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SOCIAL MEDIA

Social Shake-Up Advisors See Facebook Live Dominating in 2017, Urge Authenticity in Videos

As it's early in 2017, we're still trend hunting. So we gathered select members of PR News' Social Shake-Up Conference board of advisors for a roundtable on social trends for communicators. We also asked about best practices for social storytelling, how to spend little and get a lot from social and how to surmount obstacles to social media in regulated industries, all topics related to sessions on the agenda for the Shake-Up (May 22-24 in Atlanta, socialshakeupshow.com).

The participants: Eileen Sheil, executive director, corporate communications, **Cleveland Clinic**; Michael Stenberg, global VP, digital marketing, **Siemens AG**; Lee Frederiksen, managing partner, **Hedge**; and Drew Neisser, founder/CEO, **Renegade**.

PRNP: *It's the first month of the New Year. What trends do you see for social media in 2017 and why?*

Continued on page 3

IMAGE PATROL

BY KATIE PAINE, CEO, PAINE PUBLISHING

Report Card: How 9 Brands Handled Being in Trump's Crosshairs on Twitter

Although **Twitter** has been around for a decade, never in its history have 140 characters had the power and influence they've enjoyed since Nov. 9. Sure, when the Pope began tweeting, it made headlines but it didn't move markets the way @realdonaldtrump has in the last few months. One outlet estimated that one 140-character screed about **Lockheed Martin** cost the company \$28 million per character.

But as it happens, it's not always bad to be caught in Donald Trump's crosshairs. In the wake of the criticism of Rep. John Lewis (D-GA), **Amazon** sold out of his most recent book. *Vanity Fair* and *New York Times* subscriptions have skyrocketed after angry tweets from then-president-elect Trump

took them on. Some organizations might want to develop a PR strategy that cultivates antipathy in order to boost donations.

But even for brands that sustained damage, the financial impact seems to be relatively short-lived. This, of course, is little consolation to the war rooms and board rooms whose occupants are no doubt drawing up crisis communications plans to make sure they're prepared to withstand the eventuality of a Trump attack.

No doubt, most of those plans include standard crisis preparedness advice: Develop good relationships beforehand,



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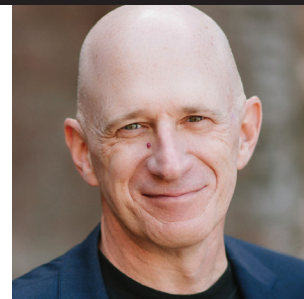
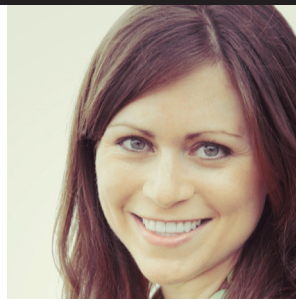
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What the Data Revolution Means for Brand Communicators



Fundamentally our profession is about people—understanding how they feel and behave, what they want and where their concerns and interests lie, and adapting the organization accordingly. It's almost counterintuitive that cold, unfeeling data can help us engage more authentically and effectively with humans. But evidence literally is all around us.

Every tweet or snap we send, photo or video we share, location we check in to, product we buy or review, website we visit and online interaction we experience...all of it is a pixel composing the image of what we think and care about. As we know, communicators are capitalizing on data to make more meaningful connections based on what they reveal about us.

That might sound creepy, but chief communications officers (CCOs) are concerned with building trust through honest, mutually rewarding relationships with stakeholders. That goal remains, but the tools of the trade are about to get far more sophisticated and effective, and communicators will lead the way.

A REVOLUTION IS IMMINENT

In fact, those tools will be so important we believe communicators are on the cusp of a game-changing evolution in how communications will empirically drive business value. The digital-driven engagement system (DES) will be the engine driving this change. As communicators we are approaching the dawn of digital stakeholder engagement; our work is just beginning.

What is a DES? It is a 21st century business tool designed to leverage data as an economic asset that creates competitive advantage and business value for the entire organization.

Think about how your engagement with products and services has changed. Whether intentionally or not, you've become more comfortable sharing information about yourself. Look for a pair of boots on **Zappos** and they seem to follow you around the web for a few weeks. Share your location and receive customized coupons and offers for deals nearby. These are examples of how marketers are targeting you.

Now imagine the same approach was applied

to anticipating a need or concern of yours rather than responding to it, or to automating the process of providing the information one needs, when it's needed and how it's wanted, based on what data tell us about the recipient. When done right, this is anything but creepy; to the contrary, it feels like brands are being responsive to our needs. It deepens our relationship with brands.

To date, this is all built around structured data—quantifiable bits of information that can be numerically analyzed and understood. In the future, the ability to interpret unstructured data—information based in the meaning and context behind a piece of content, like a photograph or video—will bring a new level of personalization.

These capabilities will take time to develop, and there are issues to be solved; show interest online in an item by mistake and it also follows you around the web for weeks. Still, we believe it is essential that communicators move ahead in this area. A report from the **Arthur W. Page Society**, *The CCO as Builder of Digital Engagement Systems* (PRNP, Nov. 21, 2016), offers suggestions about how brand communicators might begin a journey toward that future.

RULES OF ENGAGEMENT: BE HUMAN

An overarching conclusion in the report is that communicators should ensure dedicated systems and processes use data to engage with stakeholders as individuals rather than as faceless segments. A few steps ahead:

1. Establish Fundamentals. Inventory digital and social properties, analytics capabilities, how these are owned and structured and existing skills and capabilities that would apply to a data-driven DES.

2. Build the Business Case. By definition a DES must be integrated across the enterprise. Since communicators work across the enterprise, they are well suited to identify the business problem(s) such a system would address, specify how measurement will be done, identify required resources and engage C-suite partners.

3. Test, Refine, Measure and Evolve. Success means adopting a systems approach that

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Shake-Up Board: Live Video the Trend to Watch



Eileen M. Sheil
Executive Director of Corporate Communications
CLEVELAND CLINIC

Eileen Sheil, Executive Director, Corporate Communications, Cleveland Clinic: First and foremost, live video, particularly **Facebook Live**. Live video broadcasts allow your followers to interact with your subject-matter experts in a more personal way and give the brand the opportunity to meet potential customers—in our case, patients—where they are. Not only are we as a brand looking at opportunities to use Facebook Live, but also we are seeking out opportunities with news outlets. In addition, we see live storytelling on social platforms, including Instagram and Snapchat, being big this year. Figuring out the best stories to tell based on a platform's demographic is a challenge we're up for.

Michael Stenberg, Global VP, Digital Marketing, Siemens AG: Indeed video content will be the king of social media as communication shifts away from text. We also will see **Snapchat** becoming mainstream, but brands will continue to struggle to find the right voice when using it.

Lee Frederiksen, Managing Partner, Hedge: Video will remain a popular technique—companies will find even more creative ways to utilize it within their marketing strategies. Marketers now can purchase ads looking almost identical to organic search results, so we anticipate businesses will quickly recognize the benefits of this strategy as well.

Drew Neisser, Founder/CEO, Renegade: Facebook Live is going to kill it in 2017. We shot a live video for SocialMediaExplorer.com at **CES** and within 10 days it had 29,000+ views, which for us is off the charts, especially for an organic post. We also expect video ads to be huge on **Instagram**.

PRNP: So all agree that video is hot. How do you make sure your brand's videos stand out from the crowd?

Stenberg: We see the best results with authentic content, which triggers an emotional chord.

Neisser: Since video is super hot the increase in volume will raise the bar for new entries. For starters, successful videos must deliver surprise, emotion and relevance. And then they need a boost, either through paid support, employee advocacy or influencer sharing.

PRNP: One more on video. How do you decide when a topic requires a video, text or a mix?



Michael Stenberg
Vice President Digital Marketing
SIEMENS

Stenberg: Doing video for video's sake doesn't work. We often look at real-time opportunities that will add value to current conversations. We use live streaming as a means of remote participation for events and thought-leadership opportunities.

PRNP: We all want to spend wisely. The Social Shake-Up session *Paid Social Strategies That Won't Break the Bank* will address this. What tips do you advocate to communicators trying to cut through on a small budget?

Frederiksen: Killer content is the key. Focus on coming up with valuable, helpful content that addresses important concerns of your target audience. If it's useful it will be read and shared. That will maximize impact from even a tiny budget.

Stenberg: Spend wisely only on content that starts to resonate. That way you amplify only content that works and you create reach with reasonable effort. This also induces inside-out thinking by marketers who are moving away from a broadcast mentality.

Neisser: Test your way to success starting with your current customers. Facebook makes this easy with its Custom Audience options. Upload your mailing list, test a variety of ad options against this list, build lookalike audiences, test again, add retargeting pixels on your landing pages and keep on testing.

PRNP: Social media is a chance for brands to humanize themselves. Storytelling is one tactic. The general session, *Creating*

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PRNews' Agency Elite Awards

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Respond to Trump Tweets Fast and With Facts

don't engage, take it offline, etc. Those ideas might work if Trump behaved in a predictable way. Alas, predictability seems as anathema to the POTUS as releasing his tax returns.

The difference between normal crises and a Trump-in-

duced one is that most don't have automated stock trading programs developed around them. The other problem is that Trump crises develop a lot of partisans, on both sides of issues. Evidence includes a website of brands to avoid should you oppose Trump [see: <https://grabyourwallet.org>].

Company	What Happened	Time to Respond	Response	Stock Impact	Other Impact	Grade
Lockheed	Trump tweeted about high cost of F-35 fighter jet program	3 hours	No comment. Later, a press release and tweet from the CEO promising to drive down the cost aggressively	Shares fell 2%, knocking \$1.2 billion off market value before leveling off.	Lockheed alerted legislators of the local jobs impact of cutting the F-35	B
Boeing	Trump criticizes costs of Air Force One after Boeing CEO expressed concern about Trump policies	2 hours	Boeing pointed out factual errors	Dropped briefly then recovered; has fallen since	Rekindled debate about costs of Air Force One program	B+
Ford	Trump takes credit for stopping Ford from moving a plant to Mexico	Hours	Responded with fact check and interview denying Trump's claim		UAW taken by surprise	B+
GM	Trump accuses GM of shipping Mexican-built Chevy Cruzes over the border to sell in U.S.	Hours	GM says Chevy Cruzes sold in U.S. are made in Ohio	Stock increases initially, then falls		B
Toyota	Trump threatens border tax if Toyota builds plant in Mexico	1 hour	Fact check and committed to \$10 billion investment in U.S.	Market cap fell \$1.2 billion in five minutes, subsequently recovered		A
L. L. Bean	Heiress Linda Bean makes large donation to Trump; in response, opponents urge boycott of L. L. Bean brand	Days	Statement on commitment to being apolitical and commitment to diversity.	N/A	Consumer backlash against L. L. Bean, with consumers promising to stay away from the brand in the future.	B
Amazon	Trump attacked Amazon/Washington Post owner Jeff Bezos for critical WaPo coverage	8 hours	Humorous tweet offering to send Trump into space	Stock is up significantly, WaPo subscriptions up	Discussion pointed out Amazon's profits and clarified investments	A
Pharma	Trump blasts big pharma via Twitter over high drug costs	None	None	Stocks fall precipitously; overall drop is 3%	Could have spillover impact on Express Scripts and other pharmacy management services	B
New Balance	New Balance VP for communications expresses support for Trump in WSJ article. Consumers destroy New Balance sneakers	Six days	Claimed comments were taken out of context. Issued social media posts clarifying opposition to bigotry and hate.	N/A	Neo-Nazi declares New Balance official shoes of whites. Social media full of video of people burning and discarding New Balance Shoes. Reebok offers free shoes to boycotters.	C

The other major difference between your average social media blunder and a Trump tweet is a simple rule of journalism: Whatever the president says or does is news. So chances are good that whatever the president tweets at 3 a.m. will be picked up by most major news outlets, repeated and retweeted by his core followers. In other words, widespread exposure on most major news outlets will be instantaneous.

On the other hand, the news media has enough to keep it busy these days. It's hard to keep its attention for very long. If you're lucky, it will fade from the headlines and be repeated only as an example when another tweet is tweeted. The important thing to watch is not the stock price, but the attitude of investors and other stakeholders.

Which is why we decided to do a deeper analytic dive into these crises [please see chart]. We looked not just at what happened, but the short- and long-term financial impact, as well as other impacts, and graded the response.

THE TAKEAWAYS

So what did we learn? Here are six lessons:

- ▶ **Time is of the essence:** What we learned was that no matter what, a fast response is required. If you don't respond within a couple of hours, all those other voices will fill the vacuum. Get out a statement of fact quickly, revise it if necessary.
- ▶ **Just the facts, ma'am:** Respond with facts. Keep your responses as simple as possible and make sure you fact-check them thoroughly—if you don't, someone else will. You don't want to go through this exercise twice.
- ▶ **Watch the competition:** It's normal to breathe a sigh of relief when the target is your competition, but chances are the market (and consumers) may paint you with a similarly tainted brush. And who knows, there may be opportunity in the backlash. **Reebok** offered free replace-

Continued from page 2

transcends simply creating and distributing great content. This requires a new mindset that applies predictive insights derived from data. Getting there will be an iterative process.

In the coming weeks, Page will be introducing a podcast series on this topic and sharing case studies that demon-

ment sneakers when the **New Balance** fiasco began and no doubt won over former New Balance fans.

- ▶ **Listen as if you were a day trader:** A huge percentage of the stock price movement in the wake of a Trump tweet is the result of day traders and short sellers making money on stock movements. Much of that stock price shock dissipates within days. But day traders aren't dumb. They have sophisticated listening systems from **Trigger** and others that alert them to statements that might trigger a move. You need a system just as good.
- ▶ **Listen to your stakeholders, not the noisiest person in the room:** What matters ultimately is the opinion and actions of your employees, customers, supporters and community. Make sure you survey them regularly and have recent benchmarks against which to compare shifts. The **Edelman** trust barometer shows a shocking decline in trust. It won't take much to lose your constituencies' trust. Remember, it's the long-term trends and shifts in perceptions, not the initial jumps or slumps.
- ▶ **Learn from those who have fallen:** By now we have a fairly good idea of what action or statement may land you in POTUS' crosshairs. So have a frank conversation with leadership about scenarios such as: offshore expansion; U.S. expansion plans; layoffs; price increases; international mergers or tax inversions; private rants by senior execs about the president or his policies that might have been recorded.

Most important, do *not* measure success in the short term. What matters is the long-term impact on your reputation and the degree to which any crisis has touched your trust level. ■

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strate some of the leading efforts and best practices in this area. ■

CONTACT: *Tank and Marks co-chair the Arthur W. Page Society's Digital Engagement System Subcommittee. Contact them via emizrachi@awpagesociety.com*

VISUAL STORYTELLING GUIDEBOOK

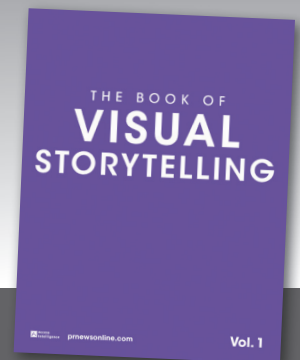
PR News' Visual Storytelling Guidebook is packed with how-to's and case study examples on how to use visuals to tell new stories about your brand and connect with new audiences and customers. You'll learn how visuals can enhance and complement the stories your brand has to tell, discover what tools and 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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Questions? Contact Laura Snitkovskiy at laura@accessintel.com
www.prnewsonline.com/visual-storytelling-guidebook



a Powerful Narrative Through Storytelling, will touch on this. What makes a good story? What are best practices for social storytelling? Besides your brand, who's a good social storyteller?

Sheil: An authentic, relevant and timely message makes a great story that gives readers, viewers or listeners something to remember. Once they're able to connect on a human level, they'll be able to open themselves up to connect with the brand.

Your message should be simple enough that someone immediately "gets it" upon seeing or experiencing it, but complex enough that they're reflecting on it long after they've seen it. A best-case scenario is that the message resonates so much that they're willing to share it with their friends.

Amazon's recent ad to promote its Prime service during the presidential campaign resonated with Americans. The promotional sell is soft, but the message of unity is profound. [youtu.be/Ouu6LGGIWsc]

Stenberg: Siemens has been advocating storytelling for more than five years. We're seeing measurable impact on brand advocacy and brand loyalty. We've been using video and web-based formats, such as **Twitter's** Moments feature.



Drew Neisser
Founder and CEO
RENEGADE

Neisser: Storytelling is the consommé turducken of marketing. It sounds amazing but it's incredibly hard to get right. **Bounty** paper towels does a great job, starting with its "strong but soft" story framework and then extending that to all channels, not just video, which typically is where other brands stop. That's the secret: Get the story framework right and the stories will follow.

PRNP: How do you make certain your brand is responding promptly and appropriately to the social conversation? What can smaller brands do to make sure they're involved in the two-way conversation on social?

Sheil: Having individuals dedicated to each social platform with an "always on" mentality is key, and having your entire team's buy-in to the importance of social listening and monitoring helps in times of crisis. When the social media manager knows the audience, he or she can foresee what may or may not produce negative fallout and immediately recognize when something has gone awry. Small and large brands should dedicate time to training employees to be brand ambassadors. When employees are engaged, they can be the best brand advocates and can serve as "watchdogs" in the social sphere as well.

Neisser: Every brand must have a listening strategy that ideally matches customer expectations with service/staffing realities. Consumers typically expect a response in 24 hours but will praise brands that respond within 20 minutes. Small brands need to state their service policy publicly and then try

to improve response times. If necessary, owners must take charge of the conversations themselves.

Stenberg: Channel and conversation management is a prerequisite and needs to be figured out and properly set up before a social media presence is created. The broadcast paradigm doesn't apply to social media. Yes, in the pre-digital days, people wanted a quick response, but they understood if answers were provided during office hours only.

PRNP: Often we hear communicators say, "We don't do social media. We're in a regulated industry." Or "Our company doesn't do anything that would be a good fit for social media." The SSU session, *How to Be Social in a Regulated Industry*, will respond to part of that. What do you advocate when confronted with such issues?



Lee Frederiksen
Managing Partner
HINGE

Frederiksen: You need to be where your clients (and customers) are, and they are on social. Follow clients and prospects to see what business issues they care about. Most regulatory restrictions focus on what you say about your products and services. Instead focus on a your business' issues to build credibility and trust.

Stenberg: That's right. The **Siemens Healthineers**, our medical technology unit, operates successfully in an FDA-regulated environment and has been using social media for many years to connect with customers and promote its views at medical fairs and various events and engagements.

Neisser: I agree. Many marketers in regulated industries have found great success engaging employees, prospects and customers via social channels. Once you understand the compliance and privacy issues, social media is just not that daunting, especially since your customers expect you to be on these channels.

PRNP: CES ended recently. Did anything seen or heard there stand out as important for communicators?

Neisser: The sudden ubiquity of Alexa, **Amazon's** voice recognition platform, has implications for product development, purchasing and ultimately, ads. Another trend is the rise of drones as a B2B tool, which will have implications for content development (video) and more.

Stenberg: AI is making a growing impact on our lives. Its application will certainly influence the way people and machines communicate. ■

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Editor's Note: For more about SSU (May 22-24, Atlanta), please visit: <http://www.socialshakeupshow.com/>

Hootsuite Led U.S. B2B Brands in Twitter Engagement in Q3 2016

There will be no fake news here.

We'd like to say we and our data partner **Shareable** timed the chart (below), which shows the top 30 most-engaged B2B brands on **Twitter**, to coincide with the start of the presidency of Donald Trump, a tremendous fan of Twitter.

In fact, one of the first stories to emerge from the White House after President Trump's inauguration was that the new president assumed Barack Obama's @POTUS Twitter handle at 12:01pm ET on Inauguration Day.

But back to our fake news dilemma: The truth is Shareable, which supplies this data exclusively to *PR News Pro*, and we had this on the schedule months ago.


Now to the chart itself, which tracks brands that are exclusively B2B and brands that are a mix of B2B and B2C, but which have sizeable B2B businesses. Total actions, or engagement, refer to the sum of consumer retweets and likes made about the Twitter posts of the various brands.
















As you can see, the brand with the largest Twitter audience, **Hootsuite**, also led the pack in terms of consumer engagement by a wide margin. The main lesson from this ta-


ble—that changes occurs slowly when it comes to consumer engagement with B2B brands on Twitter—requires one to go back to Quarter 1 of 2016. In that time period (Jan. 1-Mar. 31), the top B2B brands were Hootsuite, **Hubspot**, **IMG Models Worldwide**, **Ericsson** and **Amazon Web Services**. **Kickstarter** was number 6. A glance at the current chart shows how little has changed. Only Ericsson, now down at number 11, has been displaced.
















Other measures were similar. Hootsuite had about 200,000 consumer actions in Q1, although it also had far more consumer actions per tweet, at 102. It also enjoyed a considerable lead over the number two brand, Hubspot.

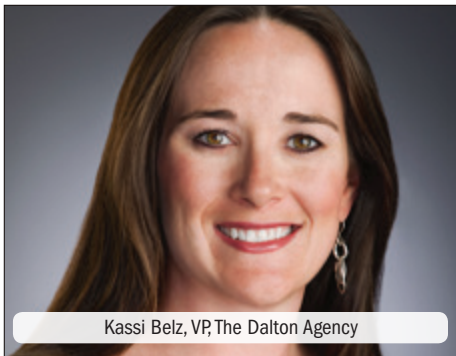
Several things have changed, though, between the quarterly charts. The most striking is that IMG, which in quarter 1 had exhibited the largest growth in engagement, with more than 85,000 Twitter actions, now is a perennial powerhouse. It had in excess of 133,000 actions in the third quarter. What's steady, however, is that IMG content, mostly pictures of models, seems to attract engagement. ■

Shareable		SOCIAL SCORECARD			
TOP B2B BRANDS ON TWITTER – Q3 2016					
Based on Total Actions (likes and retweets)					
Data provided exclusively to PR News by Shareable.					
Source: 					

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
1	 Hootsuite	208,546	2,531	82	7,834,603
2	 IMG Models Worldwide	133,145	600	222	164,917
3	 HubSpot	122,268	2,039	60	712,652
4	 Amazon Web Services	57,971	800	72	852,765
5	 Kickstarter	47,327	1,212	39	1,091,730
6	 Lockheed Martin	47,321	301	157	254,327
7	 IBM	45,957	348	132	319,579
8	 Sotheby's	43,175	611	71	77,952
9	 Informatica Corp.	36,223	1,113	33	92,569
10	 Microsoft Azure	32,736	497	66	481,577
11	 Ericsson	30,268	360	84	197,267
12	 Salesforce	28,677	606	47	308,188
13	 Simply Measured	22,194	2,658	8	361,860
14	 Oracle	21,750	426	51	425,155
15	 Marketo	20,842	948	22	134,346

Shareable		SOCIAL SCORECARD			
TOP B2B BRANDS ON TWITTER – Q3 2016					
Based on Total Actions (likes and retweets)					
Data provided exclusively to PR News by Shareable.					
Source: 					

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
16	 Dell EMC	18,442	521	35	116,038
17	 Siemens	17,843	117	153	100,818
18	 Indiegogo	16,364	856	19	307,076
19	 SAP (Global)	16,351	724	23	196,287
20	 Y Combinator	15,997	214	75	530,226
21	 eMarketer	14,502	970	15	283,501
22	 Accenture	14,334	729	20	338,997
23	 Huawei Technologies Co., Ltd	13,953	262	53	212,979
24	 Zillow	13,862	464	30	347,123
25	 CA Technologies	12,782	833	15	105,982
26	 FedEx	12,662	146	87	240,175
27	 PwC	12,585	696	18	144,532
28	 Slack	12,483	79	158	258,197
29	 Bosch Rexroth Global	12,393	222	56	150,936
30	 Capgemini	12,024	2,952	4	77,711



Kassi Belz, VP, The Dalton Agency



Matthew Ashworth, GM/SVP, WE



Margot Savell, Wine Blogger

1. Tech Initiative: If 2016 was an indication, **Finn Partners** rarely sits still. After a slew of acquisitions last year, this week it will announce it's created an initiative catering to brands in the cutting-edge technology space. Called Next Tech, it aims to help brands in artificial intelligence (AI) and other technologies explain their businesses. In a release Finn covers material similar to our story on page 2 about how a tech revolution in business is imminent, based on digital AI sensing "one's surroundings, know[ing] one's preferences from past behavior and subtly guid[ing] people and machines through their daily lives..." What makes Next Tech personnel better able to represent high-tech brands? They are "experts in understanding the complex nuances of the effects of technology on people and businesses, especially since some of the new technologies, such as AI and blockchain, can be intimidating," **Sabrina Horn**, managing partner, tells us. **Andrew Corcione**, partner, based in Finn's San Francisco office, is leading Next Tech.

2. Being Mary Jane: From high tech to just plain high. **The North 6th Agency** in NYC Jan. 19 unveiled a unit dedicated to "help companies in the legal cannabis industry elevate brand awareness on a national level and within mainstream media." Called the N6A Cannabis Services Group, North 6th obviously could have chosen from a, er, garden of humorous phrases to announce the new business, but chose an interactive press release that used formal language (but did the release need to say "legal" cannabis industry?) and included a link to a testimonial video from a customer. The release also said

N6A director **Robert Vanisko** will head the group and that it's seeking to grow its team to staff the new business.

3. Trust Issues: Lessons abound for communicators in **Edelman's** annual *Trust Barometer*, which found its largest-ever decline in the public's trust of government, business, media and NGOs. Media trust fell to 43%, including record lows in 17 countries. Government (41% trust) is the least-trusted institution in half of the 28 countries in the survey. Often a target, CEO credibility fell 12 points globally to an all-time low of 37%. Yet business is seen as the only one that can make a difference. 75% of respondents say companies can increase profits and do good in their communities. The consequence of this lack of trust, says Edelman boss **Richard Edelman**, is "virulent populism and nationalism as the mass population has taken control away from the elites." The 17th annual study says economic and societal fears include corruption (40%), eroding social values (25%) and the pace of innovation (22%).

4. M&A: Digital agency **Walk West** is merging with Raleigh-based **Greenroom Communications**. Greenroom managing partner **Sharon Delaney McCloud** joins as partner at Walk West, while managing partners **Penn** and **Kim Holderness** become advisors.

5. People: **Burson-Marsteller** named **Helaine Klasky** chair, U.S. public affairs and crisis practice, reporting to **Mike Fernandez**, U.S. CEO. Klasky comes from **GE**, where she was CCO for GE Energy Management. – **Target** promoted **Rick Gomez** to EVP/CMO. He'll report to Target's chairman/CEO **Brian Cor-**

nell, and serve as a member of Target's Leadership Team. Prior to joining Target in 2013, Gomez had positions at **PepsiCo**, **Quaker Oats** and **MillerCoors**. – **APCO** named **Raisa Sheynberg** director in its global solutions practice. Sheynberg formerly was director for international economic affairs at the **National Security Council**. – **WE Communications** named **Matthew Ashworth** GM/SVP for its Seattle office, a newly created role. Ashworth most recently was VP, technology, **Porter Novelli**. – **Taft** named **Jon Shure** senior director. Shure was governor **Jim Florio's** communications director (1990-93). – **The Dalton Agency** named **Kassi Belz** VP in its Jacksonville, Florida, office, a new position. It's a return for Belz, who started at Dalton. She'd recently been a partner/president, **MassMedia** in Las Vegas. – With mixed emotions we announce one of our regular measurement contributors, **Margot Savell**, has retired as SVP, head of global measurement, at **Hill & Knowlton Strategies Research + Data Insights**. After 30+ years in PR and journalism Margot deserves to enjoy a wine-filled retirement (besides a PR measurement maven, Margot is a long-time wine blogger). But we're sad her wise words will no longer grace these pages. A member of the *PR News Measurement Hall of Fame*, Margot's place in measurement is secure. Says fellow Measurement Hall of Famer **Katie Paine**, Margot "was critical in creating the **Conclave on Social Media Measurement Standards**...she stuck with it when no one else was paying attention, forced everyone to weigh in, and was a powerhouse in getting everyone to the table and in agreement. We would not have social media measurement standards without her." Amen. ■

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