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The How-To Resource for Communicators

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CONTENTS

MEASUREMENT

PR News Measurement Survey: Awareness of Barcelona Principles Trending Upward Slowly

Is the glass half empty or half full? That's the dilemma raised by the latest *PR News* survey about measurement practices. On the upside, more PR pros appear to be relying on measurement than previously. The flip side is the pace toward a more analytical mindset is incremental.

Released at the *PR News* Measurement Conference in Washington, D.C., last week, 42% of those responding said they'd heard of the Barcelona Principles. It was the highest percentage answering that question in the affirmative since *PR News* began asking this question. Last November 34% told *PR News* they knew of the Principles; 32% said so in an April 2014 poll. The full survey results can be seen on page 3; 190 members of the *PR News* community responded to it earlier this month.

Another note in favor of the Principles: Nearly half (49%) of those surveyed said they "always" identify the "desired or-

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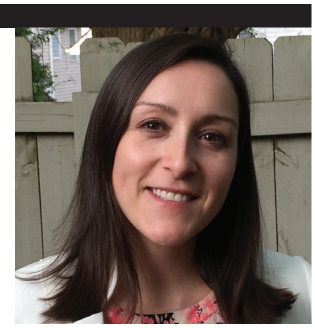
SEO

BY DR. KRISTEN HEFLIN, ASSISTANT PROFESSOR, KENNESAW STATE UNIVERSITY

7 Steps of SEO: A Step-by-Step Guide to Search Engine-Friendly Content



Search engine use is one of the most popular online activities, with more than 59% of adults using a search engine daily, according to the **Pew Research Center**. **ComScore**, an organization that tracks search engine use, reported that more than 17.5 billion searches were conducted using desktop computers in January 2016. If you add mobile searches to the mix, **Google** alone handles more than 1.1 trillion searches each year. Of these searches, more than 70 % of people never go beyond the first page of results, with 67.6 % clicking on one of the first five search results in the list.

With so many people turning to search engines to find information, and few going beyond the first page of results, it's imperative for PR professionals to learn the rules of search engine optimization (SEO). By learning and applying the rules of SEO, we can improve the chances that our publics will find our content, not our competitors' content, when searching for information.

But, what are the rules? Generally speaking, creating search engine-friendly content means:

- Having a user-friendly navigation structure with internal links.
- Producing strong, relevant, frequently updated, keyword-

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Instagram's Multigenerational Appeal Offers Brands Wide Targeting Choices

With attention spans diminishing and the appeal of video and images rising, it seems like the present moment is perfectly suited to **Instagram's** quick-hit, low-verbiage, less-is-more characteristics.

Instagram is expected to have nearly 90 million monthly users in the U.S. this year, the equivalent of 34% of mobile phone users. It's little surprise that the mobile platform is a hit with millennials (ages 18-34), shown below as the first two horizontal bars on the graph.

And while much of the growth is being seen among millennials and Gen X-ers (ages 35-50) in particular—there will be 48 million millennial Instagram users in the U.S. this year, according to *eMarketer*—the platform exhibits more of a multigenerational appeal than you might expect, says Bianca Prade, SVP, digital, **SKDKnickerbocker**, and an adjunct faculty member at **George Washington University** and **American University**. This can be linked to the growth in mobile devices and the resulting change in the way people communicate.

In addition, Prade speculates the platform's relative ease of use appeals to a wide demo.

The takeaway for communicators is obvious: Create Instagram content relevant to each of several demographic groups and/or content that appeals to the wide range of age groups that are using Instagram.

With Instagram's video limit moving from 15 seconds to 60 seconds, there are ample opportunities to engage users with episodic content as well as behind-the-scenes views and interviews with brand personalities or brand executives that can more fully tell a brand's story (PRN, April 11). ■

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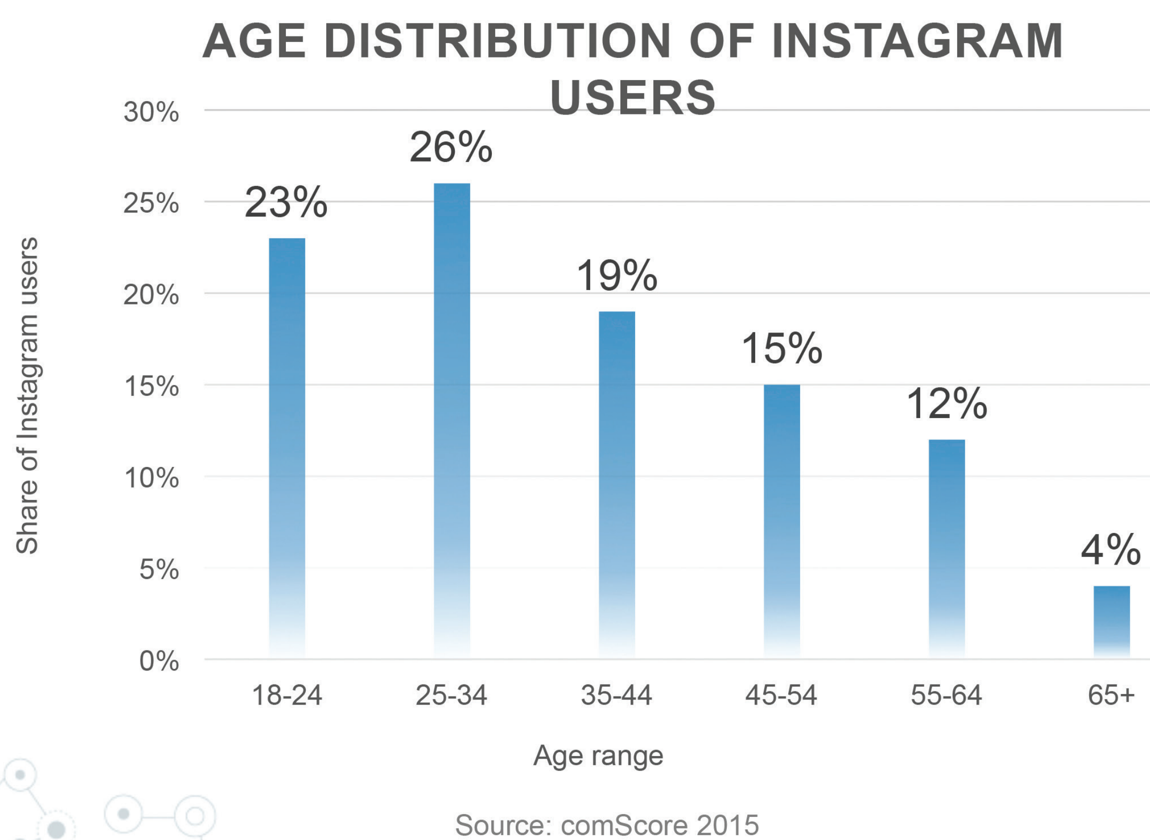

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PRN Survey: More Communicators Are Measuring

ganizational outcomes" for their communications initiatives, "as opposed to PR goals like placements or impressions." 44% said they "sometimes" do. The first of the Principles emphasizes goal setting. It also underlines the need for goals to be "as quantitative as possible."

On the downside, just 19% of the 42% who'd heard of the Principles said they'd integrated them into their communications metrics strategy; 58% said they'd not heard of the Principles, which were adopted in 2010 during a meeting of the **International Association of Measurement and Evaluation of Communication** (AMEC) in Barcelona. The Principles were intended to ground PR in analytics and data. A 2.0 version was adopted last year (*PRN*, September 21, 2015).

For Katie Paine, publisher and CEO of Paine Publishing, the survey was "encouraging…I see more and more [PR pros] measuring," she says. "That 13% that said they don't have KPIs scares the heck out of me, though." Most CEOs and CCOs "still think you can't measure PR and tie it to business success…the smarter ones know you can."

A *PR News* Measurement Hall of Famer, Paine says, "In the end, it's not important if it's the Barcelona Principles [encouraging PR pros to measure]…the goal is to get more people to measure better." This means "providing actionable metrics and insights as opposed to random metrics, such as AVEs (ad value equivalency), to justify your existence." Asked what brands can do now to measure better, she says, "Stop measuring to justify, measure to improve and present metrics that tell a story about what worked—in terms of meeting goals and objectives—and what didn't and how you'll improve next time."

The results surprised Eileen Sheil, executive director, corporate communications, the **Cleveland Clinic**. "I thought we'd be further along on measurement," she says. Inducted into the *PR News* Measurement Hall of Fame last week, Sheil feels "a lot of PR people are not exposed to measuring…unless they actively seek it out."

BurrellesLuce, **Business Wire**, **LexisNexis**, **Paine Publishing** and **TrendKite** sponsored the survey. ■

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The State of PR Measurement: PR News Industry Benchmarking Survey

Do you meet with C-suite executives or clients before a campaign to determine what represents PR success to them?

Yes, always: **37%**	Sometimes: **53%**	Never: **10%**

Do you identify the desired organizational outcomes for your communications initiatives (as opposed to PR goals like placements or impressions)?

Yes, always: **49%**	Sometimes: **44%**	Never: **7%**

Have you heard of the Barcelona Principles?

Yes, and I have integrated them into my communications metrics strategy: **19%**	Yes, but they play no role in my communications metrics strategy: **23%**	No: **58%**

2.0 BARCELONA PRINCIPLES

Before launching a communications initiative, do you determine what prompts your target audience to act (purchase your product or service, join your organization, etc.)?

Yes, always: **60%**	Sometimes: **35%**	Never: **5%**

When selecting which data to pull for a report, the metrics you choose primarily:

Focus on outputs: **8%**	Focus on outcomes: **26%**	Focus on both outputs and outcomes: **64%**	Other: **2%**

Ideally, which metrics are you most interested in?

Metrics that lead to a change in my own behavior as a communicator: **21%**	Metrics that lead to a change in the behavior of my target audience: **79%**

Which media do you monitor and measure against your KPIs?

Traditional: **5%**	Online: **6%**	Broadcast: **0%**	Social: **5%**	All: **71%**	Don't use KPIs: **13%**

Source: PR News, April 2016

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Tips for Creating SEO-Friendly Content

rich, user-friendly content.
- Building a high quantity of high-quality inbound links from other websites.

Search engines prefer this kind of content because of the way they build their indexes (i.e., the lists of sites they can access when producing search results). Since the number of new websites and pages grows by the second, search engines constantly are trying to keep up with this growth and build their indexes. One way they do this is through programs called bots (also known as spiders or web crawlers), which scan words on webpages, determine keywords on those pages and index the pages according to those keywords so that they can be retrieved later through a keyword search. Bots travel Web pages using links as roads that take them from page to page and from site to site.

Once a site is indexed, search engines then rank sites based on authority, relevance to that particular keyword search, and, increasingly, "social signals" (i.e., social reputation/social shares).

Since PR professionals often are charged with developing effective online content, this article details six steps for creating search engine-friendly content.

STEP 1: SET SEO GOALS AND OBJECTIVES

As in nearly all PR activities, the first step in SEO is establishing goals and objectives. Focusing on SEO without clear goals and objectives is like driving without a map or a destination—you don't know where you're going and you won't know when you arrive.

Goals are general statements of purpose that help direct your efforts. Objectives are more specific statements that also are measurable, attainable, research-based and time-bound. Setting SEO goals and objectives not only helps you focus your time and resources, but also can help you demonstrate your effectiveness when the time comes to evaluate success.

SEO goals and objectives can include increasing traffic, boosting search engine rankings, increasing conversions, maintaining positive relationships with publics, combating negative opinions and obtaining feedback. Below are some specific examples of how to phrase your goals and objectives:

- Goal: To increase traffic to our company's website.
  - Objective: To increase unique visitors by 25% to our company's website by year-end.
- Goal: To increase conversions on our organization's donation page.
  - Objective: To raise at least $25,000 in donations through our organization's donation page in April.

STEP 2: CREATE A WEBSITE HIERARCHY

Once you know the goals and objectives you'd like to accomplish through SEO, the next step is to make a website hierarchy. A website hierarchy is an extremely useful tool that helps you get organized so you can make the changes necessary to develop search engine-friendly content.

Essentially, a website hierarchy is a chart or a worksheet that helps you:

- Assess the structure of your website (or build a new one from scratch)
- Determine the appropriate content that belongs on each page
- Identify keywords or keyword phrases to use when optimizing each page
- Specify the links and images to be included on each page
- Write the search engine-optimized content that will help improve your site's rankings

Once you complete your website hierarchy, you can hand it over to the webmaster so she can make the changes you suggest. This saves time and money by reducing the number of edits required in the Web design process. You can build a website hierarchy as a table using a word processor. See the table below for an example.

To begin, map out all pages on your website so you can see which pages need to be added, deleted or moved to simplify navigation. Remember, one of the keys to SEO is having simple, user-friendly navigation. Once you've mapped out your website and made necessary changes to simplify your site structure, summarize the kind of content you want to appear on each page. Doing so will help you in the next step: keyword research.

STEP 3: CONDUCTING KEYWORD RESEARCH

The next step in developing search engine-friendly content is to identify commonly searched keywords or keyword phrases associated with your client or organization. There are four steps to generating an effective list of keywords:

1. Brainstorm a list of keywords associated with your organization. These keywords can be the names of products, services, executives or industry trends.

2. Input your list of keywords into a keyword research tool. One of the most powerful tools is the Google AdWords Keyword Planner (https://adwords.google.com/KeywordPlanner).

3. Identify trophy keywords or keyword phrases. Trophy keywords or keyword phrases are the most frequently searched terms that are relevant to your site, have a high number of people searching for them and have a low number of competitors trying to get ranked for them. If all of your keywords have high competition, pick the one that is the most specific while still being the most relevant to your content.

4. Select one trophy keyword or keyword phrase for each page of your website. Turn back to your website hierarchy and identify one trophy keyword or keyword phrase that applies to each page of your website. List this keyword or keyword phrase in the "keywords" column of your hierarchy. It's fine to use the same keyword or keyword phrase on multiple pages of your site, as long as it's relevant to the content on that particular page.

STEP 4: USE YOUR KEYWORDS

Once you've identified trophy keywords or phrases for each page on your website hierarchy, it's time to use these keywords. One way is to incorporate your keyword or phrase throughout the text. A general rule of thumb is to strike a keyword density of 2-3%, meaning your keyword or phrase should comprise not more than 2-3% of your text. One of the most important things to keep in mind is to use these keywords in a natural way. Nothing turns a reader (or a search engine) away faster than awkward writing. Typically it's best to focus on one subject per page, which in turn means focusing on a single keyword or keyword phrase per page. If the page provides content that covers more than one topic, which should be rare because it could reduce site usability, then use your best judgment as to how many keywords you can naturally accommodate in the text.

It's also important to use keywords in headings, titles, URLs and any copy "above the fold" on each page (i.e. in the first 100-200 words) since Web crawlers sometimes can be fickle and move along quickly. In addition to sprinkling your keyword or phrase high on the page and throughout the copy, it should also appear in:

- Your site's URLs
- Headings and subheadings
- Links (anchor links, internal links)
- File names for any file on the page (such as images and PDFs)
- Meta tags in the page's source code (your webmaster can address these)
- ALT tags on images
- Title tag
- Header tag
- Meta description tag

Finally, since search engines favor user-friendly content, try to use short paragraphs, headings and bullet points throughout. Once you write your keyword-rich content, copy it directly into the website hierarchy. This ensures that your webmaster has all of the information necessary to make recommended changes.

STEP 5: DEVELOP A LINK-BUILDING STRATEGY

Strong, relevant, keyword-rich content alone is not enough to get highly ranked. You also need to develop a link-building strategy that will encourage people and other websites to link to your content.

Having many high-quality links to your site helps search engine spiders find and index your site and indicate it is relevant. The referring website is casting a vote for your website's relevance. High-quality links are relevant to your content, well respected and highly ranked with multiple incoming links and few outbound links. The better the referring site, the more weight the site's vote carries with search engines.

STEP 6: A CONTENT DEVELOPMENT STRATEGY

One of the best ways to generate high-quality links is to produce "link bait," content that attracts attention and makes readers want to share the link. Start by creating a content development calendar. Consider the kind of content your organization can produce and how frequently you can add content. Search engines like fresh, relevant, keyword-rich content. The more you can add this content, the better.

PR pros already produce a good deal of content that can help flesh out a content calendar. The key is to use the SEO rules discussed above to make this content more search engine-friendly. As such, PR practitioners should follow the principles of SEO when developing press releases, blog posts, white papers, backgrounders, fact sheets, case studies or any other type of content they intend to post online.

STEP 7: REPEAT!

Since search engines like fresh content, it's important to update your site. That means you should continually:

- Review goals and objectives to make sure they're still relevant.
- Revise website hierarchy to account for changes.
- Conduct keyword research to revise or add keywords.
- Write new, keyword-rich content and update old content.
- Solicit and build links.
- Generate ideas for new content. ■

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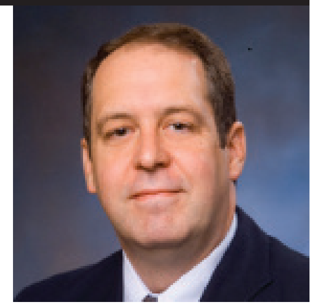
BY JOEL NEWMAN, ASSISTANT DIRECTOR,
COMMUNICATIONS, UNITED NETWORK FOR ORGAN SHARING

8 Time-Tested Crisis Communications Tips You Can Adopt for Your Brand



News stories about organ donation and transplantation are, by their nature, dramatic and compelling. Through organ donation, the tragedy of a lost life can be put in a different perspective by the fact that other lives are saved. Living organ donors make a selfless choice to restore the health of a relative, friend or even a complete stranger.

Adding to this drama is the unfortunate reality that not everyone who needs a transplant will receive one. Assuming no sudden, major increase in donation rates, only about one in four will receive a transplant in a given year. On average, 21 people die every day because a matching organ didn't become available in time.

United Network for Organ Sharing (UNOS) is a part of many stories about transplantation in the United States. It's a non-profit organization that serves as the national transplant network under contract with the federal government. It operates the system that matches donated organs with patients in need. Its computer database prioritizes candidates for each organ offer and collects medical data on all donors, transplant candidates and transplant recipients. All U.S. transplant hospitals and organ procurement organizations are members of the national network.

Some transplant stories are high profile because of the name recognition of the people involved. Mickey Mantle, Walter Payton, Steve Jobs and Dick Cheney are instantly known to untold millions of people. (Of these four, Payton died before he could receive a transplant. The other three were transplanted.) UNOS often is asked whether celebrities receive priority in the matching system because of their fame or influence. They don't. But situations like these provide an opportunity to talk about how the system really works.

The UNOS Communications Department is the first responder for all media issues. Two communications professionals routinely split media relations responsibilities with an additional backup person. In potential crisis situations, UNOS invokes a crisis communications plan and involves UNOS executive staff members and elected officers.

APPLYING LESSONS TO A VARIETY OF CRISES

Lessons learned from responses to previous crises have influenced its crisis plan. But given the vast array of issues that may involve UNOS, it can't anticipate a short list of likely scenarios and develop detailed plans to address each. The subject may be a first-of-its-kind transplant procedure one time, a donor-transmitted infectious disease the next or a controversial statement by a public figure after that. Each event may require a unique set of messages and expert advisors/spokespeople to develop and convey them.

Even though each situation may vary, a common set of do's and don't's helps shape UNOS' actions. In the heat of the moment, when everyone's paying attention and there is no Plan A to follow, these time-tested lessons can help keep your crisis team on track:

Keep key audiences informed and involved. At the beginning of a potential crisis, list key audiences and stakeholders and determine specific actions for each. Revisit your list and action plan as the situation evolves.

Release as much information as you can. If you don't, someone else might—and their information may be wrong, incomplete or contrary to your interests.

Prioritize opportunities that best serve your needs. Identify media outlets most likely to address what you need and want to say. Who best covers the audiences you need to reach? Who do you believe will report accurately and fairly? If these outlets have contacted you, follow up quickly. If they haven't, contact them. Don't ignore other requestors. Transparency and courtesy are vital to build ing positive relationships.

Have a plan A. A crisis plan developed before an actual crisis is best. Be specific about how you'll notify and involve key decision-makers as soon as possible as well as how to access key resources to prepare your response.

Be ready for plan B. No plan can address every possible development. While you should prepare for likely contingencies, also recognize the need for creative problem solving when the need arises. You might even designate a "plan B thinker" to concentrate on addressing unexpected developments.

Don't assume all the shoes will drop at once. Crises evolve unpredictably. They can change entirely based on a new development such as an investigation, a lawsuit or an organized protest. While continuing to respond "in the moment," discuss with your decision-makers "what's next" scenarios and how to address them.

Don't talk only about "what this means to us." Your natural focus may be the harm a crisis has caused your organization. But others may be harmed or could be at risk. If your communications overlooks or dismisses what is happening to others, you may appear uncaring or incompetent. Does this situation cause hardship on customers, patients or local residents? What are you doing to help them? If you haven't met their needs, how will you do better in the future?

Don't rest on past reputation/relationships. The media may never have done a bad story about you or may not even notice you. Maybe your usual "beat" reporter likes and trusts you. That can change in an instant. Earn your reputation every day, especially in times of crisis. You may not be able to fix past problems or convince everyone immediately that you've changed for the better, but you can position yourself as a caring organization that's able to improve and learn. Set a tone you'll continue to follow when the immediate crisis is over. ■

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BY T.J. WINICK, VP, SOLOMON MCCOWN & COMPANY

PR Tactics From a Former Reporter: How to Prepare for a Media Interview

As a local and network news reporter, I conducted thousands of interviews over nearly two decades. Yet it was only after I made the leap into strategic and crisis communications that I fully appreciated the complex dynamic at play.

As a reporter, it never occurred to me how vital media training could be for leaders in corporate America, the nonprofit world, higher education or any public-facing organization. Having now counseled dozens of clients on myriad delicate and high-profile issues, I'm convinced that no responsible spokesperson should speak to a journalist without: (A) a clearly articulated and vetted set of messages and (B) feeling comfortable and confident in delivering those messages.

Public perception is that the interviewer is playing offense while the interviewee is on defense. That should never be the mindset of the individual being interviewed, however. As former Secretary of State Henry Kissinger quipped to the media, "What questions do you have for my answers today?" Kissinger had a job to do: deliver the administration's talking points, and regardless of what was asked, he was going to do it. Similarly, the spokesperson has a job and should think of himself as playing offense: proactively pushing out key talking points, even if it's in the context of answering a reporter's question.

Having a firm grasp of messages is one way to remain on point during an interview. Still, there are techniques reporters utilize to try and get the answers they seek. By sharing some of the methods I used as a reporter, I hope you can avoid missteps and take advantage of key opportunities to ensure your next interview is successful.

• **EXPECT** a reporter to use small talk to try and get you to let down your guard. Nothing is wrong with a little polite chitchat, just never lose sight of the task at hand. The reporter is not your friend, and, especially during a crisis, you must maintain your guard. Expect anything you say to be quoted, even if the video camera or voice recorder isn't rolling.

• **EXPECT** a reporter to ask the same question in many different ways. Recognize that if reporters don't get what they want the first time, they will ask the same question again, phrasing it differently. It's not incumbent upon you, the interviewee, however, to answer differently.

• **EXPECT** a reporter to begin a question with "Some might say…" Realize that when this occurs, you have every right to ask who "they" are. Do not accept the premise of a question if you believe it's based on faulty information or data. You are allowed to ask questions if it helps you better understand exactly what is being asked.

• **EXPECT** a reporter to invade your space. This can be jarring for many doing their first interview. Alternatively, you might be in a remote location and not see the reporter who's interviewing you.

• **EXPECT** the reporter will try to use silence against you. The more you talk, the more you're likely to say something you regret. Don't feel like you need to fill the silence in between finishing your answer and the next question just to be polite.

• **EXPECT** a negative question and know how you will answer. Never repeat a negative question in your answer. If asked, "Isn't it true that your organization is guilty of mismanagement?" do not answer, "It isn't true that our organization is guilty of mismanagement." Instead, the answer should be something like, "Our organization has been managed properly at all times."

• **EXPECT** a question you shouldn't answer and yet never say "no comment." There always is something you can say. When the public hears "no comment" typically there is an assumption of guilt. That's why media training and having your key messages down cold are crucial. Anticipate tough questions and consult with legal counsel, if necessary, to determine what answers are acceptable and won't expose your organization to liability (if the issue is particularly volatile).

• **EXPECT** that a reporter will end an interview with "Is there anything else?" When it happens, seize the opportunity, even if it's restating your key messages.

Good reporters do their homework. Spokespeople should, too. Having media training from professional communicators is a key component to ensure that your organization's reputation remains intact.

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4 TIPS TO BETTER UNDERSTAND REPORTERS' THINKING

- **Reporters feel entitled to receive information.** Dodging a reporter's inquiry is rarely a smart move. If they leave a message call them back and ask what they want to talk about and the angle they are taking. Even if it's only a brief written statement, it will likely satisfy the reporter's need for a response. It's better than seeing a "no comment."
- **Reporters have limited time to absorb and digest information.** Know this and plan for how you will get your most important points across at the beginning of the interview in succinct and potent sound bites.
- **Reporters often need education about your subject matter.** Take a few minutes before the interview to provide background, especially if it involves a complex topic.
- **Reporters may use flawed information just to present the other side.** Ask reporters whom they are talking to and provide context or specific examples of where the other side has mistakenly or intentionally misled others. This will help establish you as the more reliable source in reporters' mind and will influence how they write their story.


Iris Laband, EVP, WE


Gus Okwu, FleishmanHillard, SVP and Partner

1. Who Needs Media? How many brands can unveil a major product and intentionally ignore a major constituency and source of earned media? That's what premium cable programmer **HBO** did as it debuted season 6 of hit series *Game of Thrones* (GOT) April 24. Unlike previous years HBO dissed the PR playbook, failing to provide copies of new GOT episodes to television critics. Some context: One year ago, just 24 hours prior to GOT's season 5 debut, that season's first four episodes were shared illegally on **BitTorrent**. In fewer than 24 hours, nearly 1 million copies of the purloined eps were downloaded. Weeks before that incident HBO had sent physical "screeners" of the first four episodes to television critics for review. It's unclear whether the stolen episodes were obtained from a critic or an HBO employee. Shortly after the incident, HBO halted shipments of screeners to critics and began offering its upcoming programs to critics for review purposes via a password-protected online system. Even before the April 2015 leak, though, GOT was known as the most pirated television show, with nearly twice as many people watching it illegally as legally on HBO. More context: GOT also is TV's most viral series, which is not a coincidence. HBO's PR and social team planted the seeds for the series with fans of **George R.R. Martin**'s novels, upon which the series is based, four years before the show hit the small screen. The network plotted its social media strategy 18 months prior to season 1's debut, *The Wall St Journal* reports. Now GOT is the most talked-about show on **Facebook** and said to be the most tweeted-about series on **Twitter**. HBO's social team tracks all this activity and primes the pump with influencers, offering tidbits of upcoming plot points, pictures, videos, prizes for contests and, of course, retweets. Another assist, to keep the twittersphere's engagement at an apex, HBO debuts episodes simultaneously around the world, which also is said to be an anti-piracy measure. – **Santy** acquired fashion and action sports PR specialist **S+L Communications**. S+L will be known as **S+L PR**, a Santy Company. – The importance of communication rises to a higher level when it's in response to health and environmental crises. A **Rockefeller Foundation**-funded report from PR agency **KYNE** and media project **News Deeply** urges governments, donors and organizations to recognize communications as a vital form of aid. Among its recommendations is investment in "research and evaluation of best practices in public health communication" and integration of "best practices from the private sector, drawing from the fields of marketing, public relations and strategic communication to shape more effective public outreach efforts." The report notes "messages that do not effectively reach the public have been shown to impair emergency response, often at the cost of human lives."

2. Foot Wear: Several shoes dropped in brand crises. In **Volkswagen's** case, it was a costly pair of shoes. Late in the week the automaker agreed to a deal that will offer U.S. owners of nearly 500,000 diesel cars with software that cheats emissions tests a package of repairs, compensation and buybacks. The cost? No hard figure yet, but it's estimated to be in the billions of dollars. On top of this government fines are to be determined. Friday the company said it took an $18 billion charge related to the emissions scandal. The charge resulted in a lowering of its 2015 financials to a net loss of $1.8 billion. VW had anticipated setting aside about $7.5 billion to pay for fines and legal suits related to the scandal. – At our press time media reports had embattled Canadian pharma **Valeant** reaching agreement with **Perrigo** CEO **Joseph Papa** to replace ousted chief **Michael Pearson** (*PRN*, March 28).

3. People: Gus Okwu joined **FleishmanHillard** as SVP and partner, financial communications, from **Allison+Partners**. Okwu began his career as a financial and debt analyst and banker. – **TrendKite** made three hires to support its growth. **John De Oliveira** was named VP of product, bringing experience in big data, natural language processing, machine learning and information products. He held positions at **Dun & Bradstreet** and **Sprinklr**. VP of people **Jennifer Cantu** comes over from **Spiceworks**. New marketing VP **Russ Somers** has 20 years of experience with companies like **Dell** and **Dun & Bradstreet**. – **Marino** named **Jordan Isenstadt** VP. He was a spokesman for NY governors **Eliot Spitzer** and **David Paterson** and had a stint at **Edelman**. – Kudos to our friend, *PR News* contributor and **Finn Partners** managing partner and global head of the health practice **Gil Bashe** for receiving the **PRSA Health Academy's** 2016 Excellence in Public Relations award last week in D.C. Gil's co-honoree was **Mary-Fran Faraji**, VP, communications and public affairs, **City of Hope**, the cancer center in CA. – **WE Communications** named **Iris Laband** EVP of its Insight & Analytics team. She comes from **CDK Global**. ■

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