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REPUTATION

Tips for Crafting Positive Messages to Soften the Perception of Tax Inversions

With April 18 looming, we certainly expected to be conversing about income tax this time of year. But who could have predicted the words “Panama Papers,” “Mossack Fonseca” and “tax inversions” would be rolling off our tongues during last weekend’s barbeque?

While we live in taxing times, a few people, including world leaders and their relatives and some celebrities, allegedly attempt to avoid paying quite as much tax by engaging law

firms in exotic locales to set up shell companies and other tax-avoidance schemes. At least that is the implication of the 11 million documents leaked from Panamanian law firm **Mossack Fonseca** two weekends ago. From the moment the story started trending last Monday, Mossack denied any wrongdoing, noting it’s never been charged with a crime during its 40-year existence. Allegedly caught in this web are Russia’s leader Vladimir Putin, soccer star Lionel Messi and

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SOCIAL MEDIA

What Instagram’s 60-Second Video Format Means for Communicators and Brand Marketers

PR pros and anyone involved in the social media space would need to live underneath a rock to miss the fact that video is and has been exploding on desktop and mobile devices. **Facebook** doesn’t reside under a rock.

During a Q4 earnings call earlier this year, Facebook chief Mark Zuckerberg reported that his 1.59 billion monthly active users and 1.44 billion mobile monthly active users were logging 8+ billion video views daily, equating to 100 million hours of video. Not a surprise then that Zuckerberg, a bit later during that call, said Facebook was considering a dedicated spot solely for video viewing. [In a *BuzzFeed* interview last week Zuckerberg said he’d not be surprised to find the

majority of Facebook content within five years to be video.]

Not long after the earnings call Facebook made its Facebook Live video service available to everyone in the U.S. via iPhone. Differentiating Live from real-time broadcaster **Periscope**, whose vids expire after 24 hours, Facebook touted its product’s ability to save and archive video indefinitely on users’ Timelines, an obvious boost for brand communicators or anyone seeking to rack up large numbers of views. Recently Facebook adjusted its algorithm to show live videos higher in people’s news feeds.

Additional proof of Facebook’s full-court press for live video came last week, as it tweaked Live, giving worldwide users access, and adding **Android** devices to the mix. In ad-

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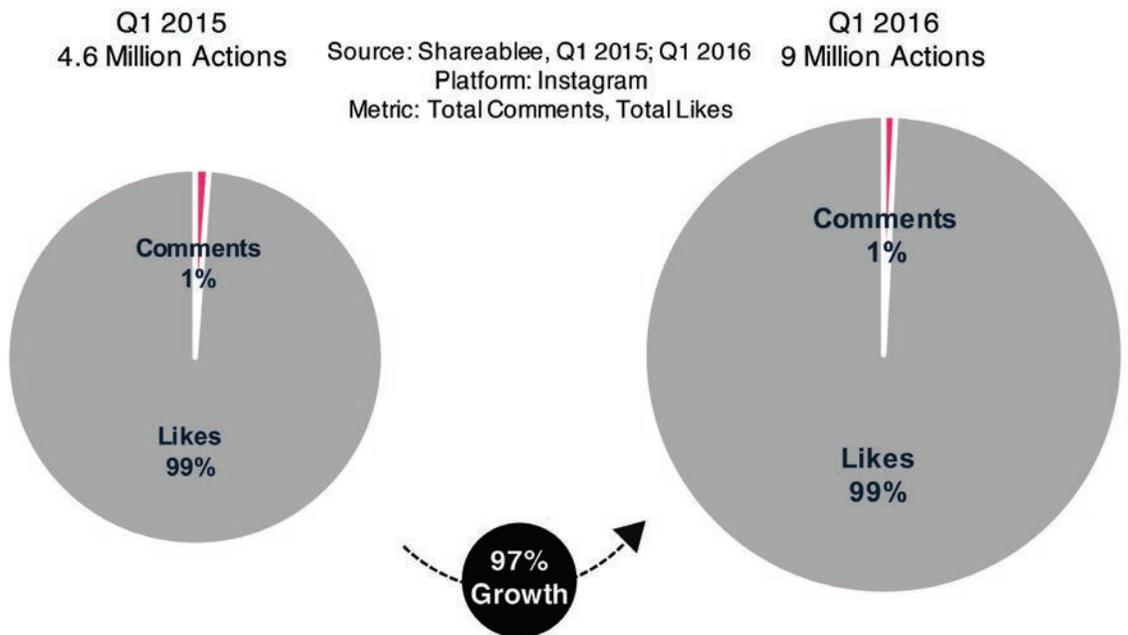
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Consumer Engagement on Instagram With B2B Brands Up Nearly 100%

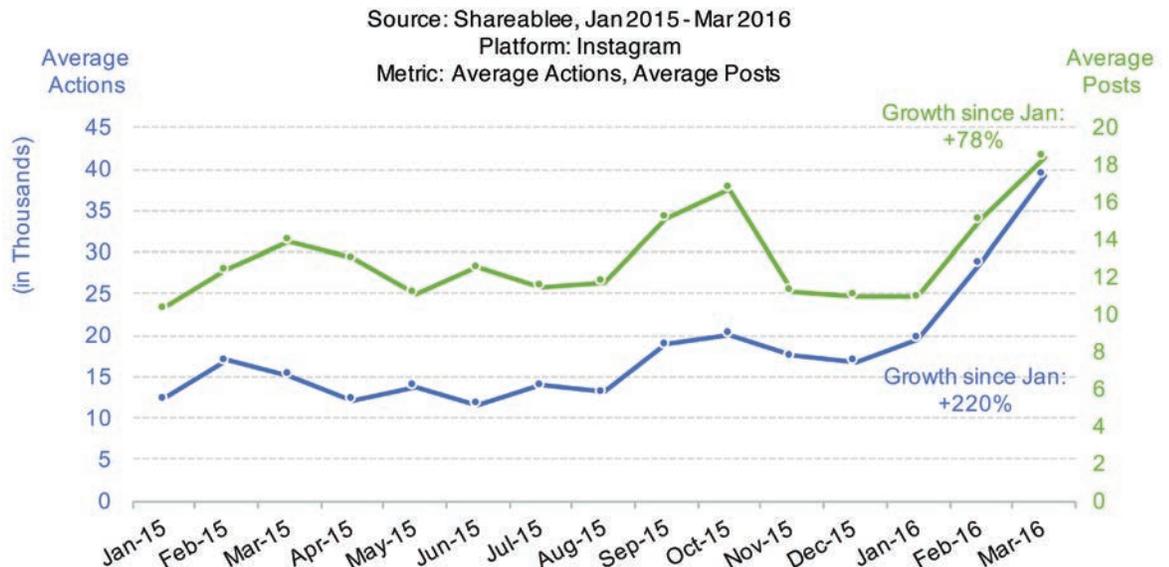
Many communicators and marketers make their bones on consumer engagement. Mission accomplished, for Q1 (Jan 1-March 31) on Instagram at least. Spurred by B2B brands' 21% increase in Instagram posts, consumer engagement (the sum of likes and comments) rose 97% vs the same period in '15, according to Shareable data provided exclusively to PR News. The

top B2B brand was **IMG Models**, with 6.9 million likes and comments; its most popular posts were videos of models Gigi and Bella Hadid. Color authority **Pantone** was a distant second, with 776K engagements, often responding to user-generated content's take on #RoseQuartz and #Serenity, the '16 color of the year. The spike up (lower chart, right) is due to Fashion Week. ■

U.S. B2B Brands % of Action Type on Instagram: Q1 2015 vs Q1 2016



Trend: U.S. B2B Brands Average Instagram Actions & Average Instagram Content per Month



Tie Brand's Emotional Message to Tax Inversion

Iceland's prime minister, who was forced to step down.

Things mushroomed from there. The next day in Washington, President Obama took aim at tax inversions, where companies change the location of their headquarters to lower their U.S. tax bill. The \$160 billion proposed merger of **Pfizer** and **Allergan** of Ireland—where Pfizer would have relocated to Ireland—was scuttled. The next day, Pfizer CEO Ian Read penned an op-ed defending his company's actions and blasting the government.

The heat touched other corporate mergers, some that include tax inversions. Among brands feeling the government heat against proposed mergers are **Staples** and **Office Depot**, insurers **Aetna** and **Humana**, **Anthem** and **Cigna**, and beer behemoth **Anheuser-Busch InBev** and **SABMiller**.

Friday morning *The Wall Street Journal* reported the White House was "racing to make a final flurry of regulations affecting broad swaths of the economy." In short, it was a tough week for brands. That prompted us to ask how corporations that are planning or are involved in executing moves such as tax inversions can do so while maintaining their reputations? In addition, is it a good idea for CEOs to mount the soapbox and take positions on industry issues?

Step 1. It Is What It Is: The pros agreed on the need for honesty and transparency when a tax inversion is in the offing. "Corporate inversions very much need to be considered a part of the reputational mix," said Robert Mathias, president/CEO, **Ogilvy Washington**. At a time when consumers expect good citizenship by brands, "if a tax inversion is seen as a violation of that trust, that citizenship pact, then there can be true reputational harm," he added. So what to do? "First and foremost, [brands] cannot pretend that the tax benefit is not a motivating factor. It is and all stakeholders know it." Stephen Hahn-Griffiths, VP, U.S. strategy consulting, **The Reputation Institute**, agrees. "Brands should speak openly about tax inversions. They are a way to make more money."

Step 2. Values and Emotion: Brand communicators need to tie the rational, financial choice of doing a tax inversion "with emotional items, which are the goals and aspirations of

your company. What that does is make [an inversion] seem more relevant and palatable for all concerned," adds Hahn-Griffiths. The first discussion should be with employees, he says, "your brand ambassadors," followed by investors and customers. Brands' messages should "put the benefits [of an inversion] in context and make a case as to why they are fair and appropriate," Matthias says. "And then make the case for the ecosystem as a whole—employees, supply chain, communities, not just investors and management." Adds Deborah Hileman, president/CEO, **The Institute for Crisis Management**, "The value to investors, for example, probably differs from the value to end-user customers." All stakeholders need to understand "how they will benefit from the transaction," she says. Gene Grabowski, partner, **kglobal**, says communicators should "...be careful to make the broader case that [inversions] will lead to job creation and economic growth that will benefit everyone, not just corporations." Matthias notes, "Most important, this all has to be both true and credible, otherwise things will go downhill quickly and management risks losing all control of the process."

Step 3. Soapbox Derby: Is it advisable for brand CEOs to make their case to the general public via an op-ed? "While the tactic of making their case publicly is somewhat risky, the executives believe they have a good case to make," Grabowski says. If CEOs remain silent, "opponents of [inversions] will dominate the discussion and have undue influence over regulators and lawmakers." Says Hileman, "op-eds offer an opportunity to tell the brand's story directly to a specific stakeholder group...a thoughtfully crafted message" can "support reputation and reinforce the company's position on an issue. Messages perceived as whiny or complaining, however, can achieve the opposite if the perceived stakeholder benefit is weak or unclear." Hahn-Griffiths notes, though, a "one op-ed fix-all solution is really not advisable." Direct, tailored messages to stakeholder communities is the better route. ■

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Instagram Could Be Communicators' 1-Stop Shop

dition it augmented Live with features, including the ability to react to videos in real time with its Reactions emoji suite and the ability to invite friends to a Live broadcast.

MINUTE WALTZ

Perhaps a less-noticed corollary to this story is what's going on videowise at Facebook-owned **Instagram**. Late in March Instagram said it was adding 45 seconds to its platform's 15-second video time limit for all users. The 60-second limit will be rolled out for everyone during "the coming months," Instagram said. Very much in the Facebook style of rollouts, some brands had been provided the additional 45 seconds months earlier, allowing them to preview their Super Bowl ads on the platform and compete for television's ad dollars.

Although video might seem an afterthought on photo-dominated Instagram, **Shareablee** data, provided exclusively to *PR News*, argues otherwise. Consumer engagement with U.S. brands' videos on Instagram was up 90% (January 1-March 15), according to Shareablee (*PR News* March 21). Engagement is defined as the sum of consumer likes and comments. Indeed video posts from brands rose 68% in that period. These kinds of statistics prompted parent Facebook to boost Instagram's video capability on the backend. Instagram videos now will load through the Facebook video portal, which is supposed to negate buffering. A nifty move by Facebook, considering the amount of competition for the video pie from brands like **Snapchat** and others.

All this led us to ask a pair of PR pros what the additional time on Instagram means for others in the profession.

1. That's the Story: While Bianca Prade, SVP, **SKD Knickerbocker**, and Michael Lamp, VP, social & digital media, **Hunter Public Relations**, agree communicators were harried in the 15-second format and should welcome the additional seconds for the creative room it provides, both caution against becoming obsessed with it. "Concentrate on your brand's goals and its story...not the 60 seconds," Prade says.

Adds Lamp, "Don't think you have to post on Instagram

immediately just to take advantage of the 60-second accessibility." This is not the time to "get too excited...and start sharing longer videos just because it's available."

The reality is with the 60-second format eventually available to everyone, "there will be more competition...and people will be judging (videos) more critically," he says. Prade agrees. "On a platform that innately appeals to our short attention spans, brands will need to work to create videos...that will keep viewers engaged," she says. "From professionally shot videos to interesting animation, brands will need to incorporate whatever elements are necessary to encourage Instagram users to tune in for the full 60 seconds and prevent them from scrolling right past the video."

2. Low-Cost Is Fine, Too: Prade quickly adds, though, that while professional video looks great, "the most important thing is content and the story...we're all on our mobile phones" and shooting video with them, when necessary, is acceptable. In addition, budgets need not be sky high to get a near-professional-looking video today, she says.

3. Do Your Research: Lamp advocates a measured approach to using the additional time. The first thing he advises is for brands to look seriously at their existing creative on Instagram's "big brother platform Facebook" which has allowed longer video for a while "and see what's worked best there." Find out what the appetite of your consumers is and the types of messages they are willing to receive from you, "what's the best way to attract them."

4. Mind the Gap: While you're investigating that content, Lamp says, take particular note of the drop-off rate (please see sidebar below). "Both Facebook and **YouTube** give really nice analytics about where people stop watching. So if you're looking at 60-second video (on Facebook or YouTube) and people stop watching after 25 seconds, you might want to consider whether or not you want to put it on Instagram at the full 60 seconds or edit it to 30 seconds," Lamp says.

WHY DROP-OFF RATES MATTER WITH VIDEO

- 1. Fools Rush In:** Don't rush to post a 60-second video just to show that "we get it."
- 2. Decide What Works Best for Your Brand:** Some brands can tell their stories in 30 seconds, others need 60

seconds or longer. Look to previous videos for insight. (see above).

- 3. 3-Second Violation:** Be careful when looking at drop-off rates. On Facebook, there are two metrics used to calculate video ROI. The default metric is on a 3-second threshold, which can mislead. Lamp notes that in the Facebook

environment video autoplays, is muted and activates "when-ever you hover over it on your mobile device." So you could in theory be thumbing through posts on your mobile and something in the real world attracts your attention. You pause your thumbing and look away from your phone. Meanwhile the video is playing

for several seconds and Facebook is going to report that as a view. "In reality there's been no impactful branding there." The other metric is 98% Completion-View, where the viewer has watched most of the video. It's best to report both metrics, as together they'll provide a better assessment of response to video content.

5. Decision Time: Until now, Instagram has been “a peg” in a longer story for brands, Lamp says. Brands previously used short videos on Instagram or **Twitter** to get consumers to move to another site, possibly Facebook or a corporate website, to see a longer version of the story. With the 60-second limit, however, “Instagram could become a brand’s one-stop shop,” so consumers don’t have to be directed to other sites to hear a brand’s full message, Lamp says.

6. The Fun Stuff: The immediate payoff of 60 seconds for communicators will be a larger window to allow consumers to look inside brands as well as behind the scenes. “From rallies to panels and speeches,” brands “partake in a wide range of events,” Prade says. “60 seconds of footage will give organizations the opportunity to provide meaningful coverage of these events on Instagram.”

She also sees political candidates on the campaign trail taking advantage of augmented time limit. “Similar to the way candidates are now using Snapchat to document their behind-the-scenes lives on the campaign trail, politicians can now provide meaningful insight into their day-to-day, which we wouldn’t necessarily see on the news.” In addition, long-form Instagram video may help voters feel a more personal connection to candidates. “It will play a part in the quickly changing campaign landscape that has been a result of social media.”

LIVE EVENTS, PR AND 60 SECONDS

Lamp believes 60-second video will allow brand PR pros to “leverage live events much better...you couldn’t do that in 15 seconds...at most you could show a quick clip of the room and say “Wish you were here,” he says. Now you can “do a legitimate sit-down” during an event with an executive or a celebrity. These videos could be shared with consumers and editors, he says.

The one-minute length also allows for more fully realized episodic content. “I see brands as publishers, possibly creating webisodes and sequential experiences with episodes” on Instagram. “How about a new episode every Monday night?” he muses. Importantly, if communicators paired that creative with the sequential targeting of Facebook you could make sure people were aware of each episode, he says, noting Facebook and Instagram “are united on the backend from a targeting and media perspective.”

It will be interesting in 6 to 8 months to see what brands’ average video length on Instagram is, Lamp says. “Remember, the 15-second video of a sizzling hamburger will still be valuable to some brands...not every video should be 60 seconds.” The 15-second limit allowed brands to dimensionalize a product; 60 seconds will let them dimensionalize a brand’s story, he says. ■

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WRITING WELL

BY JUSTIN PETTIGREW, ASSISTANT PROFESSOR, KENNESAW STATE UNIVERSITY

Six Tips to Help You Transform Bland Speeches Into Exciting Narratives

PART I of II

As a PR pro, writing speeches can be one of the most challenging things to do. It becomes especially difficult when writing a speech for someone else, like your CEO, COO or another C-suite executive, whether you’re in-house or at the company’s agency of record. In my mind, there is no better

spokesperson for your company than the person in charge. Whenever there is a chance to use an executive as a spokesperson or as a speechmaker, put him or her front and center rather than speaking yourself. Your executives are whom audiences



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want to hear, so keep yourself out of the spotlight and help your executives shine instead.

Let's start with issues to consider when developing speeches and then move to tactics that can make writing speeches for your executives easier.

It's important to note that you'll never write the perfect speech in the first draft. The only times you can come close are when you've worked with a particular executive for a long time or if you have an executive who is completely afraid of public speaking (most aren't) and will read your words verbatim. So take it easy on yourself. The idea is to draft a document that you and your executive can work with to get just right for the occasion. You'll likely go through several drafts of a speech before both of you are happy with the result.

Executives are individuals, and there is no one-size-fits-all approach to writing a speech. So talk to your executive about what they like when it comes to speech documents. Many of the executives I've worked with prefer detailed bullet points in a particular order rather than a fully written speech. Some prefer an outline. The more you provide them with information in a format that they're comfortable with, the better chance you have of your executive giving a successful speech that people will actually listen to.

It's also key that your speaker comes across as an actual human with real feelings. Humanizing the head of a multi-million-dollar company or the head of a local chamber of commerce is equally important, and doing so requires you get to know the speaker. The more interaction you have with them before you're called on to write a speech, the better. You'll get a sense of what's really important to them, which will help you identify opportunities to interject their personality into the speech (whether it's an anecdote about their children or a reference to their favorite hobby). If they take it out, you've done your best, but try to stress to your executive the importance of coming across as a real person when in a public speaking environment.

Let's move to tactics that will help you when writing a speech for someone.

DO YOUR RESEARCH

Writing a speech is a lot like writing anything else: You must do your research. This not only includes research on the subject, it also includes research on the executive giving the speech. If you're new to the company or organization or are working for a firm, see if you can have at least a 30-minute one-on-one conversation with the executive, and take a tape recorder.

Better, take the person to lunch. This gets them out of the office, and you might see a more personal side. This is helpful even if you're a seasoned speechwriter and already are familiar with whom you'll be writing the speech for. Ask pointed questions on his or her views about the company's direction as well as questions related to the event. Find out what he or she thinks are the key messages. Then compare them with your own and have a discussion about them. Go back to your office and transcribe the conversation. Chances

are, you'll have a big chunk of your speech written for you in the transcript.

This exercise also helps to create a structure for your speech, which is imperative in keeping the audience's attention. Audiences expect a path and a destination from a speaker, as well as clues to where you're going with the speech and why. I have written what I thought were some good speeches, only to have the executive go off on a tangent midway through the speech.

This brings us to my next tip, the Golden Rule of speech writing: Keep it short. Keep the speech short and to the point. I've worked with executives who, despite having a great speech on the podium, liked to endlessly pontificate about irrelevant issues simply because they enjoyed the spotlight. If you work with such a person, hire a media trainer to convince this executive that short and to the point is the way to go.

Part of making any speech memorable is repetition. As with a song, treat your key message as a refrain. There are some easy ways to do this:

- ▶ 1. Create a memorable phrase and repeat it at least three times over the course of the speech.
- ▶ 2. If you're writing a series of connected bullet points for your executive instead of a full-text speech, include the phrase three times in the bullets in all caps.
- ▶ 3. You can also find different ways to say the same thing. If you're talking about the importance of community service, find three examples of nonprofits your organization has helped to drive home your point. If it's an employee event, tell the story of how three individual employees have helped their community.

Another part of making your speech memorable is insuring the spirit of the message matches the tone of the event. Does it bring out the best in people? Poet Maya Angelou said, "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." So make sure your executive understands the importance of leaving people with a smile and a greater sense of hope and purpose.

In my experience, it's often helpful to save writing the opening of the speech for later in the process rather than trying to start with some engaging anecdote or shocking fact and then trying to build your speech around your opening. Keep in mind that your opening needs to hit fast and hard, because you'll be losing audience members every minute your executive is speaking. Even with a really good speech, you start losing people after the first 60 seconds or so. See if you can keep the introduction to less than 15% of the entire speech. ■

Editor's Note: Part II of this article will appear next week.

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4 Tips to Help Communicators Create Meaningful Consumer Engagement



Patient engagement is one of the most important topics in healthcare. It is critical in improving public health, enhancing quality care and reducing healthcare costs. As a result, patient engagement has become a top priority for many PR pros working in healthcare.

But as we know, the path to effective engagement in any sector can be far from easy. In healthcare, while there are countless opportunities to connect with patients, making engagement meaningful and successful still can pose problems. Similar to the target audience for many brands, patients are a diverse group, representing every demographic cohort. There is no one way to reach them all.

And like members of target audiences in any sector, sometimes patients do not want to be engaged. They're busy, have other priorities. They can simply not want to hear what you have to say. In the health sector, multiple departments play a role in patient engagement—from physicians to billing departments to parking attendants—and getting these groups coordinated in a cohesive effort can be tricky. Again, this is not unlike brands, where multiple units in a company must be coordinated to provide a consistent external face.

All this said, we realize engagement is serious. Can't we just date? Not really. In the evolving healthcare landscape, comprehensive patient engagement is vital. More than that:

- ▶ **1. It's The Right Thing To Do.** People are critical players in their health. Taking medication correctly, getting recommended health screenings and following medical advice are personal choices. But we have a health crisis in our country. Too many people are suffering and dying from conditions that can be better managed and prevented, like cardiovascular disease and type 2 diabetes. We can only stem this crisis with the cooperation of every person it touches.
- ▶ **2. Healthcare Can't Be Effective Without It.** Long-term patient/provider relationships are eroding. Nearly half (45%) of consumers stay with a primary care doctor for three years or fewer, a recent Finn Futures™ Health survey showed. With patients switching providers so frequently and increasingly visiting urgent care centers or minute clinics, consumers are becoming the sole owners of their medical histories. Without patient input and involvement, providers cannot form a comprehensive picture of a person's health or effectively gauge what treatment options may or may not work.
- ▶ **3. It's Good Business.** Engaged patients are healthier and happier, which equates to things like improved patient satisfaction scores, better health outcomes and reduced readmissions, which can directly benefit a provider's reimbursement and bottom line.

Where do I start to create meaningful engagement? While the suggestions below are directed at patient engagement, PR pros

can adapt them to other sectors.

1. Look Internally. Patient engagement must begin by getting internal audiences committed to it. Start by talking to stakeholders across departments about ways they believe the organization can better engage and communicate with patients. This process can help vest employees and medical staff in creating solutions. Some of the insights garnered may be surprising, as long-held internal and patient frustrations are uncovered.

2. Consider Your Options. There are countless ways to engage patients. To ensure that these all are being covered, PR teams must:

- ▶ maximize touchpoints like arrival, intake and discharge and evaluate patient materials for their effectiveness;
- ▶ create connection points to monitor patient experience and encourage communication, such as regular rounding by clinical and operational staff;
- ▶ involve patients in operations by establishing patient advisory councils to ensure the patient voice is always heard;
- ▶ develop mechanisms for dealing with sensitive situations such as negative diagnoses and potential mistakes or errors; and
- ▶ provide multiple ways to receive patient feedback: surveys, a hotline, a suggestion box, an e-mail, a forum.

3. Be Open and Flexible. While PR pros often are on the front lines of driving patient engagement, frequently there are forces far outside communications such as technology, staffing issues, clinical protocols, legal restrictions and necessary processes that can influence patient engagement and experience. It is important to have a realistic view of these forces and work with other departments to address concerns as they arise. For example, it may not be possible to change how quickly certain diagnostic tests provide results, but communicating with patients often and early about long turnaround times can reduce frustration and concern, build trust, and improve overall satisfaction.

4. Use Feedback. Once you begin a patient engagement effort, it is important to use the perspective you gain through initiatives to improve patient experiences and demonstrate progress. Showing change is crucial to keeping patients engaged and motivating internal audiences.

Patient engagement is an essential part of healthcare communications. It is critical to efforts to improve the health and wellbeing of Americans and strengthen the vitality and viability of our healthcare system. ■

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Abby Wambach



HerVoice chief Carreen Winters



Mediaco editor-in-chief Vivian Schiller

1. Lessons Learned: It was late last year and **Mike Watson**, a VP for Durham-based LED lighting company **Cree Inc.** was talking up the brand's agreement with a celebrity athlete who "represents who we are so well." This athlete had "brute intellect," Watson told us, "part **Stephen Hawking**, part **Mike Ditka**... that's [Cree]." The athlete had revolutionized a sport, Watson said, and is "unafraid" to be different. Similarly Cree feels its approach to lighting is innovative and the brand is unafraid to be different.

As the specter of **Jared Fogle** and **Subway** was more top of mind at the time than it is now, we asked if there was any reluctance to engage a celebrity spokesperson. Brands were rethinking the wisdom of celebrity endorsers in Jared's wake; they're too risky was the argument. Watson's response was memorable: "You can't predict the future...You have to live with risk. I don't think celebrity spokespeople are any more or less risky than anything else we do." He added that Cree's responsive social media team was a benefit. "We listen and respond...usually within a few hours...If you're paying attention to what you do, you can mitigate risk better than people who don't."

The celebrity athlete in question is retired soccer great **Abby Wambach**, who was arrested on a misdemeanor charge of driving under the influence of intoxicants two Sundays ago near her Portland, Ore., home. Police stopped Wambach when the vehicle she was driving went through a red light. Wambach subsequently failed a sobriety test. It was her first offense. She later told police she'd tried cocaine and marijuana in her younger years. Wambach apologized to her fans via **Facebook** immediately after

being released from jail. "I have let myself and others down. I take full responsibility for my actions. This is all on me." When her attorney entered a not guilty plea, she tweeted it was "standard procedure. I am owning this. Nothing has changed." Her next court date is April 26. During a speech Saturday in Washington, D.C., she accepted responsibility for her actions. "I made a mistake and I'm owning it," she said. **Mini**, the **BMW**-owned car brand that Wambach endorses, told *The Washington Post* Wednesday it is "re-evaluating" Wambach's "association with the brand" as "the safety of everyone on the road is a priority here at Mini." It's also pulling content that features Wambach from its marketing. Other brands with ties to Wambach include **Nike**, **Gatorade** and **Panasonic**. Cree has remained silent since Wambach's arrest. *PR News* contacted Cree through a **FleishmanHillard** rep to check in. "There's nothing for Cree to share at this point. We'll keep you posted should that change," the Fleishman rep said.

2. News Bits: **MWWPR** launched HerVoice, a practice focused on serving female leaders "as they establish their internal and external profiles." HV will serve as a specialty focus within MWWPR's Corporate Reputation practice. EVP **Carreen Winters** will lead HV, MWWPR said. Key areas of focus will include strategic platform development, influencer engagement, social profile development, awards, lists and rankings and media strategy, MWWPR said. – **PRSA** said astronaut **Scott Kelly** will launch its 2016 conference in Indianapolis, Oct 23-25. – **Interpublic Group** agency **Golin** formed a joint venture with sister agency **GGH MullenLowe** in Germany, allowing both to offer integrated services to the German

market. The Golin brand will launch in Hamburg. Managing director **Uta Behnke** will lead the group. – **WE Communications** acquired a majority stake acquisition in **Buchan** of Australia. The agency now will be known as **WE Buchan**.

3. Trust Me: Has there been a time when employee engagement has been more cherished? Employee perks, company pride and awards for "best place to work" abound. Yet trust in employers is declining rapidly, **Edelman** concludes in its 2016 *Trust Barometer* study that polled 33,000 people in 28 countries. Edelman found one in three employees do not trust the company that employs them. And trust falls the lower you go in a company: 64% of executives, 51% of managers and 48% of rank and file workers trust their organizations. Not surprisingly, those polled feel change comes from the top. CEOs must refocus their actions, Edelman concludes, and "stand for more than profits and short-term financial gain with their internal and external audiences." The kicker: building trust in leadership and CEO trust particularly "can raise productive outcomes such as employer advocacy and recommendation of products and services by 30-40 points."

4. People: There are few we know better qualified to navigate the intersection of news and new media than **Vivian Schiller**, former global chair of news at **Twitter** and GM of *nytimes.com*. So we're happy to see her named editor-in-chief and head of North America for **Weber Shandwick's** branded content unit **Mediaco**. – **JConnelly** named former *Entrepreneur* editorial director **Ray Hennessey** chief innovation officer, a new position. ■

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