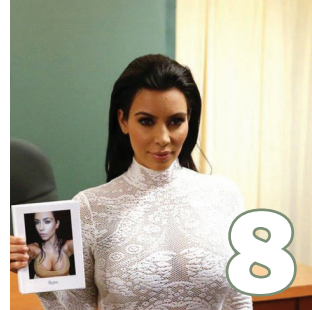


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EDUCATION

PR Pros Still See Writing as Key to Success, But Analytics, Digital, Business Skills Also Important

It's still summer in many parts of the country. Still, with announcements about college football beginning and the approach of Labor Day (see page 7), it's time to think about heading back to school. Some schools already have begun their fall terms, others will be starting imminently.

To get you, our readers, in the right frame of mind, this two-part series begins by asking a bevy of veteran in-house and agency communicators to discuss the latest trends in

the field and how they are being taught (or not) at colleges and graduate schools. Their responses are included in this week's edition. In our next edition, we'll present the academics' responses to similar questions.

For example, we asked PR pros how ready college graduates are when they enter the work world. We also inquired of our PR pros whether or not young communicators who've studied PR and communications in college or grad school are

Continued on page 3

IMAGE PATROL

BY KATIE PAINE, CEO, PAINE PUBLISHING

Brands' Tactics Burnish and Tarnish Their Reps at Summer Olympics

The Olympics is not for the faint of heart. Never mind the athletes. Being a spectator or a sponsor requires as much grit and fortitude. I know. I just got back from watching my cousin, Caleb Paine, compete on the **U.S. Sailing Team**. For years, I observed the Olympics from the comfort of my living room, watching the celebration of human spirit and athleticism play out against what I assumed was a perfectly orchestrated spectacle, replete with major brands and a lot of media coverage. It's not like that at all.

The media are carefully housed in skyboxes, the athletes in their village. The rest schlep around the streets of Rio. I fantasized about sitting comfortably in a shiny, new stadium,

eating local food and sipping a sugary Caipirinha. Little did I realize that it would take a two-hour car ride, a mile walk and an hour wait in line. And forget the cocktail, unless **McDonald's**, **Coca-Cola** or **Skol**, the local **AB InBev** subsidiary, made it. If not, it doesn't get into the stadium. This would be a repeated theme at the games, with some brands tarnishing their rep, while others raised their rep, as you will see below.

For a family member of an athlete, the Olympics are a marathon of endless waiting interspersed with moments



Continued on page 4



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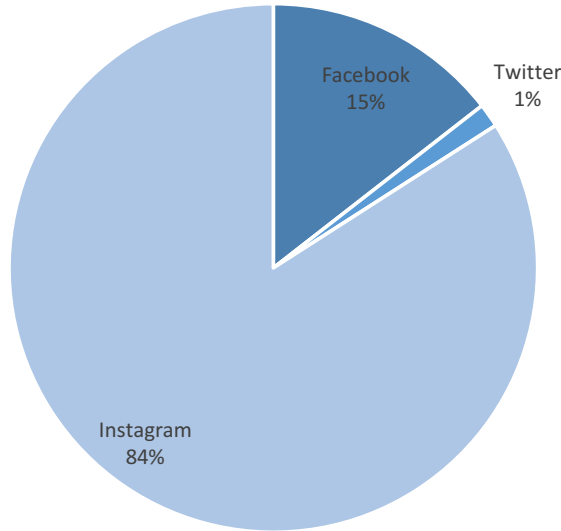
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Instagram Is Most-Engaged Platform for B2B and B2C Brands During Olympics

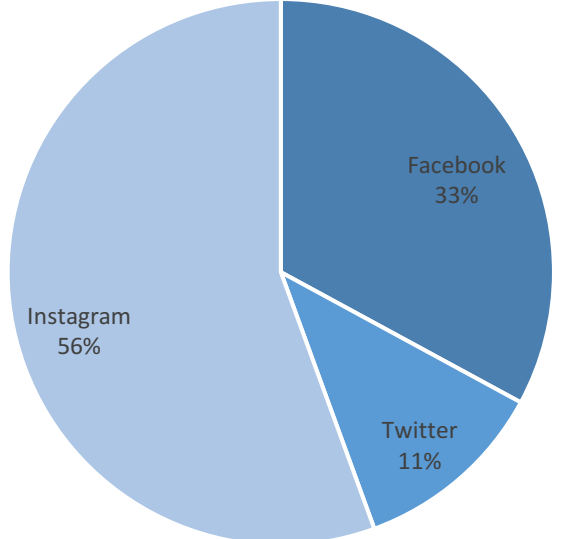
Top B2C Social Brands During the Olympics

Source: Shareablee, Aug. 5-17, 2016
 Platforms: Facebook, Twitter and Instagram
 Metric: Total Actions (likes, comments, shares and retweets)



Top B2B Social Brands During the Olympics

Source: Shareablee, Aug. 5-17, 2016
 Platforms: Facebook, Twitter and Instagram
 Metric: Total Actions (likes, comments, shares and retweets)



Source: Shareablee data provided exclusively to PR News Pro

No doubt, the Olympics was good for **Instagram**. We told you last week how **Shareablee** data provided exclusively to *PR News Pro* showed consumer actions, or engagement, with B2B brands grew 50% August 5-17. Actions are the

total of consumer likes, comments, shares and retweets. The exclusive Shareablee pie charts show the division of platform activity for B2C (left) and B2B (right) brands. B2B brands had 1.8 million actions; B2C had 213 million. ■

WHAT'S TRENDING IN PR

BY KAREN MOORE, FOUNDER, CEO, MOORE COMMUNICATIONS

Use of Data and Social Are Key Trends for Advocacy PR



[Editor's Note: In this new feature we ask PR pros to spot trends and discuss how to react to them. First is advocacy guru Karen Moore.]

Data-Driven Communications: This is an integral component of any successful marketing endeavor. It's also true for advocacy. Organizations must rely on data to help elevate key performance indicators, which will increase the success of their advocacy campaign. Companies need to consider how they can collect more data, including digital media, and become even more sophisticated in automating strategies and tactics based on the data collected.

Using Social Media for Public Affairs: This can deliver big results if done well. Social me-

dia presents an opportunity to reach elected officials, reporters, advocacy groups and other thought leaders in a broader and often more efficient way. Many organizations are adept at using social media to elevate their brand—it's not different for advocacy. It starts with building social influence, then leveraging that influence to result in a bigger advocacy voice, all while increasing engagement and awareness around the issue. ■

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UPCOMING EVENTS AND WEBINARS

PLATINUM PR AND AGENCY ELITE AWARDS LUNCHEON
 OCTOBER 19, 2016
 NEW YORK CITY, NY

SOCIAL MEDIA CONFERENCE AND CRISIS MANAGEMENT WORKSHOP
 OCTOBER 19-20, 2016
 NEW YORK CITY

DIGITAL PR AWARDS LUNCHEON
 NOVEMBER 16, 2016
 NEW YORK CITY

PR Pros Generally Impressed With Young Hires

significantly better prepared than those who have not. And we asked our PR pros what recommendations they would make to academics to help raise the level of PR and communications education. In many cases we selected in-house and agency executives who are closely involved with hiring and mentoring young communicators. To be more strategic, our academics all are former or current PR practitioners.

In our next issue we'll ask academics a series of related questions. For example, how they incorporate the latest trends into their classes. We also throw out budgets for one question, asking our academics what would add to the curriculum to produce better PR pros?

First up, the PR pros.

SKILL LEVEL ASSESSMENT

Assess the skill level and readiness of young hires to work in PR and communications: Most of our PR pros hailed the work ethic and skill set of young hires. "I am impressed by the job readiness of new graduates in several respects, including critical and strategic thinking, comfort and knowledge with digital media platforms, readiness to test and learn with new, emerging platforms and strategies and a willingness to work outside of "normal" work hours or harder than anyone in the room to stand out," says Linda Rutherford, VP, CCO, **Southwest Airlines**.

Charlene DeBar, manager, corporate communications, **Toshiba America Medical Systems**, was representative of many of our pros who said young hires "are incredibly adept at digital and social communication. It's the world they've grown up in, and seasoned professionals can learn a lot from newcomers in this area."

DeBar and Stephen Payne, VP, corporate communications, **Feld Entertainment**, believe young pros' facility with new technologies make them highly adaptable and more agreeable to accept change. Adds Eric Hollreiser, VP, corporate communications, **Amaya Inc.** and **PokerStars**, social media means today's new hires "are literally growing up as content creators and mass communicators. And they have a global view from a very early age."

Lisa Ramsey, director, leadership & employee communica-

Back to School
375: Number of colleges and universities in the United States offering courses in communications and PR. *
485: Number of college and university programs enrolling students in PR, advertising, strategic communications or integrated marketing communications. **
51,000+: Number of students enrolled in the above programs.**
Sources: * PRSA ** University of Georgia, James M. Cox Jr. Center for International Mass Communication Training and Research 2013, Matt Ragas

tions, U.S. commercial, at pharma brand **Abbvie**, also has seen the global view of young hires. Ramsey, who runs Abbvie's intern program, appreciates the work large and small colleges do to ensure "students have well-rounded experiences in multiple media formats. Many of the students I've interviewed hold more than one major or earn concentrations in specific areas that give them an edge—in business, marketing or a language." Becky Boles, an SVP who runs **APCO Worldwide's** program for young hires, says "people are graduating from university today with more exposure to real-world communications than ever." She points to student-run agencies and internships as critical.

Adds Denise Vitola, managing director at **Makovsky**, young hires who've had internships arrive with "a level of what it takes to succeed [at an agency]...[but] those who have not had internships can often be surprised at what skills they need and the type of work that needs to be done," she says. "Of course we need strong writers and thinkers, but I believe the building blocks of focusing on being a taskmaster get lost."

While Paul Englert, VP, marketing, **C. Mondavi & Family**, agrees that young hires are "more prepared than ever" with social media and technology, he's noticed "a tendency for younger PR professionals to too quickly dismiss traditional media and PR fundamentals. It will be important that we continue to reinforce the influence of traditional PR as we em-

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Generosity of P&G, Samsung Nets Gold in Rio

of emotional torture and, in our case, ultimate bliss. It was worth it, but I wouldn't do it again. I'm imagining that a few of the sponsors and advertisers are thinking the same thing. Why? The sponsors have it even worse. They paid millions to be there. But it takes a lot more than money to succeed at the Olympics. Sponsors must also have steel nerves, a saint's patience and organizational skills equal to those needed for the Normandy invasion.

Just imagine yourself in the marketing war room of **Speedo** or **Ralph Lauren** as the Ryan Lochte scandal unfolded. Now multiply that by more than 10,000 athletes, mostly adolescents,

any of whom can make an equally bad choice at any moment during a 21-day period. Now imagine that your company has bet millions on one or more of those athletes. And you have dozens if not hundreds of your key customers in town to watch it play out. This is the stuff of which PR nightmares are made.



Sale Made: Sunbrella's Gina Wicker celebrates in Rio with Caleb Paine after his bronze medal in Men's finn.

GOLD MEDAL AWARDS

Brand	Grade	Comments	Advice
Procter & Gamble	A+	P&G took over The Royal Tulip hotel on Ipanema Beach to create the P&G Family Home, a venue where the families of Team USA athletes could come and recuperate. Dads were pampered and shaved (with Gillette razors, of course) and given cushy nap couches and video games. Moms got their own pampering with manicures and beauty products. They could even bring laundry and have it washed overnight. Everyone got a comfy place to watch the events on TV (not a small thing given how hard it was to get to some of the venues). Plus there was food and beverages. And did I mention the ample supply of Puffs for those tearful moments? The hashtag #thankyoumom was brilliant. And compared to other "houses" that offered mostly just booze and food, P&G Family Home took home the gold.	The brand's Home created a ton of gratitude and goodwill among people who have enormous influence over sports celebrities. It also attracted many of the athletes during their off days because it was an easy venue to hang out with mom and dad. It was a brilliant tie-in with P&G brands like Gillette, Pantene, Puffs and Tide.
Sunbrella	A	Signed on as an early sponsor of U.S. Sailing, it began collecting sailor stories, realized it was sitting on a content gold mine and turned it into a feature film that could be used for marketing. Engaged employees in the process and boosted internal morale.	Increased employee engagement. Increased awareness and market presence inside and outside core markets. Created a reservoir of engaging content. [Note: Of course I'm biased. The brand sponsored my cousin, who earned a medal.]
Samsung	A	Gave every athlete a Galaxy S7, which probably was responsible for more selfies in Rio than any other device. Created the Rio 2016 app, which was essential to surviving the Rio experience. Created virtual reality centers throughout Brazil. Offered free calls for athletes.	Probably switched a number of people's loyalties away from Apple. Generated huge gratitude among athletes and their families, especially the ones back home. Increased awareness of Samsung's innovation and technology. Imagine those millions of images branded as taken with a Samsung S7.
City of Rio De Janeiro	B	Put on the Olympics amidst a major economic crisis, political turmoil, corruption scandals and terrible pre-game media coverage (see <i>PR News Pro</i> , August 1).	It was all about setting expectations. Given the horrific media reports leading up to the opening of the games, most visitors arrived prepared for a camping trip in a war zone, complete with cases of DEET, pepper spray and antibiotics. Instead they found a stunning, sophisticated city populated by people who were determined to prove themselves to the world. Yes, Canadians, you should be worried, they're nipping at your heels for the "nicest" medal. Taxi and Uber drivers were prompt and helpful despite being ordered about in all varieties of non-Portuguese languages. Unfortunately, the bad publicity resulted in hundreds of empty seats at the games. There's a fine line between setting realistic expectations and actually discouraging people from attending.
Social Media	A	Facebook had a partnership with the IOC to create and distribute content and videos on Facebook and Instagram. Twitter and Snapchat cut similar deals with TV broadcasters.	While potential visitors (and several major athletes) stayed home, and TV watchers looked elsewhere, the use of social media skyrocketed. Millennials in particular followed the games on Snapchat, Twitter and Facebook, and largely ignored the network TV coverage.
Uber	A	Uber wasn't an official sponsor of the Olympics, but it had a table set up at the entrance to USA House. Other than the athletes, no other entity was as well prepared. Transportation anywhere in Rio was a nightmare, and despite the city's best attempts to revamp its Metro system, it was still slow, crowded and frequently didn't get you very close to where you needed to go. Taxis were plentiful but expensive. Uber saw the opportunity and grabbed it.	Its preparation and car availability was impressive. Uber gained thousands of new users as clueless Americans gave up on the Metro after a couple of days and opted for the convenience of an Uber. The economics were hard to argue with. A 90-minute cab ride cost less than \$20! Uber's cars were everywhere and the brand became better known than many of the official sponsors.

Conversely, imagine the feeling that the folks at **Sunbrella**, the outdoor fabric company, must have had. They decided to focus the brand's marketing dollars on the U.S. Sailing Team, and specifically on my cousin, and become a Gold sponsor. After days of nail-biting suspense, and a boatload (sorry) of

disappointing results, they saw U.S. Sailing win its first Olympic medal in eight years. So this *Image Patrol* will diverge from the normal format and judge the impact on the image of brands with a major presence in Rio. ■

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TARNISHED MEDAL AWARDS

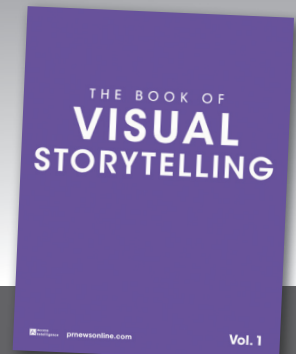
Brand	Grade	Comments	Advice
Visa	C	Required use of Visa throughout Rio and the Games.	As annoying as it was to be told, "We only take Visa," no doubt it did create a number of new cardholders.
Ralph Lauren	B	Created Team USA's uniforms and sponsored several athletes, including Ryan Lochte, but it was among the last to ditch the tarnished swimmer.	Reversed the negative image left by the foreign-made uniforms in London and the revolting sweaters it created for the Sochi Olympics. Added pizzazz and the impression of being cutting edge with the first "illuminated" uniforms. Probably made a ton of money at the U.S. House store selling replicas of the uniforms for outrageous prices. The baseball cap went for \$39. Take out your Visa card.
Coca-Cola	D	As always, Coke products were the only ones served at the Olympics, but the product line was limited. You could get Coke Zero but no Diet Coke. Prices tripled inside Olympic venues.	The exclusivity and the high prices were another annoying pair of Olympics requirements that probably made money but reduced engagement. Will any of it change anyone's drinking habits? I doubt it.
Russia	F	After an investigation concluded that Russia sponsored a state-sponsored doping scheme, the IOC left it up to individual sporting organizations to decide which Russian athletes could compete.	The number of Russian athletes at the Olympic was much smaller than prior games, so it was not surprising that the number of Russian fans also was down. The scarcity created a weird vibe for the athletes who participated. In beach volleyball, the stadium erupted in cheers at every point the Italians and Cubans scored. A point scored by Russia was met with surreal silence.
NBC	C	Ruthlessly protected access to its content, which cost parent Comcast a reported \$1.2 billion to capture. TV rights globally brought the IOC a reported \$4.1 billion. But seriously, you really think you can control viewing habits in the social age?	In the end, NBC's efforts appeared ridiculous thanks to social media. Who needed to watch NBC when you could catch all your favorite moments on Facebook? In the end, ratings were off 20% from the summer games in London. Obviously TV audiences have been in decline, and relative to other programming, the decline isn't actually that dramatic. Sure, some of those eyeballs streamed the content, but for advertisers interested in eyeballs, the Olympics were a bad investment. On the other hand, if we ever need proof that eyeballs aren't as important as engagement, the Olympics is a paradigmatic example. Social media engagement skyrocketed.
International Olympic Committee	D	IOC fans in Rio were almost as scarce as Russian ones. Between the Russian doping controversies, the questionable choice of Rio as a venue, and the draconian rules imposed on sponsors and the host city, there was nary a kind word uttered about the IOC.	There were lovers and haters of all IOC decisions but right or wrong, it's the gorilla of the games and as such it was blamed for pretty much everything that could go wrong. Bad food at the Olympic Village, blame the IOC. Annoyed by long lines or tight security, blame the IOC. Don't like the prices or the venues, blame the IOC. The pomp and ceremony of the Olympics is inspiring, but it's just a thin veneer over the complaints and resentments that are bubbling just below the surface.

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



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www.prnewsonline.com/visual-storytelling-guidebook

brace the continual evolution of our field,” he says. Brian Kelley, director, **Sage Communications**, finds young hires “are often soft in important skills besides social media, such as pitching, longer-form writing and confidence on the phone.”

Bob Pearson, president, **W2O Group**, goes further. “Most of what you need to learn will happen on the job, more so than ever,” he says. “New hires will need to become fluent in analytics, understand search, how paid media works and more. All things communicators didn’t worry about long ago.”

DOES COLLEGE/GRAD SCHOOL MATTER?

Are young hires who’ve studied PR/communications better prepared than those who haven’t? Responses varied on this question, from Kelley of Sage saying communications grads “are definitely better prepared,” to Boles of APCO, who says, “I don’t think [they] are any more or less prepared,” although this camp agreed with Boles that the learning curve “might be easier for those who’ve studied communications.”

Pearson of W2O feels communications grads have an edge in that “the fundamentals of telling a story, understanding how to create an idea or write a plan or news release matter a lot. Storytelling is part of the DNA of great communicators and the best schools teach this well.”

Abbvie’s Ramsey sees an edge for communications students, but it’s slight. “The new hires who are most successful are the ones who’ve had either classroom or extracurricular experiences that mimic much of what PR/communications professionals do on a daily basis: balancing multiple priorities, meeting deadlines (such as by working on a daily or weekly online publication), holding writing and/or editorial responsibility for a publication. I also look for candidates who have held leadership positions in extracurricular or volunteer organizations.” Vitola of Makovsky agrees with Ramsey that the edge is slight, adding, “Young hires are exactly that, young, so they need to learn the true ins and outs of the job as well as the skills they need to develop.”

Feld Entertainment’s Payne feels communications graduates “speak the language of our craft more so than other graduates.” Mondavi’s Englert sees more confidence in those who’ve studied communications, yet, “It’s not uncommon that a young hire with a liberal arts background can demonstrate greater creativity by drawing from...literature or philosophy to provide truly provocative work.”

For DeBar of Toshiba, “Those who studied PR and communications at least have the basics down, which gives them a definite advantage. You don’t have to explain what a press release is or how to write one.” But formal study isn’t the only route. “Experience is the key to success. Students who have gained practical experience with internships at large companies and agencies tend to be more prepared...”

When hiring entry-level talent, Boles is “less concerned about a candidate’s degree than experience, personality and skill set...we’re looking for candidates who are strong writers, communicators and analytical thinkers—and those skills aren’t limited to communications grads.” PokerStars’ Hollreiser agrees with Boles. “I’ll more often take a super-

smart, aggressive, passionate and articulate young candidate who studied, say, history, over someone who studied PR/communications,” he says.

GRABBING AN ACADEMIC’S EAR

What PR pros would tell academics: For those of you who recall a 2013 study by the **Council of Public Relations Firms**, you won’t find these responses surprising. Nearly all our PR pros believe academics should emphasize writing skills to students. “It seems obvious,” says Ramsey, “but it’s surprising how many young professionals do not write well.”

Close behind, in both the study and with our pros, was the need to develop students’ business and analytical abilities. At least teach business fundamentals, Hollreiser urges. “PR pros don’t necessarily need an MBA, but the greater their understanding of business and the impact communications has on the bottom line, the better their counsel will be.” Internships also were stressed.

Other responses: Says Pearson, “Teach media, not PR. In the PR world, we need to know how paid, earned, shared and owned media work together. Don’t teach one part of the equation. That’s old school.” Vitola adds, “Move beyond teaching traditional PR. We are [in the business of] integrated marketing and we need talent who knows PR, but also understands digital and design, among other things.” Boles urges academics to push students to build their professional networks as they’ll have a better chance of getting a job. She also likes work outside PR. “Working at a fast-food restaurant...could offer valuable insights when pitching a...client, ...volunteering at a hospital...could uncover a passion for healthcare communications.” Mondavi’s Englert urges academics to force students “out of their comfort zone...challenge them with impossible tasks...this will prepare them for real-world challenges.” Payne urges academics to expose students to diverse reading material and engage them in debate. “Our business is after all about persuasion. Whether a pitch for a client or dealing with issues management or crisis, it’s a contest of ideas.” Adds Ramsey, “Stress the importance of speaking well in person and on the phone.” Asking good questions is another skill Ramsey emphasizes. “Many young professionals feel it’s an imposition to ask questions.”

Rutherford, the CCO at Southwest Airlines, gets the final word. “I’ve seen collegiate programs begin to offer courses in soft skills, such as executive presence, confidence in presenting at all levels...and influencing beyond positional authority,” she says. “So much work is matrixed...into cross-functional teams that even a junior” communicator “could be on a complex project with others more senior. Those kinds of skills—how you show up—are becoming more critical in our roles as chief integrators.” ■

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Labor Day Idea: Enhance Company & Employee Performance via Vacations



It came as no surprise, as much as I feigned shock and dismay. A two-day, late-summer getaway I'd planned with my wife for months was underway, and the requests began flowing: an e-mail asking for a quick review on one item; the I-know-you're-out-but-am-leaving-a-message-just-in-case voicemail; and a series of texts from a client encouraging me to break away for an overseas conference call midday.

As Labor Day looms we realize we're connected as never before, even to the point of mocking our lifestyles, as Christoph Waltz does well in the **Samsung** Galaxy Note 7 ad ("Americans, I don't understand you. Working all the time, busy, busy, busy"). Factor in the demands on PR pros, many whose responsibilities fluctuate with the day's news, and business and personal time too often are indistinguishable. Where does that leave the concept of vacation? Should PR leaders attempt to have employees use most or all of it?

Last year, 55% of Americans failed to take their full vacation allotment, according to a study by the **U.S. Travel Association**, a 13% increase from 2013. Looking over a longer horizon, the use of paid time off (PTO) was steady from 1976 through 2000, when the average redemption rate began a steady decline. A study from the same group this past June noted over the course of the last 16 years workers have reduced their vacations by one full week.

With the constant demands of global business, shorter deadlines and rising efficiency expectations, it could be said that PTO is a vestige of a different era. Perhaps it should be reconsidered altogether. After all, other world markets are asking more of their workforce, especially South Korea. Data from the **Expedia 2015 Vacation Deprivation Study** shows that of the 15 days' vacation offered on average there, employees took advantage of only six.

Yet that doesn't seem to be the ideal solution, especially when the benefits of vacation are well established. A **Diamond Resorts International** survey conducted by **Nielsen** found 71% of people who take a yearly vacation are satisfied or very satisfied with their jobs. Just 46% who fail to take a yearly vacation are satisfied or very satisfied with their jobs.

It's not only the employee benefiting—the organization does as well. Writing for the **Society for Human Resources Management** (SHRM), Stephen Miller, CEBS, notes that a 2013 SHRM study indicated HR leaders found employees who took their PTO were more creative, showed increased productivity and were better overall performers.

Jim Bush, president of **Bush Communications**, also sees another side to employees who skimp on their PTO: It may reflect an inability to plan their time wisely, which could be an issue in effectively servicing clients and working with peers when in the office.

Ensuring that PTO has the maximum return for everyone starts with leaders in each organization, many of whom are guilty of the vacation-reduction trend (myself included).

1. The first need is to establish clear expectations of why vacation is provided and how it should be used, recognizing

this can differ widely based on employer. This goes beyond a stock paragraph in the employee handbook and the early December use-it-now memo from HR. It requires regular conversation and feedback. You could do worse than elevating the topic to a similar level as other aspects of the business.

For instance, can an employee take two straight weeks off for a European holiday, completely disconnecting until he/she returns? After piloting this with one of my team members to mixed results, we have made our expectations much clearer. Now, we talk through what is needed from the company and the employee to make vacations occur smoothly.

2. Discuss the maximum continuous time allowed away. Managed with a little imagination, even five days can stretch to almost 10 when factoring in weekends and departing on a Friday afternoon. For some businesses, even one week can be too much; three- to four-day weekends may be the norm.

3. Agree on coverage in the office, keeping vital work flowing while also accounting for unexpected needs. The U.S. Travel Association study showed that 30% of Americans weren't spending time away because they believed no one else could do their job. If this fear rings true, consider vacations an opportunity to promote cross-training—before, during and continuing after the PTO period.

4. Make requirements clear as to checking in digitally or phoning. While the ideal would be to remain completely dark, this may be impractical owing to your company's size or projects. It simply might be the nature of PR today. The oft-cited mountain of work that looms over someone's return to the office usually is manageable when tasks are kept moving by clients, peers, vendors or others versus piling up.

5. And when the date is on the horizon, begin helping the employee ease into vacation. A **University of Colorado at Boulder** study included having people imagine their vacation in advance, which led to a more satisfying experience than simply remembering it after the fact. This also allows for a more seamless temporary transition of duties, versus the 6 p.m. dump-and-run.

And my brief getaway that began with a flurry of requests? A couple of gentle reminders of where I was, a firm but kind "no" when hints were ignored and 30 minutes set aside on the second day to clear through important emails made all the difference. Oh, and a couple glasses of wine at 3 p.m. by the lake. After all, it was vacation. ■

CONTACT: @McDougallPR. Mike McDougall, Fellow, PRSA, is an ardent proponent of his team making full use of its vacation benefit. He's making slow but steady strides doing the same... to the delight of his family.



The Kardashians



Robyn Massey



Emily Frager, GM, FleishmanHillard

1. Legal: We talk to brand communicators, even those who work for relatively large ones, who remain unaware of the **Federal Trade Commission (FTC)** regulations pertaining to paid influencers. We've written about them often, including an item on this page last week. The FTC has publicized its requirements that celebs paid to endorse products on social disclose that fact prominently in the post or video. We're guessing an Aug. 22 move by the nonprofit **Truth in Advertising, Inc. (TIA)**, may do as much or more to publicize the regs than the FTC's webinar series. The group publically blasted the **Kardashian** family and brands they represent for failing to disclose that these mega celebrities are paid to push products on social. While TIA has no legal authority, it threatened to complain to the FTC should the Kardashians fail to follow the rules. With the Kardashians' tremendous social media following, the FTC has to be grateful to TIA for spreading the word. – Speaking of regs that communicators sometimes fail to know about but should, a story concerning **Chipotle** and tweets provides useful lessons. The major one: Make sure your brand's social media policy meets **National Labor Relations Board (NLRB)** regulations. NLRB Aug. 18 ruled four of Chipotle's social media guidelines were illegal because they infringed on employees' free speech rights. The case arose when Chipotle employee **James Kennedy** posted tweets that were detrimental to the Chipotle brand. His manager ordered him to remove the tweets. Later, in 2015, he was fired for an altercation related to a petition he was circulating. Long story short, Chipotle was ordered to amend the offending social media policies, rehire Kennedy and pay him for the time he was unemployed.

Note to Subscribers: FTC and NLRB documents and other resources pertaining to influencers and social media policies have recently been added to the PR News Pro Essentials Page at: prnews-online.com/pr-news-pro-essentials/

2. M&A: Another month, another **Finn Partners** acquisition. Well, with the recent flurry of activity it seems that way. Finn Partners, Aug. 23 said it agreed to acquire **LANE**, a firm headquartered in Portland, OR. It's Finn's first move into the Pacific Northwest. LANE will become part of Finn Partners West, headed by **Howard Solomon**, managing partner. "Our plan is to leverage our strong base in the U.S. to continue our expansion in Europe and into Asia Pacific," said **Peter Finn**, founding partner, Finn Partners. The firm last month acquired **Greenfield Belser**. "I anticipate the pace of M&As to continue, as an increasing number of buyers and sellers are realizing that bigger is better," said **Rick Gould**, CPA, J.D., managing partner of **Gould+Partners**.

3. People: FleishmanHillard Aug. 26 named **Emily Frager** GM for Los Angeles and Orange County. She rejoins from **Lennar Ventures**, where she's been CMO since 2014. Frager replaces **Mitch Germann** who departs to lead global communications for **Nike's Jordan Brand**. Frager joined FH for the first time in 1998 and since then held senior positions in the firm's Chicago, Minneapolis, Los Angeles and San Diego offices. As for Germann, he said, "There was literally only one place in the world that could take me away from Fleishman-

Hillard. Words can't begin to express how grateful I am for my time here, the lifelong friendships I've built and the power of the FH global network – I'll always be part of the FH family." – **Ogilvy PR** said global CCO and PR News Pro friend **Robyn Massey** left the company. She assumed her role in June 2015, after several years in London, where she was VP of corporate communications and head of external relations and partnerships at **Ketchum**. Global head of media relations **Jennifer Risi** will expand her duties and add the global CCO post, Ogilvy said Aug. 21. Risi joined Ogilvy in 2011. Prior to that she'd been at **Weber Shandwick** for 12 years. Ogilvy said Massey was leaving "to pursue other creative, entrepreneurial ventures." – **Macy's** named former **Toys R Us** exec **Richard Lennox** its CMO. He replaces **Martine Reardon**, who served Macy's for 32 years. Prior to Toys R Us, Lennox was at **Zales** and **J. Walter Thompson**. Earlier this month, Macy's said it plans to close 100 of its 728 stores by early 2017. – Longtime **Viacom** communications exec **Carole Robinson** was named **BuzzFeed's** first CCO Aug 22. Based in BuzzFeed's NY office, she will report to CEO **Jonah Peretti** and begin Sept. 6. She left Viacom last year.

Labor Day: We hope you will heed Mike McDougall's advice on page 7 and find time to rest during the Labor Day Weekend. We'll do our part, skipping the September 5, 2016, edition. Your next issue will be dated September 12, 2016. Relax and enjoy.

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