creating buzz with specific keywords or hashtags?

6. Social Media Analysis

- ▶ Now that you've evaluated how your competitors use their digital channels to communicate with audiences, it's time to find out how they are perceived in social media conversations overall.
- ▶ Conduct research on topics that are important to you.
 - Who owns the conversation on each topic?
 - If it's a competitor, what is it doing to have such a large voice?
 - What worked for it, and what didn't?
 - Are there ways that you can adapt what worked for it into your own strategies?
- ▶ This should be done every month or quarter, depending on how active your company is on social media.
 - If you can't conduct this research as frequently as suggested, then the best time to do it is during your PR planning period, typically in the last few months before the start of your fiscal year.

USE COMPETITIVE INTEL TO DRIVE STRATEGY

In summary, analysis of competitive intelligence can be used to:

- ▶ Identify competitor strategies, tactics, messaging and positioning
- ▶ Find out what is working for the competition, and what is not
- ▶ Inspire compelling ideas
- ▶ Uncover trends in the news cycle
- ▶ Suggest ideas to refine your messages
- ▶ Determine the media channels target audiences are using most frequently

Gaining competitive intelligence can lead to improving your business by helping you compete on pricing, service, perception and more. But keep in mind that your competitors can scrutinize your brand's strategies and perception, too. ■

CONTACT: margot.savell@researchdatainsights.com

4 Tips for PR Leaders to Raise Their Energy Level and Improve Engagement



PR pros recognize and harness the power of filters on a daily basis. When positioning brands to media, to industry executives and consumers, we know that the particular lens we provide for these audiences will be instrumental in shaping their perceptions of and relationships with the organizations we represent.

We strive to ensure that various constituents catch important nuances surrounding the topic we are promoting, and we are fastidious in crafting a message that helps stakeholders broaden their current perspective.

When it comes to our own professional development, however, we often fall short in understanding the full impact of framework and filters on our ultimate success.

At a recent leadership workshop, I introduced a group exercise that challenged the framework we typically bring to goal setting, work situations and daily life. When asked to share takeaways, one participant instinctively responded: "Anything is possible." This manager was referring to the power of possibility and opportunity that the right filters afford us. Depending on which ones we choose, though, filters can work both for and against us; they can help to expand our perspective, create options and motivate others; they also can restrict us, limit our opportunities and crush the creative spirit of those around us.

Consider the following profiles:

Profile 1:

Dan is a senior communications professional. He's loyal, diligent and very knowledgeable. Dan is viewed as a specialist in a lucrative, high-profile sector and is skilled at explaining important nuances. He is in a position to lead a high-growth practice area but is faced with a skeletal staff and brand clients who desire over-service. Frustrated, he knows, or firmly believes, that if his PR agency would modify its billing structure, hire additional staff and attract a different client "prototype," he and his team would be set up for success. He puts in a lot of overtime to get the job done, but often finds himself sighing in despair at the hand he has been dealt and

frustrated that those around him just fail to get it. Ultimately he is replaced.

Profile 2:

Jen is a junior PR professional serving as team lead for a client account no one else wants to touch. At first glance, the client's sector seems boring, and the business unit has rigid demands and rules, many of which seem irrelevant to ultimate success. Extensive background checks need to be performed on any reporter considered for outreach, and frantic client calls must be returned almost immediately. While the sector lends itself to a broad range of potential story topics, most of these are unequivocally off the table.

Despite these obstacles, Jen somehow develops a rapport with her contact at the business unit, earns the trust of the team and even is privy to occasional chuckles from the unit's members in acknowledgment of their organization's rigid structure. She secures opportunities within the client's comfort level, demonstrating respect for these parameters, while also occasionally and delicately challenging boundaries when it is absolutely in the client's best interest. Jen earns two promotions in one year and is regarded as a hero.

Granted, the above profiles reflect only select ingredients stewing in the daily PR pot. There are certainly many more elements to include, and together, they contribute to the unique flavor of each relationship, communications program and team dynamic. At the core, however, we can still pose the question:

What is the secret sauce that differentiates the two professionals profiled above? How do some leaders seem miraculously capable of avoiding frustrating situations, while others feel they are magnets for such scenarios?

The simple answer: Opportunity Mindset, otherwise known as Energy Leadership.

Developed by Bruce Schneider, the concept of Energy Leadership highlights the locus of responsibility we assign to ourselves for a specific situation, the particular lens that

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we bring to daily interactions as well as situations of stress, and our ability to perceive and create opportunity within any situation. Leaders who operate predominantly at lower energy levels bring more of a tunnel vision approach to projects and interactions; they believe there are very few options or only one way. Those at higher energy levels incorporate more of a prism perspective. There is less fear and therefore less force. They believe any situation is a potential opportunity.

Victim: Putting this into practical context, a leader wearing a victim lens (the lowest of seven energy levels) often feels there is no way out. No matter what this leader does, events don't turn out the way he/she would like. Common statements reflecting this lens might include: "This brand doesn't set me up for success." "We will never get anywhere with this brand." "It won't work. Why bother?" "I always lose."

Conflict: Moving up a notch, a leader operating at a conflict level assigns blame to outside forces but accepts some responsibility for his/her fate by determining to win at all costs. The only problem is that since the leader is right and must win, everyone else is wrong and needs to lose. There is a lot of black-and-white thinking at this level, as well as blame, judgment and self-protection.

Many leaders, even those who appear successful, often operate at the conflict level. They may accomplish short-term goals, but in the long run, a conflict-ridden filter is draining and debilitating and often leaves leaders feeling unfulfilled. Team members are uninspired, stop trying and/or quit.

As leaders become attuned to the potentially harmful filters and lenses they utilize, they begin to incorporate more responsibility, service and opportunity into their approach. They begin to ask more instinctively: Before I address what needs improvement, what is going right? What can we be happy about? What should we continue and build upon? How will this setback ultimately make us stronger as a team? How can we use this misunderstanding to demonstrate our agility, emotional intelligence and ultimate value? How will this challenge help strengthen me and put me on a path to evolve even more as a highly valued professional?

Such filters are empowering, fueling and expansive, and those who operate more predominantly at these levels are able to lead with true power instead of force. Studies also indicate that these leaders are not only more successful, but enjoy higher satisfaction in a host of other areas.

For many of us, PR is a self-selection process. Those who thrive in a fast-paced environment requiring people skills and client service often operate at higher energy levels.

Nevertheless we dip into victim or conflict mode, even if briefly, during situations of stress or when we feel a particular value is being threatened. Such filters, when not consciously utilized, take a toll; they hold us back from greatness.

Understandably, re-engineering our go-to filters takes work. Our attitudes, frameworks and worldviews often are deeply entrenched and contribute to our identity. We might be aware that they hold us back, but they are familiar and comfortable. How then, can we become more powerful leaders?

Below are practical tips to help broaden the filters we bring to client, media and new business relationships:

1. Active Listening, Empowering Questions. Leaders often are amazed at the marked difference in conversation quality (ie, level of engagement, collaboration and results focus) they experience when they make simple adjustments to their conversation style: avoid yes/no questions except for clarifying a point; incorporate open-ended questions that begin with: Who, What, When, Where, How and Why; and pay more attention to the speaker and less to the response you might be itching to share.

2. Ensure Alignment on the Brand's Ultimate, Long-Term Goal When Designing and Implementing a Program. When the pressure is on, it is easy to get caught up in the so-called PR treadmill and focus on churning out results, whatever they may be. Regular check-ins, both externally with the brand and internally across the account team, will help ensure that everyone is on board and connecting the dots between a particular strategy and long-term goal. A few guiding questions: When this milestone is reached, what will be different for the business? What does success look like for this particular brand? Why? How will this program bring us closer to the long-term goal? What is the first step we need to take?

3. Remember the Most Immediate Goal in Any Media Outreach Initiative Is to Get a Response. We may be great at goal setting, but sometimes forget to clarify our goals of communication with a reporter before hitting the send button or picking up the phone. Some tips: Aim for dialogue as opposed to monologue. As in any conversation, the only way to have an exchange is to leave room for the other party to say something. What is one question you would like to ask the reporter you are contacting? Brevity is an art. The capacity to distill a business, product or thought leadership program down to its key message and value proposition is an indispensable skill. It not only helps to sharpen the focus of a program, but increases the likelihood of media engagement. How well can you transform a press release, executive profile or business summary into one or two sentences? Prism perspective trumps tunnel vision. Even if *The New York Times* fails to see the ground-breaking appeal of the news you would like to share, or better yet, if your gut tells you that the *Times* likely will fail to see it, what other opportunities might exist for engagement? How can you bring value?

4. Networking and New Business as Win-Win. The more comfortable we become with fine-tuning these filters, the more fully this approach will pervade our outside relationships. Questions to remember during business development initiatives: How engaged am I in the exchange or experience? How effectively do I exhibit curiosity, passion and a win-win mindset? What opportunity am I presenting?

Where in your own career have you experienced the impact of personal filters on your ultimate success? What is one area you feel might benefit most from a filter reset? ■

CONTACT: lsiegel@openicoaching.com

Be sure to join us March 14 in D.C. at PR News' Business Leadership Boot Camp for Communicators. <http://www.prnewsonline.com/Business-Leadership-Boot-Camp-2016>

Tapping Internal Talent to Build a Low-Cost Development Program



How do you take your corporate communications department from best in class to world class? A one-size-fits-all development approach would fail to meet the complex learning needs of our team. We needed a structured development platform that facilitates continuous learning in a flexible and adaptable way.

In alignment with our Good Hands® branding, we created Good Work University (GWU) – our department’s development program to improve employee performance and engagement through a deeper understanding of our business.

When building our catalog of development offerings, we intentionally focused on a broad range of learning styles, including experiential, relationship and formal learning.

As an example, some of the most popular development offerings in our catalog include: Quarterly presentations from company experts on strategic business priorities; an external speaker series where outside presenters offer their perspective on topics such as writing for impact, corporate ethics and presentation training; monthly discussions on critical business initiatives and current business results; webinars covering trends and skills to help build competencies in key areas; and quarterly workshops designed to build insurance business acumen and refine writing and storytelling skills.

Here are solutions communicators should consider when creating an education development program.

Challenge: How can we create a succession pipeline to prepare high-potential, high-performing communicators?

Solution: The Leadership Exploration and Acceleration Program (LEAP), GWU’s staple leadership development program, is designed to take high-potential, high-performing leaders to the next level of performance.

Each year, 10-25 participants engage in a variety of learning experiences over six months, including business acumen workshops, assessments, team projects, mentoring and networking with senior leaders. The expected time commitment is 2-4 days/month (10-20% of employees’ time).

LEAP participants are assigned to cross-functional, action-learning teams to address real business issues. Two senior leaders are assigned to each project and team. These advisors provide feedback, bring a fresh perspective and challenge the teams’ thinking to help them arrive at a strong hypothesis and path to solution.

Along with action learning, LEAP participants focus on building business acumen and leadership skills through interactive workshops, business simulations and presentations. Topics range from inclusive diversity and generational differences to ethics and emotional intelligence.

The program culminates with action learning team presentations to leadership. Exposure to senior leaders and officers through formal meetings and informal networking events and mentoring is an invaluable benefit of the program.

Challenge: How do we help communicators develop a better understanding of the business?

Solution: Each quarter, GWU invites an executive from within the company to be a guest speaker. He/she provides an overview of their work, strategies and personal experiences.

Challenge: How can we provide communicators with ongoing access to resources and collaboration?

Solution: Corporate Relations (CR) created an online site specific to development called the GWU Community. Designed as a one-stop resource for all things development, it places tools and resources at employees’ fingertips.

Challenge: How do we establish a regular schedule of learning and reinforcement without turning people off or creating program fatigue?

Solution: To help sustain an environment of continuous learning, the GWU development program includes a Credits component designed to reward employees for taking initiative and participating in development. Credits are awarded for participation in development opportunities that follow the 70/20/10 best practices learning model: 70% of development through on-the-job experience, 20% through mentoring and 10% from training and development opportunities.

Challenge: How do we get leadership buy-in?

Solution: Specific to CR, senior leaders have added development metrics to the annual performance review process.

Making development an important part of the annual review process in CR has yielded positive results. Based on results from a 2015 **Allstate** employee survey, 91% of CR employees say they are given a real opportunity to improve their skills. Nearly 90% say they know the skills needed to be a valuable contributor, and 89% believe they have access to learning opportunities needed to meet their career goals.

Challenge: How do we deliver a development program that is affordable and effective?

Solution: One dedicated team member leads the GWU program. GWU leverages “free” internal resources for many offerings. In addition, it takes full advantage of corporate memberships with a variety of communication and PR organizations. We have a minimal budget for external speakers, communication workshops and the GWU Credits program.

The communications industry is more dynamic today than ever. With the shifting media landscape, emerging channels and digital tools, and the influence of audience preferences and expectations, PR pros must evolve or face extinction. Organizations need well-trained and skilled employees to compete. Cultivating a culture of learning where training and development are ingrained will lead to more productive employees equipped to deliver world-class results. ■

CONTACT: sdemo@allstate.com



Mickey Nall

1. Ogilvy Atlanta Chief Out: There have been several changes at **Ogilvy**. The biggest is the departure of Atlanta office chief **Mickey Nall**, which a senior Ogilvy official confirmed for *PR News Friday*. Nall is continuing consulting work with Ogilvy. Earlier in the week there was unconfirmed word in *Adweek's Agency Spy* that **Rob Mathias** was no longer CEO of the agency's PR operations in N. America and had been reassigned to GM of the D.C. office, implying that he'd been demoted. A check of Mathias' **LinkedIn** profile Thursday said he'd ended his tenure as N. America CEO in 2015. We took that as confirmation of the *Adweek* story. Yet last Friday a senior Ogilvy official denied Mathias had given up the N. America CEO title. So we checked Mathias' LinkedIn profile Friday morning and it said he was still CEO N. America. Hmm. In any case, Mathias has a big job to do in D.C. While Ogilvy is unable to divulge headcounts, it admits to "recalibration" in the office due to a depressed business environment over the past few years in the nation's capital. Ogilvy neither confirmed nor denied reports that the office, a "vital" part of its business, is about half the size it was just three years ago, down to about 100 staff, with freelancers filling the gaps. Physically it's down to one floor from two. Ogilvy says, however, the firm is growing "modestly" in N. America after being "flat."

2. Generally Accountable: More news from D.C. The **General Accountability Office** (GAO) will investigate how much money federal agencies spend on PR. The order came from Senate Budget Committee chair **Mike Enzi** (R-WY). "The total amount of federal resources dedicated to public relations activities is



Nancy Ruscheinski, Global COO, Zeno Group

largely unknown," Enzi wrote in his letter to GAO. Enzi asked the **Office of Management and Budget** for a similar breakout for fiscal 2015, although that request apparently went unheeded. Watchdog group **Open the Books** says more than \$4.3 billion in taxpayer money has been spent on PR since 2007, with about half going to private firms, the other 50% to federal workers communications pros. The group says nearly 2,000 federal communications officer earn six-figure salaries.

3. Too Many Cooks: Twitter and Facebook playing together nicely? Huh? That was so late last week as the tech firms joined **Apple** in its stance in favor of privacy and against a judge's order to hack an iPhone5 that one of the San Bernardino shooters used. The **FBI** believes the phone could include information about other suspects and provide additional useful data. Apple's argument in the controversial case is that such a move could set a precedent and endanger consumer privacy. Showing his support of big Apple **Tim Cook**, Twitter boss **Jack Dorsey** (what else?) tweeted "We stand with @tim_cook and Apple (and thank him for his leadership)." Facebook issued a statement, "We will continue to fight aggressively against requirements for companies to weaken the security of their systems." – Investors like it when management backs up its promises and purchases large numbers of shares. So **Twitter** heavies executive chairman **Omid Kordestani** and CFO **Anthony Noto** went share shopping last week and came back heavy. Kordestani bought about \$2 million worth of Twitter and Noto purchased \$250K. While their moves buoyed the market, other news did not. Wednesday Twitter told about 10,000 users that a bug



Won't Cut That Apple: Tim Cook

in its password recovery system may have compromised their personal data. – Few weeks pass when Dorsey fails to introduce another feature or two. Last week Twitter unveiled a feature allowing businesses to communicate more easily with consumers using direct messaging; it also touted a feedback mechanism allowing companies to survey customers.

4. People: Former Rep. **Connie Mack** (R-FL) will be leaving **Levick** after a 17-month tenure. His departure comes as plans for layoffs were announced during an all-hands staff meeting two Fridays ago, *The Hill* reported. Levick president **Mark Irion** departed suddenly early last month (*PRN*, Jan 11). – **Saatchi & Saatchi L.A.** named **Mike Cooperman** director of PR and **Romina Bongiovanni** was tapped as earned media director. Cooperman joins from **TrueCar, Inc.** and **J.D. Power and Associates**. Earlier in her career, Bongiovanni led **Edelman's** multicultural division as SVP. She's also a former president of the **Hispanic Public Relations Association**. – **Jaguar Land Rover** named **Laura Wood** global PR chief. She'll also head branding and partnerships. Wood comes to Jaguar from **The Brooklyn Brothers London**. – **Zeno Group** named **Nancy Ruscheinski** its first global COO. Ruscheinski is a 28-year vet of **Edelman**. – **Hill+Knowlton Strategies** named 23-year H&K vet **Merrill Davis** to lead its office in Austin, TX. – **Weber Shandwick** named **Brett Pulley** EVP and managing director, corporate content and media strategy. Pulley was dean of the **Scripps Howard School of Journalism and Communications** at **Hampton University**. He'd been with *The NY Times*, *The Wall St Journal*, *Forbes* and *Bloomberg*. ■

PRNews' Business Leadership BOOT CAMP

March 14, 2016 | 9 a.m. – 3:45 p.m. | Washington, D.C.

Join PR News for the Business Leadership for Communicators Boot Camp, where you'll learn what it takes to run a profitable agency or in-house PR department. Gain insight from experienced trainers and build an understanding of the business management techniques necessary to make your PR efforts a successful venture.

YOU'LL BECOME AN EXPERT IN:

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- Identifying, managing and resolving a crisis as well as what to do in the first 24 hours
- Building relationships with reporters, editors and bloggers
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- PR writing for print and the Web
- Managing PR success through measurement and metrics
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- Setting measurable PR objectives that are aligned with corporate objectives
- Identifying the social media dashboards and measurement tools to effectively measure your communications campaigns

IF YOU SPEND AT LEAST A QUARTER OF YOUR TIME IN ANY OF THESE AREAS, YOU SHOULD ATTEND:

- Audience Development
- Brand Marketing
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- Lead Generation
- Marketing
- Marketing Communications
- Measurement
- Media Relations
- PR Budget Creation/Management
- Public Relations
- Public Affairs/Issues Management
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- Research & Analysis
- SEM/SEO Management
- Social Media
- Video Production
- Web Marketing
- Word of Mouth Marketing

Register Online:

www.prnewsonline.com/Business-Leadership-Boot-Camp-2016

Questions? Contact Jessica Placencia at jessica@accessintel.com

PRNews SPRING AWARDS Luncheon

March 15, 2016 • 12-2:30 p.m. • National Press Club, D.C.

Sponsored by: 3BL Media

Register: prnewsonline.com/Spring-Luncheon

Celebrating the CSR, Nonprofit and Diversity Awards

CSR Awards Hall of Fame Inductees & Finalists:

HALL OF FAME

- Colgate-Palmolive Co. — Colgate's Bright Smiles, Bright Futures
- ESPN — The V Foundation for Cancer Research
- JetBlue Airways — Soar With Reading
- Procter & Gamble — Tide Loads of Hope
- Macy's — Believe Campaign

AGENCY CSR A-LIST

- APCO Worldwide
- Cone Communications
- Edelman
- FleishmanHillard
- G&S Business Communications
- Havas PR North America
- Nebo
- RF|Binder — Corporate & Brand Purpose
- VOX Global
- Weber Shandwick

ANNUAL REPORT

- Caesars Entertainment — Serious Play
- Cigna — CR Report
- The Lifetime Healthcare Companies
- Medtronic, Inc. — Further, Together
- Office Depot Foundation — Making a Difference: 2014 Annual Report to the Community
- Viacom — Raising Voices : Viacom 2015 Social Impact Review

CAUSE BRANDING CAMPAIGN

- Anthem Foundation — Hands Only CPR: Training 100 Million People to the beat of "Stayin' Alive"
- Aspen Dental Management Inc. — The Healthy Mouth Movement
- Bayer Corporation — Making Science Make Sense: A 20th Anniversary Celebration & Campaign to promote STEM education in the United States
- Clear Channel Outdoor Americas — Traffic Report
- DonorsChoose.org — Chevron Fuel Your School Program
- Frontier Communications — America's Best Communities
- Imprenta Communications Group — Wage Theft
- JetBlue Airways — 2015 Soar with Reading — Solving for Book Deserts
- MWW — Subaru Drives Home the Shocking Need for Pet Safety
- P.J. Lhuillier Group of Companies — Cebuana Lhuillier Search for the Happiest Pinoy 2015
- Toys"R"Us, Inc. — Helps Special Olympics Young Athletes Achieve Their #MyFirstSportsMoment
- Türk Telekom — Loud Steps

COMMUNITY AFFAIRS

- Anthem Foundation — Hands Only CPR — Training 100 Million People to the beat of "Stayin' Alive"
- Discovery Communications — Support of My Brother's Keeper Initiative: Changing the Narrative for Boys and Young Men of Color
- Duke Energy — Water Resources Fund
- Food Lion Feeds — Year 2: Building on Our 500 Million Meal Commitment
- Honeywell Hometown Solutions 2015
- Mylan — EpiPen4Schools Program
- P.J. Lhuillier Group of Companies — Cebuana Lhuillier Advocacy Campaigns

CORPORATION

- Anthem Foundation
- Bacardi Limited — Good Spirited: Building a Sustainable Future
- ERA Real Estate
- Meltwater News US1 Inc.
- MillerCoors
- Oracle
- Pioneer Services, a Division of MidCountry Bank — CSR Program for Military Families

CORPORATE-COMMUNITY PARTNERSHIP

- Aspen Dental Management Inc. — The Healthy Mouth Movement
- Belk and Discovery Education — Belk Service Learning Challenge
- Canadian Alliance on Mental Illness and Mental Health — Champions of Mental Health Awards and Mental Illness Awareness Week
- DonorsChoose.org — Chevron Fuel Your School Program
- Frontier Communications — America's Best Communities
- International Sport and Culture Association — The economic cost of physical inactivity across Europe
- JetBlue Airways — 2015 Soar with Reading: Solving for Book Deserts
- Lenovo Scholar Network — Empowering Future Tech Leaders
- MasterCard — Girls4Tech
- MWW — Building Blocks for the Future: Samsung Technology Partnership with Boys & Girls Clubs of America
- Nestle Waters North America — A Community Approach to Trash Free Waterways
- New York Life Foundation/Tiller, LLC — Addressing Grief at School
- Raytheon Company — National Engineers Week 'Girl Day' 2015
- SAIC — Give A Meal Team Challenge
- SAP — Education Initiative
- Teva Pharmaceuticals — Teva's Community Partnership Program

CSR ON A SHOESTRING

- CENTURY 21 Real Estate LLC — Delivering Josiah's Dream Day
- CIT Group — Foodortunity Contest
- Experian
- Golden State Foods Foundation — Golden State Foods Gets Rolling Across the Country with Build-A-Bike

Congratulations to all of the finalists and honorees!

Registration questions: Jessica Placencia • Jessica@accessintel.com | Advertising questions: Lindsay Silverberg • lsilverberg@accessintel.com

- Havas PR North America — Huerta Scholarship: The First Hour for the First Americans
- Havas PR North America — Educating Readers About Arizona's State of Teaching
- Lippe Taylor — Cetaphil Camp Wonder Celebrates Its 15th Anniversary
- Pepco Holdings Inc. — Pepco Edison Place Gallery
- Triumphant Communications — ABPS — physician staffing within VA Hospitals

CSR PROFESSIONAL OF THE YEAR

- David Figliuzzi — Cigna
- Debbi Jarvis — Pepco Holdings Inc.
- Annie Longworth — The Siren Agency

DIVERSITY COMMUNICATIONS

- Con Edison — #IamPOWERful
- Food Lion — Igniting Customer and Associate Engagement Around Diversity through Strategic Partnership with CIAA
- Imprinta Communications Group — Wage Theft
- Lenovo — The Lenovo Way
- Witt/Kieffer — Diversity Dialogues

EMPLOYEE RELATIONS

- Bacardi Limited — Good Spirited: Building a Sustainable Future
- Bank of America — Recycle Now: Small Act, Big Impact
- Continental Resources — We've Changed the World: Embrace the Change, Make a Difference
- CVS Health and Rf|Binder — CVS Health Celebrates the Spirit of Volunteerism on #GivingTuesday
- MasterCard — Girls4Tech
- Pacific Gas and Electric — LGBT Ally Program
- Singer Associates, Inc. — The New Stanford Hospital
- Viacom — Talent for Good

EVENT: CSR / GREEN FOCUS

- SAIC — Saving the California Sea Lions
- SelectHealth — Select 25

GREEN PR CAMPAIGN

- Bacardi Limited — Good Spirited: Building a Sustainable Future
- Windsor Marketing Group — We Mean Green

MEDIA RELATIONS

- Anthem Foundation — Hands Only CPR — Training 100 Million People to the beat of "Stayin' Alive"
- Aspen Dental Management Inc. — The Healthy Mouth Movement
- Cigna Foundation and University of Maryland's Center for Health Equity's Media Campaign to Promote the Health Advocates In-Reach and Research (HAIR) Initiative
- Golden State Foods Gets Rolling Across the Country with Build-A-Bike
- Havas PR Global Collective — A Global Collaboration Wins the Day for Climate Science
- Havas PR North America — Moving Mountains to Draw Attention to Sacred Navajo Land
- Imprinta Communications Group — SoCalGas Media Roundtables
- JetBlue Airways — Soar with Reading
- Johnson & Johnson Consumer Inc. — Neutrogena Naturals Wipe For Water Campaign
- MWW — Subaru Drives Home the Shocking Need for Pet Safety

NONPROFIT/CORPORATE PARTNERSHIP

- Anthem Foundation — Triple Play: Combating Childhood Obesity with the Mind, Body and Soul
- BJ's Wholesale Club/BJ's Charitable Foundation — BJ's Provides Fresh Way to Fight Hunger
- CENTURY 21 Real Estate LLC — Delivering
- Josiah's Dream Day
- GE Lighting — MC2 STEM High School / GE Lighting Partnership
- McDonald's B-Boy Royale — Ronald McDonald House Charities of the New York Tri-State Area Partnership
- JetBlue Airways — Dream Project and JetBlue: An Education Partnership
- Lenovo Scholar Network — Empowering Future Tech Leaders
- MWW — Subaru Drives Home the Shocking Need for Pet Safety
- Pepco Holdings Inc. — STEM Initiative
- SAP — AdVenture Capital Digital Platform
- Teva Pharmaceuticals — National Corporate Partner of Volunteers in Medicine
- Türk Telekom — Life is Simple with Internet

PRODUCT DESIGN / REDESIGN

- Food Lion — 2015 Food Lion Feeds Reusable Bag
- Türk Telekom — Books on the Phone
- United States Postal Service — USPS PR & Social Plan for Consumer Electronics Show

RECYCLING PROGRAM

- Bank of America — Recycle Now: Small Act, Big Impact
- Mattress Recycling Council — Bye Bye Mattress
- Weber Shandwick — Rinse. Recycle. Reimagine.

SOCIAL GOOD

- AT&T — Aspire Accelerator
- Frontier Communications — America's Best Communities
- JetBlue Airways — Airport Farm at T5
- Kosovo Energy & Distribution Company (KEDS) — A Positive Outcome for Privatization
- PJ Lhuillier Group of Companies — Cebuana Lhuillier Advocacy Campaigns
- Teva Pharmaceuticals — National Corporate Partner of Volunteers in Medicine
- Türk Telekom — Life is Simple with Internet
- Windsor Marketing Group — We Mean Green

SOCIAL MEDIA CAMPAIGN

- 92nd Street Y, United Nations Foundation, Coyne PR, Edelman, Fenton, FleishmanHillard, Havas PR North America, Sunshine Sachs, Turner 4d, Weber Shandwick — #GivingTuesday: The Day the World Gave Back
- The American Foundation for Suicide Prevention — The Fight to Stop Suicide
- Chevron Richmond Refinery with Singer Associates, Inc. — The Richmond Standard
- Con Edison — Gas Safety Awareness
- Experian — Improving Financial Literacy One Chat at a Time
- JetBlue Airways — Soar with Reading
- Prudential — #20StoriesOfStrength
- The Home Depot Foundation — Team Depot Celebrates #GivingTuesday

STAKEHOLDER ENGAGEMENT

- Cambia Health Solutions — 2015 Employee Giving Campaign: Can you dig it?
- Fiserv — National Walking Day
- Pacific Gas and Electric Company — 811 Call Before You Dig
- Viacom — Talent for Good

SUSTAINABILITY/CSR REPORT

- AMD — Enabling Today. Inspiring Tomorrow.
- ATB Financial
- Biogen Corporate Citizenship Report 2014 — Committed to What Counts
- Domtar
- G&S Business Communications — Coeur Corporate Responsibility Highlights
- Medtronic, Inc. — Further, Together 2015 Integrated Performance Report
- Merck & Co., Inc.
- Nestlé in the United States — Creating Shared Value Report 2014
- Pacific Gas and Electric
- Raytheon Company
- Viacom — Raising Voices: Viacom 2015 Social Impact Review

VIDEO INITIATIVES

- Imprinta Communications Group — Hospital of HOPE Viacom: The Road to College
- USC Shoah Foundation and Discovery Education — Auschwitz 70: The Past is Present

VOLUNTEER PROGRAM

- Astellas — Changing Tomorrow Day: The Power of 10
- Cigna — Feeding Children Everywhere
- CSAA Insurance Group, a AAA Insurer
- Fannie Mae's 7 Days to SERVE — Giving Back to the Communities Where We Live & Work
- JetBlue Airways — Community Connection through JetBlue
- K&H Bank & Well PR Agency — K&H MediMagic Story-Telling Doctors
- MasterCard — Girls4Tech
- Oracle — Volunteers
- Türk Telekom — Life is Simple with Internet

WORKPLACE INNOVATION

- AT&T — Aspire Accelerator
- JetBlue Airways — Community Connection through JetBlue
- Starwood Hotels & Resorts Worldwide — Water Story

Congratulations to all of the finalists and honorees!

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Nonprofit Awards Finalists:

ADVOCACY CAMPAIGN AND LOBBYING EFFORTS

- American Heart Association — Step Up to the Plate for School Meals
- APCO Worldwide — Protecting North Carolina Nonprofit Tax Exemption
- The Canadian Alliance on Mental Illness and Mental Health — ACTION Mental Health
- Havas PR Global Collective — A Global Collaboration Wins the Day for Climate Science
- Illinois Policy Action — Chicago food-cart legalization
- National Association of Convenience Stores — NACS In Store
- United Nations Foundation — Public Affairs Team

BRANDING/RE-BRANDING

- Corporation for Public Broadcasting — Nine Network of Public Media: American Graduate
- Right Hat — A New Way of Thinking
- Right Hat — Growing Excellence

CORPORATE/NONPROFIT PARTNERSHIP

- American Lung Association & CVS Health, Edelman — LUNG FORCE
- The National Center for Missing and Exploited Children — KidSmartz
- Samsung Electronics Canada — Samsung Canada's The Look At Me Project
- U.S. Green Building Council — Green Apple Day of Service 2015

DIGITAL PR AND MARKETING

- Consumer Technology Association — 2014 CTA Holiday Research Campaign
- Taco Bell Foundation — "Potential" Campaign
- United Nations Foundation
- Weber Shandwick on behalf of UNICEF — Real-Time Content Studio at the UN General Assembly

EVENT PR

- Children's Miracle Network Hospitals — Champions for Children's Hospitals
- Girl Scouts of the USA — Girl Scouts Adds a 'Byte' to Its Iconic Cookie Program
- Valley Forge Tourism & Convention Board — Home Away from Rome Campaign

EXTERNAL PUBLICATION OR REPORT (ONLINE OR PRINT)

- American Cleaning Institute — 2015 ACI Sustainability Report
- The Case Foundation — A Short Guide to Impact Investing
- The Garden Conservancy — Silver Anniversary Report
- National Disability Institute — 25@25
- SHIFT Communications — The Power of Wonder: Celebrating Five Years with Wonderopolis

FUNDRAISING

- 92nd Street Y, United Nations Foundation, Coyne PR, Edelman, Fenton, FleishmanHillard, Havas PR North America, Sunshine Sachs, Turner 4d, Weber Shandwick — #GivingTuesday: The Day the World Gave Back
- American Lung Association & Edelman — LUNG FORCE
- Johanniterhelfen — Challenge Ebola
- Taco Bell Foundation — Raising Money for Teen Potential

MARKETING

- American Lung Association & Edelman — LUNG FORCE
- American Society for Aesthetic Plastic Surgery — WE ARE AESTHETICS
- Taco Bell Foundation — "Potential" Campaign

MEDIA RELATIONS

- American Lung Association & Edelman — LUNG FORCE
- Compassion International — Rebuilding Haiti
- Girl Scouts of the USA — Girl Scouts Adds a 'Byte' to Its Iconic Cookie Program
- Humane Society Silicon Valley — Eddie the Terrible
- U.S. Green Building Council — Top 10 LEED States
- United Nations Foundation — Public Affairs Team

PR ON A SHOESTRING BUDGET

- Canadian Public Libraries for Fair Ebook Pricing — Fair Pricing for Libraries
- Girl Scouts of the USA — Girl Scouts Adds a 'Byte' to Its Iconic Cookie Program
- Havas PR North America — Huerta Scholarship: The First Hour for the First Americans
- Imprinta Communications Group — I Can Afford College
- Johanniterhelfen — Challenge Ebola
- Lymphoma Research Foundation — Light it Red for Lymphoma
- National Association of Insurance Commissioners — Small Business
- United Nations Foundation — Girl Up

PUBLIC AFFAIRS/ISSUES MANAGEMENT

- Havas PR North America — Moving Mountains to Draw Attention to Sacred Navajo Land
- U.S. Green Building Council — Booz Allen Economic Impact Study

PUBLIC SERVICE ANNOUNCEMENT

- AICR/Williams Whittle — CANcer PREVENTion: Together We Can
- Imprinta Communications Group (United States of America) — North East Medical Services
- NSBC and Paul Werth Associates — Love the Life — Wear It! PSA Campaign

PUBLICATIONS

- CA Technologies
- MedTech Association — Bio/Med Breakthroughs — 2015 Bio/Med Industry Report: Navigating Today's Healthcare Landscape
- MVP Health Care — MVPnews Employee Newsletter
- Office Depot Foundation — 2014 Annual Report to the Community
- US Postal Service — little blue book

SOCIAL MEDIA

- American Hospital Association — Advancing Health in America
- Hospital for Special Surgery — HSS Back in the Game
- Weber Shandwick on behalf of UNICEF — Real-Time Content Studio at the UN General Assembly

SOCIAL RESPONSIBILITY

- Girl Scouts of the USA — Girl Scouts Adds a 'Byte' to Its Iconic Cookie Program
- Imprinta Communications Group — Wage Theft
- National Association of Insurance Commissioners — Teen Driving Reboot
- National Hospice and Palliative Care Organization — Moments of Life: Made Possible by Hospice
- Taco Bell Foundation — "Potential" Campaign

VIDEO AND/OR PODCAST PROGRAM

- CAF America — Radio Network
- The Case Foundation — Are You Ready to Change the World?
- National Hemophilia Foundation — Making Your Clot Work for You

WEBSITE

- Georgia Aquarium — 2015 Website Redesign
- National Beer Wholesalers Association — NBWA Website

Diversity in PR Awards Honorees:

ORGANIZATIONS OF YEAR

- Better Homes and Gardens Real Estate
- C+C
- Concepts, Inc.
- Consumer Reports
- Covered California
- Dallas Fort Worth International Airport
- Etched Communication
- Food Lion
- Hill+Knowlton Strategies
- Institute for Multicultural Counseling and Education Service
- Medical University of South Carolina
- Metropolitan Water District of Southern California
- MillerCoors
- MWWPR
- The California Endowment
- The Entertainment Software Association
- The LAGRANT Foundation
- Weber Shandwick
- White Martins

INDIVIDUALS OF THE YEAR

- Catherine Hernandez-Blades, Aflac
- Jan Jones Blackhurst, Caesars Entertainment
- Elena Chavez, Consumer Reports
- Donna Allen, VisitNorfolk
- Gail L. Moaney, APR, Finn Partners
- Angela Carrasco, Havas PR North America
- Rebecca Ballard, Hill+Knowlton Strategies
- Ronald W. Wong, Imprinta Communications Groups
- Kim L. Hunter, LAGRANT COMMUNICATIONS
- Kelli Watson, MillerCoors
- Judith Harrison, Weber Shandwick

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