PRNews
Social * Marketing * PR

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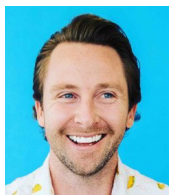
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REPUTATION

83% of Media Says Accessible CEO Raises Brand Authenticity; Same Percentage Use Video As-Is

There's little doubt the U.S. is mired in a trust crisis, with the 2018 **Edelman** Trust Barometer recording the country's largest trust drop in the survey's history.

Stephen Hahn-Griffiths,
Chief Research Officer,
The Reputation Institute

Matt Prince
Senior Manager,
PR/Brand Experience,
Taco Bell

Trust among the general population fell nine points to 43, placing the U.S. in the lower quarter of the 28-market Trust Index. Trust among what Edelman calls "the informed public" in the U.S. dropped even more (23 points), to 45, the lowest of the 28 markets surveyed, behind even Russia and South Africa.

In the wake of such horrific news, a rise in the trust people had for the CEO often was missed. In fact, CEO credibility jumped 7 points to 44%. The jump can be explained partly by the decline in so many other entities, such as media, government, business and non-governmental organizations.

A subtle distinction is that while people told Edelman they distrust business, they also said they have a good opinion of their employer (72% say they trust their company).

1 **83% of Journalists Say an Accessible CEO Makes an Organization Seem More Authentic**

	TV	Newspaper	Bloggers	Radio	Average
2018	87%	79%	78%	89%	83%
2017	67%	82%	74%	71%	74%
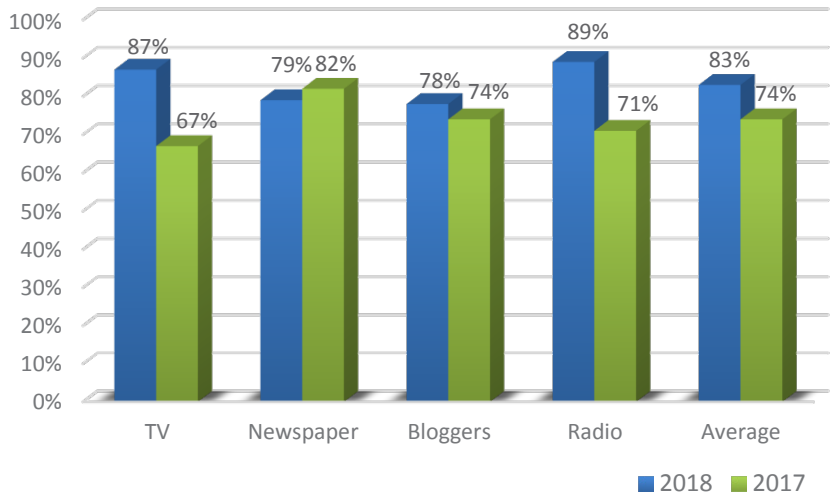
With trust in their employer comes a belief that the CEO can lead where government and media chiefs cannot.

Indeed, the Edelman survey found building trust (69%) now is job #1 for CEOs, edging out production of high-quality products and services (68%). And nearly two-thirds of respondents say they want CEOs to take the lead on policy change instead of waiting for government, which now ranks significantly below business in trust in 20 markets.

UPCOMING EVENTS AND WEBINARS*

WEBINAR: HOW TO TAKE YOUR BRAND NEWSROOM TO THE NEXT LEVEL
AUGUST 28, 2018
1:30-3:00PM ET

PLATINUM PR AND AGENCY ELITE LUNCHEON
SEPTEMBER 21, 2018
NYC

HEALTHCARE SOCIAL MEDIA SUMMIT
OCTOBER 23, 2018
BALTIMORE, MD

CEO's Face Helps Brand's Authenticity

A DECLINE IN TRUST

Larissa von Lockner
Senior External Communications Manager,
PwC

Trust is an element of reputation, says **Stephen Hahn-Griffith**, chief reputation officer at the **Reputation Institute** (RI). Similar to Edelman, RI reported significant declines in reputation. It was the first time RI had reported a downward trend in reputation.

Both Edelman and RI pointed to fake news as a major contributor to the downward trends found in their surveys.

Also similar, Hahn-Griffiths sees the CEO's role as critical. For him it's about the CEO's role in building and maintaining a brand's reputation (*PRN*, March 20). "It's much better if the face of the brand is the CEO...it gives the message far more weight than having another executive or a spokesperson talk for the company," he says. Worse, of course, is a nameless, faceless statement, Hahn-Griffith adds.

NOT SO FAST

Of course, the past few months have seen CEOs and former CEOs make spectacular mistakes. Former CEO and board chairman **John Schnatter** of **Papa John's Pizza International** embarrassed the brand with racist language, resulting in his expulsion as board chair; he was removed as CEO in January.
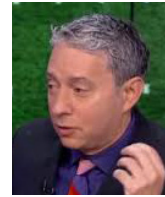
Doug Simon,
President/CEO,
D S Simon Media

Tesla chief **Elon Musk** and **Facebook** founder and CEO **Mark Zuckerberg** also fell into the soup recently. Disenchanted investors have urged both to step down.

And while still on the job, **CBS** CEO/board chair **Les Moonves** is in a precarious position as lawyers investigate sexual harassment allegations against him.

Perhaps these events will be reflected in the 2019 work of Edelman and RI.

Until then there's a new survey from video PR firm **D S Simon Media** about press members' preferences regarding CEO and brand exec interviews as well as how journalists use submitted video. The survey results appear in *PR News* exclusively, courtesy of D S Simon Media.

The firm surveyed TV, radio and newspaper journalists, as well as bloggers from national, regional and local media for three weeks during May and June. Some 150 journalists responded.

CEO INTERVIEW IS AUTHENTIC

In short, the survey tracks with Hahn-Griffiths' assessment about the importance of having the CEO represent the company to media. An overwhelming majority (83%) of journalists say having an accessible CEO makes the organization seem more authentic (chart 1).

When composing a positive story, media also find in-house spokespersons to be more authen-

2 **Journalists Perceive In-House Spokespeople as More Authentic to Interview for a Positive Story on a Brand**
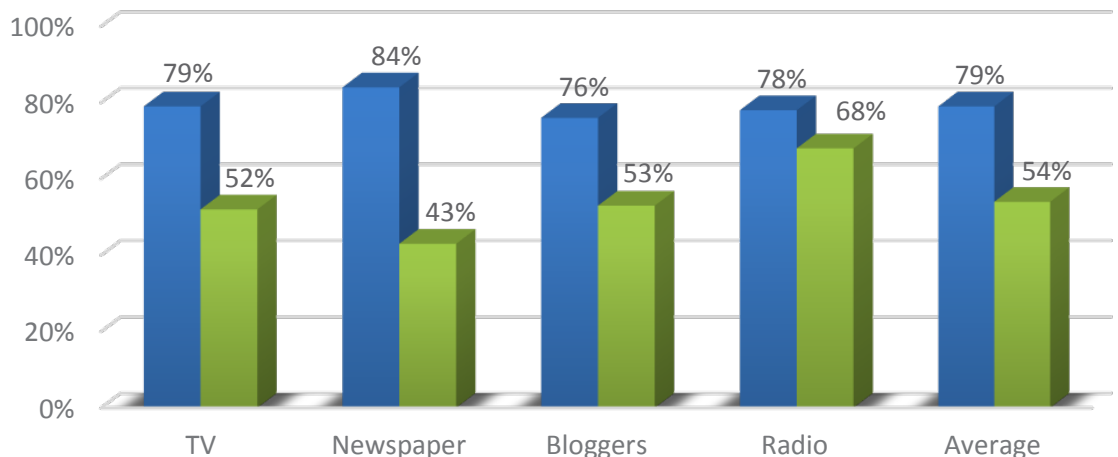
	TV	Newspaper	Bloggers	Radio	Average
Blue	79%	84%	76%	78%	79%
Green	52%	43%	53%	68%	54%

tic as interview subjects than third-party experts for brands and non-profits (see charts 2 and 3).

Similarly, by a wide margin, journalists prefer to interview brands' (82%) and non-profits' (87%) employees as a opposed to outside experts (see charts 6 and 7).

Says **Larissa von Lockner**, senior external communications manager at **PwC**, "Authenticity and trust are keys to telling a compelling brand story."

She adds, "In a day of far too much information, humanizing your brand with authentic, relatable spokespeople is more important than ever. It's truly the key to relating to your audience."

AUTHENTICITY AND VIDEO

Speaking of authenticity, there may be questions about the honesty of certain journalistic products when you consider a whopping 83% of media members admit they use brand- and nonprofit-provided video "as produced" (chart 5).

This observation is tempered since 58% of TV journalists say they do this. Presumably TV outlets are best equipped to cut and edit submitted video and TV journalists are more comfortable with editing video than those at other mediums.

We also don't know how many radio outlets, newspapers and bloggers post video on their sites alerting the public that brands and organizations provided the video and it is unedited.

The implications for communicators, says Simon Media CEO **Doug Simon**, include tremendous opportunities "for message control." With so many outlets using submitted

3 ## Journalists Perceive In-House Spokespeople As More Authentic to Interview for a Positive Story on a Non-Profit
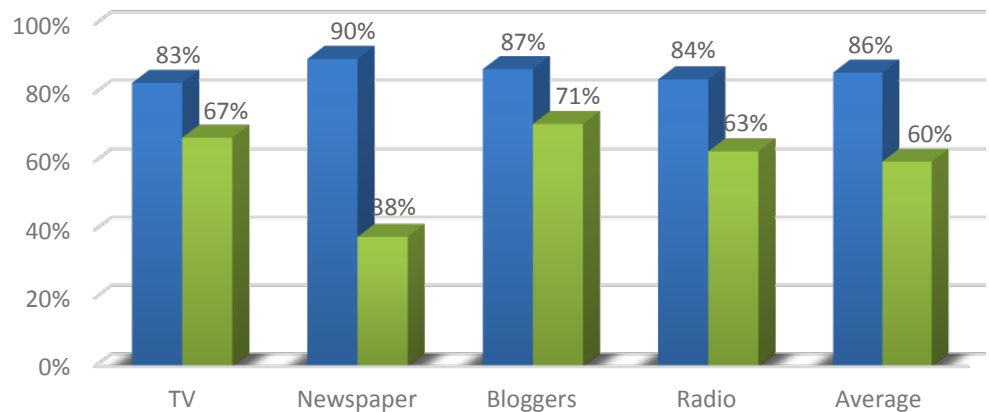
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81% of Journalists Get Story Ideas from Social Media

video as is, "It's an opportunity to feature your leaders and experts, including your CEO...to increase their influence on the conversation."

In addition, as we noted above, with trust and authenticity rising as vital components of brand value, it's a critical time

to advance the CEO as an influencer.

As a result, the quality of submitted video must reflect its potential to a variety of good for brands.

EARNED MEDIA/CROSS-FUNCTIONAL PLANNING

Matt Prince, senior manager, public relations and brand experience at **Taco Bell,** agrees but believes all facets of brand outreach are critical. **"**A key to our earned media success," Prince says, "is the alignment and cross-functional planning that goes with social and PR content. Media outreach includes content such as social imagery, supporting social engagement, b-roll and owned video." Prince i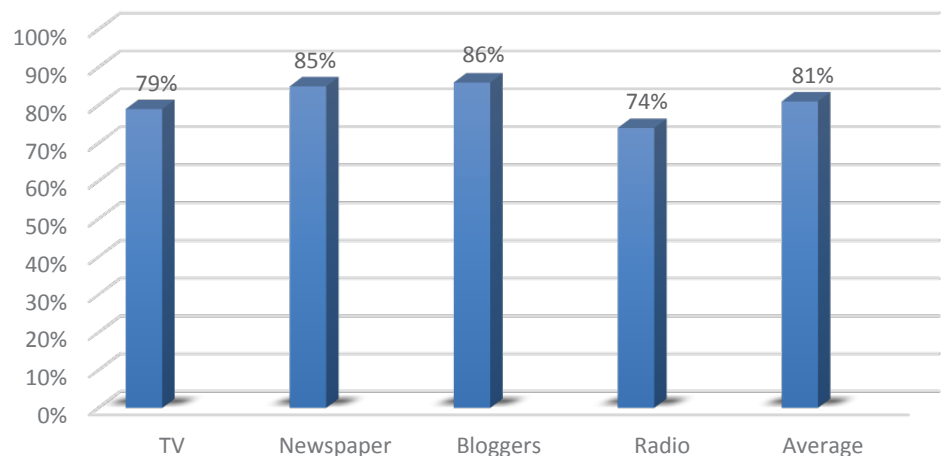s proud his brand is flexible enough to provide publications with "pre-produced video or b-roll so [they can] produce their own [video]. We have what they need."

The importance of having messages align between all platforms tracks with another survey finding that 81% of journalists look to social media for story ideas (chart 4). With traditional and online journalists seeking story ideas on social, Prince's thinking about alignment and cross-functional planning seems even more apt.

Returning to video, von Lockner emphasizes how it can humanize brands. "Video serves as a straightforward way to tell your brand story in a style that conveys not only your message, but also your tone and purpose." With so much content bombarding consumers, "video puts a face behind a statement," she adds, "and it helps build a more compelling human connection in this digital age."

The results regarding journalists preferring in-house spokespeople over third-party speakers were little surprise for Prince. "For Taco Bell, authenticity and transparency are key drivers for not only the PR team, but the entire business."

He adds, "To leverage in-house spokespeople, who can share the most in-depth look at the initiatives in and around our brand, is the best way we can provide authentic insights and answers for fans, journalists and the industry." ■

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83% of Journalists Use Video as Produced [5]

Chart showing percentage of journalists who use video as produced by platform:
- TV: 58%
- Newspaper: 93%
- Blog: 86%
- Radio: 95%
- Average: 83%
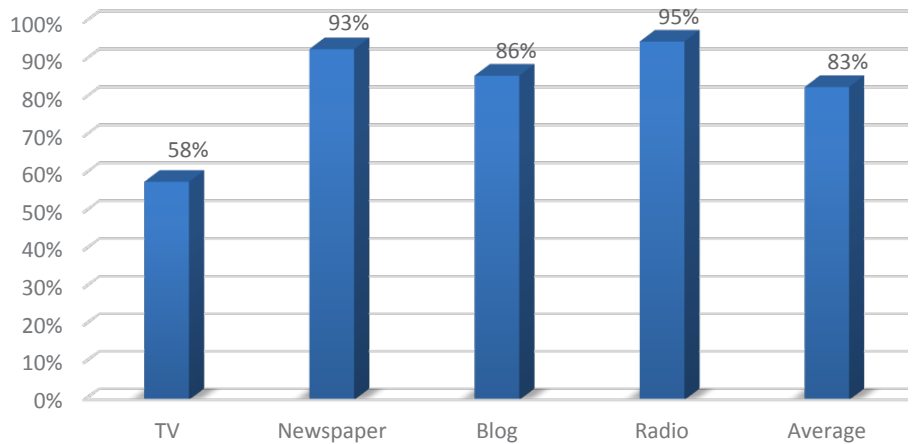
87% of Journalists Prefer to Interview an In-House Spokesperson for a Non-Profit [6]

Chart showing percentage by platform:
- TV: 84%
- Newspaper: 88%
- Bloggers: 91%
- Radio: 86%
- Average: 87%
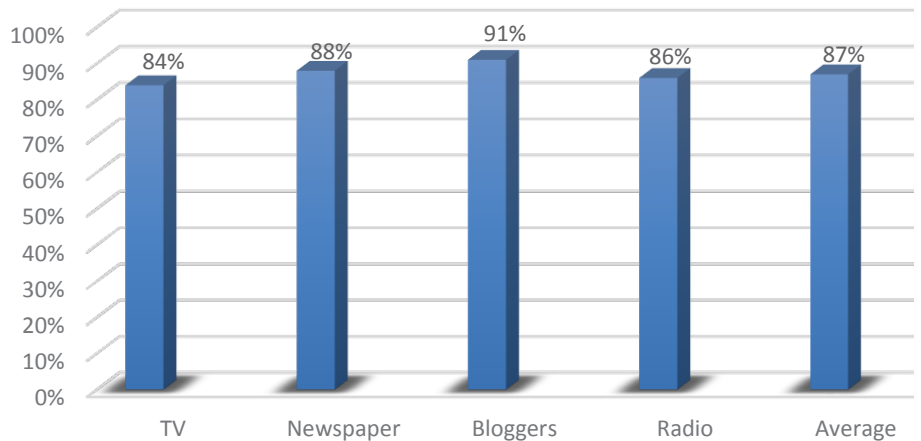
82% of Journalists Prefer to Interview an In-House Spokesperson for a Brand [7]

Chart showing percentage by platform:
- TV: 77%
- Newspaper: 85%
- Bloggers: 84%
- Radio: 82%
- Average: 82%

BY ALLEN PLUMMER, HEAD, EDITORIAL & CREATIVE OPERATIONS, PARTICIPANT STRATEGY & DEVELOPMENT, VANGUARD
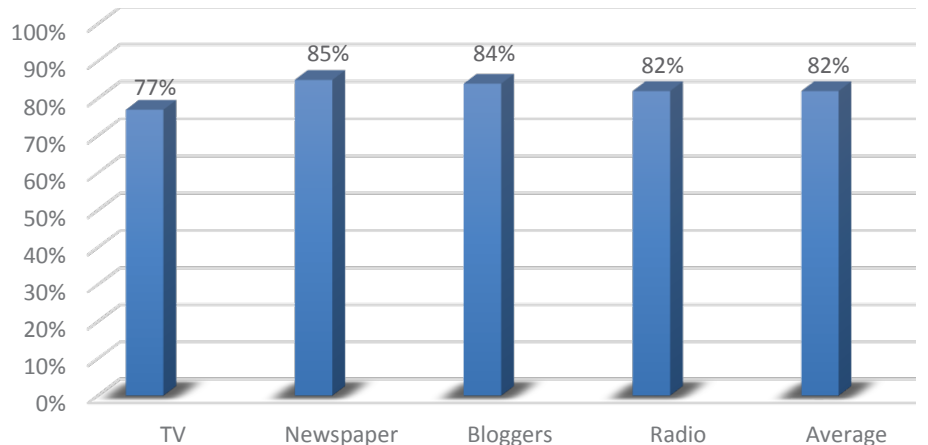
Social Media's Dirty Little Secret and Why You Should Use the Right KPIs

One of the things I love about social media marketing is the data. My team and I like to talk about the immediate feedback we get as soon as something is posted. Within hours, we know if a piece of content is a hit or miss. We've trained ourselves to watch engagement, track reach, respond to comments and keep an eye out for influencers. And at a time when metrics are becoming more important, savvy social media marketers often lead the pack in terms of analysis and an understanding of Key Performance Indicators (KPIs).

There's a dirty little secret, however, when it comes to tracking all of those real-time numbers: No one cares about your social media metrics.

I know, you may not want to hear it, but it's true. Hear me out.

WHAT MARKETING CARES ABOUT

Metrics are absolutely important to marketers, but the metrics that interest you and your team on a daily basis are not the same ones your senior leaders and CMO care about.

For example, my team and I oversee both social media and content marketing, so we're interested in not just how content performs, but the quality of the content. I look at clicks on links as one indicator of how well a story's headline was written (in addition to the social post itself).

Social shares are the greatest indicator of quality because it means that not only did your audience consume your content, but liked it enough to share it with others. Average engagement per post offers a general benchmark to assess the overall quality of content.

While these KPIs are important to my team as we develop slam-dunk content, these aren't necessarily metrics I'm going to share up the executive ladder. What our leaders care about is behavior, or how our social media accounts influence activity and revenue.

That's a tough nut to crack, especially in the B2B space.

THE KPI SENIOR LEADERS CARE ABOUT

Essentially, the question that senior leaders want you to answer is: What is the ROI of your social media effort?

If you want more budget, headcount or respect within your organization, then you better have an answer to that question.

For us, social media ROI is about getting content in front of the audience outside the workplace. Like most B2B companies, it's hard to get calls returned, emails opened and meetings scheduled with clients.

But, let's say it's Sunday morning. One of our clients is home, sitting on her couch with a cup of coffee and an iPad. She's catching up on emails and checking **LinkedIn**.

If she sees one of our infographics or blog posts in her feed, she's much more likely to consume it at that moment on a Sunday morning, rather than during business hours, when she's busy with work and other content bombarding her.

I can measure that engagement, tie it back to behavior on our website and maybe get her to consume more content or follow up with her relationship manager.

If I can tie those behaviors to a specific call to action (CTA) that my sales and relationship team wants, then we can prove social media is adding value to other efforts.

A DIRECT REVENUE LINK

While I'd love to show a direct revenue impact, it's more realistic to illustrate that social media activity leads to clients who are more engaged and have a more positive opinion of our brand in the marketplace.

Your version of ROI likely will be different, and it should be. Social ROI should reflect the priorities of your leaders and their desired outcomes. Maybe it's lead generation or repeat visitors to your website. Perhaps it's calls or touchpoints with your sales force, or incoming calls to an 800 number. It also could be attributes such as brand awareness and recall.

Whatever the goal, I encourage you to take a hard look at your social media metrics and see how you can convert them into a few KPIs that matter to your leaders. It's a great first step toward true ROI. ■
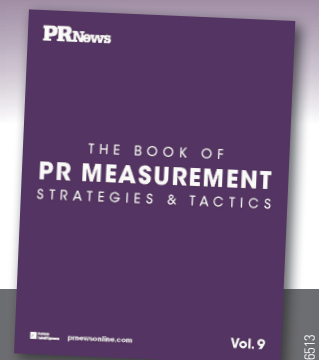
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Boeing and GM Communicators Explain How Their Brands Are Moving Toward Data-Driven Cultures

Editor's Note: It's difficult enough to create a corporate culture. It might be more complicated to re-shape an established culture. This is what **Whitney Drake**, communications story bureau & analytics lead, **General Motors**, and **Phil Musser**, **Boeing**'s CCO and SVP of communications, are doing. Specifically they are moving communicators to embrace data and analytics and use insights obtained from measurement. Recently they shared some experiences with *PR News*. Their responses were edited for space and clarity.

Many organizations view measurement and data reports as a box to check, something they need to do periodically whether they like it or not. How can an organization ensure that it's using insights from measurement to drive action rather than just creating reports that are going to be filed away?

Whitney Drake,
Communications
Story Bureau &
Analytics Lead,
General Motors

Whitney Drake: A lot of times, we go out, we do a campaign, and then we measure it at the end and someone puts it on the shelf. We're not taking action from those insights, either to inform the next campaign or we didn't start with insights at the beginning of the campaign. What General Motors is trying to look at is how those insights change the way we go about doing something in the future.

For example, in the summer [of 2018] **Chevrolet** wants to have a huge push on safety, so we did a lot of research and found out most teen drivers turn 16 in July and August and the 100 deadliest days for crashes occur in the summer. So, we used that research to inform the way we structured the campaign. But those [types of campaigns] are one-offs in our organization, they're not happening on a regular basis. We're working to drive that into the future in every project and product that we produce.

Something a lot of communicators hear these days is that the C-Suite doesn't want access to a tool, it just wants to be able to answer a question. How can we make sure that leadership is getting real-time data alerts during a crisis?

Phil Musser,
CCO and SVP of
Communications,
Boeing

Phil Musser: As CCO, I'm relying on a team of people to support me in that regard, so [during the April 17, 2018 **Southwest Airlines** crisis] that was by phone, text and a quick snapshot of social reach. I was using data visualization tools [after the event] to be able to summarize quickly, clearly and efficiently both the real-time fall-out from the news that we were seeing, and really just being hands-on with respect to getting our statements pulled together. I've got a culture at the very top that is really driving for a more insights-driven approach to communications, and I'm now in the process of flowing that down through a business culture that has been traditionally very risk-averse.

VILLAGES OF TECHNOLOGY

I'm encouraging people to take smart risks, not fear failure and push boundaries, try new things. I've also found little villages of technology have popped up in lots of different parts of [our business]. Lots of people are buying different tools, and sometimes people in different parts of the company don't know what tools the other parts of the company have bought.

So we're in the process of trying to streamline that into a common platform that can serve the entire enterprise so I can work off of one big dashboard that's centralized and I know is giving me the best inputs from all the different parts of the company.

Drake: Actually, we have a common set of tools. We have a social center of expertise that handles KPIs, strategy and education, and that group handles tools for the global company. You're right, our C-Suite wants a report and an alert, it doesn't necessarily want access to the tools. I think over time that might be changing with different levels of executives, but generally speaking, they're very busy and they just need to know what they need to know and when they need to know it.

You seem to be moving toward an insights-driven culture at your companies. What lessons can you share about the fundamental aspects of what makes it work?

Drake: I don't think we have [a culture that's data-driven] yet. I think we're a work-in-progress. We have it in pockets. One of the things I did during the first seven months [in my role] was an audit of all the reporting that we did and the time that it took to do the reporting.

And I'm now going, by function, through this and asking: What actions are you taking from these reports? And if you're not taking action, we're going to stop doing this sort of measuring and we're going to start measuring other things that are more meaningful. I think we have [data insight in spots], but I think we fall into the [problem of] how are we using [data], are we measuring the right things and how do we drive to something that's more strategic?

Musser: And you need to establish a common set of how you measure—what are the set of metrics that work for you? My perspective is similar. I think we have some pockets of excellence.

So what I'm doing is auditing the different needs, trying to establish an agreed-upon set of enterprise approaches to how we measure value so that we don't have a lot of wasted energy.

I've noticed a ton of wasted energy going to making things or trying to do things that check a box but don't actually move the needle. In terms of a lot of our internal communications, I feel oftentimes like we're shouting into the wind, and the penetration that you're trying to get using legacy systems that probably aren't representative of the best in class isn't working.

My advice would be that you really need to try to have executive-level buy-in; repetition; and build strategic alliances within large corporations that are metrics-based around a common set of metrics; and you've just got to work at it. You've got to work at building a culture that respects an approach to data and fact gathering that helps inform and make decisions that lead ultimately to wins. Ideally, you can find a way to inject yourself into key campaign wins and be at the table. Make sure that communications has a role at the table as a strategy partner as opposed to an order-taker.

MEASURING SUCCESS
What is your metric of success outside of a campaign, and how did you come to that?

Drake: For General Motors, it depends on where you sit in the function. For the GM Corporate Brand, brand reputation is a huge part of our success, and we look at that within four core audiences. Success at Chevrolet, **Buick**, **GMC**, **Cadillac**—yes, brand reputation is a part of that, but ultimately, we have to sell cars and trucks. We have to be seen as a technology leader. So [brand reputation] isn't the way we measure success.

We're in the process of matching our earned data with sales data, which is everyone's unicorn. I'm hoping in a year I will have cracked that—we're making progress. It's a journey. And we're a big function, so trying to say, 'OK, this is what it means for GM corporate' vs. 'This is what it means at Cadillac,' is different and we have to work through those.

How do you measure thought leadership?

Drake: We do a lot of brand research, where we go out and see what people believe. Do they believe we're heading in the right direction? Do they believe we're a workplace of choice? Do they understand the messaging we're delivering?

The other way we do it is through key message delivery. Your C-Suite wants to be thought leaders—these are the publications you believe you need to be in to hit your target audience with our four key messages. So we'll measure—did we deliver on those publications and did we hit our four key messages? And then we'll go back to the brand research and say, is it moving the needle in the public's perception of us? That's a very simple way to break it down. And you don't need to have four key messages or use traditional brand research; you can do lots of different things [specific to your brand] that are very simple.

Musser: And you need to build a strategic plan. So if your executive is saying, 'I want to be thought leader,' great! But lay out a calendar, a strategic framework and a plan that's outcome-based. Let's start with the outcome and where we want to be positioned relative to our industry, and then let's work backward over a period of time and build out a plan. And then hold them accountable to the plan.

'We've got a plan for you, it goes over six-to-nine months. We're going to try to be visible in these industry forums, we're going to use this paid strategy, this social strategy, this earned strategy. And, most important, we're going to be quick and nimble, and try to take advantage of opportunities in the news cycle that put a premium on speed and authenticity.' So moving fast to be able to insert yourself into a narrative that's moving quickly is critical.

INTERNAL COMMUNICATIONS ADVICE
What advice do you have for being able to communicate internally with a very large organization?

Musser: Look at new technology platforms that are replacing traditional intranets. I'm looking at **Facebook** Workplace right now. We're still checking it, and in the interest of full disclosure haven't made a decision on it. But everybody knows how to use Facebook, so there's no training needed. And [it's different than] creating content that you're sending out on an internal email basis that may or may not be opened. With respect to email, employ rigorous segmentation analysis, making sure that you're sending relevant content to relevant stakeholders. The bigger the company, the more important it is to do this.

But also look at the internal platforms and collaboration tools in the market that are available and can work at scale. The last piece would be to reach people where they are, and make sure you're investing in tools that allow people to be reached quickly on mobile through text or on social.

Drake: We went through a pilot with a similar set of tools, as well as running focus groups for internal communications to understand how people want to receive communications. Are they pulling, are they pushing? When is email the appropriate way to communicate versus posting on our intranet? We're using [**Microsoft**] Teams more, and **Skype** Collaboration. We're in the process of making that shift. We also worked with the IT department, which traditionally has not done the best training when we roll out tools. So we've worked very closely with IT to have what we call Work Smarter sessions, so people aren't just getting dumped into the tool. Make sure you're looking and listening to what your employees are saying and not just dumping a bunch of tools on them. ■

The Best Tools to Help You Plan, Publish, Research, Design, Measure and More

Editor's Note: Each month we ask communicators to turn over their toolkits and tell us what falls out. In other words, What tools and technologies are you using to do your job?

We know few better to talk about the best digital tools to use for PR and marketing than **Michael Lamp**, SVP, social & digital media at **Hunter Public Relations** and **Brooks Wallace**, the West Coast lead at **Hollywood Agency**.

Their edited responses to our question about some of the digital tools they recommend to improve PR and marketing efforts are below.

Michael Lamp: The question *PR News* asked is easy *and* difficult. Sometimes it seems as though there are so many tools aimed at helping PR pros do our jobs better that there must be one for every day of the year. While this is probably true, how to decide which tools to recommend and discuss?

I've decided to share with you seven tools that help my digital team progress through the week, from planning to publishing to measuring (and everything in between).

MONDAY
Ahalogy Muse – Begin your week by examining content trends within the influencer community. Making a content plan for an upcoming holiday? Search Muse, a free tool from Ahalogy, to uncover what influencers created around the same topic last year and get a leg up on your competition.

Bonus: consider Ahalogy's network of creators to develop content for a product launch or seasonal celebration. (https://muse.ahalogy.com/signup)

TUESDAY
CreatorIQ – So, you've figured out how to insert your client into that upcoming holiday. Now, you'll need the right cast of influencers and creators to help your campaign soar. CreatorIQ is a paid tool that is equal parts identification tool and campaign manager. Build and share lists of prospective partners, based on a number of vetting filters, and use the management tool to compare results when content goes live. (https://creatoriq.com/)

WEDNESDAY
The Hoth Keyword Planner – With your creators now on board and hard at work developing content for your holiday campaign, it's time to think about the actual copy that will carry the brand's key messaging. The Hoth is a SEO company based in Florida, but it offers a free keyword-planning tool to gauge the volume and trend data related to a given term. This is a quick and easy way to optimize content for digital distribution. (https://www.thehoth.com/google-keyword-planner/)

Tools to Help You Plan, Publish, Measure and More	
Michael's Recommendations	
Ahalogy Muse — Ahalogy	Creator IQ
Hoth Keyword Planner — THE HOTH	
Planoly — PLANOLY	Iconosquare / SMMartbox
TrendKite	Quid — Quid

THURSDAY
Planoly – As the holiday in question grows near, it's time to start visualizing how your content will reach its audience. With Planoly, you can mock up **Instagram** posts for a given month to get a sense of how they'll look when stitched together. So, whether you're looking to build a composite graphic out of many smaller images or just want to ensure quality control across the board, this tool can help. The free version includes limited analytics but is a great creative mapping solution. (https://www.planoly.com/)

FRIDAY
Iconosquare – With your content ready for distribution, it's time to start thinking about measuring the effectiveness of your effort. Iconosquare is a great way to capture results across both **Facebook** and Instagram. It's helped our team make unexpected discoveries, such as the best Instagram filter to drive engagement. It's a paid tool, but the starting monthly cost is a palatable $29. (https://pro.iconosquare.com/)

SATURDAY
SMMartbox – It's the weekend, so it's time to let your campaign live its (best) life and reach the intended audience. Take this moment to pause, pat yourself on the back and shift your thinking to what other tools can make your job easier. The SMMartbox, a directory of more than 300 tools for social marketers, is brought to you by the folks at Iconosquare and is easy to search in, based on category or need. The descriptions also clearly outline whether the tool is free, premium or freemium. (https://smmartbox.iconosquare.com/?utm_source=iconosquare)

Tools to Help You Research, Design and Communicate

Brooks' Recommendations

Canva	*Canva*	Crunchbase	crunchbase
CoverageBook	COVERAGE BOOK		
Slack		TrendKite	

SUNDAY

TrendKite – End the week by tying your efforts back to the basics of PR: earned media! Since my co-author **Brooks Wallace** also recommends TrendKite, I will keep my comments brief. Suffice it to say TrendKite is a premium tool that does a masterful job of identifying not just communications outputs, but true business outcomes to illustrate the value of earned PR. Use it to understand competitive share of voice to honing in on messages or content that drove the most traffic back to your website. (https://www.trendkite.com/)

Quid – Assess the influence of your campaign with Quid, a paid data analysis tool that lets you hone in on categories to determine the types of content driving coverage, as well as brands owning shares of the conversation. It's a great way to identify white space for programming, benchmark performance and measure effectiveness of earned media. (https://quid.com/)

Brooks Wallace: There are tools that help make any job easier, PR included. In our tech-dominated lives, a reporter's bio is available with a click, software populates a digital clip in seconds and Instagram graphics can be whipped up in no time. Who needs to be design-savvy when there's a tool that will make you seem like da Vinci? Why waste 15 minutes formatting a clip when a tool can do it so much faster? Tech tools are at our fingertips, and the more tools we learn, the faster (and better) we can do our jobs.

TEAM COLLABORATION/MEASUREMENT

Know a PR pro who wants more email crowding her inbox? Really? Seriously, **Slack** will ease anxiety and reduce internal emails. It's a lifesaver. If you're part of a team–large or small–you can benefit from Slack.

Essentially it is a collaboration hub where work happens, offering video calls, file sharing and more. I use it to communicate with internal and external contacts. You will come

to realize it's the best thing since sliced gluten-free bread.

Not surprisingly, my Silicon Valley PR counterparts have been drinking the Slack **Kool-Aid** for a while, but in my experience it's less well-known on the East Coast. (slack.com)

It's 2018 and some PR agencies still manually clip articles. Even high-tech firms! **CoverageBook** is the answer to your prayers. It generates a digital clip in seconds. Ever since our firm became a customer, we've saved countless hours on clipping. With CoverageBook, the entire process of clip-to-client takes 5 minutes or fewer. In our fast-paced agency world, minutes equal dollars. (coveragebook.com)

After landing the impressive coverage and moving the needle for your client, you need to prove it. As Michael Lamp said, TrendKite is tremendous for measuring the true ROI of PR. Yep, the million-dollar question.

The tool exists to empower PR and marketing professionals to demonstrate the true value of earned media and it delivers. For example, this tool can determine whether that *Wall Street Journal* coverage your executive is seeking actually did anything for the business. If it drove zero traffic to the site but an industry blog article did, for instance, you can arm yourself with data to make the case for a shift in strategy.

FOR THE NON-CREATIVES

While you might be lucky enough to have a creative services team, occasionally you may need to bang out a graphic so quickly you need to do it yourself.

For the artistically challenged, like myself, **Canva** is a gold mine loaded with templates for blogs, Instagram, presentations, photo collages, letterheads, infographics and invitations. Personally, Canva has dramatically increased my creative output and people the results. (canva.com)

FOR NEW BUSINESS/COMPETITIVE RESEARCH

And last, none of the above tools are useful unless you have clients. For new business research, my go-to is **Crunchbase**. Curious when a company was founded? Is a startup's website hazy on details about the company's founders or what the company actually does? Curious about funding? Crunchbase has all that and more.

In addition, its daily newsletter is a fantastic source of information about mergers and acquisitions, funding rounds, upcoming tech events and rising stars to watch. If you work in technology PR and also dip your toes in the new business pool, this is your golden ticket.

You can search by funding round, founder or genre. The site also forces companies to summarize their business succinctly, so it doubles as company's **Cliff Notes** if you're pinched for time. Outside of new business, it's also a helpful source to research competitors. (crunchbase.com) ■

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Note to Subscribers: Do you have tools that your fellow readers might find useful? Please contact our editor, sarenstein@accessintel.com, and let him know your thoughts.

14 PR Leaders Reveal Best Practices for Recruitment and Retention in a Tight Market

Renewed economic growth, a strong job market and the evolving nature of work are "transforming the face of the labor market, resulting in changes in the skills American employers need, as well as new and different opportunities for American workers," a new report from the **White House Council of Economic Advisers** says.

Recently we asked a group of senior communicators from brands and firms what keeps them awake at night. Their responses were similar to some of the observations mentioned in the White House report.

In addition to mentioning evolving technologies, upcoming trends and the best ways to use them to reach target audiences, nearly all of the communicators answered the keeps-me-awake question with a version of, "How do I attract young and experienced talent and keep it engaged, especially during a period of full employment?"

Many also mentioned anxiety about determining what combination of training, perks and so-called soft benefits will keep talented communicators on the job.

With this in mind, we asked senior communicators to offer their best practices in connection with recruiting and retaining talented communicators. Their edited responses follow:

Keith Dailey
VP, Corporate Affairs
The Kroger Company

As a company that employs nearly half a million associates and is the world's second-largest retailer by revenue, **Kroger** considers it critical to attract and retain strong communicators. Here are three ways we do it:

1. Tell our story. We're open about our team's dynamic transition from individual contributors to a truly integrated reputation shop. We are fanatical about our team's singular role at Kroger, which is to enhance reputation by elevating our unique story.

2. Create a collaborative and inclusive atmosphere. We've intentionally knitted together internal and external communications teams – from a co-created communications plan to an open workspace to encourage collaboration.

3. Have a bold and clearly-articulated sense of purpose. Kroger's purpose is to Feed the Human Spirit. We live our purpose in many ways, including Zero Hunger | Zero Waste, our social impact plan to end hunger in the places we call home and eliminate waste across our company by 2025.

Nearly every candidate points to Zero Hunger | Zero Waste and to Kroger's purpose as reasons they want to join our team. This clarity of purpose and vision is making a huge difference in both attracting and retaining top talent.

Eileen Sheil
Executive Director
Corporate Communications
Cleveland Clinic

In an ever-changing media environment, I think it's important to keep your team engaged by evolving and growing together. We encourage people to participate and bring their best ideas to the table, no matter how big or small. At **Cleveland Clinic**, we're growing our library of news content on our newsroom website and have a focus on digital, mobile and measureable information. This effort engages and challenges the entire team, internally and externally, and allows us to attract new kinds of talent such as producers, graphic designers and writers with different skillsets.

Together, we are experimenting with new approaches and content, while evolving our strategies to amplify news coverage and enhance our storytelling. It has been a great source of pride not only within the communications team, but also to other parts of the company when we highlight the great work of our employees and their tremendous impact on the lives of patients.

When we are recruiting people to the team, we want to share what we're doing, hire the best talent and forward-thinking skillsets to complement the work that we're doing. This work has been innovative, challenging, fun and we learn a great deal from each other.

Jon Sullivan
Director of Corporate Communications
Aflac

During normal times attracting and retaining talent in the communications field is hard enough. With near full employment, it's even tougher. Of course competitive compensation, advancement opportunities and benefits are essential, but it's the intangibles that drive quality professionals to choose one job over another or to stay with the one they have.

By nature, communications and marketing professionals aren't much for sitting still. They crave autonomy that enables them to creatively explore, work with the latest technology and demonstrate results. They want to be part of business solutions, a big part. To that end, I ensure that every member of my team is the visible leader of at least one major, high-profile project that they own from start to finish. This instills a feeling of purpose for the work they do, knowing that they will be noticed for their successes and that they are personally making a difference.

At **Aflac**, we also focus heavily on measuring results, so individuals have an authentic understanding of how the work they do fits into the company's business goals overall. By doing so we reaffirm the value of their work, making every individual feel like they are part of the reason for the success of the company in which they invest their time and talents.

> **"It's important to keep your team engaged by evolving and growing together. We encourage people to participate and bring their best ideas to the table, no matter how big or small.**

-Eileen Sheil, Executive Director, Corporate Communications, Cleveland Clinic

**Emil Janssens
Head, Marketing & Communications
Allianz Global Corporate & Specialty**

Boring, gray suits and dull…these are some of the words associated with the insurance industry, which is not exactly known for its dynamic and innovative image. Many colleagues, brokers and clients with long careers in the industry started out in insurance by accident, rather than making a conscious career move. Banks and the fast-paced image of Wall Street money often seem much more attractive. If you scratch the surface, though, you'll find insurance actually is very exciting, has a huge societal role and its greatest assets are its people.

Hiring is a tricky process, of course, especially for insurers in the U.S., including **Allianz**. Globally, Allianz has a strong footprint, it's ranked 49th in brand value, according to **Interbrand** and has several high-profile sponsorships/partnerships, including **Formula 1**, Allianz Arena in Munich, Allianz Field in Minnesota, **Paralympics Games**, **Formula E** and the **Drone Racing League**.

These help with brand awareness, which gets some of the right people to apply in the first place, followed by internal referrals, which often are spot-on, especially regarding the culture-fit.

In addition, brands should be using tactics such as social media, in particular **LinkedIn** and **Twitter**, to raise awareness. Social media is such a targeted approach; there is so much talent discussing wanting jobs and experience in particular industries on these channels.

So whom to hire? A generalist or specialist? As marketing and communications overlap in so many ways and levels, I think that it is a good thing to avoid limiting yourself to focus too much on one particular skill.

**Allen Plummer
Head of Editorial & Creative Production
Participant Strategy & Development
Vanguard**

For me, the ability to attract and retain talented communicators stems from growth, coaching, and development. Whether it's a potential superstar who has a great career ahead of him or her, or a rock star who loves his/her current job and wants to be the best communicator in the industry, I believe the key to recruiting and keeping talent is having an exceptional culture.

I expect all my leaders to know their employees extremely well; what makes them tick, where they want to be in five years, and what matters to them. And just as we expect employees to grow and evolve, I expect leaders to support and develop their employees.

At a large company like ours, working environments differ from area to area. In my experience the most talented people want to work somewhere they can grow, evolve, and receive support. A corporate culture featuring growth, coaching and development may not be the correct fit for everyone in every situation, but it's worked well throughout my career.

**Evan Kraus
President, Managing Director of Operations
APCO Worldwide**

As unemployment has decreased and the labor market has become increasingly frictionless, the demands on all employers have changed from providing a job to delivering a dynamic and evolving career opportunity.

Employees want to come to a place where they feel the company is as invested in their career evolution as they are, and are committed to providing a constant learning environment, clear and compelling career paths and enough flexibility to keep the job fresh and interesting and to support robust work-life integration.

At **APCO**, we have responded by launching career concentrations that allow employees to chart career paths at their own pace, supported by best-of-class training, mentorship, and work experiences.

Our entry-level employees are hired into a special program called APCO+ that helps them adapt to a professional setting, learn how to become good consultants, and ensures they are exposed to the full breadth of career opportunities available before they begin to choose their concentrations.

We have launched technology, like **Wisetail**, **Zoom** and **Workplace**, designed to foster a sense of community among staff scattered across the globe and to build authentic affinity.

And we are moving aggressively to embrace employee-friendly policies like extended and gender equal parental leave, more real-time performance management and growing flexibility around paid leave.

All this lives in support of a strong, family-like corporate culture and recently refreshed values that set out how we expect colleagues to support each other as one team.

These efforts are clearly working. Our voluntary turnover rates are down, our employee engagement scores are rising and we are seeing a growing number of job applicants for open positions. We are probably most proud of our extensive number of boomerang employees – those who chose to leave APCO to try something else, but returned due to the career opportunities, exciting work and strong culture we offer.

Lisa Moehlenkamp
Chief of Staff
FleishmanHillard

FleishmanHillard employees are driven by curiosity and they never settle. We recruit and retain those employees by embracing their entrepreneurial spirit and empowering them to chart their own career path.

We've rolled out Nourish Initiatives in the past couple years that offer more flexible work environments, additional professional development opportunities and put an emphasis on harnessing the power of our diverse perspectives and experiences of staff across the globe.

The agency develops and promotes talented individuals who represent a multitude of backgrounds, characteristics, interests and orientations and is committed to an inclusive work environment that fosters the rich diversity of our team.

Employees are challenged to act boldly, taking calculated risks to create and execute transformational work, which is core to our continued success and growth as a company. For us, it's not about doing more, but doing what matters. This theme is carried from our client work to our FH4Inclusion program, our corporate volunteer and pro bono initiative that supports organizations around the world that advance the cause of social inclusion. Our employees want to make an impact; we provide the work, tools and environment to do it.

Deborah Hankin
Chief People Officer
W2O Group

There are several important pieces to ensuring we are attracting the very best. From the start, we aim to deliver a white-glove candidate experience where each person knows exactly where he/she is in the process and receives actionable feedback. To up our game, we conduct extensive interview skills training at every level of the company so everyone is on the same page as to whom we want to bring in and how to do it.

Once you're here we offer an end-to-end employee experience, ensuring from the moment you become a candidate to the moment you join our alumni group, the **W2O Group** journey is as wonderful as it is to be a client of ours. That means a clear role from the get-go and a career trajectory to match so you know what to expect and what's expected of you.

In addition, we offer numerous options for training and development, as well as opportunities to create something from nothing. You can nurture your inner entrepreneur and have real agency to make things happen regardless of your level.

Finally, we have programs like Fourth Trimester, where we have executive coaches for people coming back from paternity leave to help ease the transition.

Chas Withers
CEO
Dix & Eaton

Great talent is always in demand. We know we have to be competitive and differentiated to attract and keep the best and brightest. Some things remain constant as key factors that stand out for our people: Access to interesting and fulfilling work, a collaborative and engaging culture, and, of course, excellent compensation, reward and recognition for a job well done. But, in many regards, those elements have become table stakes.

Our emerging talent-and the candidates we seek-also are looking for: a well-considered balance in their personal/professional lives; direct guidance and feedback that can help them grow; diversity in people and perspective; and specific clarity on what tomorrow can bring for them.

They want to be part of something bigger than themselves, and to have colleagues who share their mindset and perspective. As a component of that, they also want to know their voice is heard, and someone cares about them as an individual and as a practitioner.

Last, we all know our industry is changing at a breakneck pace and those stars who have joined us also want to see velocity and agility in our capacity to embrace and anticipate new technologies and new digital norms - and to then be able to show the way on those fronts to our clients and partners.

Amy Lyons
Managing Partner
SHIFT Communications, Inc.

At **SHIFT**, attracting and recruiting talent starts with our core values–being connected, honorable, creative, smart, positive, dedicated and fearless guides everything we do and the decisions we make.

This emphasis on culture begins well ahead of an employee being hired, with potential candidates asked a series of questions during the interview process to help determine if they have what it takes to be SHIFTers. We believe adhering to these values during the vetting process will allow us to engage and retain employees longer and keep us honest in holding ourselves to a higher standard.

With these values as our guide, retention becomes about adherence to the values and building programs and incentives that honor them. From a robust performance management process that ensures employees get regular and consistent feedback on their performance and growth track, to a strong commitment to open communication with senior management through an annual State of SHIFT presentation and all-firm updates, we believe communication is vital to retaining talent at every level.

Of course, we also recognize employees today value flexibility and additional incentives that support work-life balance. Perks like summer Fridays, employee referral bonuses, volunteer and voting time off, cultural reimbursements, pro-

fessional development and networking opportunities and office exchanges all come together to provide our employees with the time, commitment and environment they need to thrive.

Kate Richmond
Chief Talent Officer
WE Communications

Attracting and retaining talent starts with being true with who we are, amplifying strengths, addressing shortcomings and telling a genuine story. It is a two-way exchange, built on mutual understanding and transparency about what employees and the company are bringing to the table. Our approach is grounded in three core principles:

Focus on the whole person. We look for people who can do four things well: do inspiring work; learn, we mean really learn; work hard and live life; and give generously. We empower our employees to select the combination of programs and benefits that best fit their needs and interests, and we strive to surprise and experiment with new offerings. We've recently completed our second Global Pro Bono program where global colleagues take a month off to provide communications services to non-profits in Africa.

Lead with People, Purpose and Profit in equal measure. Principle, passion and having the freedom to do what's right for our people over what's most profitable all shape the business and culture of WE. We lean on our independence to make decisions around how we work and who we work with, which is important to our employees and the bottom line.

Nurture the Culture. Career and culture go hand in hand. Values guide decisions, expectations and actions. Employee retention is shaped by how they experience our values every day—from our leaders and from each other.

Brian Kelley
VP
Public Relations/Employee Experience
Sage Communications

Employees don't leave companies, they leave people. Culture and engagement set a company apart in attracting and retaining talent.

At **Sage**, it is a constant focus to ensure we are creating an atmosphere of development, collaboration, and transparency. We do this in a number of ways:

Development: Team members are reimbursed for industry events or professional development workshops. We also have a thriving Sage University comprised of professional development classes spanning media relations to networking. This year, we partnered with an accredited college to offer courses at 50% off the tuition rate for Sage employees.

Mentorship: Team members can join Sage's mentorship program, which pairs younger staff with experienced executives. Extraordinarily successful, this has resulted in many strong relationships that have increased our retention rate.

> **" For us, it's not about doing more, but doing what matters. Our employees want to make an impact; we provide the work, tools and environment to do it. "**
>
> **-Lisa Moehlenkamp,**
> **Chief of Staff, FleishmanHillard**

Employee Engagement: From national sundae day to bring your dog to work day to team lunches, we are never short of celebrations. We also have a monthly recognition program that awards employees for great accomplishments. These activities drive team bonding, inspire collaboration and increase employee satisfaction.

Communication: As a manager, it is my responsibility to ensure each member of my team has a healthy work-life balance and feels like there always is a way at Sage to achieve his/her goals. When an employee experiences burnout or no longer sees a career trajectory is when they begin considering other options. Accordingly, each of my team knows my door always is open and they can speak honestly with me without fear of retaliation or judgment. These one-on-one relationships help meet employee expectations, increase retention and plan for the future of my team.

Courtney Beasley
Marketing Director
Walker Sands Communications

The marketing job market is comprised of millennials striving to make an impact with a tangible influence on business growth. Whether their function is within brand, demand or anything in between, marketers in support roles want consistent challenge and opportunity for ownership that can lead to positive change and progress.

Managers can keep marketers happy by trusting them, even before that trust is formally built. There is never a shortage of work to complete within a small-but-mighty marketing team, and when you need all hands on deck to keep operations running smoothly, it's beneficial to give employees as much ownership as possible. Marketing is a competitive space with high turnover, but if you build a workplace that makes employees feel respected, trusted and part of a bigger initiative, they won't want to take their skills elsewhere.

Flexibility has also become increasingly important for retention. Employees want a good work-life balance, collaborative relationships with their peers and superiors, and opportunities to explore the work that excites them. Being an all-hands department allows flexibility within roles and titles.

Build your team by encouraging employees to explore their roles and find what most piques their interest. By al-

lowing growing marketers to explore what they're good at, their curiosity will remain consistent and their motivation will be less likely to diminish. Over time, marketers will develop skills and become invaluable experts in niche areas of your business, making your team an impactful unit.

Margenett Moore-Roberts
Chief Diversity & Inclusion Officer
Golin

Golin's success is tied directly to our ability to attract and retain talented and brave communications professionals. We know we must evolve our talent base to meet new demands. Our goal is to make Golin a destination employer for the most talented, diverse, and creative marketing services professionals.

To attract new talent, we are evaluating the entire employee lifecycle to identify opportunities to improve the employee experience across hiring, on-boarding, development and career-progression practices. We also are partnering with colleges and universities to influence curriculum, establish early relationships with emerging talent and tap into alumni networks to engage entry-, mid-, and senior-level talent.

To retain talent, we are building a culture that is radically inclusive, aggressively equitable and fiercely diverse. We are investing in inclusive teams and leadership competencies as well as targeted career development/progression strategies to help ensure all Goliners experience a sense of value and belonging for their contributions. ■

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MEASUREMENT

BY GRAEME HARRIS, FORMER HEAD, CORPORATE COMMUNICATIONS, UBS, CANADA

Accurate Media Measurement and Analytics Still Need a Human Touch

It was a logical assumption. With AI capabilities growing exponentially, PR practitioners expected media measurement software to work without human intervention, and reduce costs. So why do some measurement firms insist on having humans intervene when preparing reports? Skeptics might see it as a ploy to charge more. Just as data capture is more than aggregation, measuring earned and social media entails more than merely evaluating mentions.

It's not just happening in PR. **Facebook** also hired humans to remove fake news on its platform. **Apple** chose humans rather than algorithms to highlight top news stories, **Tim Cook** said June 26. This ensures Apple will "not pick content…strictly… [to] enrage people."

crossing signals, or…as movie tickets or gasoline cards as positive reinforcement for good behavior. Obviously these are good local media stories but the headlines and/or leads almost always use the words 'accident,' 'violations,' 'deaths,' and 'injuries,' so automated media platforms tone them as negative. However, for us, these are positive stories."

Toning is significantly better when humans participate in it. No doubt the cost usually is significantly higher. To some, the ROI is just not there. No wonder many practitioners have taken measurement in-house, use off-the-shelf software and let interns sort it. Or worse, they choose not to measure.

THE DIRTY DATA PROBLEM

Rage over dirty data remains a problem with media measurement, and it's understandable. Even with technology, too many irrelevant stories show up in reports, tone is completely mis-applied in a too-large portion of the analysis, and the analytics delivered are not consistently selected for insight.

Ask **Tom Lange**, **Union Pacific**'s AVP for corporate communications.

"Every three hours, somebody is hit by a train and the most recent…study shows 94% of the time, it's due to reckless driver behavior," Lange says. "Nonetheless, we conduct…UPCARES events where we work with local law enforcement to educate drivers about rail crossing safety. The education comes in the form of traffic citations for violating

THERE'S A SOLUTION

All is not lost. Some measurement firms are developing technology to reduce the need for human intervention, which should trim costs. How is this being done?

Good measurement firms use multiple services to ensure they capture everything, which creates duplication, so something or someone must sort it out. Luckily, technology has evolved to score one hit and then simply count the duplications.

But how do we sort out the relevance and tone problems? Is it another case of AI to the rescue?

Machine-learning technology has evolved to perform basic filtering and sorting by learning from sets of analysis humans performed previously. Humans are teaching the computers. Human intervention, though, still is needed to keep AI current with

changing idioms, sarcasm, Trumpisms, etc, according to recent studies by **MIT**, **Berkeley**, and **Northwestern University**.

In other words, machines are only as good as the input and they don't know what they don't know. A big challenge with blindly applying machine-learning techniques is it's possible to train machines incorrectly. You need to make sure the trainer is hitting the target consistently. This is why you should use trained analysts, not the summer intern.

But technology continues to evolve; machines will continue to get smarter. They will identify topics, not just words. They will use facial recognition for photos and television appearances. The goal will be to have the machines develop predictive capabilities to tell PR the direction an issue is going.

This leads to big questions: If AI is not quite ready, when will it be? How much human intervention, if any, will be needed in the future?

If the most advanced academic research is correct, it appears even after the singularity the Cyborgs will need human intervention for media analytics. While AI and Natural Language technology will improve, 10% to 20% of the job will require human intervention…depending on what you want to know from the results. It's like a driverless car. Do we need a steering wheel? Perhaps not, but 10%-20% of the time, we just might.

With the current amount of human intervention, savings could be substantial. In other words, if you use human-centric analytics today, over time your media measurement costs should decline or you should be getting more insights for the same money.

As the data gets better, we will want to use it more in decision-making and strategy development. It will also get more convenient to access, so you'll be asking Alexa to give you the morning media brief while having breakfast. But for the foreseeable future, you'll likely have humans guiding the AI behind your analytics. ∎

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A Sensible Approach to Data Begins with Knowing What's Available and Where It Is

Admit it, PR measurement has a PR problem. It's particularly bad because some communicators resist working with data.

Yet communications' reliance on data is growing. An important part of the brand communicator's job, for example, is measuring and deriving insights from data (*PRN*, Nov. 21, 2017). This includes monitoring social media so potential issues can be spotted and dealt with them before they rise to become crises, says **Brad Ross**, executive director of corporate & customer communications in the CEO's office, **Toronto Transit Commission**.

The good news is data collection and measuring are teachable skills. Communicators "don't need to be data experts" to track key performance indicators (KPIs), argues **John Glinski**, who *is* a data expert. "You need to understand what data is available or whom to reach out to get the data you need," says Glinski, a marketing analytics evangelist at **Vanguard** (yes, that's really his title).

WHERE TO BEGIN?
"Start by having conversations [with data experts in your organization]…you don't need in-depth knowledge of programming language to do this," he argues. "Tell them what you're interesting in learning."

Then formulate basic questions that data can help answer. For social, he suggests: How are users accessing our

How are users accessing our website?

200% ↑

Referring Site	Entries	% Change
nytimes.com	14,565	+200%
bogleheads.org	13,248	+10%
Investmentnews.com	11,148	+15%
betterment.com	6,004	+5%
Investopedia.com	5,786	-1%

What are users searching for?

500% ↑

Internal Search	Instances	% Change
ETFs	2,687	+500%
IRAs	250	-20%
Mutual Funds	224	-15%
500 Index	175	-7%
Thought Leadership	100	+10%

How engaged are our Social Channels?

40% ↑

Social Channel	Engagement	% Change
Twitter	200	-7%
LinkedIn	199	+40%
Facebook	157	+1%
Google+	30	+3%
Myspace	5	-1%

site? What are they searching for? What does engagement look like at our social channels?

In Glinski's straightforward approach, "dashboards do not have to be complicated" either. The point of a dashboard, he says, is to "answer pointed questions…and foster conversations" with stakeholders. The three questions are represented in the **Adobe** Analytics Workspace dashboard you see in the slide on page 15.

Data to answer these questions was found through the referring site, internal search terms and various social channels, respectively.

Glinski's advice is well-taken. He collaborated with members of Vanguard's PR team on efforts similar to those described here. The process involved interviews to discover what questions PR wanted to answer with data. Glinski also conducted dashboard-reading sessions with PR.

Glinski's last tip also is counterculture but smart: "It's important not to overreact to data," he says, "but it's also important to make sure data is part of your process." ■

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TAKEAWAYS

Takeaways From Dirty Little Secret, Authenticity Survey and New Subscriber Resources

In each edition of *PR News* we highlight takeaways from select articles as well as additions to the *PR News* Resources Center, available to subscribers only at:

http://www.prnewsonline.com/subscriber-resources/

We welcome readers to suggest content for the Resources Center. Contact our editor at: sarenstein@accessintel.com

SELECT TAKEAWAYS

▶ **Dirty Little Secret** (p.5)**:** The KPIs you and your team obsess over are unlikely to interest the C-Suite. Its members want to know the ROI of your social media effort.

▶ **Authenticity** (pp1-4): An overwhelming majority of journalists (83%) say an accessible CEO increases a brand's authenticity; strong majorities of journalists prefer interviews with in-house spokespeople over 3rd party reps.

NEW TO THE SUBSCRIBER RESOURCES CENTER

Yum! Brands' 2017 Global Citizenship-Sustainability Report: The parent of **Taco Bell**, **KFC** and **Pizza Hut** put a media push on this report last month when it was released. In a note to reporters, **Yum!** says the report's different than previous editions because it's "more data driven and reflects topics identified through [Yum!'s] first…materiality assessment." We liked its emphasis on graphics over words.

Foreign Policy's Submission Guidelines: Founded 47 years ago, *Foreign Policy* is one of the go-to periodicals of the U.S. foreign relations community. In just a few sentences its submissions guidelines provides an excellent template for brands and organizations seeking to create editorial guidelines for writing projects, including web sites and op-eds. ■