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## MEASUREMENT

BY PATRICIA BAYERLEIN, IPR MEASUREMENT COMMISSION

# How Measuring Leaders Can Boost Internal Engagement and Profitability



Employee experience has emerged as a key focus for companies seeking to improve strategy execution and results (for example, see *PRN*, Feb. 20, page 1 story).

As we know, change is the new constant in business. Companies must remain nimble and flexible in their strategies. To succeed, they need to get the word out to all employees and gain buy in on strategy changes. Unless companies take employee experience into consideration, however, they will achieve partial success at most.

### EMPLOYEE EXPERIENCE: NO EASY FEAT

An outstanding employee experience is much harder to create than one might expect. Employee experience is defined as a set of perceptions that employees have about their experiences at work in response to their interactions with their company or organization, according to the **IBM Global Workforce Institute**.

The best-in-class companies focus on the critical moments that drive real value, as opposed to just delivering a service to the workforce.

► **Deloitte** (2017) found 80% of executives rate employee experience as “very important” or “important,” yet just 22% of companies believe they’ve successfully created a unique employee experience. And 59% of executives reported they were “not ready” or only “somewhat ready” to address the employee experience challenge.

Businesses should make it a goal to close this gap, because a focus on employee experience also is demonstrably linked

to bottom-line results. Companies that invest significantly in enabling leaders to work with employees on improving engagement are rewarded with a 29% increase in operating income versus those that don’t, according to **Aon Hewitt**, the global consulting firm.

Bolstering those findings, Jacob Morgan, author of “The Employee Experience Advantage,” notes companies that invest in employee experience are four times as profitable and generate twice as much revenue as businesses that don’t.

Communicators’ contribution to driving a great employee experience generally involves improving the effectiveness of internal communications. They’ve focused their efforts on channel effectiveness—measuring and improving email open rates, video views, intranet visits and other similar metrics.

### COMPANY LEADERS ARE KEY

Those data points certainly help communicators understand how strong a company’s information flow is and identify where gaps exist. But those metrics provide an incomplete picture because they fail to take into account the most important communications channel of all—the company’s leaders.

The value of leaders in the communications mix can’t be overstated. As the saying goes, “People don’t quit jobs; they quit bosses.” My contention is that at many companies, leaders are being underutilized in providing the crucial link between effective communications and employee experience.

*Continued on page 3*



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**SOCIAL MEDIA  
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# Fake News Continues to Erode Trust in Media, Brands, Government, Leaders

A perusal of the just-released **Monmouth University** poll (see chart) illustrates one of the reasons why trust and reputation are declining among brands, governments, organizations and their leaders, as noted in the reports of **Edelman** (PRN, Jan. 30) and **The Reputation Institute** (PRN, March 20).

As both groups emphasized in their respective studies, the fake news epidemic has resulted in a lot of trouble for anybody seeking the public's trust or trying to build or repair reputation.

Back to the new poll, though, as **Patrick Murray**, director of the independent **Monmouth University Polling Institute**, puts it, "These findings are troubling, no matter how you define fake news. Confidence in an independent fourth estate is a cornerstone of a healthy democracy. Ours appears to be headed for the intensive care unit."

## WHAT'S FAKE NEWS?

One of the significant findings here is that while there's confusion within the American public about fake news' definition—just 25% say the term fake news applies only to stories where facts are wrong—the public believes traditional media outlets are involved with fake news, too.

As the table shows, a majority feel fake news involves editorial decisions as well as groups planting inaccurate stories to bolster their agenda. And those stories are planted not only at websites but also with traditional news outlets such as newspapers and television.

## WE BELIEVE IN FAKE NEWS' SPREAD

More than 3-in-4 Americans believe traditional TV and newspaper media outlets report fake news, including 31% who believe it happens regularly and 46% who say it's an occasional occurrence.

The 77% who believe fake news reporting happens at least occasionally has increased significantly from the 63% of the public who felt that way last year.

### Americans' Beliefs About Fake News and the Media

<b>77%</b>	Fake news reporting happens at least occasionally (2018 poll)
<b>63%</b>	Fake news reporting happens at least occasionally (2017 poll)
<b>65%</b>	Believe fake news applies to how media outlets make editorial decisions about what they choose to report
<b>25%</b>	Believe fake news applies only to stories where facts are wrong
<b>75%</b>	Believe traditional major TV and newspaper outlets report fake news
<b>31%</b>	Believe traditional major TV and newspaper outlets report fake news "regularly"
<b>46%</b>	Believe traditional major TV and newspaper outlets report fake news "occasionally"
<b>83%</b>	Believe outside groups or agents are trying to plant fake stories in the mainstream media
<b>66%</b>	Believe this is a serious problem (including 74% of Republicans, 68% of independents, and 59% of Democrats)
<b>42%</b>	Believe traditional news media sources report fake news purposely to push an agenda
<b>87%</b>	Believe outside groups are trying to plant fake news stories on social media sites
<b>71%</b>	Believe the above is a "serious" problem (including 81% of Republicans, 69% of independents, and 67% of Democrats)
<b>86%</b>	Believe online news websites report fake news (80% in 2017 poll)
<b>52%</b>	Believe online news sources "regularly" report fake news (41% in 2017 poll)

Source: Monmouth University (803 adults, March 2-5)

## SOCIAL'S ROLE

Interestingly, social media was not seen as the main culprit in the spread of fake news. Instead social was seen as *part* of the fake news ecosystem, along with traditional news outlets.

About 60% say social media sites are partly responsible for fake news' spread, but other media sources are more responsible. This compares to 29% who say social sites are mostly responsible for the spread. Just 6% say they are not at all responsible. There is bipartisan agreement on this opinion, Monmouth says.

Still, 69% of those polled believe social sites are failing to do enough to halt the spread of fake news on their platforms.

It's important to note the **Cambridge Analytica-Facebook** affair had no influence on the poll's findings. The poll was taken prior to the Cambridge story hitting the headlines. ■

# Measuring Leaders' Effectiveness is Critical

Leaders set the tone for employee experience. They play a critical role in crafting a positive work environment by being responsible, acting with integrity and leading with purpose. They're the key translators who take business strategy from the C-suite and turn it into effective, on-the-ground execution.

So how do leaders become more effective communicators and drivers of a stellar employee experience? Supporting three key behaviors is important:

**1. Articulating a Vision:** Leaders need to provide clear direction and make strategy more emotionally resonant and relevant to the job at hand. For example, in a business transformation, leaders who use storytelling to outline the 'why' together with the 'what' and 'how,' drive a stronger goal-orientation and commitment in their team.

Leaders also bridge the gap between a company's and employees' lived experience at work, which includes building on shared values and a connection to purpose.

**2. Using Open, Timely Communication:** Leaders who practice openness convey trust—an important influence on the degree to which employees have confidence in managers and senior leaders. Trust also increases engagement and commitment. Open communication can take different forms—from dialogue to improve a workplace issue to encouraging and eliciting viewpoints from others.

**3. Sharing Information to Drive Decisions:** Employees who participate in decision-making have a higher degree of satisfaction with their experience at work. Research shows employee participation also is associated with higher commitment and greater well-being.

## INFORMATION SHARING CREATES ADVANTAGE

Companies that share information create a frontline advantage. The first step for a leader is to make time for regular interactions with frontline managers. This sends the message their work is important. The real value comes from sharing business-critical issues these managers deal with and giving them permission to solve them.

Communicators must reinforce these key behaviors and identify other opportunities to improve information flow and

leadership communication effectiveness to create a stronger employee experience. That, in turn, increases employee engagement and delivers the positive results everyone wants.

The fundamentals of good execution start with making sure information flows where it needs to and decision rights are clear, a *Harvard Business Review* study says ("Secrets to Successful Strategy Execution," by Neilson, Martin and Powers, June, 2008). The same study found actions related to improving information flow and decision rights are twice as effective as improving motivators and structural change.

## MEASURE INFORMATION FLOW AND LEADERS

These ideas argue for the need for information flow to be maximized. As such, information flow should be measured. Survey staff on its perception of communications as timely, relevant, unique (not duplicated), accurate, complete and inclusive. The fundamentals should also measure leader and manager communication competencies, skills and the reliability and efficiency of systems and processes.

To improve employee experience, however, companies need to take the extra step and ask questions about leaders' behaviors. These behaviors may include candor, listening and feedback, articulating a vision, sharing information, conducting respectful conversation and leading change.

Most organizations, of course, have a general idea about how effective or ineffective their communications are at the leadership level. This analytic focus can help them pinpoint and quantify specific behaviors that need improvement.

For example, a multinational company's leaders struggled with change readiness, a common problem. The company's leaders excelled at telling people change was coming but failed to help them manage through it.

The issue was a lack of transparency and knowledge of how change was progressing. This left employees floundering day-to-day, with engagement well below desired levels.

Armed with leader behavior-level data, the internal communications team was able to identify actions for leaders to take, including maintaining a steady drumbeat of communi-

Continued on page 4

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cations, increasing leadership visibility, celebrating real-world wins and putting setbacks into perspective. The result? Better communications effectiveness that also directly improved the employee experience and retention of top performers.

Measuring communications effectiveness at the channel

level is an important first step. But it's not only what you say. It's what everyone, including leadership, does with information that's just as important. ■

**CONTACT:** [p.bayerlein@gagenmac.com](mailto:p.bayerlein@gagenmac.com)

## SOCIAL MEDIA

# Kylie Cosmetics Increased Posts Just 1% in 2017 and Grew Audience 129%, Engagement 27%

When you're hot, you're hot.

**Kylie Cosmetics** increased the volume of its social content a mere 1% in 2017, yet its audience shot up 129%, **Shareablee** data provided exclusively to us reveals. **Kylie Jenner's** company also jumped 27% in consumer engagement (called "actions" in this chart), and increased actions per post by 25%.

With an emphasis on social video, Kylie's video content posted was up 73%, says Shareablee's **Ron Lee**, noting that Consumer Beauty brands as a category rose similarly. The entire category increased video content 58%, resulting in a growth of 61% year over year in consumer engagement with videos.

As a category, Consumer Beauty brands generated 2.57 billion consumer actions across **Facebook**, **Twitter** and **Instagram**. Despite a 2% drop in content posted, consumer engagement grew 26% and actions per post increased 29%, suggesting a strong increase in content quality, Lee says.

Video content posted also rose 58% vs 2016, leading to a 61% growth in consumer actions.

### INSTAGRAM GROWS ALONE

Instagram was the only platform to see consumer engagement growth (up 28%). Facebook and Twitter saw a 9% and 3% drop in engagement, respectively.

**Morphe Brushes** also was hot. It reduced content posted 32% yet registered a 44% increase in consumer actions and a 113% increase in actions per post. Also notable, Morphe was alone in the Top 10 to reduce video content (down 64%). That's called brushing against the grain. ■

Shareablee

SOCIAL SCORECARD

## TOP CONSUMER BEAUTY BRANDS – 2017

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

Sources: [f](#) [t](#) [@](#)

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
1	 Kylie Cosmetics	340,197,028	3,623	93,899	17,620,379
2	 Anastasia Beverly Hills	307,144,369	6,038	50,869	15,771,264
3	 MAC Cosmetics (Global)	151,818,471	2,455	61,841	34,598,425
4	 Morphe Brushes	145,389,813	3,258	44,625	5,291,214
5	 Too Faced Cosmetics	113,621,668	1,845	61,584	11,901,942
6	 Tarte cosmetics	113,525,198	6,046	18,777	8,266,678
7	 NYX Professional Makeup	89,254,133	2,469	36,150	13,789,713
8	 Urban Decay Cosmetics (US)	84,653,509	3,059	27,674	11,225,314
9	 Maybelline New York	81,881,550	3,484	23,502	10,703,059
10	 ColourPop	78,587,896	5,817	13,510	6,682,462

# Newly Created Burson Cohn & Wolfe Unveils Asia-Pacific Region Market Leaders

Created early in March (*PRN*, March 6), global communications agency **Burson Cohn & Wolfe** (BCW) unveiled its Asia-Pacific leaders as we went to press. **Matt Stafford**, president, Asia Pacific, BCW, (photo 2, page 1) said the merged firm's Asia market leaders are in place and "most of our teams have already begun to move into the same office."

Market leaders will report to Stafford. They include **Hong Qu**, who becomes market leader, Beijing, BCW. Previously he led the market for **Burson-Marsteller**. In Shanghai, **Tiffany Bai** will lead the market; Bai was managing director, China, **Cohn & Wolfe**.

In Guangzhou **Cyrus Yeung** becomes market leader. Yeung previously was associate managing director, Guangzhou,

Cohn & Wolfe. Hong Kong's market leader will be **George Godsal**, who led the market for Burson-Marsteller.

In Singapore the previous managing director, Singapore and Southeast Asia, Cohn & Wolfe, **Shawn Balakrishnan** becomes market leader. **Nia Pratiwi** becomes market leader for Indonesia. Pratiwi led Indonesia for Burson-Marsteller.

In Japan, **Shuri Fukunaga** becomes market leader. Fukunaga led the market there for Burson-Marsteller. **Ihn Chee** will lead in Korea. Previously, Chee led the market for Burson-Marsteller.

**Pamela Klioufis** will lead Australia. Klioufis was managing director, Sydney, for Burson-Marsteller. There are no leadership changes in other Asia-Pacific markets, BCW said. ■

MARKETING

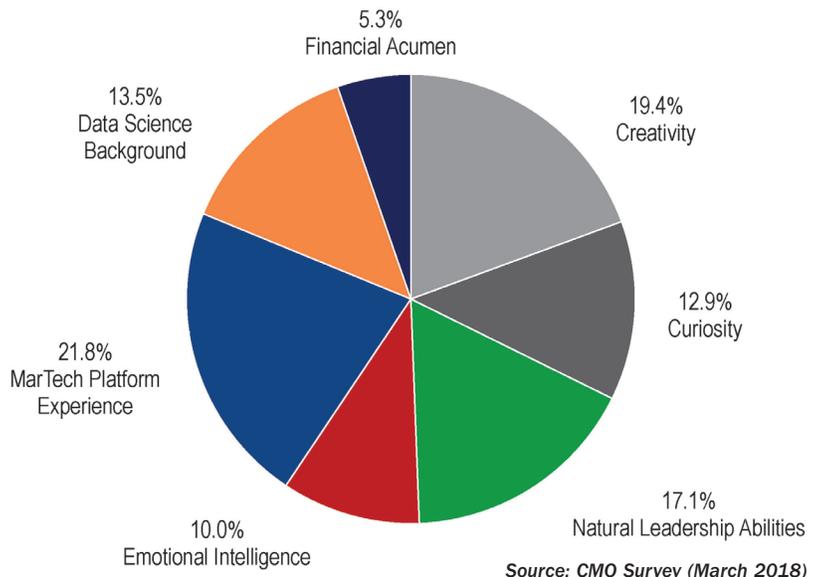
# Social Marketing Spending to Jump 71% by 2023

What are CMOs looking for when they're hiring (see pie chart) was just one of the areas covered in the extensive quarterly survey of 360 for-profit CMOs produced by **Christine Moorman** of **Duke University**, Duke's **Fuqua** business school, **Deloitte** and the **American Marketing Association**.

The survey found reliance on analytics to make decisions has increased 30% and a record 23% said they can put numbers to the benefits of social media. That's an increase from the 16% mark during the previous year. In addition social media is increasingly being handled in-house and spending on it is up 243% since 2009. In the next five years, the CMOs say, they will increase social media's share of marketing spend 71%.

With the social push, are marketers missing the fundamentals? No, said 82%, who believe their digital and social activities have not drawn attention away from marketing basics. ■

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process?



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# Glass Half Full or Empty? 48% Say They'll Not Use Facebook Less Due to Cambridge Analytica Affair

You can nip at the heels of category leaders such as **Facebook** but unseating them is a different matter.

Data we've reported about in recent editions shows Facebook shedding younger users and, more importantly, failing to grow via a youthful cohort (PRN, January 9).

Perspective is important, though. As **Ryan George**, VP, marketing and communications, **First Global**, a financial research and consulting firm, said during PR News' Social Media Summit in Huntington Beach, Calif., late in February, Facebook is so large it can shed some of its 2 billion users for years without it being a significant issue.

The question at the moment, of course, is whether or not Facebook's issues as a whole are enough to scare off users, brands/advertisers or investors in a significant way. At first blush the answer seems to be no or it's too early to say.

To review the issues, they include the decline in youthful growth on Facebook, the scandals surrounding Facebook and Russian agents deploying fake news on the platform and

## Whom Do You Trust (or not) With Your Personal Information?

66%	Trust Amazon to obey laws that protect their personal information <b>24% Don't Trust</b>
62%	Trust Google to obey laws that protect their personal information <b>29% Don't Trust</b>
60%	Trust Microsoft to obey laws that protect their personal information <b>28% Don't Trust</b>
53%	Trust Apple to obey laws that protect their personal information <b>31% Don't Trust</b>
47%	Trust Yahoo to obey laws that protect their personal information <b>37% Don't Trust</b>
41%	Trust Facebook to obey laws that protect their personal information <b>51% Don't Trust</b>

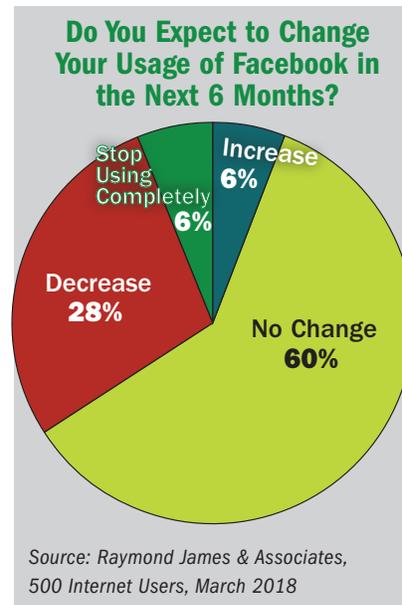
Source: Reuters/IPSOS (2,237 people, Mar. 21-23) 2018

Trust or Not? Augmenting last week's table, 41% trust Facebook to obey data laws, 51% do not trust Facebook to handle their data lawfully.

## Does Cambridge Analytica Matter?

48%	Would not change their usage of Facebook as a result of Cambridge Analytica
26%	Would use Facebook somewhat less as a result of Cambridge Analytica
19%	Would use Facebook significantly less as a result of Cambridge Analytica
8%	Would stop using Facebook as a result of Cambridge Analytica

Source: Raymond James & Associates, 500 Internet Users, March 2018



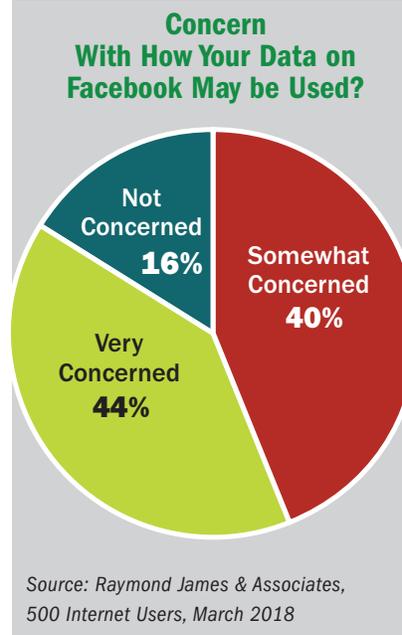
**Cambridge Analytica's** alleged breach of 50 million Facebook users' data, which was later provided to consultants working for the **Trump** presidential election campaign in 2016.

## IN FB WE TRUST?

Last week, we reported on a **Reuters/IPSOS** survey of some 2,000 people showing just 41% trusted Facebook to handle their personal data in accordance with laws (PRN, March 27).

This week we augment that survey, looking at the question in a slightly different way: How many people *do not trust* Facebook and other companies that collect it to deal lawfully with their data (see chart, middle, left column).

Adding even more data to the picture, investment firm **Raymond James** surveyed 500 Internet users in late March about Facebook and the Cambridge issue. Specifically, Raymond James was interested in whether trust levels that the Cambridge scandal would

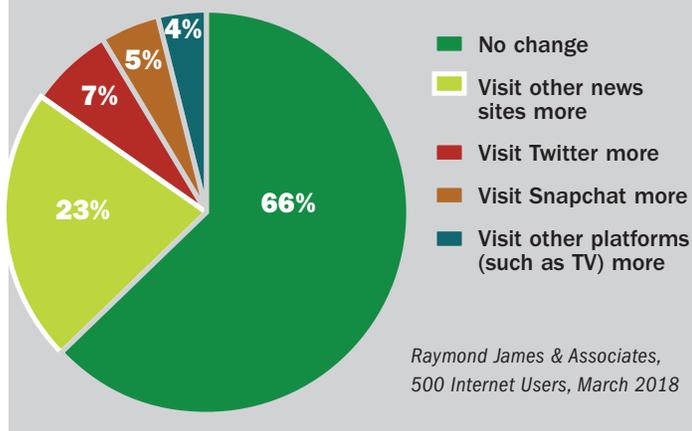


influence could result in users forgoing their daily or weekly Facebook fix.

As you can see in the pie chart just above, 84% of those surveyed told Raymond James they are "very concerned" or "somewhat concerned" with Facebook's use of their data. This tracks with the Reuters/IPSOS survey in the left column top.

Clearly, users are worried about Facebook's use of their data. Incidentally, Raymond James also found 43% of people were "very concerned" and 31% were "somewhat concerned" that Cambridge "abused data on Facebook to influence the 2016 presidential election."

## How has the Decrease in Public Content in Your Facebook News Feed Changed Your Use of Other Sites?



Despite all this concern and dare we say mistrust, almost half those Raymond James questioned (48%) said the Cambridge situation would not influence their Facebook use. See table on page 6 called *Does Cambridge Analytica Matter?*

On the other hand, perhaps the glass is half full: 26% said they'd use the platform "somewhat less" and 27% said they'd use it "significantly less" or "stop using" it (8%).

### FROM A DISTANCE OF SIX MONTHS

Perhaps a more telling set of figures relates to the longer view. Raymond James asked the usage question in a slightly different way. In six months, it asked, when presumably Facebook will have unveiled even more procedures to make sure another Cambridge situation will not occur, will your usage of the platform change?

The answer to that question can be seen in the pie chart on page 6 called *Do You Expect to Change Your Usage of Facebook in the Next 6 Months?*

Raymond James' conclusion: "We note that while a relatively high percentage indicated they expect to use Facebook less [as a result of Cambridge], we believe these user concerns could ease as the news cycle slows on this topic."

From a financial viewpoint, Raymond James urged its customers to hold their Facebook shares and even encouraged them to buy more.

Early in the news cycle of the Cambridge Analytica story, Facebook made headlines for its share price falling and the company losing billions in valuation. By late last week, most of Wall Street was in line with Raymond James' relatively positive view of Facebook and its future. While Facebook shares fell badly in mid-March, they began to edge up toward the end of last week.

### WHY YOU USE FACEBOOK

Looking at Facebook use means an examination of why people use Facebook. More data on that issue can be gleaned from the table called *What Do You Use Facebook For?* As you can see, the large majority of the public uses Facebook for connecting with (67%) and reading about (86%) friends and family. A significant group (45%) uses Facebook to remember im-

## What Do You Use Facebook For? (Check all that apply)



Source: Raymond James & Associates, 500 Internet Users, March 2018

portant events, such as birthdays, and post pictures (41%).

Facebook chief **Mark Zuckerberg's** push to make the platform more video-based is starting to bear fruit. About 33% use Facebook to view recorded videos, while 10% are visiting the platform to watch Facebook Live video streams.

### LITTLE CHANGE IN BEHAVIOR WITH NEWSFEED

Raymond James also asked about recent Facebook changes to its News Feed and how they might be influencing users' habits. In January, Facebook altered its algorithm to show fewer public news stories and other public content.

It doesn't seem to have mattered to users. Around 76% of respondents said they spend the same amount of time on Facebook since the January 2018 change; 14% said they spend "somewhat less time" on the platform, while 5% spend "more time" and 4% spend "significantly less time" since the change. The pie chart above shows the Facebook user to be consistent; even without public news, he/she doesn't seem to be seeking news elsewhere.

### FACEBOOK, TRUST AND REPUTATION

So, what does it all mean? Clearly we have a brand whose customers are concerned with how it's using their data. On the other hand, the Raymond James poll shows those same users will continue to use Facebook, more or less as usual. And Wall Street seems fine with Facebook's future.

Not everyone is as upbeat. **Stephen Hahn-Griffiths**, executive partner, chief research officer at the Reputation Institute, notes the multi-dimensional aspect of reputation and adds, "Ultimately, reputation links to behavioral support."

While a decline in trust, which is one of the key sentiments that align with reputation, might have a strong impact on reputation, it's also likely to have a significant influence on behaviors, such as the intent to purchase, willingness to invest and desire to say something positive.

A trust erosion, he says, is a leading indicator of "reputational decline and signifies a weakening of behavioral support. All this should give Facebook reason for grave concern based on recent events." ■



Lou Anna Simon, former president, Michigan State Univ

**1. The Cost of Crisis Work:** As with many PR crises, the **Dr. Larry Nassar-U.S. Olympic Committee-U.S.A. Gymnastics-Michigan State University (MSU)** crisis seems to grow in new directions daily. In one of the venues, MSU, the smell grows as the onion is peeled. You might recall Nassar was a sports doctor at MSU. After his 2016 arrest, MSU portrayed itself as a victim of Nassar's criminal behavior. Yet, hours after Nassar was sentenced to 175 years in prison Jan. 24, 2018, MSU's first female president, **Lou Anna Simon**, retired abruptly, though she maintained she was scapegoated (*PRN*, Jan. 30). Two days later MSU athletic director **Mark Hollis** left. It's often bad news to be in the crosshairs of politicians when your brand is in crisis and an election is on the horizon. Ask former **Wells Fargo** boss **John Stumpf**, who was fresh meat on Capitol Hill on the eve of the 2016 elections. Similarly for MSU, the Michigan governor's job is up for grabs. While the severity of what Nassar did is more than enough to warrant a high-profile investigation, an impending election raises the stakes. Attorney general **Bill Schuette**, who'd like to be governor, announced Jan. 27 an investigation of MSU's handling of the Nassar scandal. The latest piece of news from that probe netted former MSU dean **William Strampel** March 26, arrested for allegedly sexually harassing four students and having porn on his MSU computer, among other charges. The additional ouch here is Strampel was Nassar's boss. Another item last week, though apparently not directly related to the investigation, has PR firm **Weber Shandwick** caught in the thicket. A March 28 story by **Matt Men-carini** in the *Lansing State Journal* found Weber billed MSU \$517,343 for more than 1,440 hours of work during January

2018. The paper characterized the work as monitoring social media accounts of Nassar's victims, influencers, journalists and celebrities. Loaded with copies of Weber work products sent to MSU detailing social media trends, the article quotes Weber VP **Kim Dixon** saying a law firm working for MSU employed Weber for "communications support." The PR agency no longer works for MSU. Late Friday, Weber, seeking to clarify what it felt were inaccuracies in the Lansing paper's article, said in part, "The majority of our work involved crisis counsel...We were not hired to monitor victims' social media accounts...The victims were and continue to be the most important voices in the conversation." Perhaps the state-



Kimberly Dixon, director, communications, Weber Shandwick

ment should have read, "We were not hired solely to monitor victims' social media accounts." Based on copious examples of work product shown in the article, Weber spent at least a few billable hours working on social listening as part of its crisis work. We asked Weber Monday to specify how much of its \$500,000+ bill was devoted to crisis advice and how much to social listening. There was no response.

**2. Data-Filled Newsroom: The More Things Change...** We told you last week about the **Tow Center** study showing newsrooms being infiltrated with DAP workers—employees skilled in data, analytics and platform-oriented operations. The question then becomes, how should communicators pitch to these data-savvy staffers? It's a mix of basics and new processes, say the PR pros we asked. **Lauren de la Fuente**, VP marketing & communications, **Boingo Wireless**, emphasizes the basics: "Make sure you pitch to the right reporter...data is great, but reporters hate pitches that aren't relevant to them and their beat. And no random pitches, she says. "Data or no data—newsrooms still want good story ideas...not client-forced pitches or pitches that are just inbox-filling junk." **Nisha Morris**, executive director, com-



Dominick Pagone, SVP, entertainment publicity, Showtime Nets

munications and PR, **Providence St. Joseph Health**, also emphasizes knowing who the reporter is and the publication's needs first. "If the publication produces news that's more anecdotal, tailor your pitch to tell a story first and follow it with supporting data... if it's a media outlet that heavily relies on data, lead with data." And go beyond data, Morris urges. "Explain in your pitch...how the data is relevant." Does it fit into a trend? What does it mean to the reporter's audience? Make the journalist's job easier by not only providing data but putting it into perspective. And provide a relevant, interesting infographic to tell the story. "There's nothing quite like a great visual to accompany a data-heavy article."

**3. Growth:** Marketing agency **Superdream** acquired UK-based film production company **HIPSTER**, providing in-house video and film capability. – **WE Communications** made a strategic investment in **Avian Media** and its sister public affairs consultancy **Chase**.

**4. People:** **Jamie Smith**, former White House deputy press secretary under **President Obama**, was named CMO of **The Linux Foundation**. – **Grasslands** named **Shawna Seldon McGregor** managing partner, based in its new Denver office. – Former veteran **FX VP Dominick Pagone** joined **Showtime Networks** as SVP, entertainment publicity. – Former **Sony Pictures VP Lauren Townsend** (picture 3, page 1) joins **Starz** as EVP, communications, replacing **Theano Apostolou** and reporting to CEO/president **Chris Albrecht**. – **Tunheim** of Minneapolis added **Sheila Green** (picture 2, page 1) to its roster as a senior consultant in its corporate communications group. Most recently Green was a VP at **The Castle Group** in Boston. – **rbb** named **Abdul Muhammad II, Jeanine Karp, Josh Merkin, Laura Guitar, Lisette Loughner, Maite Velez-Couto, Rashid Saker, Sandra Fine Ericson** and **Shawn Warmstein** partners. ■