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HOW I GOT HERE

BY DAN MAZEI, SENIOR DIRECTOR, GLOBAL NEWSROOM, REEBOK

Why Reebok Combined PR, Social and Marketing for Its Branded Newsroom

[Editor's Note: We ask PR and marketing leaders to tell us about their influences, the best advice they've received and trends. This week we speak with Dan Mazei, senior director of the global newsroom at Reebok.]

The strategy of the Reebok global newsroom is to follow the consumer wherever they are and be able to use whatever tools necessary to adapt our story to that moment.

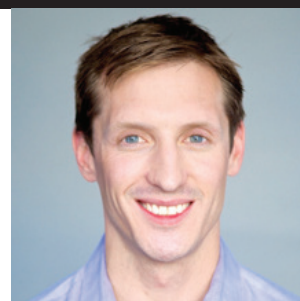
The objective of the newsroom is to be a nonstop storytelling engine for the brand. It's as simple as that. The key to running an organization like this at a strategic level is to stick to something. I get asked a lot, "What is the evolution of the newsroom strategy for the next quarter?" While you mention that you'll be doing different things in the future, it's also important to say you'll be updating the strategy only if you need to. If it's working, we're going to roll with it. If there's a change in the way consumers consume or in the storytelling environment, a real technological boom, these things will demand a shift in our strategy. To have the guts and fortitude to stick to a strategy is hard, but it's also really important, because it allows you to establish a baseline for success. It's pretty hard to prove your value as an organization if you keep pivoting your strategy every three months.

The best advice that sticks out to me is simple but powerful: If we as communicators are not thinking about what the consumer can see versus what they can't see, then we're failing. We at Reebok could have the best possible go-to-market plan for our next great shoe. We could have a

beautiful deck to present internally and partners who are saying, "I'd love to be a part of that if it comes to life." And we could kill the whole thing, and to the consumer we did absolutely zilch, nothing. We were in a budget meeting a week ago and we were talking through our plans for 2018. And our president, Matt O'Toole, said, "OK, when can consumers see any of this or care about any of this?" And it was silent for a moment, and he said, "OK, then can we talk about something else?" We remind ourselves of this every day, when we're writing social copy or picking up a phone to make a pitch, but as marketers we sort of get lost in the weeds of process and KPI setting. We often forget all this work and effort is for naught unless it's going to be visible to the consumer in some way.

Unfortunately we lost Al Golin, but he left behind a great legacy and changed the industry in a lot of ways.

I didn't get a ton of time personally with Al when I was at Golin, but he would come and tell stories about his career. It was engaging and engrossing, but more important was the accessibility to Al that was underneath it. He was all about people and humanity. He was a person who had empathy. He was an empathetic marketer; he thought about how the communications we were developing were going to make people feel. Was it going to enrich their lives? Not having sat in the office while Al was working, I believe that he would have said no to things that didn't answer those questions. The way I saw him



Continued on page 3



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DATA DIVE

Deja Vu: B2C Brands' Engagement on Instagram Tops Facebook in Q3 2017

It's too soon to declare it a trend and alter your tactics, yet insolent child **Instagram** again topped parent **Facebook**, at least in terms of consumer engagement with posts from B2C brands during Q3 2017, according to **Shareable** data provided exclusively to *PR News*.

In our previous edition, when we looked at B2B brands' social posts on Facebook, Instagram and **Twitter**, the situation was the same, with Instagram besting gargantuan Facebook's consumer engagement during the 2017 third quarter (*PRN*, Oct. 17, 2017). In the chart below actions, or consumer engagement, consist of reactions, comments, shares, retweets and likes.

While Shareable's Ron Lee also says it's too early to read a great deal into Instagram's twin victories, he says the data at least seem indicative of B2C brands' appreciation of Instagram's ability to influence consumers.

Overall B2C brands had a good quarter, generating almost 2.2 billion actions across Facebook, Twitter and Instagram, Lee tells us. Despite a 13% drop in content posted vs. Q3 2016, B2Cs saw growth of 2% in consumer engagement and an 8% rise in actions per post.

Breaking down individual platforms, consumer engagement with Facebook fell 20% year over year, while Instagram rose 5% and Twitter was up 17%.

Similarly, the top 10 B2C brands in this table saw a 47% drop in consumer engagement on Facebook; Twitter also suffered, falling 32%. Only Instagram was healthy for the

top 10, Lee says, with the platform boasting growth of 9%.

Turning to individual brands, **Kylie Cosmetics** topped the consumer engagement rankings, yet its 81 million total actions was down nearly 7% from the previous quarter. Kylie was efficient, though, posting 20% fewer pieces of content and gaining 17% in consumer engagement per post. Its total audience was up a whopping 96%.

Victoria's Secret marched to its own beat. Despite the transition toward Instagram, Victoria's Secret's Facebook posts experienced consumer engagement growth of 20%; its Instagram was up 5%. ■

Shareable

SOCIAL SCORECARD

TOP B2C BRANDS – Q3 2017

Based on Total Actions (reactions, comments, shares, retweets and likes)
Data provided exclusively to PR News by Shareable.

Sources:

| Rank | Brand | Total Actions | Total Content | Actions per Content | Total Audience |
|------|-------------------------|---------------|---------------|---------------------|----------------|
| 1 | Kylie Cosmetics | 80,850,329 | 813 | 99,447 | 18,321,256 |
| 2 | Victoria's Secret | 78,322,999 | 756 | 103,602 | 96,132,337 |
| 3 | Anastasia Beverly Hills | 70,413,269 | 1,449 | 48,594 | 16,194,450 |
| 4 | Red Bull | 49,682,985 | 2,000 | 24,841 | 57,888,474 |
| 5 | GoPro | 48,464,790 | 653 | 74,219 | 25,734,181 |
| 6 | Urban Outfitters | 43,884,237 | 950 | 46,194 | 10,574,571 |
| 7 | MAC Cosmetics | 30,773,442 | 586 | 52,514 | 35,685,594 |
| 8 | Forever 21 | 30,061,477 | 1,473 | 20,408 | 30,328,682 |
| 9 | Dior | 28,757,542 | 543 | 52,960 | 40,433,300 |
| 10 | Morphe Brushes | 27,917,807 | 549 | 50,852 | 5,527,932 |

A Look at the Premise of Reebok's Newsroom

operate, the way he looked people in the eye when he spoke to them and remembered their names—it was invaluable for me to see that as a growing professional. That human touch and empathy are things I try to bring into my work every single day. Even though we may be in a more digital world, we can't lose focus on the importance of human touch, because that's what really is going to drive and inspire people.

Marketers don't have that many opportunities to win. Most of the world is in possession of a smartphone. Yet the human attention span is shorter than it's ever been. So we have to maximize our chances of winning. The notion that Reebok can have disparate silos of marketing that'll all end up in the same place, which is a tile on a phone, is insane. So the premise of the newsroom is you have to take these direct-to-consumer marketing channels and put them together. We can't be working off separate strategies and different creative concepts, because in the end the consumer is not going to spend the time to absorb all those things. So they all have to fit into one consumable message. That's why we built the newsroom. We took the PR team, the social team and what is now the editorial content team and put them together. The idea is that the sum of those three parts, which is about 60% of our direct-to-consumer channels, is going to make that little chance that we have so much stronger. I feel strongly that we can build one idea together and have it manifested in different ways creatively.

Far too many companies are sitting on a pile of digital video that they don't know what to do with. The trend tells us to distribute more video, so that's exactly what we do: We push out this huge pile of video and clutter the environment. Branded newsrooms should sit at the center of video creation. Certainly there will be a place for ad creative to drive video output, but the people closest to the consumer—your PR teams and social media teams—should be sitting at the center of strategy when it comes to digital video creation and distribution. That's an enormous opportunity.

With a brand newsroom, it's important to establish your filter for storytelling right away. There is a human urge, and probably a leadership urge, to lean into culture whenever you can when you have a newsroom. "So you guys are seeing the trends. You're the storytelling machine for us. You are going to be our 24/7 command center. If something's happening, be a part of it." That is a fine challenge for brand newsrooms to take on, but you can screw it up by getting out of your lane. Never have consumers been more sophisticated about authenticity than they are today. What consumers are absolutely saying every day, by voting with their clicks and eyeballs, is that they don't want to see brands pretending to be everything. They want to see brands talking about the things they're supposed to be talking about or speaking about cultural topics that relate to them or are ownable by them. We have to, as leaders of newsrooms, make it a priority to establish that criteria or filter right away, so everybody is crystal-clear about the trends we are just going to ignore and those we absolutely cannot miss.

Branded stories need to include a face. Who is the interesting personality behind the story? The answer better not be the product. There has to be someone to humanize it. There's always some human angle behind any story you're trying to tell. Sometimes I think we bury that lead. Another must-have element in a corporate story is what's unique, new, different or wholly ownable. We have to be able to answer that question. None of this is new. It would have been part and parcel of our jobs when we were putting together a press release.

With an unlimited budget I think I'd open a retail shop on Mars. That would be fun. More within our orbit, I would have a 24/7 production capability in every key city in America. If something happened culturally in, say, Miami, I'd want to be able to instantly be building Reebok's take on that story from the scene and distribute it. That would be absolutely killer. ■

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Four Timeless Values From Journalism That Will Propel Your Media Pitching



It is said that smell is perhaps the sense most closely linked to memory, which rings true for me. There are certain fragrances that transport me to specific points of time in my life. One of those from my childhood is the scent of newsprint and the connection to my father. I remember Sunday mornings, sprawled on the kitchen floor sifting through the jam-packed newspaper in search of the comics while he sat at the table, examining his front-page byline before a marathon read ensued, front cover to back.

My father was a newspaperman of the old school. His workday began with the paper. Multiple papers, that is: He checked not only the work of his colleagues but also his across-town competition. His days often ended with the paper, too, stopping by the printing plant to see the presses begin to hum. And always the scent of newsprint.

Getting a glimpse of what it took to put a daily newspaper together from a journalist who authored nearly 15,000 articles spanning a career of more than 55 years (and counting) left a powerful impression on me. There were certain values in news-gathering that are timeless, even as we live through the most radical transformation in how information is created and consumed since Gutenberg.

While the past two decades have been ugly for the newspaper business in declining readership and revenue, the industry finally seems to have stabilized. Legacy brands like the *Wall Street Journal* and *New York Times* have adapted, offering print and digital versions. The industry's most influential journalists participate on digital, but their core remains writing for big city newspapers and news bureaus.

Those inclined to abandon print news for digital have done so, leaving a smaller, but dedicated, core print audience, according to a **McKinsey** report. When it comes to your media relations strategy, PR practitioners overly enamored with digital should take notice that an integrated (traditional plus digital) approach generally is still regarded as the best option.

Speaking of integration: Before deploying a media strategy, PR pros need a seat at the table with business partners. This will ensure alignment on media programs that advance business priorities, protect and enhance reputation and tell the brand's story in a meaningful way to key stakeholders.

Following my father's work life imprinted a number of lessons on me as I grew up pitching stories in the PR profession. While the industry looks different today, many of the foundational principles of traditional media relations are as applicable today for PR practitioners as they were when my only interest in the Sunday paper was the funny pages. Here are a few that I apply every day.

1. Just Because It's Important Doesn't Mean It's Interesting: To make the paper or the evening news, our stories must not only be important, they must be interesting. In our society of short attention spans, PR practitioners forget too

often the interesting element, assuming that if our news is important enough, it'll get pickup.

Expert journalists can make mundane but important news into a page-turner, but when we leave that responsibility to them, chances are that the end product won't match up with the storyline pitched.

2. Space and Time Are Precious: Nothing upset my father as much as the constraints editors put on him to jam three weeks of work into a 30-inch feature (column inches, never word count, was how my father tallied wins and losses). Every inch lost meant a rewrite, trying to get more ideas across in a tighter space.

In today's digital age, PR practitioners live without those constraints, and our writing—from press releases to **LinkedIn** posts—is suffering for it. Focus on what matters most. Note to **Twitter**: the 140-character count limit is fine by me.

3. Engage Your Customers: Cruising for stories meant my father was in near-constant contact with his readers. Most social gatherings at our house morphed into our guests' critiques of the paper. Fortunately, my father readily accepted guests in our house as idea generators.

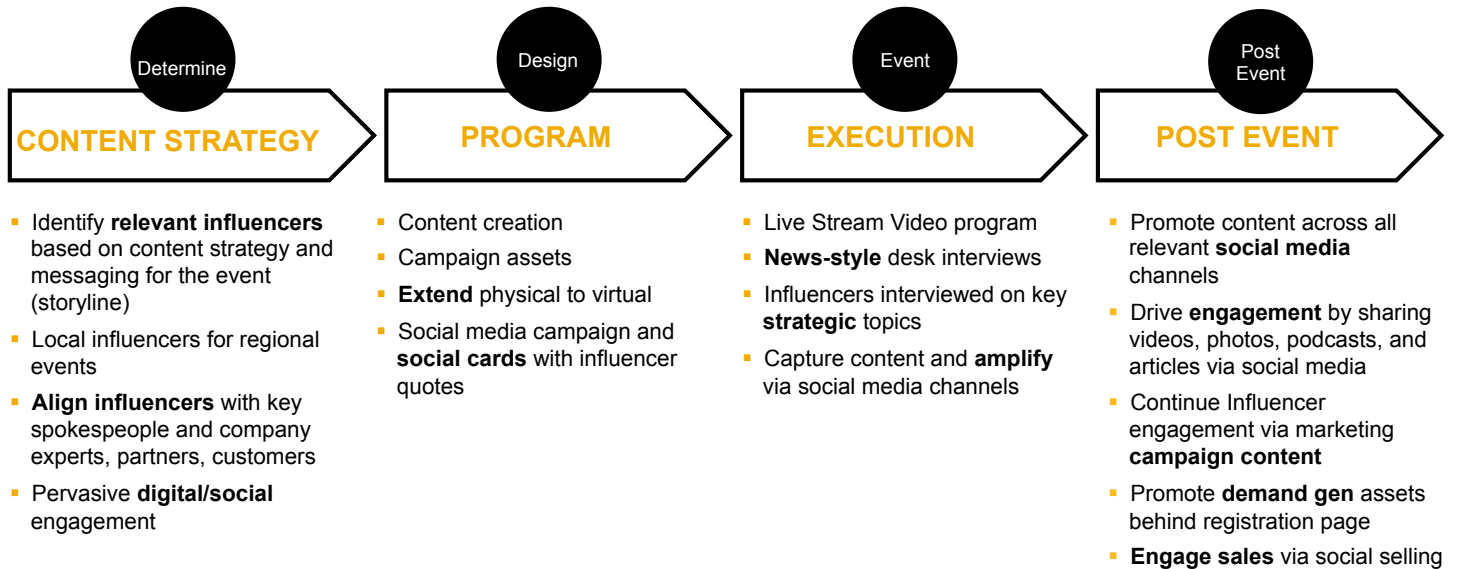
In the early '90s, I ran marketing and promotions for a group of radio stations. While there wasn't much glamour in handing out bumper stickers at the mall on weekend afternoons, each listener engagement provided an opportunity to receive feedback on our programming. If it's your job to develop stories that reporters should care about, get out of your bubble and engage customers on their turf. Take an extra day at the trade show to walk the exhibit floor or schedule a field ride with one of your sales reps. You never know where the inspiration for your next story will come from.

4. Relationships Matter: My surname is uncommon. Rarely do I meet someone in the business community that my father interviewed who doesn't make the connection through our name. Even if they might have been on the short end of one of his investigative articles, they spoke fondly of his integrity and their professional relationship.

In an era of fake news and opinion journalism, it is critical to stay in contact with the real reporters who cover your field. Send an email when you genuinely find a story interesting that they wrote. Become quotable and a thought leader. You can't just reach out when you have a pitch and expect journalists to give you coverage. In addition, should you want the benefit of the doubt when your company has an issue, then build relationships now, before you need to cash in a chip. ■

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How SAP Uses Content to Boost ROI From Events



Long-Lasting Box: Brands can be strategic by thinking about how to “give legs” to events, says Amisha Gandhi, head of global influencer marketing at SAP. The extreme left and right sides of her chart, which she calls *Event in a Box*, show the importance of pre-event and post-event tactics should you want to prolong the reach of an event (and the ROI of PR) by providing material to marketing and sales. Tactics include pairing influencers with brand executives (left) and repurposing event content for social marketing (right). Source: SAP

Brands often want to be strategic with influencers, yearning to build long-term relationships with them rather than one-shot deals (PRN, Dec. 8, 2016). Strategy discussions also are held concerning events, as communicators attempt to extract as much benefit and ROI from them as possible. Amisha Gandhi, head, global influencer marketing, **SAP**, has combined these discussions, as illustrated in the chart above, which she calls *Event in a Box*.

“As a PR pro who wants to provide value to your company,” she says, “think strategically about the long-term effect this one event or program can have across your entire company.” Talk to your marketing colleagues and “ask them what their strategy is and you can base your strategy off that.”

When dealing with influencers, Gandhi says, “You need to ask, ‘How do we align with the right experts to amplify what we’re doing in an authentic way that’s going to resonate with our buying audience?’ To get strategic, you have to think



Amisha Gandhi,
Head, Global
Influencer
Marketing, SAP

about how and whom do you do that with? Why? And what you expect the outcome to be?” She adds, “Once you have your outcome, you can plan your whole program and execution around that.”

At SAP she brings influencers to the brand’s annual conference. When planning an event, determine content strategy, which “must be bigger than the news at the event...ask, ‘What will be the main messaging?’” Then tie that to a trend so you can tell a story. Next, decide on content creation and assets (e.g. videos, blog posts, live streaming). The right side of her chart shows important post-event tactics, such as sharing content assets with sales and marketing. ■

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VISUAL STORYTELLING GUIDEBOOK

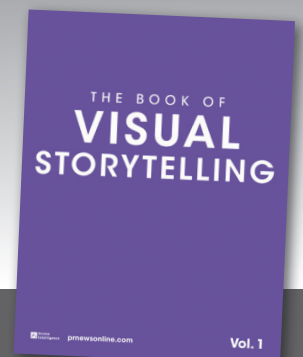
PR News’ Visual Storytelling Guidebook is packed with how-to’s and case study examples on how to use visuals to tell new stories about your brand and connect with new audiences and customers. You’ll learn how visuals can enhance and complement the stories your brand has to tell, discover what tools and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

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Course Correction: How JetBlue Revamped Its CSR Route Map



Corporate social responsibility has been evolving for quite some time, moving from pure philanthropic efforts to a fully ingrained way of doing business. Today, companies most respected for CSR listen to the needs of their customers and employees, making responsible practices a core part of their brands, products and customer experience.

In **JetBlue's** early years, its CSR programs sometimes resonated with customers and within communities. With so many causes worthy of attention and support, JetBlue tried to support everything that was brought to its attention, and in turn its CSR effort was stretched thin. It failed to make the impact it was seeking. Why? Part of the answer is that it was not listening to stakeholders.

SINGING THE CSR BLUES

As the airline began to grow rapidly, and its route network included an even broader range of communities, JetBlue decided it was time to reevaluate and reassess its CSR programs. It needed to do CSR in a “blue” way.

So JetBlue's CSR and Communications teams regrouped to revamp its CSR platform into one that resonated with the community, which in turn created customer loyalty and engaged employees.

JetBlue reached out directly to customers, crewmembers and the more than 70 communities it served at the time to hear what was most important to them. With what it termed its CSR 2.0 strategy, the brand shifted its philosophy to determine and meet specific needs within the communities it served. As it fine-tuned its CSR approach, key stakeholders helped guide the new direction. The results were more meaningful CSR programs.

While many companies may be hesitant to take a public stance on hot-topic issues, those that stand for something tend to create stronger bonds and loyalty with customers. Positive public perception and recognition for JetBlue's CSR platform have been anything but easy, and there were some key insights along the way.

Here are five tips that may be helpful as you create or reevaluate your CSR communications strategy.

STAND FOR SOMETHING

While many companies may be hesitant to take a public stance on hot-topic issues, those that stand for something tend to create stronger bonds and loyalty with customers. Think **Patagonia**, **Chipotle**, **TOMS** and **Target**. Chances are you know of these brands and may even model your CSR and communications efforts around their innovative and successful framework.

Customers want to feel the love. **Edelman's** second annual *Brandshare Report* says nine of 10 consumers want meaningful relationships with brands, while only

17% believe companies are delivering. As part of JetBlue's CSR 2.0 revamp, it scaled its responsibility platform to focus on youth and education, community and environment. The impetus was research: The brand surveyed a cross section of customers and found that 74% saw youth and education as priorities for their favorite brands to support.

Although JetBlue was founded with social responsibility and service as part of its mission, the airline continues to have an internal debate on CSR communications—providing service for a greater good (and no attention) because it's simply the right thing to do versus sharing CSR stories.

HAVE AN OPINION

While customers may not always agree with your stance, most will appreciate a company that acknowledges current issues. In 2013, JetBlue took a public stand against The Defense of Marriage Act (DOMA), which discriminated against same-sex couples. In 2014, it extended its support for transgender individuals by including gender reassignment surgery in its U.S. medical plans.

As a result, its commitment to creating a great place to work for LGBT crewmembers was recognized in the **Human Rights Campaign's 2015 Corporate Equality Index**, where the company achieved a perfect score of 100. In this case, taking a stand was important to crewmembers, who in turn shared their appreciation of their employer with others.

TAKE RISKS

While risks are, well, a gamble, the outcome often outweighs the wager. Flying people to destinations is JetBlue's core business. When it decided to introduce the first uniform changes in its 14-year history, however, it took a risk and ventured into new territory: sustainable fashion.

When looking at the possibility of getting rid of more than 10,000 uniforms, simply throwing away 18.5 tons of fabric was not in line with JetBlue's mission of inspiring humanity. As the company brainstormed what to do with this fabric, the main goal was to minimize the use of landfills.

JetBlue took a risk with a partnership to put the material to good use. It connected with local bag maker **Manhattan Portage** and came up with a way to combine fashion and travel with responsibility. On Earth Day, JetBlue launched a fashion-forward, recycled bag collection made from these uniforms, aimed at aviation enthusiasts who wanted to carry a piece of the airline's history. The bags flew off the shelves and sold out in less than one week.

Although it has had much CSR success, JetBlue would be remiss not to admit its failures. A success: In 2015, as part of its annual *Soar with Read-*

ing program reading initiative, it implemented an innovative pilot program to distribute children's books free via vending machines in Southeast Washington, D.C., one of the largest book deserts in the country. The airline admitted, though, its 2013 program wasn't quite as successful.

Brands that have a firm place in customers' minds do more than state their brand promise; they live it.

After assessing that year's results, the brand found it fell short of the original goal to engage 100,000 online votes from customers over three months via an online call to action. Forced to reevaluate, it realized the call to action was too complicated. In 2013, it asked customers to help donate \$500,000 worth of books to kids in need by telling JetBlue where they would like to travel with the storybook characters and to share information for a chance to win a scholarship.

Customer feedback showed that consumers weren't as interested in receiving something for themselves as they were in improving their communities. Therefore, they failed to participate, and JetBlue fell short of its goal. The airline learned a key lesson: When engaging customers to act, keep it simple, quick, fun and local.

UTILIZE YOUR BEST ASSET: YOUR PEOPLE

While most external communications strategies focus on media attention and social engagement, we all know getting ink for positive corporate initiatives is very difficult. At JetBlue, many of its most recognized efforts began with crewmembers. In fact, crewmembers began several key initiatives at a grassroots level that later bubbled up to corporate.

Crewmember stories that highlight a direct impact on customers or other crewmembers are the stories that resonate with media and appeal to and engage followers on social.

One example is the *Blue Horizons for Autism* program. These unique air travel practice events for families touched by autism provide a relaxed setting. This allows them to be better prepared for future travel. The program started with crewmembers as a volunteer initiative.

Crewmembers wanted to better understand and serve the needs of this growing community. They saw more and more children struggling in airports and families that were unable to board planes because of their child's reactions.

One practice session for local families turned into an annual event. It then went regional and ultimately became a full program.

Crewmembers with children on the autism spectrum were very vocal as well. They wanted the company to do something for a cause that was personally important to them. JetBlue's benefits package didn't line up with its external actions, as it didn't cover autism treatments and therapies. Acknowledging that disconnect and listening to employees, the airline began covering autism treatments in June 2015.

SEEK CSR IN RECRUITING

Now, social responsibility and service are key assets that JetBlue's talent team seeks in recruiting. It knows that engaged and happy employees lead to higher retention rates. It lowered turnover for 18-to-25-year-olds in 2015 by 8% year-over-year and 4% among those 56 years and older. CSR is becoming increasingly more important to millennials, as more than 88% seek employers with strong CSR programs, according to a **PwC** report.

Simply providing a service or product is no longer enough. External audiences expect, demand and deserve more from the companies they support. CSR is often the deciding factor when customers are making purchasing decisions. Therefore, companies must stand for something and listen to what's important to customers. The coveted media attention and social engagement will follow. ■

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Takeaways

1. When engagement is flagging, ask audience members simply and directly what's important to them.
2. While it's a gamble to take a stand, brands that fail to do so can be perceived as representing nothing. Brands that take a stand can create stronger bonds with customers.
3. When engaging customers to act, keep your call to action simple, quick, fun and local.

JETBLUE CSR 2.0

Brands that have a firm place in customers' minds do more than state their brand promise; they live it. JetBlue is on a mission to inspire humanity. Although as of this writing, the brand has 21,000+ crewmembers servicing 38 million customers annually on 1,000 flights daily to 101

destinations, it remains relatively small in terms of U.S. airlines. Yet people (and media) in cities JetBlue does not yet service follow the brand and have an affinity for it. The biggest factors that contribute to JetBlue's brand loyalty are corporate social responsibility and brand engagement.

► Be social: JetBlue is the

fifth largest airline in the United States, yet it continues to be a leader in the social media space.

► Innovate: Despite claiming just 5% of the U.S. domestic market, JetBlue outpaces other brands its size in terms of social media presence. This has helped it gain respect within

the industry and put a spotlight on the airline's customer service.

► Originate: JetBlue has more Twitter followers than most U.S. airlines—2.12 million and growing. Then again, JetBlue always has been adventurous. It was the first airline in the U.S. to utilize Twitter.



Megyn Kelly, NBC Anchor

1. Like Fish and Guests: PR pros contend that addressing a crisis head-on is a useful strategy. Failing to do so can prolong the stench of crisis. Evidence seems plentiful.

Wells Fargo's attempts at addressing its 2016 crisis began poorly, with then-CEO **John Stumpf** denying much was amiss during a Capitol Hill grilling during the bogus credit card scandal. That misstep led to his ouster. Stumpf's strategy seemed to linger, though, and his successor was hauled up to the Hill recently for questioning about crisis follow-up issues (*PRN*, Oct. 3, 2017).

Exhibit two is **Fox News**, which ousted its founder, the late **Roger Ailes**, and top earner **Bill O'Reilly** after sexual harassment allegations. Yet the brand seems to have done little to address its cultural issues publicly, so the odor of scandal remains, making it fertile ground for reporters. Sure enough, on Oct. 21 the *NY Times* reported one month after O'Reilly struck a \$32 million agreement with veteran Fox employee **Lis Wiehl** to quiet sexual harassment allegations, Fox News gave him a four-year contract extension totaling \$100 million. This time, though, Fox News and parent **21st Century Fox** spoke out, blasting the paper's story. It came from "leaked information provided by anonymous sources that is out of context, false, defamatory and obviously designed to embarrass Bill O'Reilly and to keep him from competing in the marketplace," said Fox News' **Mark Fabiani**. *Times* editor **Dean Baquet** returned serve, saying the paper stands by its story. This was just the initial foray, though. The next day, Oct. 22, the fray was joined when former Fox News host **Gretchen Carlson** blasted the brand on **CNN** for re-upping O'Reilly, calling it "horrifying and outrageous." Carlson received \$20 million from Ailes in a 2016 settlement. The day after that, Oct. 23, former Fox News talent **Megyn Kelly** blasted O'Reilly, who alleges nobody ever complained to Fox HR about him. Maybe not, Kelly

said, as "Fox News was not exactly a friendly environment for harassment victims who wanted to report." Yet Kelly contends she complained about O'Reilly to network heads, to little satisfaction. The same day O'Reilly spoke publicly, saying "The end game is, 'Let's link Bill O'Reilly with Harvey Weinstein'" and "take him out of the marketplace forever." O'Reilly was interviewed during the **Glenn Beck** internet radio show. Still think it's wise to avoid addressing a crisis?



Martha Shaughnessy, Founder, The Key

2. Growth: Execs from **Atomic PR** and **Grayling** teamed to debut **The Key** Oct. 23, a San Francisco boutique agency. We asked founder **Martha Shaughnessy** how she plans to take on the big agencies. "We're not competing with large agencies," she says. "We are a lean team" and will provide "simplicity of management" for clients, she says.

3. Platform Prater: Putting aside the headaches social media platforms are having with political ads and hateful messages, business announcements continue. **Facebook** is testing in six countries with Explore Feed, where it removes publishers' and businesses' content from its main feed and places it in the new Explore Feed, a (somewhat difficult to find) location meant for people seeking material that they don't already follow. In some countries Facebook is moving publishers' material to Explore Feed, even if you follow them, *Recode* reports. Word of the testing caused enough concern that Facebook exec **Adam Mosseri** tweeted several times Oct. 23, seemingly to

calm publishers, noting Facebook realizes the move is significant and likely will be tested "for months." – On Oct. 17 **Twitter** unveiled its Video Website Card, designed to address brands' desire to "create more seamless user experiences for consumers along various stages of the path to conversion," it said in a blog post. The card begins as an auto-playing video. It then opens to a larger video while the advertiser's website loads beneath. – Speaking of video, **LinkedIn** CEO **Jeff Weiner** said Oct. 20 his platform is interested in original programming. The chief of the **Microsoft**-owned channel said TV series like *Shark Tank* would appeal to LinkedIn's entrepreneurial users.

4. People: PR News fave and one of the brightest minds in the business **Melissa Wisheart** has joined **22Squared** in Atlanta, as director of biddable media, covering paid social, SEO and SEM and programmatic/audience-based media buying. The PR News honoree also will help lead advertising operations and data management platform (DMP) implementation and strategy. Previously she was with **Moore Communications** in Denver. – **Yokohama Tire Corporation** promoted **Andrew Briggs** to the newly created position of VP marketing & product management. He'll report to COO **Jeff Barna**. Briggs replaces **Fred Koplin**, senior director of marketing and motorsports, who retired. – Congrats to **PRGN**, the global group of 50 indie PR firms, celebrating its 25th anniversary later this week in Kyoto, Japan. ■



Melissa Wisheart, Director, Biddable Media, 22Squared