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## SOCIAL MEDIA

### Facebook’s Conservative Scrap: ‘Biased’ Algorithms or Not, Brands Must Pay the Piper

It’s a PR 101 conundrum: Charges are made against an important brand; the brand’s stature and the nature of the charges result in press coverage; the brand delays its response and a story is born. The brand then reaches out to the complainants and listens to their charges. Within a few days the brand investigates and concludes the charges are untrue. Some of the complainants agree with the brand’s assessment, while others say the investigation was faulty

and demand increased transparency from the brand. The story results in many people thinking deeper about the brand and what it does. For some, the perception of the brand will change, if even just slightly.

This is a grossly simple way of looking at the story about conservative groups saying Facebook’s algorithm has been giving short shrift to stories with a conservative viewpoint. With 1 billion+ people using it each day, including 8 billion+

*Continued on page 3*

## MANAGEMENT

BY BOB PEARSON, PRESIDENT, CHIEF INNOVATION OFFICER, W20 GROUP

### Recruitment and Retention: 6 Tips for Building Great Employee Teams

The best sports organizations in the world are continually obsessed with recruiting the right team members. Building a team that will have the right chemistry to win and then retaining those administrators, players and coaches after they have achieved some level of success are perhaps the twin holy grails of sport.

A dose of reality: If the top teams in the world have trouble getting this exactly right with nearly endless resources, we need to realize building the best teams that succeed and then remain intact is hard work.

I’ve had the benefit of watching amazing leaders build teams at 500 companies. At my current firm, I’ve been in-

involved in this activity. If I think back over 30 years and imagine what the key lessons are, here is what comes to mind:

#### RECRUITING

**1. Capability and Curiosity:** Many are capable, but few are curious. When you have both, you have a person who has the hunger to learn and the ability to do something about it. It’s what we often refer to as “fire in the belly.” The thing is, you have to have talent and fire to do really well.



*Continued on page 4*



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# B2C Posts on Facebook Down in Q1'16, Consumer Engagement Holds Steady

Considering the rash of certain brands' ads, not many trust the adage, "Quality over quantity."

Perhaps a few. **Facebook** posts by U.S. B2C brands actually fell 13% in Q1' 16 vs Q1' 15, according to **Shareablee** data provided exclusively to *PR News*. Still, consumer actions with those fewer posts remained flat year vs year. Actions are the sum of likes, shares and comments. Video pulled. B2Cs saw a 60% growth in Facebook video actions on a 40% rise in video content.

The top brand, **BarkBox**, saw 106% growth in

engagement year over year thanks to a 732% increase in video actions. The brand's videos feature dogs. Energy drinks **Red Bull** and **Monster Energy** battled for the next spots using different tactics. Videos were 42% of Red Bull's content, driving 91% of its total actions. Monster Energy, like Red Bull, posted motorsports-related content, except it ran pictures, not videos.

**Starbucks** posts of new products had the most actions per post of any brand in the top 15, averaging nearly 165K actions per post. ■

Shareablee SOCIAL SCORECARD  
 TOP B2C BRANDS ON FACEBOOK – Q1 2016  
 Based on Total Actions (likes, shares and comments)  
 Data provided exclusively to PR News by Shareablee. Source:

B2C Brand	Total Actions	Total Content	Actions per Content	Total Audience
BarkBox	17.2M	3.8K	4.6K	2M
Red Bull	10.1M	3.5K	2.9K	45.2M
Monster Energy	5.3M	238	22.3K	24.2M
Starbucks	4.8M	29	164.8K	36.1M
FreeFlys	4.6M	2.1K	2.2K	6.1M
NORDSTROM Nordstrom	3.7M	60	62.2K	3.8M
Samsung Mobile USA	3.4M	143	23.8K	25.6M
Kardashian Kollection	2.8M	176	16K	3.2M
Red Lobster	2M	41	49.3K	4.1M
Pokémon	1.9M	176	10.5K	6.5M
LongHorn Steakhouse	1.6M	42	38.3K	1.7M
CHANEL CHANEL	1.6M	54	29.6K	16.3M
Burger King	1.5M	48	31.3K	7.1M
Alpinestars	1.5M	401	3.7K	3.1M
Pizza Hut	1.5M	162	9.1K	5.9M

## Brands Accept Playing by Facebook's Rules

video views, Facebook arguably is the dominant social platform and a major component of brands' social outreach.

It's also become a major news conduit for users. A **Pew** study last summer reported 63% of Facebook users said they use the platform as a news source. Also last summer Facebook introduced its Trending sidebar to allow users to filter by topic and see only trending news about politics, science and technology, sports or entertainment. Due to its size and influence, how those stories are filtered and other news decisions Facebook makes have become critical. "If you're in PR and you're not thinking about how Facebook is targeting and tracking and making that part of your strategy, you are missing out," says Katie Creaser, VP, at **Affect**. "You have to be plugged into all this...it's where so many people are."

As such we asked PR pros and communicators for their take. Does Facebook's emergence as a content gatekeeper influence the way a communicator does his/her job?

### FEW SURPRISES

While all we spoke with admitted the issue is interesting, none said they would use Facebook any less as a result. "The savvy communicator can't be too surprised by" the story, says Patrick Riccards, CCO and chief strategy officer, **Woodrow Wilson Foundation**. Born as a social platform, Facebook has become a media company and "media has always made choices" about which stories to cover and which to ignore, he says. Facebook's decisions about trending stories are similar to what newsrooms the world over do every day, he believes.

More than that, Riccards says, "Look, if you want to play on Facebook's field, you have to play by its rules." All the communicators we spoke with said that means one thing above all else: If you want people to see your posts, you have to pay for them. "Like anything else in social media, you have to constantly be thinking about amplification," he adds.

But beyond that, if Facebook is being opaque about its algorithm for trending stories, how can communicators know what the rules are? "It's hard," says Beth Perell, VP, communications and information management, **Goodwill Industries International**. Creaser agrees. "There's no way for PR pros to understand the algorithm."

As *New York Times* columnist Jim Rutenberg wrote May 22 referring to how much information Facebook asks users to supply to it, "But how open is Facebook willing to be in return? The way it initially handled this month's flare-up over accusations of political bias in its Trending Topics feed can only lead to this answer: not very."

That's part of the problem for **Mission Foods'** digital strategy lead Gavin Donovan. "I'd like to believe that Facebook is being honest, that the stories it says are trending really are. But we don't know," he says. A corollary goes to the heart of communicators' dilemma. "When we push things out on Facebook we want them to reach the right people. We have to trust Facebook is doing the right thing."

For Perell much of this story comes down to changes in PR. "For a long time PR was a relationship-building business, but now you have to rely on data and technical prowess," she says. Despite Facebook's regular tweaking of its rules for brands, all we spoke with commended the platform's analytics. "It's a wonderful platform...for telling you what's [your] most effective [content]," says Riccards, who uses it in concert with other social media. Riccards says a better question to ask is "Do millions of users care what Facebook says is trending? We follow what our social networks talk about."

Creaser looks at trending differently. "As PR people we need to watch trending stories; they can spark an idea for a pitch...yet [brands] cannot and should not create stories solely to wedge our way into trends." She also believes watching trending stories can help PR pros with their pitches in another way. "Facebook is important to [traditional] publishers and will become even more important to them. They want their stories to be trending [on Facebook]." PR pros need to know this when pitching, because journalists might be more responsive to stories that could trend, she says. ■

**Editor's Note:** Riccards, Creaser, Perell and Donovan will speak at *PR News' Digital PR & Marketing Conference*, June 6-8, in Miami. Info at: <http://www.prconferencemiami.com>

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# How Talent and Chemistry Lead to Success

▶ **2. Diversity of Thinking Helps Retention:** Members of great teams often say one very important thing: They speak of many people smarter than they are in certain areas at the organization where they're employed. In addition, they say they can benefit by learning what these people know, and they love it. They realize that they have to think effectively and differently and be willing to accept the views of others to achieve excellence. When you know you can learn more by staying at an organization, you often do. So diversity of thought and retention go hand in hand.

## BUILDING TEAMS

▶ **3. Avoid Boxing-in and Encourage Unlocking:** Sometimes, in an effort to show great clarity at the time of a hire, the new hire's responsibilities are so clear that there appears to be no room to evolve the role. When you do this across an organization, it works great if you are in the military. It is terrible if you are encouraging innovation and freedom of thinking. Great leaders have the ability to give guidance on what you should do and then watch you, shape you and help you unlock.

▶ **4. Coach Managers on Managing:** No matter how many teams we may have managed, we're all always learning how to deal with new and different personalities, complex and new issues and changed marketplace realities. We need to conversationally coach managers so they can see what they need to do, and then do it in ways that work for them. Just as we avoid boxing in a person, we also should be careful about micromanaging when we coach. Help people discover *what* to do. It's more powerful and lasts longer.

## RETAINING TALENT & TEAMS

▶ **5. Focus on Intellectually Scalable Models:** It's a reality that talent will come and go. So leaders must focus on building intellectually scalable models that outline how to work, how to achieve results, which processes to follow and what great results look like. High-performance teams, in turn, will define these models to meet their team's skills. And when one team member drops out and another comes in, the team can continue to excel. If you establish clarity in how you achieve success together, you can build teams that do well in a sustainable fashion. Each team will make the models better for the next team.

▶ **6. Retain Team Members Who Remain Hungry and Focused:** Time to whack a sacred cow. Avoid worrying that

someone will leave. Rather, we should focus on helping those who are eager to succeed do exactly that. If we keep our focus on those team members who are positive, forward thinking, business-focused and who bleed the company's vision, you're in good shape. If you find your time being dominated by the unhappy few who often also are the ones with the largest egos, then you are spending your time unwisely.

As former **GE** chief Jack Welch said a long time ago, don't focus on the type IVs, get rid of them. Type IVs, in his model, were capable of high performance, but they worked against the social fabric of the company. Just being smart isn't enough. You have to be smart, high performance and a cultural fit.

“**Avoid worrying that someone will leave. Focus on helping those who are eager to succeed do exactly that. If you find your time dominated by the unhappy few who often also are the ones with the largest egos, then you are spending your time unwisely.**”

Overall, the biggest learning that I've had is the most simple and it is really a series of insights that I've learned by watching my favorite team, the **New York Yankees**, over the years.

Great chemistry and talent can lead to being the best in your business. Talent is easy to spot. Chemistry is a process of getting the right people together, giving them the right amount of space, the right amount of coaching and supporting them with the right resources. Chemistry is super hard.

It's really a never-ending formula that we will tweak for the rest of our careers. We'll win some championships; we'll lose some, too. That we can count on.

What matters is what we choose to do tomorrow and for every day thereafter. ■

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# One and Done No More: How to Use the Annual Report to Feed Content Needs All Year Round



For months you've been painstakingly pulling together interviews from senior leadership, creating graphics to showcase financial data and weaving a compelling story to give a picture of a company for an annual report. The hard copy version is on its way to the printers. And the digital version has been passed along to the developers to be posted online.

Now what?

Sure, celebrate the end of a well-executed project. But what can you do after that? The material you've compiled need not stay bound within the annual report's pages.

Instead, the annual report can become a treasure trove of material and inspiration to use as part of the brand's content marketing. You can use stories, data and imagery within the report across the brand's communications channels and beyond, reinforcing objectives with your audiences.

The ideas below will help you get started in strategically repurposing one of the company's capstone communications, and may help drive more compelling annual reports.

## CONTENT MARKETING IN CONTEXT

Understanding the nature of content marketing can help you strategize how to reuse annual report content. While content marketing is making a buzz in today's marketing and business circles, it isn't a new idea. It's a refocusing on the importance of engaging a specific audience to drive behavior. Knowing your audience and what type of content appeals to it matters. Create that content and give the audience a way to engage with it as part of a long-term strategy. That's content marketing.

Perhaps one reason why content marketing has been taking center stage is that interacting with brand audiences has become more nuanced. Today's consumers are bombarded with content—there's so much material available that brand messaging can easily become diluted. Content marketing can guide a company's efforts in reengaging audiences by becoming a strategic content producer.

The content educates readers and makes them more aware. It's a soft sell that, over time and through consistent

content efforts, can blossom into customer loyalty, enhanced and positive brand awareness and increased brand visibility.

## LETTERS FROM THE CEO BECOME POSTS

The annual report's central messaging usually appears in its beginning pages in the form of a letter from the CEO, general manager or business owner to stakeholders. The CEO will cover items like the brand's mission and how it made good on that vision throughout the year. There's often a nod to what the CEO anticipates the company will be working toward in the coming year.

Go through the letter and identify as many distinct points as possible. Perhaps the CEO highlighted an ongoing community initiative or an industry trend the company is championing. These brief mentions can turn into a blog post or series of posts for the company website along the lines of "Company CEO weighs in on industry trends," or "CEO explains company commitment to local communities." Expand on the mention to develop a Q&A or interview story to feature on the blog.

Once those blogs are written, consider including a link to them on the company's social media channels. Evaluate each social channel to determine whether the content is appropriate for the audience. LinkedIn, for example, includes company-centric content, whereas the company Facebook page may be more focused on consumer-facing audiences.

Even better, you can capitalize more on these blog posts by turning them into media pitches. Send a blog link to members of the media and alert them that your CEO is available for interviews on the topic. You might turn one of the posts into a bylined editorial from the company CEO to submit to regional and national newspapers.

## PROFILE SIDEBARS AS SOCIAL MEDIA

An associate who goes above and beyond for a customer; the volunteer efforts of a mid-level manager; a child whose

## VISUAL STORYTELLING GUIDEBOOK

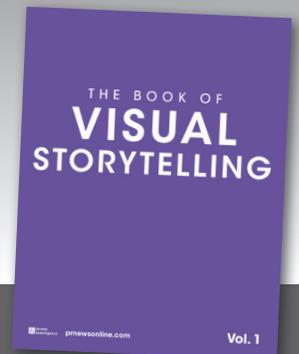
PR News' Visual Storytelling Guidebook is packed with how-to's and case study examples on how to use visuals to tell new stories about your brand and connect with new audiences and customers. You'll learn how visuals can enhance and complement the stories your brand has to tell, discover what tools and resources are available to you and connect with new audiences—audiences that increasingly expect and consume visual information on digital channels.

### Chapters include:

- Getting Started
- Creating Great Images
- Instagram
- Snapchat, Pinterest and More
- Live Streaming
- Video

**PRNews**

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[www.prnewsonline.com/visual-storytelling-guidebook](http://www.prnewsonline.com/visual-storytelling-guidebook)



life was saved by one of the company's products or services. Many annual reports highlight the brand's ethos through stories featuring employees or those who directly benefited from their actions. You can ensure those stories receive more play.

Turn that volunteer's profile into a **Facebook** post on the company's page. Include a picture and a brief description snatched from the annual report. Or you might plot several of these types of posts on **LinkedIn** and link them for consumers (and for your own tracking purposes) with a consumer-friendly hashtag.

Don't forget to follow the post's engagement, offering feedback to those who comment. Keep in mind that you will most likely need to put paid support behind your Facebook or LinkedIn effort so it receives added attention. What's helpful with these social media platforms is the ad buys are affordable for any budget and offer a highly targeted audience.

## COMPANY STATS AS INFOGRAPHICS

Is there something new happening with company operations? What about product innovations? Comb through the annual report for interesting tidbits that can be communicated through an infographic.

An infographic can distill a range of information into an engaging image. So take the listing of company stores, where they're located and how much square footage that represents for the company. Turn that data into an infographic. Employee figures also can be represented in an infographic to draw more interest not only from a stakeholder audience but also from prospects. These infographics can be shared on the company's website and LinkedIn pages.

Reach out to customers through infographics by highlighting the history of a product. For instance, if the company launched a product featured in the annual report, showcase it in an infographic with the evolution of its design. Consider which of the company's audiences might benefit from receiving the information, and then share it on platforms like Facebook, **Twitter** or **Pinterest**. Add interest to sell sheets or even the product pages on the company corporate site by including the infographic.

Bucking the social media momentum, email newsletters remain a powerful tool to reach company audiences, whether

donors, employees, stakeholders, customers or prospects.

Mine the annual report for content that fits into existing company newsletters. If the company created a technology, expand on the topic for a newsletter or perhaps do a Q&A with the product designer on its development. Any kind of company initiative, new program or service line can be swiped from the report and used in a newsletter.

Even the list of employees may offer potential content. Did the company add additional executives? Write Q&As for the corporate site profiling new hires. From that information, work with executives to come up with white paper topics that can be passed along through the company website and shared via LinkedIn and email blasts.

Another central element to any annual report is financial data and statistics. Admittedly, numbers don't immediately elicit interest from anyone other than diehard investors (and maybe a few closet data junkies). But many annual reports now showcase data in more visually driven formats than simply a list of figures. Once-dull pie charts and line graphs are being reimaged, whether it's by adding more color or images, or in the digital version by providing animated formats so viewers can interact with the data.

Follow the lead in communicating data in a new way by reviewing the figures to see what stories they may hold that you can pitch to trade journals. Is a rise in company revenue related to one service line while another is falling? Tie that into an industry trend to query a business journal. Are operating costs increasing? Use the numbers to align with a content piece on how to effectively manage operating expenses for an industry publication or website.

Beyond financial data, what other statistical information does the company report that can become part of a larger industry story? Once you start brainstorming ideas based on an annual report, you're bound to come up with other ways to use the material through the company's communications.

Circle back with content originators. Is there additional material they can provide? Since these people were good sources, perhaps you can work with them all year, instead of just on the annual report. ■

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## USE CONTENT MARKETING TO CREATE AN ANNUAL REPORT

What's the best time to think about what to include in an annual report? Before the year begins, says Joe

Pulizzi, founder of the **Content Marketing Institute**.

Strategize with leadership to define company objectives for the year. What problem are they trying to solve through communications, and who is the audience they're trying to reach? Work

from there to create a plan to develop content that offers value to that audience. And use the company's social channels to spread that message. "An annual report often is seen as a separate company communication," Pulizzi says. "But what you can do is start to develop

an editorial calendar to work from all year long, and those pieces and parts can become the annual report. That way you have a built-in audience and you're offering it regular communications. That way the annual report becomes a celebration and a culmination of the year."

## 6 Tips to Help Your Brand Shape and Manage Public Policy Issues



The topic of issues management has been around for decades. It's examined and debated regularly in the PR industry mainly because it can be a very broad, overarching concept.

When the pressure of crisis management and an often-thorny public policy process are added to the mix, a conundrum can develop, especially for communicators with little to no experience in one or all of these areas. Issues management around public policy must be woven into an organization's culture early, not just when things are tanking.

Much like other interested entities of public policy creation, such as a neighborhood association or a university, a company typically is an active member of a community. As a result, companies should not be shy about stepping into the public arena, especially on policy that touches them.

On the other hand, some PR and communications practitioners argue that there should be an unambiguous demarcation line between the average citizen's effort and what companies and large organizations do to shape public policy.

The weighty question is whether a company should step forward to shape public policy mainly for its benefit if it might be harmful to others. Some tips:

**1. Gather a Crowd:** For those in companies or organizations that wholeheartedly choose to go down the sometimes-bumpy road of issues management and public policy, you should not go it alone. You not only want to educate your stakeholders about your organization's public policy stance, but also perhaps convince them to take action, such as writing a letter of support or posting an endorsement on social media.

Avoid being confrontational, defensive or overly aggressive. Instead, work with stakeholders to simply state their case with thorough preparation. They should enthusiastically and succinctly share why they support your organization.

**2. Inventory:** To best prepare for a successful issues management scenario, one of the first things an organization must do is survey the landscape to clearly understand the key play-

ers, critics, decision makers and current and potential supporters.

If necessary, investment in expert consultants, advertising or new technology should also be considered based on the issues you see on the horizon.

**3. Geography:** Thoroughly examine your organization's beliefs about where it stands. Has there been a shift? Is there a stance the company wants to move away from or toward?

**4. Work Quietly:** The work of "making the sausage" should be done internally, doing so in public can make your organization appear disorganized.

**5. Pick Your Spots:** The person your organization appoints to publicly manage an issue does not necessarily need to constantly be prominently out in front of that issue. Advise that person to avoid wearing out his/her welcome. In some cases, such as when emotions around a particular policy are running high, being inconspicuous or quiet for a time can be a genius approach. Plus, it provides valuable time for your team to regroup and analyze strategy.

**6. Postmortem:** Evaluate lessons learned and whether there were breakthroughs. Close the loop on outstanding items, such as writing a summary report or inventorying pictures and videos. Consider mistakes could have been avoided, and give the same energy to examining successes that should be publicly celebrated and widely shared.

In the end, there will be no productive outcomes realized from issues management around public policy if your organization is not willing to change for the better, mostly by closely involving stakeholders as early as possible. Further, be willing to go outside that group of stakeholders to seek feedback. Venture into uncharted territory where it's highly likely you will hear from new voices and, in turn, learn new things. ■

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### DO

Ensure that your public-facing spokesperson is knowledgeable and can answer questions.

From the start, communicate thoroughly, but not necessarily all at once.

Remember that people learn differently, so make sure to communicate information using a variety of tools ranging from handouts to infographics to social media posts.

Try to present complex or tedious information clearly and creatively, but don't lose the essence of the point.

### DON'T

Try to deceive the public with erroneous information or half-truths and assume you can later correct, or clarify.

Think that you will need to speak to the public only once or twice. You should be receiving and sharing information constantly.

Use a spokesperson just because he/she is your spokesperson. A spokesperson who seems distrustful or lacks confidence in the information being shared can hurt your organization.

Avoid the hard questions. Try to anticipate them and be prepared to answer them as best you can. If you lack the answer, say so and explain how you will follow up.



Theranos CEO Elizabeth Holmes



Chris Monteiro, CCO, KPMG



Andrea Staub, Perdue Farms SVP, Corporate Communications

**1. Bloody Mess:** The media shouldn't feel too badly medical-testing firm **Theranos** is ignoring it (*PRN*, Dec 21, 2015). Even **Walgreens**, which has a deal to set up thousands of Theranos blood-testing sites in its drugstores, received a cold shoulder. The pharmacist never even got a proper look at Theranos' main testing device, Edison, *The Wall Street Journal* reported May 26 in a page 1 story. The device was said to be capable of doing multiple tests with just a drop of a patient's blood and at a fraction of the cost. Earlier this month it was reported Theranos voided the results of some 2 million tests done by Edison (*PRN*, May 23). With that news, the other shoe dropped: lawsuits. A plaintiff whose blood was tested in a Walgreens alleges Theranos misled consumers about test results and falsely advertised Edison's reliability. Filed in San Francisco, the suit seeks class-action status. Theranos responded, saying the suit "is without merit..."

**2. M&A: rbb Communications** acquired Miami ad and creative design agency **OutOfTheBlue**. It's rbb's second acquisition of 2016.

**3. An Alternate View:** Last week's lead story discussed keeping paid social influencers within the law (*PRN*, May 23). **Konnie Brown**, corporate social influencer relations manager at **Dell**, doesn't worry about **FTC** regulations. Dell defines social influencers, on the other hand, as [people in a] "long-term, deeply trusted relationship [with Dell] that gets built up over time... [they] are not on any kind of retainer... it is very, very important to us that they remain independent so that there is no obligation on the influencer side to say

something that they don't feel comfortable with...their first priority should be ...to their audience...the minute they lose their independence the whole goal of this relationship goes down the drain." Brown feels influencers who work with Dell "highly value this relationship, I think, because it's based on mutual value creation and not on us doing campaign-based initiatives and then dropping them again." She says "I get calls quite a lot now from agencies saying, 'We have a cadre of 1,000 influencers that we can rent out to you.' I always say no because the relationship has to be owned by Dell, not by an agency...otherwise it gets diluted." She admits Dell's social influencer program was created through "a learning experience" and that there are benefits for both Dell and the social influencers. What does a Dell influencer do? Recently at **Hannover Messe** in Germany, Dell hosted a roundtable discussion, which one of its social influencers moderated. "Other than saying that we wanted a discussion on top industrial trends, I didn't tell [the social influencer] anything...he has the expertise... and we've built a relationship of trust," Brown says. The cultivation of these social influencers takes about one year. It begins when Dell finds people who share its viewpoint on certain topics. These people then are invited to the brand's largest event, Dell World, along with analysts and journalists, and exposed to executives, programming and tours. Other exposures occur, usually on a smaller scale, Brown says. "Then we see if this exposure results in a blog or an article." From there perhaps the social influencer will be asked to join a conversation with a small group of Dell executives or to comment on "a

solution we're working on." In the end, having independent social influencers "untainted by marketing dollars" is what, "from a brand perspective," Dell desires. [**Note:** Brown will speak at *PR News' Digital PR* conference, June 6-8.]

**4. Platform Prater:** A big week for **Twitter**, which said media attachments and user names would no longer count against the 140-character limit. An unconfirmed report said, Twitter's abandoned development on its buy button and product pages.

**5. People:** We love to hear CEOs say, "Given today's complex business environment, the need for effective communications has never been greater." That's what **KPMG** chairman/CEO **Lynne Doughtie** said as she named former **MasterCard** CCO and digital marketing officer **Chris Monteiro** her company's new CCO. The 18-year MasterCard veteran is an **Arthur W. Page** member. – **Michael Sneed** knows what his new job entails. Promoted May 23, the newly minted **Johnson & Johnson** CCO has been on board since 2012 as worldwide VP of global corporate affairs, a role he'll continue to play. He's also been at J&J since 1983, so he knows the reputation issue attached to the brand's baby powder, which has lost two recent court cases against plaintiffs who charged that talc in the product produced ovarian cancer in women. J&J was ordered to pay nearly \$130 million in those cases. Sneed replaces **Maggie FitzPatrick**, who'd announced she was stepping down. – **Perdue Farms** named **Andrea Staub** SVP, corporate communications. Previously she was VP, global communications, **NBTY**, the vitamin brand. ■