PRNews
Social * Marketing * PR

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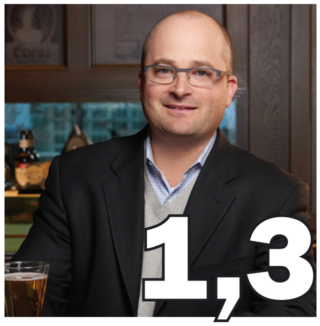

INTERNAL COMMUNICATIONS

How MillerCoors Uses Video for Internal Communications With Employees and Distributors

When German craftsman Johannes Gutenberg vastly improved the ability to print books and pamphlets in the mid 1400's, his printing press was hailed as revolutionary.

It's difficult to know what historians centuries from now will point to when they discuss the rise of video consumption that the digital revolution spawned. You'd think **YouTube** and **Facebook** will be mentioned, ditto the video capabilities of mobile phones. Perhaps those who write the history of business will mention last week's story about **CNN** planning to invest $40 million into its video effort Great Big Story. Digging deeper, business historians may point to brands' increasing use of video for a variety of purposes. Earlier this year we mentioned how **Certified Angus Beef** creates short videos each week for internal communications (*PRN*, Feb. 20). The **Shareablee** data regularly presented in these pages show a consistent rise in

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SOCIAL MEDIA

BY CARMEN SHIRKEY COLLINS, SOCIAL MEDIA LEAD, CISCO TALENT BRAND

Get Snapping: A Step-by-Step Method for Measuring Your Snapchat Effort

Snapchat is the shiny, relatively new social media lure. Many brands are nervous to take a bite because it's not the most intuitive platform for metrics. Some communicators feel that if you can't measure it as you do with **Twitter**, **Facebook** and **Instagram**, you shouldn't focus on it.

The good news is that you *can* measure it—I measure it for the WeAreCisco Snapchat account (wearecisco). If your audience members are on Snapchat and you want to reach them where they are, you shouldn't be scared off by the differences of the channel, but intead embrace them as a part of your overall social media effort.

You just have to understand Snapchat a bit better and know that with Snapchat, for the most part, you're targeting a very specific audience, largely Gen Z and millennials.

This situation could change as older demos discover snapping.

SNAPCHAT IS DIFFERENT

Snapchat couldn't care less about what you're comfortable with around metrics. It's different.

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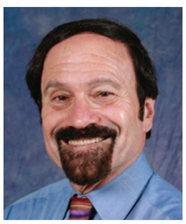
PR Struggles to Reach 20% Profit Levels as Labor Costs Remain an Issue

When we take a deeper dive into the recent **Gould+Partners** study about PR firm profitability, it looks like another case of the rich getting richer (*PR News*, June 12, p. 8).

As managing partner Rick Gould, CPA, JD, says in an interview, "The industry is not improving on profitability, other than the larger firms… which are pushing 20%, the mid-size firms are at about 18%, which is respectable…the small ones are just going backward at 13.5% [profits]…You can't grow with only 13% profitability. These firms are just going to stagnate and won't increase in value."



Rick Gould
Managing Partner
Gould+Partners

The survey of 101 firms showed U.S. PR agencies registering a modest 15.2% profit last year, down slightly from 15.3% in 2015 and 16.2% in 2014.

As you can see from the table, firms with net revenue less than $3 million had operating profits of 14.3%; those with net revenues greater than $25 million posted profits closer to 20%, which is where firms should be, Gould says.

The culprits are labor costs, which, Gould says, firms need to keep at 50% or lower to reach acceptable profit levels. When firms deliver additional services, they need to bill clients accordingly, Gould notes. Due to concerns about losing clients, they often fail to add fees for additional service to their bill, he says. The happy medium is "to give the client the service it needs, but charge them accordingly for it."

Why are larger firms able to control labor costs that the mid-size and smaller firms can't? "Large firms not only have CFOs [chief financial officers] who can manage the financial day-to-day of the business, but they also have chief operating officers [COO]. I think that might be the missing link."

COOs can spend time looking at efficiency with VPs, Gould says, and figure out which teams are most productive. "I think that might be the answer…that smaller firms are weak operationally where the larger firms aren't. They have systems in place and their time management gives them great feedback to avoid scope creep," or overservicing. "An operations person can stop [over services before it has a big impact on the bottom line."

And if you're a modest-size firm and feel you can't afford to hire a CFO and COO, Gould advocates getting part-timers. If funds were extremely tight, "I'd hire the part-time CFO first. Get the financials in shape and a few months later go for the COO. I don't look at [such hires] as overhead, I see them as an investment. They pay for themselves. I've seen it work over and over again for firms that are struggling" to reach the 20% profit level.

"Get your C-suite right," he adds. "The CEO should be out there bringing in new business, not worrying about finances…most PR people aren't trained to handle finances." ■

Controlling Labor is Key to Profitability

	Net Revenue 2016 (1)				
	<$3 Million	$3M - $10M	>$10M - $25M	>$25M	All Firms
Total Labor Cost (2)	57.8%	59.3%	57.2%	57.2%	58.9%
Total Operating Costs/Overhead	27.9%	26.1%	25.4%	24.8%	25.9%
Operating Profit	14.3%	14.6%	17.4%	18%	15.2%

(1) Defined as Fees + Mark-ups
(2) Includes base salary, bonuses, benefits, taxes & freelancers

Paltry Profits: As an industry, PR firms continue to hover below the 20% profit level, according to the latest benchmarking study of 101 firms from Gould+Partners. The table shows firms with larger net revenues generate higher operating profits. Source: Gould+Partners

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How MillerCoors Uses Video for Internal Messaging

consumer engagement with brand video content on social platforms (*PRN*, June 19).

This week we hear from Pete Marino, CCO at **MillerCoors**, who discusses MCTV, an internal video platform at the brand. Marino also spoke about this and other topics, including the company's blog, during the upcoming **Arthur W. Page Society** *New CCO* podcast, which will premiere later this week. *PR News* was provided with an advance copy. When ready, the podcast can be heard at: http://bit.ly/2rTn1rm

"We'd been paying attention to the way consumers were consuming content over the years," Marino says. "Certainly more digestible, hard-hitting, visual pieces of content get more engagement. So we took that knowledge and ended up hiring a former **CNBC** producer who helped us create a platform where we use a lot of rich graphics and incorporate a lot of people's faces and voices, so we can bring more people into our stories."

Videos are 90-120-seconds long and 2-3 new videos are posted each week, he adds. The videos cover subjects such as "an ordering window for a new brand that's coming out, a new product or a new campaign…we can do a video highlighting success within the organization and showing what good looks like [to us]…we just re-introduced **Zima** this past summer so we had a 90s-themed video."

VIDEO AS THE MAIN INTERNAL PLATFORM

Living on MillerCoors' intranet and other places in its system, the video platform is being used "more and more as the primary mechanism for communicating with our employees and to a greater frequency with our distributors," he says.

An advantage of short videos is that MillerCoors employees can access them on mobile devices, meaning staffers can be in the field doing their jobs rather than sitting at their desks reading internal communications.

VIDEO IN THE FIELD

Another plus: When a MillerCoors salesperson is in the field, instead of merely telling a client about a new product, the salesperson can *show* the prospective buyer a video about it. "It's a lot more impactful…to show you a 120-second video about a new Miller program than to have me tell you about it for 5 minutes…maybe I'm stumbling over some of the facts…[with the video] you can actually see [the new product], rather than just hear me talking about it."

REGULATION AND UNCERTAINTY

Pete Marino
CCO
MillerCoors

When we ask about what keeps Marino up at night, he turns to being a communicator for myriad brands in a regulated secor. "There are something like 30,000 laws concerning alcohol on the federal, state and local levels…alcohol is one of the most regulated industries in this country…so when you have a product that people use the way they [use ours], you're constantly thinking, 'Is our commitment to responsibility being driven down through every facet of the organization?'"

Marino continues, "I know that we have a very deep conviction around responsibility as a company. But are all the people out in the field who are executing programs…always living the values and doing the right thing? Because it takes just one misstep for us to have to deal with something that people can trounce upon rather rapidly on social media," he says. Such a misstep "might be counter to your corporate values, but still you're on your heels and playing defense rather quickly; that's a situation that we always try to avoid."

The other worry for Marino is one he shares with communicators in many industries, regulated and unregulated: Uncertainty, specifically from the federal government. "We have an administration inside the Beltway that is rather unpredictable. Selling products to consumers the way we do" we are concerned about anything "that will restrict the way we responsibly sell" MillerCoors brands. ■

Note: Marino talks about transparency, blogs and corporate newsrooms in our next edition.

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Continued from page 1

Best Practices for Snapchat Metrics

- There are no native analytics.
- Follower counts? Nope, engagement counts.
- Metrics disappear when the snaps disappear. Unless you invest in a metrics tool.

But in many ways Snapchat is the same as other social media platforms. If you've been following social media best practices on other channels, you might recognize and appreciate Snapchat's focus on engagement. There's no follower count, but engagement counts on the platform.

For me in social media as a whole, it's always been about quality over quantity. Snapchat just puts more focus there.

EXTRA CHALLENGES

One of the reasons users like Snapchat is that content disappears. It's also raw and authentic, which is why some marketers are concerned.

- There are no clickable links out. Click-through rates won't be the best measurement here. If you use a URL address, you'll want to make it as easy as you can to type in (think vanity URL) and create a way to track it when someone tags that URL.
- There are no hashtags to monitor. Snapchat is anti-hashtag. It won't even allow them in your paid geofilters.
- There are no likes. No shares. No retweets. No faves.

MEASUREMENT OPTIONS

With Snapchat, you can find metrics manually or save yourself from headaches and use a limited selection of paid tools.

Manual Metrics

Pros: It's free, and if you can do a modicum of math it's not hard.

Cons: You spend a lot of time pulling numbers, adding up stuff, keeping excel spreadsheets, etc. The biggest con is that it's all about timing. If a snap disappears after 24 hours, you have to set a reminder 23 hours and 50 minutes after each snap to go and check the numbers the closest you can get without going over.

Tool Metrics

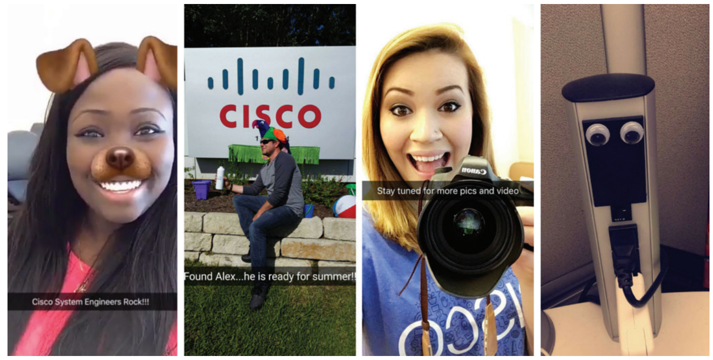
Cons: It costs money. But what is your time worth to your company?

Pros: The time restriction is gone—you can check the metrics whenever you want. Everything in the tool presented so nicely that you can pop in for 10 seconds, scan and get out.

Charts and graphs are done for you, too. Snapchat makes it hard for these tools as well, so in 2017, we'll see if Snapchat joins the metrics club.

WHAT CAN/SHOULD YOU MEASURE?

1. Total unique views. Look at your first snap of the day. See the eyeball and the number? That's your unique views. Don't add up all the views on all your snaps. Those aren't *unique* views. Generally speaking, you're not starting a snap story in the middle.



Fun Bunch: Examples of the WeAreCisco channel's daily employee takeovers that allow for prospective Cisco employees to get a raw, Snapchat-style look into the culture at the company through the eyes of employees. Source: Cisco

2. Total completions. Look at your last snap of the day. Eyeball. Numbers. That's how many people viewed the whole story.

3. Completion Rate. This is my favorite engagement metric. This is a percentage of how many people started and completed your story. Take your total completions, divide it by total unique views (last snap views/first snap views) times 100 to get a percentage rate. Higher is better, lower means reevaluate your content.

4. Screenshots. This is the one engagement metric where someone takes an action on your content. Look for the green screenshot icon and add up all the numbers. Here's the kicker: If you didn't ask for screenshots, you don't want to freak out if you don't get any, because it's all about…

YOUR GOALS

If you're not thinking about specific goals for any of your social media channels, you should reevaluate.

Without clear goals, you will never be able to show clear success.

1. Who is your audience? If you're looking for retirement age, Snapchat ain't for you.

2. What do you want your audience to do? For example, if you want them to screenshot, and you ask for screenshots, measure screenshots.

3. What are your expectations? Are you trying to sell a product? Grow awareness? You look at different metrics for those goals on other platforms, why not social?

Now, get out there and get measuring. ■

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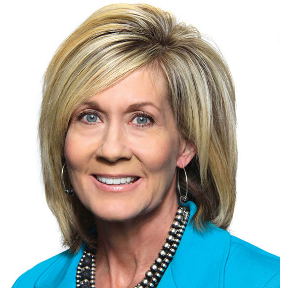
Your next edition of PR News will be dated July 10, 2017. Wishing you a safe and happy July 4th.

BY DIANNE ANDERSON, DIRECTOR, MEDIA RELATIONS/COMMUNICATIONS, UNIVERSITY OF NEW MEXICO

4 Steps to Help Your Team Remember and Execute Its Crisis Plan



Any PR pro or communications department member knows that having a Crisis Communications Plan (CCP) is critical. The more difficult task is keeping the plan's steps top-of-mind for rapid recall when you need them. Unless the plan is practiced often (good) or used frequently (not so good), it lives in a file until all hell breaks loose and then you find yourself scrambling to review it while media members are parked outside your office urgently texting, emailing and calling for your response.

Based on a survey of communicators *PR News* and **Nasdaq PR Services** conducted last year, just 50% of firms have a solid CCP (*PRN*, March 28, 2016). Of those 50% with CCPs, nearly 60% admitted their company fails to regularly conduct crisis practices and simulations. With these disturbing statistics in mind, this article offers tips to make your CCP more memorable and easier to use.

Our PR department borrowed a motto from the **U.S. Coast Guard**: SPAR—*Semper Paratus*, *Always Ready*—and developed our plan. For us, SPAR stands for Scan, Plan, Act and React. These are clear steps we follow to disseminate accurate information about an emergency situation in a timely manner.

Although your first priority is getting out vital information quickly to protect your clientele, PR also needs to be practiced at attacking misinformation and defending your organization's reputation, especially in the midst of a crisis.

Here's how SPAR can help you implement your CCP:

STEP 1: SCAN – IDENTIFY AND CONFIRM

When an emergency or crisis occurs, the first thing you must do is gather your communications team and then collect the facts. Confirm as many details as possible to help clarify the nature and severity of the incident. Assemble a list of what you know and what you don't (yet). Then pull out your comprehensive CCP so you have it for easy reference and quick access to the tools you'll need to create your response.

STEP 2: PLAN – ROLES, RESPONSES

Next, you must determine clearly who will be doing what.

Our university's CCP includes a pre-determined list of possible roles for the PR team that outlines the responsibilities and duties for each position in detail. The plan is flexible, adaptable and scalable to fit the response to the size and type of emergency using the staff available.

In a full crisis situation, a communication contingent could be assigned specific roles such as: Lead Public Information Officer; Media PIO; Social Media Monitor; and Director of Internal and/or External Communications. In addition you may want to designate a Scribe to document the swirl of incoming and outgoing messages.

After roles are assigned, start immediately developing key messages about the response effort. This information can be used to draft news releases, prepare talking points, create quotes or answer questions from media.

Your emergency CCP should also include a tool kit to make the response faster while maintaining accuracy. It is beneficial to identify common emergencies before they happen and create pre-approved messages in text and email form that can be quickly adapted to fit the current crisis and rapidly released.

A comprehensive CCP should also include readily accessible templates for news releases, news advisories, a checklist for staging a news conference and a holding statement that simply acknowledges something has happened and promises more information will be released as soon as possible. Preparation prior to an emergency makes acting on it much easier when one occurs.

STEP 3: ACT – RESPOND WITH ACCURATE, UPDATED INFORMATION

After the facts are gathered and the team assignments made, it is time to take action. The CCP should list the emergency notification systems and protocols required or available to notify your constituents, the media and the general public.

For example, under federal law, universities are required to alert members of the campus community of an immediate danger or ongoing threat through texts and emails, then

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provide information about what to do.

Depending on the nature and size of the emergency, a variety of messaging may be required, including: responses to media and social media, call centers to handle questions from the public, changing electronic billboards to visually alert the public and/or establishing a stand-alone website to provide updates or additional resources. Decisions must be made about news briefings and news conferences.

An articulate, credible and empathetic spokesperson should be identified and prepped to represent your organization at a news conference or in high-profile media interviews. All of this messaging should be released in a timely manner to head off inaccurate or misleading information that can spread rapidly when official statements are unavailable.

STEP 4: REACT – ANALYZE THE RESPONSE AND PROVIDE FEEDBACK

In this age of instant social media and citizen reporters, it is more critical than ever to monitor the reaction to your emergency response and to react. Along with reading and watching local media coverage, the PR team also must monitor **Facebook**, **Twitter**, **Instagram**, other social media, email and even phone calls to see if your messaging is being received accurately and if it is adequate.

The team should also respond to questions and concerns, correct misinformation and provide updates on all social platforms, as well as briefing reporters and stakeholders. Creating a website for the most current facts available and updating it frequently will help control the flow of information.

Another part of reacting is reviewing your communication response during and after the crisis. Was it effective? Could something have been messaged better? Is cleanup still needed to clear an inaccurate report? Was there a hiccup or a logjam that could have been avoided?

Most CCPs are extensive and detailed, containing mission statements, objectives, guidelines, contacts, templates, maps, how-to refreshers and other resources that might be needed in a crisis. This is important information that your team should review and update periodically. But if you strip down your CCP to its basics, the four-step SPAR process—Scan, Plan, Act and React—must be at the heart of it. ■

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How to SPAR Like a Pro

S: Scan

- ☐ Gather the Team
- ☐ Gather and Confirm the Facts
- ☐ Grab your Crisis Communication Plan (CCP) - Hardcopy or Online

P: Plan

- ☐ Assign Roles with Predetermined Responsibilities (from CCP)
  - Lead Public Information Officer (PIO)
  - Media PIO
  - Social Media PIO
  - Director of Internal and/or External Communications
  - Scribe
  - Other
- ☐ Develop Key Messages for:
  - News Releases
  - Talking Points
  - Quotes
  - Answers to Media Questions
- ☐ Turn to your Tool Kit
  - Pre-approved Messages
  - News Release Templates
  - News Advisories
  - Checklist for Staging a News Conference
  - Holding Statement

A: Act

- ☐ Notify your Constituents, Media and Public as per Laws and Protocols
- ☐ Follow through with Messaging
  - Response to Media and Social Media Inquires
  - Set up a Call Center
  - Utilize Electronic Billboards
  - Establish a Stand-alone Website
- ☐ Determine News Briefing vs. News Conference
- ☐ Prep Spokesperson

R: React

- ☐ Monitor Reactions to your Messaging
  - Facebook
  - Twitter
  - Instagram
  - Other Social Media
  - Emails
  - Phone Calls
- ☐ Respond to Questions and Concerns
- ☐ Correct Misinformation
- ☐ Provide Updates to Media and all Stakeholders
  - Designated website for most current information
- ☐ Evaluate your responses during and after the crisis
  - Effective?
  - Clarity of messaging?
  - Clean up still needed?
  - Any hiccups or logjams to avoid next time?

BY ALEXANDER PARKINSON, SENIOR RESEARCHER/ASSOCIATE DIRECTOR, SOCIETY FOR NEW COMMUNICATIONS RESEARCH, THE CONFERENCE BOARD

How Communicators Can Get the C-Suite to Believe in Social Media

There was one comment in particular that resonated with me after interviewing experts for *Socially Minded: Convincing the C-Suite of Social Media's Benefits*, a recent report from **The Conference Board** (*PR News*, May 29). One expert told me: "You have to be a user of [social media]. If you're not a user, you can't possibly understand the power of it."

When you consider that, according to CEO.com, 61% of *Fortune* 500 CEOs lack a social media presence, it's unsurprising that social media can struggle to get the attention—and resources—of the C-suite.

That's why the first step in *Socially Minded* suggests social media managers would benefit from helping their C-suite become social media users. I confess I struggled with this conclusion initially. I thought it would be too patronizing to tell successful business leaders that they needed to participate in social media if they already had decided that it wasn't for their business.

But as I continued interviewing experts and exploring how social media is used at companies, I discovered that in some cases C-suite leaders were skeptical of social media simply because they feared the unknown. It's a simple fact: The majority of C-suite leaders are part of a generation that uses social media less than younger generations. So I realized perhaps there was an element of this research that needed to outline several basic steps.

WHY THE C-SUITE SHOULD BE ON SOCIAL

There are a number of reasons C-suite leaders should be on social media themselves:

- It elevates the C-suite as thought leaders in their industry and area of expertise, providing valuable exposure for the company, building reputation and helping top executives build a deeper relationship with important stakeholders who now are more than ever on social media themselves (journalists, for example).
- The executive will better understand what his or her teams are doing. For example, industry professionals widely acknowledge the importance of paid social media, yet many senior leaders continue to believe it's a free tool.
- It gets leaders to start thinking about how social media can be used to elevate the business beyond marketing and communications: for example, to solve operational challenges or to encourage broader digital transformation.
- It helps leaders set an organizational culture in which social media is seen as a strategic business tool as opposed to a time waster.

I was also surprised to learn how much emphasis experts place on the influence of social media for government engagement. It's not just about knowing what to do if the president mentions your company in a social media attack. It's also about realizing that important economic, political and business discussions are happening on social media. Media relations teams that aren't monitoring these news feeds in real time risk being flat-footed when a relevant story breaks. C-suite leaders need to be aware of this evolution in PR—and many are not.

Helping your C-suite become social media users and demonstrating the importance of social media for government engagement are key tactics. In addition, there is much to be said about how social media managers need to get into the heart of the business, figure out what the challenges are, showcase how social media can help solve those challenges and report back to the business in ways that matter to senior leaders (that means getting rid of the vanity metrics, such as likes, followers, etc., ASAP).

SPREADING SOCIAL THROUGH THE ENTERPRISE

To do this, I suggest looking to companies like **Thomson Reuters**, which developed a Digital Center of Excellence (DCOE) to increase the company's digital capabilities, reduce risk and enable it to become a digital enterprise in support of its enterprise business goals.

To ensure the success of the DCOE throughout the business, Jen McClure, the savvy former VP of digital and social media, inserted herself into leadership groups around the company and, where they didn't exist, established an advisory board with representation from around the organization. Having such a central function allows a company to clarify ownership of social media and demonstrate that it's aligned with the business.

Other tips for getting C-suite buy-in for social include:

- Build an internal network that will help you find advocates who support your work at the highest levels. It will also help you ensure that you're aligning metrics appropriately.
- Establish guardrails for social media use reflecting company culture and help instill confidence in leadership that risks are being mitigated, while also giving employees confidence that they know the boundaries.

Too often, social media is thought of only as a communications or marketing tool. While I acknowledge the importance of that for B2C companies, there needs to be a discussion about the broader benefits that accrue to B2C and B2B companies alike. These benefits include helping drive digital transformation by allowing the collection and sharing of data and information and by providing solutions to business problems by connecting people.

A word about ROI and social media. ROI necessitates a conversation about financial benefits and often the benefits of social media don't have a direct financial consequence—but they have a business consequence. ■

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1. Uber: What Next? With the June 20 ouster of **Travis Kalanick** as CEO (though he keeps his board seat), what should **Uber** do to regain the public trust? A better question might be: Has Uber lost the public's backing? Despite its well-documented PR trouble that began several years ago but crested in February when **Susan Fowler**, a former Uber engineer, blasted the company for sexual discrimination in a *Huffington Post* blog, Uber remains the dominant player in ride hailing. True, it's lost a bit of market share lately, according to **Second Measure**, a data firm the *Wall Street Journal* cited. In the Dec.-May timeframe, Uber's share of the U.S. market fell 6% from 84%. Chief U.S. rival **Lyft** grabbed Uber's lost 6% and is now at 22%. So what's a brand to do?

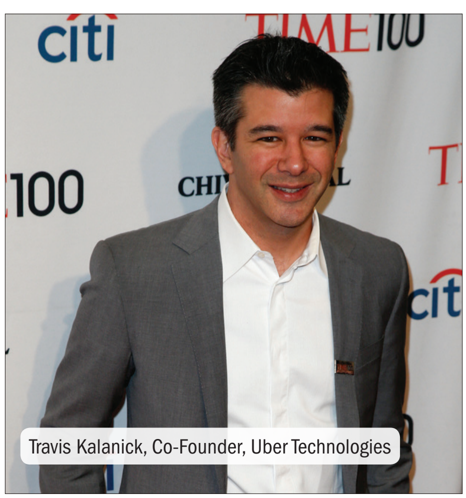

Jennifer Granston Foster, CCO, WE Communications

"The best opportunity [for Uber] is to leverage the fact that today's customer greatly values an understanding of a brand's impact on social issues. If Uber can focus on showing its consumer base that it not only delivers highly effective services, but also provides long-term social value, it can change the conversation and continue to push forward," says **Jennifer Granston Foster**, **WE Communications**' global COO.

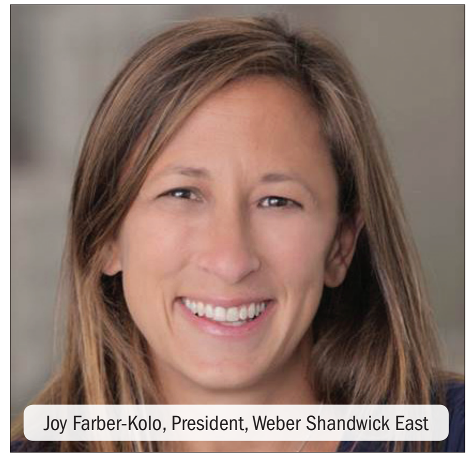
The most obvious takeaway for brands seems to be, once again, the power of social media and the court of public opinion. "Uber is a classic case of 'Love you today, shame you tomorrow,'" Granston Foster says. In its recent *Brands in Motion* study, WE found "nine of 10 consumers said they will gladly shame a brand they love if they believe it stepped out of line."

If there was some good PR in all this it was the very proper reaction of Lyft. Its co-founders sent an email to employees June 23 urging them to avoid gloating. "The faults of our competition" do nothing "to deliver a better experience for our customers," **John Zimmer** and **Logan Green**, Lyft's co-founders, wrote in an email to employees, the *Wall St reet Journal* reported. It's not a good move to take too much advantage of a rival's bad fortunes. Recall Uber's misstep in late January in NYC when cab drivers, in sympathy with those protesting **President Trump**'s executive order blocking some travelers to and from the Middle East, staged a work stoppage. In a move that was seen as an attempt to break the strike, Uber dropped its prices. The move backfired as a campaign to **#deleteUber** trended on **Twitter**. Uber later claimed it was not attempting to break the strike.

2. News Bits: In an attempt to reconnect with consumers in an authentic voice, **Polaroid** has gone all in with user-generated content (UGC). Its corporate site, relaunched June 23, boasts 100% UGC. To update the site Polaroid will be able to pull UGC from **Pinterest** and **Instagram** as soon as it's created. The site is far from the only place where the brand is featuring UGC. Polaroid packaging and ads also are all UGC, says tech provider **Social Native**. – **Snap**'s acquisition of map app **Zenly** resulted in the debut on **Snapchat** of Snap Map, a feature that lets users share their location with friends on a map. It also updates if you move. – What's in a name? The Supreme Court ruled June 19 on a case involving **Simon Tam**, who wanted to trademark the name **Slants** for his Asian-American rock group. The justices ruled blocking the name as offensive would be unconstitutional,citing the 1st Amendment's free speech protection. The ruling probably means legal challenges against the **Washington Redskins**' name are defanged. There's still the court of public opinion, though.



Travis Kalanick, Co-Founder, Uber Technologies


Joy Farber-Kolo, President, Weber Shandwick East

– **Facebook** said June 23 it's offering journalists tools and training to "help... protect their accounts and themselves on Facebook." Part of THE *Facebook Journalism Project*, a dedicated page will provide guidance about two-factor authentication, privacy settings, moderating comments, blocking harassment, controlling location sharing, reporting abusive content, impersonation and hacking. – For the first time, **Facebook** changed its mission statement—"to give people the power to share and make the world more open and connected"—to giving "people the power to build community and bring the world closer together." In a **CNN** interview **Mark Zuckerberg** says the platform must build "common ground so that we can all move forward together."

3. Growth: Chicago indie agency **Schafer Condon Carter** unveiled **SCC|PRISM**, its merged PR, influencer marketing and social media offering. SCC managing partner **Mike Grossman** will head the unit. – Veteran communicator **Brian Hickey** launched **CMO Unboxed**, a NY-based marketing communications firm focused on financial, fin tech, law and consulting companies.

4. People: Weber Shandwick (WS) added president WS West to GM San Fran/Silicon Valley **Luca Penati**'s title; **Rana Komar** (photo, p. 1) becomes president, WS Central; CEO WS Canada **Greg Power** adds president, WS North to his remit; **Joy Farber-Kolo** adds president, WS East. New WS global public affairs president **Pam Jenkins** (*PRN*, June 12), adds president WS South. ■

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