

CONTENTS

- Measurement 1,2
- Marketing 3
- CSR 4,7
- Image Patrol 5-7
- Storytelling 8
- Case Study 9
- Marketing 10
- Data 11, 16
- Data Dive 12
- Roundtable 13-15



MEASUREMENT

New Data About Tech’s Reputation Illustrates Need for Regular Testing of Market Assumptions

For **Measurement Month** last November, we asked measurement guru **Katie Paine** what she’d recommend to a communicator who wanted to begin a measurement program (PRN, Nov. 2018).

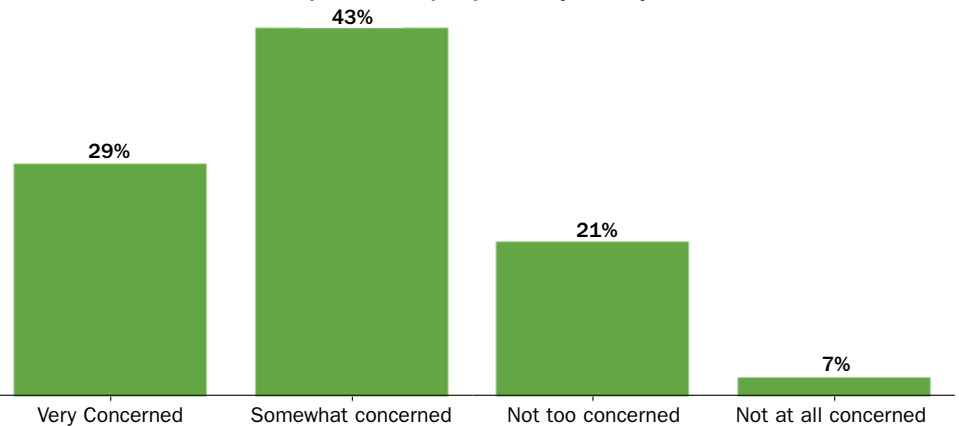
Her first piece of advice was to buy **Starbucks**, cookies and alcohol for senior managers. “Whatever it takes” to get time with senior leaders. “You’ll need to get clarity up front about what leadership’s goals and objectives are for communications.”

STARBUCKS AS A DATA TACTIC

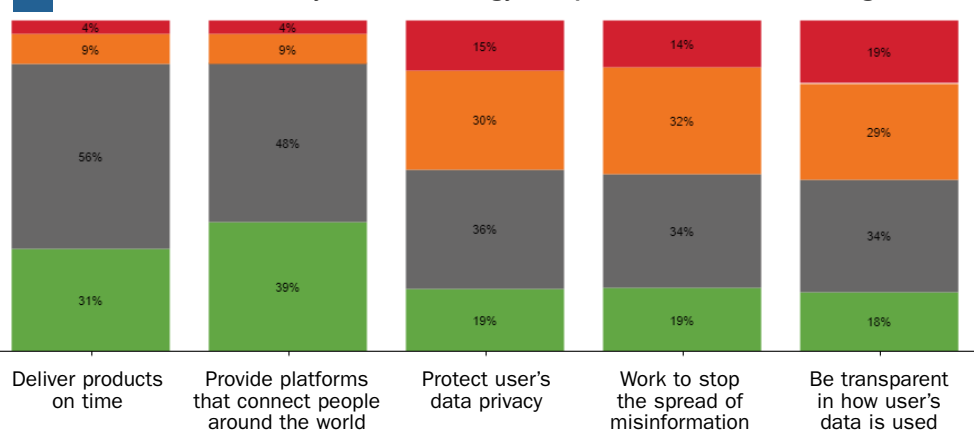
Next, you buy Starbucks and other goodies for the people who manage **Google Analytics**, web analytics, CRM, finance and accounting. “You’ll need these people to talk to you and give you the information you require.”

With the goals and objectives of the C-suite and knowledge of where company data resides, the communicator then should survey its target audience, Paine advised. “It won’t cost much.” Find out what’s keeping those individuals up at night. “Then find out what’s keeping your sales and marketing people up at night. What’s keeping the CEO up at night.”

1 How concerned, if at all, are you about the influence of technology companies on people’s day to day lives?



2 How confident are you in technology companies to do the following....



Continued on page 2

Source: APCO Worldwide, June 2019 (1,000 adults)



Editor, Seth Arenstein, sarenstein@accessintel.com
Content Director, Melissa Hoffmann, mhoffmann@accessintel.com
Graphic Designer, Yelena Shamis, yshamis@accessintel.com
Senior Content Manager, Sophie Maerowitz, SMaerowitz@accessintel.com
Senior Content Manager, Justin Joffe, jjoffe@accessintel.com
Content Manager, Nicole Schuman, nschuman@accessintel.com
Group Marketing Director, Laura Snitkovskiy, lsnitkovskiy@accessintel.com
Sales Director, Katie Sullivan, PR News, The Social Shake-Up, ksullivan@accessintel.com
Divisional President, Kerry Smith, ksmith@accessintel.com
Chief Operating Officer, Heather Farley
President & CEO, Don Pazour

Group Subscriptions – Carol Brault, cbrault@accessintel.com
Additional Copies & Article Reprints – Contact Wright’s Media, 877-652-5295; info@wrightsmedia.com



Published monthly by Access Intelligence, LLC
 9211 Corporate Blvd, 4th Floor
 Rockville, MD 20850

Client Services:
 Phone: 888.707.5814 · Fax: 301.309.3847
 e-mail: clientservices@accessintel.com

New York Editorial Office:
 40 Wall Street, 50th floor, New York, NY 10005
 Phone: 212.621.4890 · Fax: 212.621.4879

For subscribers only: full access to PR News article archives at www.prnewsonline.com

UPCOMING EVENTS AND WEBINARS*

WEBINAR: CRISIS MANAGEMENT TIPS TO KEEP YOU COOL IN THE HOT SEAT

JULY 25, 2019
 1:30-3PM ET

TOP WOMEN IN HEALTHCARE COMMUNICATIONS AWARDS LUNCHEON

JULY 16, 2019
 NEW YORK, NY

PRNEWS BOOTCAMP
OCTOBER 16, 2019
 NEW YORK, NY

Continued from page 1

Then, start thinking about measurement as a way to solve those problems, Paine says. “If you’ve done research up front to learn about what the problems are, your solutions are much more likely to work.”

For example, Paine cited a company she advised “absolutely knew” it was well regarded for its customer service. Another was totally convinced its products were thought of as industry leaders. Paine was able to convince those companies to conduct surveys. After its survey, company one was surprised the public didn’t regard its customer service well at all. The second company found its products were seen as fourth best, not number one.



Katie Sprehe
 Senior Director,
 Reputation
 Research &
 Strategy
 APCO Worldwide

Katie Sprehe, told us about data she’d just generated with a survey of 1,000 American adults June 11-12. The survey’s goal was to test assumptions about big tech’s reputation. Its findings are shared here exclusively with PRNEWS.

“Everyone knows the headlines. The news coverage about big tech is negative, negative negative,” Sprehe says. Based on numerous media reports detailing tech companies’ data breaches, the spread of misinformation via social and what seem to be the industry’s unscrupulous use of customer data, you’d assume the public has low regard for and low trust in tech companies.

The takeaway: test assumptions. “The most powerful words in a communicator’s arsenal,” she says, “when asked to do something are: ‘Are you sure you don’t want to test those assumptions?’”

We were reminded of Paine’s admonition when another Katie, **APCO Worldwide’s** senior director, reputation research & strategy,

The first question (chart 1) was, “How concerned, if at all, are you about the influence of technology companies on people’s day-to-day lives?”

A healthy majority (62 percent) are somewhat or very concerned about this, which seems natural given the negative media.

Responses to the second question in chart 2, though, were surprising. Slightly more than half those surveyed (55 percent) are very or somewhat confident that tech companies will protect users’ data privacy. And 53 percent are very or somewhat confident that tech firms will work to stop the spread of misinformation. Similarly, 52 percent are very or somewhat confident that tech will be transparent about how customer data is used.

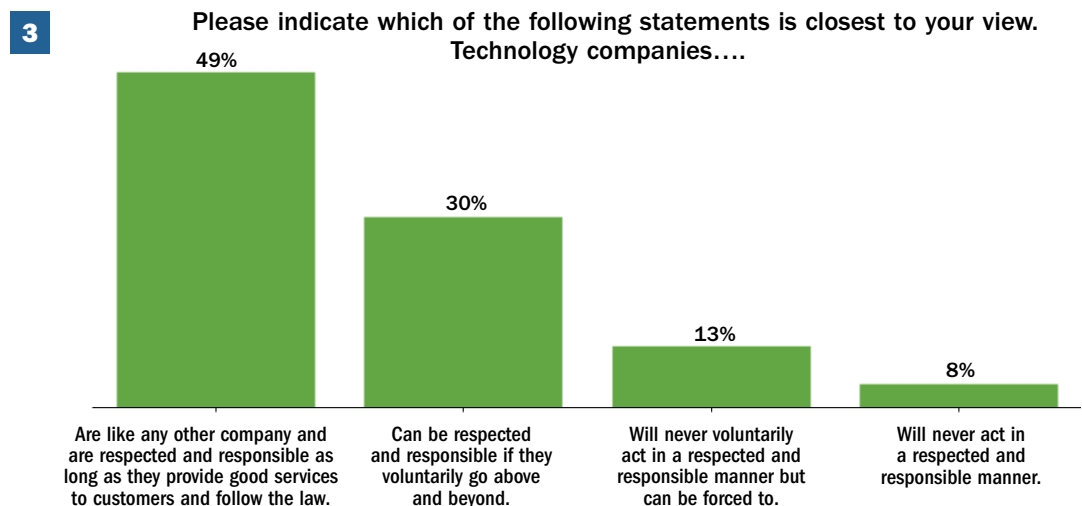
Responses to the first two questions on chart 3 indicate nearly half of those surveyed don’t have an inherent bias against big tech.

TECH AT A CROSSROADS

The data indicates tech companies are at a “crossroads,” Sprehe says. “All is not lost.” Their reputation is not nearly as bad as one might think, but “they must be concerned.” Whatever tech companies do to bolster their reputations, she says, needs to be genuine, “not window dressing.” Sprehe adds, “there’s an opportunity here” and the first companies to take action will have an advantage.

The takeaway for communicators across all industries underscores Paine’s “test assumptions” mantra. “Do your homework” and measure your target audience before acting on what you *think* is the state of mind. “You really need to know your audience and keep constant track” of what it’s thinking, Sprehe says. The prevalence of bots spreading fake information makes regular audience measurement even more important, she adds. ■

CONTACT: jkoo@apcoworldwide.com



*For subscribers only: You are entitled to 33% discounts on all PRN events and webinars. Contact: cbrault@accessintel.com

Former Hearst Exec Coles Touts Authentic Brand Ambassadors, Brief Posts and Imagery

[Editor's Note: Live events rarely get coverage in these pages. We've made an exception for a fireside chat held late last month with former **Hearst** exec **Joanna Coles** during **PRSA's** corporate communications conference in NYC.

Coles was Hearst Magazines' first chief content officer. Previous to that she was editor-in-chief of **Cosmopolitan** (2012-2016). PRNEWS' senior content manager **Sophie Maerowitz**, who attended the session, writes, "Coles' fireside chats are a journalist's dream. She responds to questions with vivid anecdotes and closes out each answer with takeaways that are concisely stated. Point to her when you're coaching an executive for their next live Q&A." Below are Coles' most potent PR tips and tactics from the chat.]

ON MARKETING AND HABIT-STACKING

Speed and brevity are at the top of Coles' thoughts regarding marketing. We're getting close to being able to market to people in real time, she said, at the point of purchase.

"Informal brand ambassadors are how you thrive," Coles said. Gen Z and millennials no longer buy celebrity endorsements. Her advice: find real, regular people who love your products and who post about them.

And those posts should be brief. We've gone from 30-second ads to 2-second posts, she said. "What people want is a short, sharp image of how you will feel" using a product.

For these reasons, Coles was impressed with **Arianna Huffington's** mention of habit-stacking during **Cannes Lions**. Habit-stacking essentially is doing two things simultaneously. For Coles, the potential is stacking a product or service onto something people do every day. For example, while you brush your teeth, can you meditate?

MEDIA HAVES VS HAVE-NOTS AND PITCHING

Coles acknowledges the changes in media consumption. Gen X saw every piece of news top-down, she says. Millennials have taken control of the news cycle, while Gen Z feels its voice is as important as those in mainstream media.

Coles is concerned, though, that "the world will divide into



Joanna Coles
Former Hearst
Executive

those who can afford a subscription fee" and people who only have access to less-reliable information. "Quality information is going to become a luxury good."

Regarding pitching, "nobody reads press releases," Coles says. She sees good pitches as those that "understand the nature of a partnership." In other words, a good pitcher knows the 'what's in it for me' message is critical. A poor pitch says, 'We've got a new product.' Show that you understand the brand and the person you're talking to, she advised.

STORYTELLING AND IMAGES

Saying she constantly has "a narrative going on in my head," Coles emphasized storytelling. Brands must think first about what evokes emotions in consumers, she said.

And use images. Speak with images and "at the speed at which images can provoke emotion. "Brands must think first about what evokes emotions in consumers." How do you reinforce trust? By telling authentic stories."

CRISIS COMMUNICATIONS

Coles is nothing if not direct. Hence, her crisis communications advice is blunt. Make sure a communications person is present with the CEO as much as possible, she told the PRSA audience. "Any CEO who doesn't keep a comms person in the room is insane." Brands are "one customer or employee tweet away from total chaos."

Once the crisis hits, acknowledge it and apologize immediately, she counseled. Clarity and tone count in your apology. "People hate when you obfuscate," she said.

Persistence is key when dealing with a CEO who's procrastinating during a crisis. Coles mentioned a crisis that hit one of her publications. She called the CEO twice to no avail. Ultimately she burst through the CEO's office door. ■

CONTACT: smaerowitz@prnewsonline.com

PRNEWS
DECEMBER 12-13
D.C.
**MEDIA
RELATIONS**
NEXT PRACTICES
CONFERENCE

<http://www.mediarelationsconf.com/>

On December 12-13, join 200+ media and communications professionals for the PRNEWS Media Relations Conference in Washington D.C. Learn new ways to successfully meet your biggest media relations challenges while hearing from influential speakers from Forbes, Hilton, Bank of America, Goodwill Industries International, and more.

EVENT SPONSORS:  PublicRelay  BusinessWire
A Berkshire Hathaway Company

How Brands on a Budget Can Make a Difference With Philanthropy



I've been privileged to see how some of the biggest and best-known foundations in the world leveraged their strong reputations, well-known principals and impressive annual budgets to make a real impact.

Organizations like the **Bill & Melinda Gates Foundation** aren't just helping to end extreme poverty—they serve as thought leaders and conveners on the issues they prioritize. It's difficult to think about polio without calling to mind images of **Bill Gates** and the incredible work the Gates Foundation team has done to eradicate this disease.

Frankly, they make it look easy. It's not. It's difficult for brands to have their corporate philanthropy and foundation dollars make an impact on issues that they care about most.

CHALLENGES OF MODEST BUDGETS

There are unique challenges that companies with more modest budgets face with regard to philanthropy. For example, the "2018 Giving in Numbers" report from **the Conference Board** and **Chief Executives for Corporate Purpose** demonstrates that median corporate giving was just .13 percent of revenue in 2017.

Clearly, an annual philanthropy budget of a few hundred thousand to a few million dollars may not yield the same social impact and attract the media attention the big players achieve; however, it can provide your company with strategic opportunities to create shared value.

Here are three ways that companies with smaller philanthropy budgets can make a real difference and get a meaningful reputational lift from their corporate giving programs.

ADDRESSING UNMET NEEDS

The minute a natural disaster strikes, the private sector steps up with financial and in-kind contributions. In the 10 days after Hurricane Harvey hit Houston in 2017, corporate donors already had contributed more than \$157 million to relief efforts. One result is that multi-million-dollar contributions frequently overshadow modest corporate gifts. These smaller gifts rarely attract much media attention.

A more strategic approach is to identify and address an unmet need. Some 70 percent of the money and resources donated after a disaster goes to immediate response efforts, according to the **Center for Disaster Philanthropy**.

But just 5 percent of total support goes toward extended recovery and rebuilding efforts. Long-term recovery and disaster resilience is a significant area of need. Funding these initiatives can help savvy corporations create real shared value while also creating news long after the initial media frenzy fades.

The same principle applies to other crowded spaces. A major oil and gas company, for example, recently partnered with **Catalyst**, a global nonprofit working to "build workplaces that work for women." The issue of women in the workforce

has become a major focus of CEO activism, but the company identified an unmet need and invested its philanthropic dollars in engaging men in the gender equality conversation.

This led to a partnership to launch a training program to help male CEOs and employees become advocates for female colleagues. Beyond making the brand part of the conversation, this approach has allowed the company to own a unique portion of a hot topic.

NARROW YOUR FOCUS

There's a saying attributed to **Saint Francis of Assisi**: "Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible."

Sometimes we can expand our influence by doing fewer things, better. Clarifying ambition and what you hope to achieve can help your brand determine what to prioritize.

Companies are seeking to make a deeper impact by making fewer, but larger, grants, according to the 2018 Giving in Numbers report. The report noted a trend toward strategically allocating a larger share of resources to what a company considers to be its signature program.

THE EDUCATION EXAMPLE

Take education. It's long been an interest of private philanthropy. And no single organization or individual could take on the task of expanding educational access for all people everywhere. Savvy organizations understand the need to focus on bite-sized tasks that can realistically move the needle.

As an example, when it comes to education, the **Altman Foundation** narrows its focus to increasing access to quality programs for New Yorkers. Meanwhile, the **Lego Foundation** looks exclusively at "learning through play." Both brands have found a niche role to play within a huge issue. By taking an intentionally narrow view, they're able to avoid distraction and focus on areas that are most material to them. Linking philanthropic efforts closely with an organization's mission will also make them more likely to be noticed.

DON'T GO IT ALONE

"If you want to go fast, go alone. If you want to go far, go together," an African Proverb says.

Engaging multiple stakeholders to address a challenging issue can help make 2+2 equal more than four. **Gavi, The Vaccine Alliance** is a great example. It brings together public and private sector donors to advance the shared goal of giving children who live in the world's poorest countries equal access to new and underused vaccines.

Through contributions from diverse stakeholders that include research agencies, vaccine manufacturers and logistics partners, Gavi has been able to vaccinate more than

690 million children since 2000. Had each of Gavi's donors worked in siloes, this level of impact would be highly unlikely.

What's more, working in partnership doesn't mean diminishing your reputational lift from a philanthropic contribution. As an example, **Lions Clubs International** forged an innovative partnership with Gavi that positions Lions Clubs in a marquee role, while also allowing the organization to convene additional donors who are specifically committed to protecting children against measles.

Corporate giving is, first and foremost, the right thing to do. But by focusing on unmet needs, narrowing your emphasis and engaging partners, your brand can do the right thing in ways that have tremendous impact on the social issues that matter most and, at the same time, give your reputation a well-deserved lift. ■

CONTACT: chelsey.watts@fleishman.com

IMAGE PATROL

BY KATIE PAINE, CEO, PAINE PUBLISHING

The DR, Deutsche Bank Attack Crises Differently, But Get Similar Results

"It's as much about what you don't say as what you do."

This month we look at organizations in very different industries, though both face the consummate nightmare.

DOMINICAN REPUBLIC

Anyone in the destination marketing business knows that the very last thing you want to see are the words "death" or "illness" anywhere near the place you're promoting.

At the moment, that seems to be the fate of the Dominican Republic—which has built a stellar reputation over the last few years as a prime tourist destination, particularly for Americans. It's the top tourist destination in the Caribbean and top 5 in the Americas.

But a sudden spate of tourist deaths and illnesses in May and June, including **Melissa Rycroft**, a former contestant on

"The Bachelor," who got sick after a vacation with her family in early June, has drawn a torrent of negative publicity to the tropical paradise.

To make matters worse, popular former **Boston Red Sox** player **David "Big Papi" Ortiz**, a native of the DR, was shot in a bar there June 9—perhaps in a case of mistaken identity.

STATISTICS AND ISOLATED INCIDENTS

If the deaths and illnesses weren't in such quick succession, there would have not been any media attention at all. At least that's what Tourism Minister **Francisco Javier García** must have believed when he tried to explain away the growing fears with statistics.

Continued on page 6



American Travellers and Death in the DR

Year	U.S. Citizens Died	Americans Visited
2019	11 (as of June 24, 2019)	605,000 (as of Feb 28, 2019)
2018	13	2.8 million
2017	17	2.7 million

Sources: U.S. Department of State, Dominican Annual Tourism Exchange

PRNews WRITER'S GUIDEBOOK

PR News' 2nd Edition of The Writer's Guidebook Focuses on Everything from Press Releases to Speeches and Social Media

Chapters Include:

- Creating Newsworthy, Shareable Press Releases
- Email Communications
- Speeches and Presentations
- Writing for Social Media
- Writing for SEO

www.prnewsonline.com/writers-guidebook-vol2

Questions? Contact Client Services at clientservices@accessintel.com

“There is no such thing as mysterious deaths in the Dominican Republic,” he said. García added that the number of recent deaths was not unusual. In addition, the figure actually is lower than in some previous years, he said. The minister attributed all the deaths to natural causes.

But deaths and health problems keep mounting. And when 47 of 114 **Jimmy Buffet** fans fell sick, and news reports brought out dozens of other stories of travelers who had become ill while visiting the DR, what had been a steady drip of “isolated incidents” turned into a flood of negative coverage.

Travelers weren’t buying the “isolated incident” message. Many began making alternative plans. Cancellations are up by 45 percent and bookings have declined by 59 percent.

#BEFAIRTODR

Surprisingly, the tourism minister not only continued to deny that there’s a problem, he (and presumably a communications team) launched a weirdly defensive campaign. The effort is using the hashtag #befairtodr—as if the media

somehow is to blame for the problem. All this as rumors of poisoned mini-bars, deadly bootleg liquor and insecticide contamination continue to circulate.

As of late June, airlines were waiving cancellation fees for travelers who want to back out of their trips to the DR. This is something the airlines reserve for deadly storms and planes that fall out of the sky.

Even the **FBI** is involved. It has sent agents to investigate.

The situation is badly in need of the government to begin an investigation and to communicate openly and transparently. None of which seems to be happening.

DEUTSCHE BANK

If we listed the various investigations, scandals and violations that **Deutsche Bank** has been the subject of in the last few years, there’d be little room left in this newsletter.

Imagine a word cloud with “Deutsche” at the center. Surrounding it are terms like “Russian money laundering, tax fraud, suspicious transactions, sanction violations, scandal”

DR

Criteria	Grade	Comments	Advice
Extent of coverage	D	What started out as a few isolated stories shared among travelers now is a full-blown media firestorm. The shooting of a beloved baseball star drew even more attention to the dangers of travel to the country, even though it may turn out to be a case of mistaken identity. With every new death or illness the media attention gets ever more intense.	Celebrities bring media attention to a story whether you like it or not. And if your brand has anything to do with a bad thing happening to a celebrity, the media will come gunning for you, fairly or not, particularly if the incident reinforces existing perceptions (real or imagined.)
Extent of coverage	D	What started out as a few isolated stories shared among travelers now is a full-blown media firestorm. The shooting of a beloved baseball star drew even more attention to the dangers of travel to the country, even though it may turn out to be a case of mistaken identity. With every new death or illness the media attention gets ever more intense.	Celebrities bring media attention to a story whether you like it or not. And if your brand has anything to do with a bad thing happening to a celebrity, the media will come gunning for you, fairly or not, particularly if the incident reinforces existing perceptions (real or imagined.)
Communication of key messages	C	The only good news to come out of this crisis is that almost every story talks about the DR’s formerly stellar reputation as a tourism destination. But that message is getting lost in the miasma of mysterious deaths.	In any crisis, your goal is to make it go away as fast as possible. To achieve that goal, you can’t just reiterate what you’ve been saying for years. Your crisis messages must be relevant, open, transparent and at least plausible.
Management of negative messages	F	Journalists resent the subjects of their articles tell them what to do. So when they see the hashtag #befairtoDR, they’re only going to dig deeper into the story.	Journalists want answers, not hashtags and they don’t stop investigating until you give them one.
Impact on tourists and potential tourists	F	Judging by the number of cancellations and the decline in bookings, the bad news is already hurting all aspects of the DR’s tourism industry.	Every crisis communications plan needs clear definitions of what success and failure look like, so you know when to make course corrections. When customer dollars start to go elsewhere, it’s time to change your strategy or your spokesperson.
Overall score	D-	It’s not the fault of the Tourism Minister or his communications team that people fear traveling to the DR. But by not promptly elevating the issue to investigators or at least having a better communications strategy, they contributed to the crisis. Their ineffectiveness allowed the unbridled spread of negative messages in traditional and social media.	In general PR people – even when their title is Minister – shouldn’t be the only face in a crisis, especially not when the crisis demands expertise that PR people lack.

Deutsche Bank

Criteria	Grade	Comments	Advice
Extent of coverage	F	Its global presence, combined with decades of financial misdeeds and investigations, plus its more recent association with President Trump, guarantee that whatever happens to the bank will make the front page of every financial section on the planet.	When nearly all your news is negative, make sure you are measuring it, so you know just how much worse one scandal is from the other. At least you might be able to figure out what might mitigate it.
Effectiveness of spokespeople	F	What spokespeople? Mostly the bank issues statements denying involvement, which may be one reason reporters use “sources” for most of their stories.	If you don’t choose to make a comment, the story isn’t going away. Instead, reporters will find someone else to tell their version of the story. And that someone else may or may not see things your way.
Communication of key messages	D	The bank gets its “we’re not involved” message out frequently, but generally reporting on its misdeeds overwhelms it.	Deeds always are more powerful than words, so stop writing perfectly crafted press releases and get people to change their behavior. Culture change is easier said than done, of course.
Management of negative messages	F	For Deutsche there is no escaping its history. Any new development – layoffs, ties to Trump, a management shift – always will be put into the context of all the other scandals the company has survived. Digital technology makes it easy for content producers to dig up stories that add context to articles.	There is no such thing as a cloak of invisibility for past misdeeds. Reporters will bring out each and every one, anytime you are in the spotlight. Be prepared with responses.
Impact on employees and potential employees	F	For years, Deutsche’s money making potential and global reach attracted talent. Now that the news is almost all negative, and layoffs are in the wings, look for a lot of that talent to jump ship.	The impact of a crisis may first be seen in the volume of negative media coverage, or in hate tweets. The real front line, though, is employees. They will be asked about your scandal at every soccer game and every bar.
Impact on investors and customers	F	The stock price is at an all-time low and investors are departing in droves. With massive layoffs planned, the mountain of negative news has clearly had an impact.	No matter how good your spin is or how diverse your portfolio, sooner or later bad news will scare away investors.
Overall score	F	The problems besetting Deutsche bank are self-inflicted. Had the board been paying attention it might have caught some of them. The board seemed to be too busy; perhaps its members were counting the short-term profits.	In the “good old days” you might have been able to sweep some of these scandals under the rug. It’s too easy now to share the juicy details. Life in the digital age has its advantages and disadvantages.

and now “layoffs.” Late last month the **Wall Street Journal** reported the bank is considering as many as 20,000 layoffs globally, or nearly 1 in 6 full-time workers.

DENYING NOTHING

Unlike the DR, Germany’s largest bank is denying nothing. For a while its strategy was to “cooperate with investigators,” promise to rectify the issues, pay fines and move on.

In fact, many analysts just assume that Deutsche has factored all the fines and legal fees into its cost of doing business. Except that the problems never seem to go away.

Similar to most long-running corporate crises, you can blame many of Deutsche Bank’s ills on corporate culture. But in this case it’s not the CEO. The bank has churned through four since 2012—all of whom have arrived with grand plans to change the culture, but somehow never succeeded.

The one consistent figure at the top is Deutsche’s chairman of the board **Paul Achleitner**, who has been at the helm since 2012, through all of these scandals. Many blame him

for the lack of oversight.

Now, the bank’s culture and long history of investigations and fines seems to be finally catching up with it. Deutsche Bank’s stock price is at a record low. Rumors of 20,000 layoffs didn’t materialize from thin air. The bank’s board discussed a strategic reorg plan, including massive job cuts, during a June call with analysts.

The plan is said to eliminate hundreds of positions in equities trading and research, as well as derivatives trading, as part of a broad restructuring, **Bloomberg** reported. The bank’s U.S. operations reportedly will take a heavy hit, becoming a skeleton operation for high net-worth customers, **Reuters** reported. Unfortunately the one person with the power to change the bank’s toxic culture probably is not going to be getting a pink slip. ■

CONTACT: kdpaine@painepublishing.com

Good Storytelling isn't Easy, but a Simple State Dept. Model Can Help

[Editor's Note: Summer can be a good time to catch up on reading. One of the books on our list is "Crafting Persuasion," by **Kip Knight**, **Ed Tazzia** and **PRNEWS** Hall of Fame member **Bob Pearson**. The book became available at Amazon.com, Kindle and in e-book formats from July 1. We asked Bob to preview the book and provide tips from its framework for storytelling.]

Creating and telling a story that makes a difference is hard work!

Yes, it is part art and part science. But it must be centered on a simple and strategic model. This allows "storytelling" to be not only scalable, but also achievable, regardless of location or budget size (or lack of it).

This became abundantly clear during our work with the **U.S. State Department**. I and my co-authors serve as professors at the U.S. Marketing College, which started in 2008. The 20+ professors who have taught courses during this week-long college have faced a fundamental and intriguing challenge.

A DIFFERENT SORT OF STUDENT

The students are unique. Yes, they work throughout our State Department and government to share our story or help others in doing the same. That is straightforward.

But their skills are off the charts. They often speak as many as five languages, many quite difficult. Often they have lived in half a dozen places that are not exactly vacation destinations. They deal with issues that we read about in the paper and online. These people are patriots who care deeply about improving or safeguarding our world. They also are usually missing classic training in communications and marketing.

Our professors are executives who have worked as CCOs, CMOs and even as presidents and CEOs of the world's top brands and agencies, ranging from **P&G** to **Dell** to **E-Bay** to **Farmers Insurance Group** to **Mattel** and more.

A SIMPLE STORYTELLING MODEL

This mashup of talent, both teaching and in the audience, led us to create a simple model, so that anyone anywhere can create and tell an effective story. We refer to it as the ABCDE Model.

So, 11 years later, we decided to write a book to explain how it works. Here are the basics of what the model entails.

A is for Audience: We want to know who we are trying to persuade (using demographics, behavior, attitudes, psychographics and more to define our audience).

And then, based on consumer research and analysis, what do we know about our target audience? And how will that be helpful in creating a persuasive communication campaign?

B is for Behavioral Objectives: What exactly do we want our target audience to do based on this communication campaign?

C is for Content: What is the "benefit" we receive? What are we promising our target audience will get in return for the behavior we are advocating? Basically, what's in it for them?

Then, what is the "reason to believe"? Why should our target audience members believe we can deliver the benefit we are promising them (e.g. endorsement, mechanism of action, ingredients, product/service attributes)?

And finally, what is the "tone/character" we need? What is the personality, attitude and look/feel of our message (expressed in three words or fewer)?

D is for Delivery: We determine what "media" we will use. Which online and offline media channels are we using to get out our message? (e.g. **Facebook** ads, **YouTube** videos, print ads, PR campaign, TV commercials and more).

Next, we think of our "message." What's the overall message we are going to be delivering to the target audience? Then, is the message "on brand," meaning does this communication campaign tie into and leverage our overall brand image? Is it "recognizable," which gets us to ask if the campaign will make it easy for our target audience to quickly identify it with our brand.

SIMPLE YET COMPELLING

Is it "simple"? Basically, is our message clear and simple enough that the target audience will be able to understand it quickly and easily? And is it "attention grabbing" so that you will get the attention of your target audience?

E is for Evaluation: What metrics are we going to use to evaluate the overall success of this communication campaign? Over what time period?

BACK TO BASICS

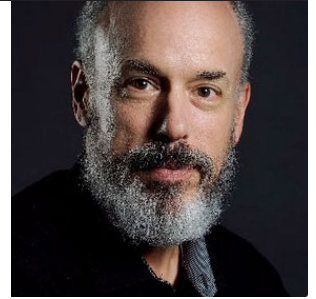
Our group of professors has worked on some of the most significant campaigns over the years. What we all realized in designing this model is that, like any simple model, everyone initially thinks, "Oh, I already do that."

In reality, we find that it is way too rare that we follow all five components with discipline. In fact, the "A" and "B" steps are often glossed over in our excitement to get to "C."

Remember when our parents told us we have to eat our vegetables before we could have dessert? They were right. Make sure you finish "A" and "B" before you start creating the next campaign.

And do what we do. Print this model every time you create a story or campaign. It's worth the effort. ■

CONTACT: bobpearson1845@gmail.com



Event Planner Mixes Smart Pitching, Personal Touch to Start Canadian Soccer Trade Show

THE SET-UP

Most Americans' knowledge about Canada is small. How many Americans know the number of provinces and territories that make up Canada? Even if Americans know there are 10 provinces and 3 territories, can we name them?

On the other hand, when you ask Americans about sports in Canada, they may think they are more knowledgeable. "Ice hockey is the most popular sport in Canada," many will say.

Fewer are likely to know the origins of lacrosse also can be traced to Canada. Some undoubtedly will be aware that the **Raptors** of Toronto grabbed the **National Basketball Association's** championship last month. By the way, **Dr. James Naismith**, who's credited as the inventor of basketball, was Canadian.

Ask the average American about soccer in Canada and you may get a blank stare. That was the reaction of your editor, who likes to think he's a rung above a casual sports fan.

In fact, by participation, soccer, not ice hockey, is the most popular sport in Canada (see chart). It overtook ice hockey in the 1980s as the sport with the most registered players in the country. Nearly one million people play soccer in Canada; the country's population is about 37 million. One of soccer's advantages is that the bar to entry, at about \$200 per person (for equipment and registration), is much lower than it is for hockey, which is roughly four times that (see chart).

Into this context comes **Padulo X Experiential Marketing** founder **Rich Padulo**, who about six years ago wanted to start a soccer trade show in Canada. The show's goal was to attract kids and parents.

HURDLES

OK, so you're thinking, based on the above information about the popularity of soccer in Canada, 'What are the hurdles?' Certainly there are a few, including the perception that hockey is the country's top sport.

Another one is that before Padulo came up with his idea, there hadn't been a soccer trade show in Canada. The biggest comment from naysayers was that they didn't know what such a show would look like, Padulo says. The lack of clarity was natural—no consumer soccer trade show had existed in Canada.

Perhaps more than either of these hurdles is the one associated with kids. Getting Canadian children to start playing soccer is just the first part of the equation. You have to keep them playing as they grow older. After age 13, Canadian kids' interest in soccer drops precipitously. In terms of gender, the average Canadian boy drops out of soccer at 13. Girls drop out at 6 times the rate at the same age.

This often is the time when a decision needs to be made

Soccer vs. Ice Hockey in Canada

873,032: Number of registered soccer players in Canada
584,679: Number of registered ice hockey players in Canada
\$800: Cost for a child to begin playing ice hockey in Canada (Canadian \$)
\$200: Cost for a child to begin playing soccer in Canada
Source: Canadian Soccer Association (2008-9)

about whether a child has the talent and drive to continue in the game. It's at this point when those who are serious about soccer begin playing on travel teams and attend camps. Since this requires money, soccer's pay-to-play model for those older than 13 puts it on a more even playing field with ice hockey.

TACTICS AND RESULTS

Padulo's first step was selecting a consumer trade show model. His choice was modeled on **FanExpo**, Toronto's version of **ComicCon**.

Padulo then took an "in-person approach" to communicating his vision for the show to decision makers within the soccer industry. He began with a brief email that included video from a beta event. The CTA was that he'd come and explain things in person.

During the in-person visit he would present "a combination of a dramatic audio/visual elements." He leveraged videos and conceptual show drawings to define his vision.

He'd follow-up with emails and phone calls with every partner to keep the topic top of mind. Later this year **The Allstate Soccer Show** will celebrate its second anniversary.

LESSONS LEARNED

1. Pitching Partnership: Padulo went to every sanctioned soccer body in Canada and emphasized how the show would benefit them. He also promised to donate space at the show to each body.

2. Pitch Locally and Slowly: With Canadian soccer's fragmented structure, he made sure to touch local bodies, too. "It shows you respect them." In addition, he advocates moving deliberately. "You can't rush this part of the process," he says. "You have to take time to explain what you're doing in person and on the phone."

3. Do Your Homework: We've made Padulo's journey seem quick. It wasn't. He worked for six years researching his audience, finding out that there was a sizeable demand for a family-based soccer trade show. He also mapped out his brand sponsor (**Allstate**), his industry partners (soccer equipment brands) and infrastructure partners (the soccer associations), before moving ahead.

CONTACT: rich@padulox.com

Sabra Hummus Does Its Research and Exploits the ‘Meatiest Time of the Year’ Using Humor

In the U.S., many consider the unofficial start of summer begins later this week, with the July 4 holiday (the actual first day of summer was June 21).

That means the start of the high season for outdoor grilling and backyard parties. Arguably, it's one of the “meatiest times of the year,” **Sabra's** new chief marketing officer **Jason Levine** says in an interview with PRNEWS.

Since one of the takeaways in our lead story is to test assumptions, we searched for data to test Levine's comment. He's right. When temperatures begin to rise in April, the

Beef Demand Index, which measures consumers' willingness to pay for the available supply of beef, also jumps, usually reaching the year's highest levels, according to the **Cattleman's Beef Board** and **National Cattlemen's Beef Association**. Incidentally, beef demand in 2018 was particularly strong in the summer months, these two groups note, partially due to a robust economy.

But veganism and the vegetarian lifestyle are growing too, right? We tested that assumption, too. True, the percentage of veg-

ans and vegetarians in the U.S. has jumped from one percent of the population in 2014 to six percent in 2017, according to **GlobalData**.

TESTING ASSUMPTIONS

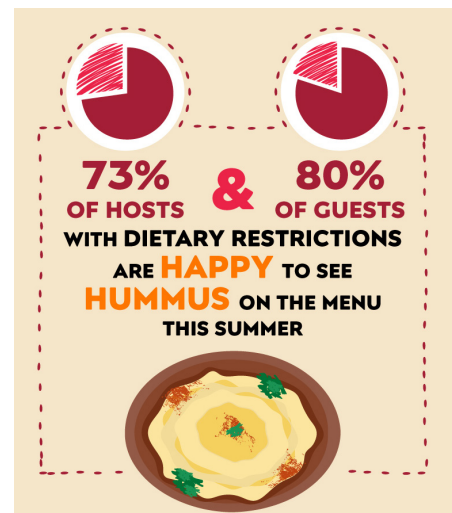
So you'd think Sabra, a brand synonymous with varieties of hummus, the vegetarian staple made with ground chick peas and sesame seeds, might lie low in the beefy summer season. The biggest opportunity for Sabra might be November, when beef demand tends to decline, owing to Thanksgiving.

But Sabra did its homework. Its research discovered anxiety in hosts and vegan/vegetarian guests as barbecue season beckons. Vegans, the research shows, worry about what they'll eat at barbecues. 47 percent of hosts are anxious about creating tasty vegan dishes; 46 percent “panic” when a vegan plans to attend their barbecue. And 57 percent of those with dietary restrictions admit they've snuck food into barbecues and summer parties.

Sabra took this semi-serious issue and created a humorous campaign to, er, *spread*, across platforms. It announces that the “Vegans are Coming”...to your summer barbecue. You best be prepared.

Hoping to arm backyard barbecue hosts with everything they need to feed vegan and vegetarian guests, Sabra set up a Vegan Hotline (1-866-Code-Vegan), a site (codevegan.com) and free Sabra Vegan Rescue kits, complete with vegan recipes and humorous stickers (“I Eat Plants”). Celebrity endorsers, from noted veggie **Mayim Bialik** to NFL star **Richard Sherman**, are featured on the hotline. One of the effort's standouts is a campy two-minute video extolling the virtues of Sabra hummus (of course).

An edited version of our interview with Levine follows.



PRNEWS: Tell us about the research for this effort.

JASON LEVINE: Anecdotally, and on social media, we were hearing and seeing a lot of people express concern or confusion that a loved one had recently “gone vegan”—from worry about their health to... confusion over what to feed a vegan. As a result we suspected that BBQ season would be tricky for many Americans.

At the same time, we also read about a 600 percent increase in people identifying as vegan in recent years.

We partnered with **OnePoll** to pull some of the first data we've seen on what happens

Hummus and Humor: Sabra combined research with levity for its campaign. Sources: Sabra, OnePoll, 2019 (2,000 people)

when vegans and meat-lovers get together...for gatherings with friends and family. [Some of the data is in the graphic. The sample size was 2,000 people.]

We were certainly pleased to see that (71 percent of) both BBQ hosts and guests with special diets appreciate enjoying hummus at a BBQ. We know that everyone is talking about burger alternatives of late but hummus, which has always been vegan, goes exceptionally well as on a grilled flatbread or with veggies at a BBQ and ... is fantastic on a burger too.

PRNEWS: How did you decide to go with humor? Was that a data-based decision?

Levine: BBQ season is fun, getting together with friends and family should be all about enjoying...Sabra takes making fantastic hummus very seriously, but we try not to take ourselves *that* seriously in the process.

We decided to use humor and overdramatize the problem as a way to provide comfort and positive encouragement, along with the reminder: it's really not that hard to feed a vegan. In fact, vegans and omnivores enjoy many of the same foods.

PRNEWS: What will some of the metrics of success look like for Sabra on this campaign?



Jason Levine
CMO,
Sabra

Levine: Having joined Sabra two months ago, I am blown away by the passion of Sabra's core consumers for this beloved brand. Yet, only ~30 percent of Americans are eating hummus with regularity. Our goal is to begin to elevate Sabra into the consumer mindset by inserting the brand,

and the category in general, in more culturally relevant conversations.

Success looks like putting ourselves out there more often and helping more people discover ways to enjoy hummus.

In many ways, we built success into the program from the start by selecting partners and celebrities who resonate deeply with today's consumers.

We ran through all of the prepared rescue kits within the first few days so went into production on more immediately. We will be measuring impressions and engagement as well as sentiment. But we won't spend too much time counting... we already are gearing up for what comes next. Our greatest success will come when everywhere you turn, Sabra seems to be there waiting for you to enjoy and share.■

CONTACT: lauren@seymourpr.com

DATA

Survey Roundup: Trust Tops List of PR Issues, 20% of U.K. Execs Don't Know What 'PR' Means

There was a slew of PR-related studies released recently. Some contained good news for the industry, others didn't.

1. The Plank Center for Leadership in Public Relations surveyed 1,020 communicators working in various types of organizations in North America (split 50-50 in terms of gender, average age 46). Not surprisingly, it found building and maintaining trust is the profession's top issue.

Other findings: many organizations are concerned about fake news, but are unprepared to identify and manage it; senior communicators are involved in strategic decisions, though their power is not shared with those lower in the org chart, especially women; there's a "significant" gender gap in the profession; and (not surprisingly) "everyone is stressed."

WHAT'S PR? (ASKED WITH A U.K. ACCENT)

The next survey came from the U.K. More than one-third of senior executives from companies there with at least 1,000 employees said they lack "a good understanding" of what PR does. The larger the number of employees in a company, the less understanding its execs had of PR's work.

Equally astounding is that 20 percent in the survey of 300 senior executives didn't know what the acronym PR stands for. And just 15 percent listed PR in their top five choices of

business functions they had the strongest understanding of.

On the upside, 80 percent of those who understand PR said it brought "good value" to their company, **Richard Benson**, CEO of **Releasd**, which commissioned the survey, told us. [**Note to Subscribers:** This report can be found in the PRNEWS Resource Center.]

He added that just 52 percent of production execs had engagement with PR. The prescription, he said, is education. "Speaking to departmental heads, explaining how the PR team operates and asking how it can better serve their needs is a practical place to start."

TOUT ONLY THE IMPORTANT PR EXAMPLES

Another tip, instead of bombarding executives with proof of PR's prowess, alert them to only the most important examples and illustrate clearly the tie between PR and business results, Benson recommended. He underscores clarity. "When two in ten execs don't even know what PR stands for, it's unlikely they'll engage with...the plethora of ...acronyms that we throw at them." His advice: "carefully pick a handful of simple metrics...clearly explain what they are and why they are relevant to the business."

Last, make sure your results are delivered to executives

Continued on page 16




Consumer Engagement With Pharma's Social Off 62%, Health Insurers Take 42% Whack











With the **PRNEWS Top Women in Healthcare Communications** awards luncheon approaching (July 16, The Yale Club, NYC), we asked partner **Shareablee** to provide exclusive data about the most active health insurance and pharma brands on social from Jan. 1, 2019 through the end of April.




The overall takeaway appears to be that consumers are more judicious with their social media time. In addition, there's just more content to choose from, reducing time spent and engagement.











As you can see, **UnitedHealthcare** (UHC) dominated insurers. Though its audience was almost three times the size of UHC's, **Cigna** was a distant second to its rival. Cigna posted 430 pieces of content to UHC's 114. The difference, of course, was the consumer response to UHC's content. Total actions are defined as the sum of consumer likes, comments, shares and retweets.

Health insurers overall saw consumer engagement decline 42 percent vs the same time period in 2018, Shareablee's marketing director **Herman Chen** says. Content posted also fell, 11 percent year over year. On the plus side, the sector's Twitter engagement tripled. There's good and bad news on video. Year over year, video content posted rose 59 percent. Yet engagement with those videos fell 45 percent vs the

Shareablee
TOP HEALTH INSURANCE BRANDS: January – April 2019
 Based on Total Actions
 Data provided exclusively to PR News by Shareablee
 Sources:   

RANK	PHARMACEUTICAL BRAND	TOTAL ACTIONS	TOTAL CONTENT	ACTIONS PER CONTENT	TOTAL AUDIENCE
1	 UnitedHealthcare	76,091	114	667	245,112
2	 Cigna	23,913	430	56	679,835
3	 OptumCare	19,247	30	642	4,357
4	 Health Net	10,757	233	46	13,002
5	 Amerigroup	7,800	1,155	7	14,654
6	 Aetna	5,495	204	27	170,897
7	 Oscar Health	3,049	75	41	40,407
8	 Molina Healthcare	2,348	120	20	37,028
9	 UnitedHealth Group	2,038	64	32	31,050
10	 WellCare Health Plans	1,992	62	32	12,790

Shareablee
TOP PHARMACEUTICAL BRANDS: January – April 2019
 Based on Total Actions
 Data provided exclusively to PR News by Shareablee
 Sources:   

RANK	PHARMACEUTICAL BRAND	TOTAL ACTIONS	TOTAL CONTENT	ACTIONS PER CONTENT	TOTAL AUDIENCE
1	 Sandoz	54,363	168	324	32,291
2	 CVS Pharmacy	46,763	230	203	2,818,466
3	 Novartis	38,923	123	316	633,495
4	 Merck	37,499	285	132	276,623
5	 Abbott	34,635	272	127	281,730
6	 GSK	31,699	196	162	479,639
7	 Novo Nordisk	29,337	165	178	572,752
8	 Pfizer	27,452	260	106	610,731
9	 Johnson & Johnson	26,723	162	165	915,580
10	 Boehringer Ingelheim	24,230	98	247	26,179

same time period in 2018, Chen says.

PHARMACEUTICALS: A TIGHTER RACE

Pharma produced a much tighter race, with **Sandoz** not too far ahead of **CVS Pharmacy**, and **Novartis**, **Merck**, **Abbott** and **GSK** bunched together.

Pharma brands also were hit hard. Year over year engagement was off 62 percent, though the amount of content posted rose 26 percent, Chen says. Similar to insurers, pharma posted more video (up 204 percent), but consumer engagement with those vids declined 38 percent.

Leader Sandoz has a good story, though. Engagement jumped 2,500 percent with just a 17 percent rise in content posted. Video engagement grew an enormous 12,000 percent. Posts about its digital contest, #SandozHACK, led the way.

[**Note:** For information about attending the PRNEWS Top Women in Healthcare Communications awards luncheon July 16 in NYC, please contact: Cbrault@accessintel.com Paid subscribers to PRNEWS receive a 33 percent discount on all our events and webinars.] ■

CONTACT: herman@shareablee.com

Top Women in Healthcare Communications See Data as a Tool to Boost Industry’s Storytelling

There are few topics that touch more people than healthcare. For the broader public, healthcare often is equated with costs. Fair enough: American healthcare spending as a percentage of Gross Domestic Product is larger than all other countries, save Germany and Russia.

In the U.S., spending on healthcare is measured in trillions (see graphic for 2017 figures). We have only preliminary estimates for U.S. healthcare spending for 2018, but the figure of \$3.65 trillion is about equal to the economies of Canada and Spain combined. If that figure holds, it would represent a rise of about 4.4 percent over 2017, which is faster than the economy grew.

This explains why one of the questions we asked of our finalists and honorees for **PRNEWS’** Top Women in Healthcare Communications awards involve communicating about costs. We also asked about building trust and breaking through the vast amount of information (and misinformation) online about healthcare. Their edited responses are below.

On July 16 the awards will be presented during a gala luncheon at **The Yale Club** in NYC.

[Editor’s Note: PRNEWS subscribers are entitled to a 33 percent discount on all PRNEWS events and webinars. Should you be interested in attending the Top Women in Healthcare Communications awards luncheon, please contact **Carol Brault** (cbrault@accessintel.com) for your discount. For more information about the luncheon, please go to: <https://www.prnewsonline.com/go/top-women-in-healthcare-2019/>]



Dr. Sherry McAllister
EVP
Foundation for Chiropractic Progress

PRNEWS: *Patients have access to so much medical information, or misinformation, online and elsewhere. How can ethical communicators cut through the noise to become a trusted source of healthcare information for patients?*

Sherry McAllister: Quality healthcare information starts with the use of research, guidelines and appropriate references.

Being a credible, trusted source for information means that diligence, accuracy and factual data must be distributed consistently along several channels of communication.

Working with healthcare leaders and other trusted sources brings greater credibility and enhances the consumers’ confidence in the information presented. Becoming a trusted, established leader in healthcare is earned on a daily basis.

U.S. HEALTHCARE SPENDING (2017)

Total Spending: \$3.5 trillion
Spending Per Person: \$10,740
Increase vs 2016: 4 percent
Share of U.S. GDP: 18 percent
Hospital Care: \$1.1 trillion,
 33 percent of all spending
Physicians/Clinics: \$694 billion,
 20 percent of all spending
Prescription Drugs: \$333 billion,
 10 percent of all spending



Source: U.S. Government, Center for Medicaid and Medicare Services (Dec. 2018)

Elyse Margolis



**Practice Leader, Pharma
W2O Group**

PRNEWS: *Addressing the cost of healthcare and ensuring the industry’s benefits to society are clearly communicated may be the top challenges facing healthcare communicators.*

What are two ways to attack those challenges?

Elyse Margolis: The value conversation has transformed dramatically over the past few years out of a necessity to re-define the value of therapies—some curative—that have changed the trajectory of diseases. The pace of innovation has out-lapped our traditional definitions of “value” and we’re watching in real-time as industry, providers, payers and consumers put forth a new value lens. In terms of attacking these challenges:

Data: We have billions of data points and massive de-identified data sets that are ready to be powered to help us understand the value of medicines in new ways. We must leverage the data to understand and convey the full picture—days lost or gained, caregiver impact, steps walked, the psychosocial impact—to unlock value as it directly connects to real-life measures of value.

Show Don’t Tell: We must continue to offer a platform for those at the center of this discussion who can articulate the value of innovation better than any data set can: the patients, their caregiving circle, healthcare practitioners on the frontlines, those who are living the value of innovation. Only through this kind of storytelling can we continue to drive the value dialogue forward in a productive way.

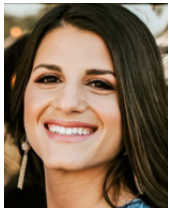
Continued on page 14



Jodi Amendola
CEO
Amendola Communications

PRNEWS: Patients have access to so much medical information, or misinformation, on-line and elsewhere. How can ethical communicators cut through the noise to become a trusted source of healthcare information for patients?

Jodi Amendola: It's definitely tough in this era of "the facts are whatever you want them to be." But it starts with pointing to evidence such as evidence-based clinical studies and information from trusted government sources such as CMS. There also is an element of showing what happens if you ignore the science—the consequences to ourselves and our family and friends. If people are convinced you are looking out for their best interests (instead of just trying to sell them something), and you help them avoid health issues, they will come to view you as a trusted source.



Gina D'Angelo-Mullen
Director, Marketing & Communications
CareMount Health Solutions

PRNEWS: What communications tactics and channels are you most excited about regarding the future of healthcare communications?

Gina D'Angelo-Mullen: There are so many. My team is part of a management services organization, with the multispecialty group, CareMount Medical, as a client. This means the department serves B2B and B2C markets. As an industry veteran it's amazing to think back about how we used to do things, and the shift to all things digital. CRM, marketing automation, AI, Voice Search, Call Center, and Patient Experience are all of interest. I look forward to using technologies that help us reach the ultimate goal, which is clear, relevant, and action-oriented messaging to our patients and clients.



Martha Temple
CEO
Optum Behavioral Health

PRNEWS: How can communicators ensure that their digital messages continue to have the human touch?

Martha Temple: It's really important to give people options to engage with information and services in a way that works for them. This means traditional in-person appointments, but also options to get services virtually, via video, chat, phone or a mobile connection.

Unfortunately, the need for behavioral health services is increasing, while the shortage of providers continues to be a challenge. Innovative technologies can play a role in bridging this divide by helping patients get the right care, at the right time and in the right setting. Keeping that human touch is

important. We have to combine technology-enabled efforts with human understanding and expertise to engage with and guide people to appropriate treatment.



Rebecca Madsen
Chief Consumer Officer
UnitedHealthcare

PRNEWS: Right or wrong, healthcare communications often is faulted for employing corporate-speak or medical mumbo jumbo. How can the industry overcome that issue?

Rebecca Madsen: It's not a secret that the health system can be confusing to navigate, especially if people must decipher terms and acronyms to access care.

To help address that, the industry is working to simplify experiences, giving patients what they need to help them make more informed choices. At UHC, examples include digital onboarding, which makes plan enrollment more personalized and enables people to select relevant clinical, wellness or financial programs. After a medical service, members receive a personalized claim video that helps them better understand their benefits. For everyone, we offer an online glossary of health care terms at justplainclear.com

The goal is to help simplify the health care experience, with that goal underpinning all internal and external communications.



Dr. Eva Heintz
Solvay Specialty Polymers
Global Marketing Manager, Healthcare

PRNEWS: What communications tactics and channels are you most excited about regarding the future of healthcare communications?

Eva Heintz: I am super excited about the rise of virtual and augmented reality technologies as communication tools for healthcare. There's something to be said about being able to visualize the anatomy and a treatment as if you're inside the body. I believe leveraging tools like augmented reality for training health professionals and educating patients and the general public about medical procedures will be the future. Now, more than ever, we are so visually engaged that I believe it will become a necessity.



Mary Claire Duch
Practice Leader
W20 Pure

PRNEWS: How can communicators ensure that their digital messages continue to have the human touch?

Mary Claire Duch: Advances in digital and social platforms have created a wealth of opportunities for healthcare communicators, allowing us to reach stakeholders directly in a way never before possible. However, in order for these communica-

tions to be effective, we must keep the content as REAL as possible. Employ a thoughtful approach to social engagement with a tone appropriate for each individual channel. Showcase corporate leaders in their own words on LinkedIn. Tap into the experiences of patients in an unscripted fashion on Facebook. Seek opportunities for real-time community engagement (e.g. Facebook Live events). Create engagement guidelines that allow for rapid, fluid responses and interaction across channels.



Lee Hedman
EVP
Surgical Directions

PRNEWS: Addressing the cost of healthcare and ensuring the industry's benefits to society are clearly communicated may be the top challenges facing healthcare communicators. What are two ways to attack those challenges?

Lee Hedman: With social media, patients have information at their fingertips they never had before. It is important for billing and collection of charges for medical services be timely and accurate. Patients have options for their care and failure to provide top-notch billing can be circulated throughout a patient's social network. The same is true when they have a positive experience.

Hospitals and providers should know the cost of services, so they can answer questions for patients who are trying to determine insurance benefits versus cost.

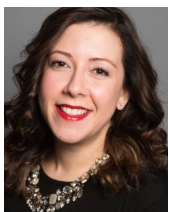


Leslie Simmons, RN, FACHE
EVP, LifeBridge Health
President, Carroll Hospital

PRN: What communications tactics/channels are you most excited about regarding the future of healthcare communications?

Leslie Simmons: Face-to-face communication is best, but I also am a fan of quick videos and photo stories. Short snippets are an effective way to share timely information that is distilled down so that viewers can grasp the immediate message. Tailoring communication this way also makes it more accessible to a wider audience. Utilizing social media tools, such as **Facebook Live**, is another effective way to share information and generate awareness.

I also use videos to communicate with employees. Each month I record a two- to three-minute video for our hospital staff to keep them informed. While I prefer to get on the floors and talk to employees, this is the next best thing when I can't connect with them personally.



Erica Kless
SVP, Healthcare
FleishmanHillard

PRNEWS: Patients have access to so much medical information, or misinformation, on-

line and elsewhere. How can ethical communicators cut through the noise to become a trusted source of healthcare information for patients?

Erica Kless: First and foremost we need to communicate as people to people in the most compelling way possible. You can't become a trusted source if no one sees your information. There's a tendency to focus so much on making sure content is technically accurate that we risk losing people's interest. You need to figure whom you're trying to reach and really consider how that specific audience consumes information. For instance, you could spend a ton of resources building a beautiful, informative site, but if no one visits it then it won't deliver results. Once you know where and how to share information, you can focus on the fundamentals, such as including trusted, external sources like advocates and clinicians.



Donna Murphy
Global CEO
Havas Health & You

PRNEWS: What communications tactics and channels are you most excited about regarding the future of healthcare communications?

Donna Murphy: The things exciting me most are the advancements in tech and data. Our company used to be fundamentally communications, and now our agencies work alongside our innovation division and **HVH**, a predictive analytics company that is changing profoundly our understanding of health around the world. As communicators, our agency teams now have access to information that has completely transformed their knowledge set, along with the ability to develop tech solutions that are integral to our clients and partners' business. These synergies will allow us to share the best possible end-to-end solutions, and ultimately and most importantly, impact patients' lives.



Chrissi Gillispie
Outreach Coordinator
Foothills Gateway, Inc.

PRNEWS: Healthcare communications often is faulted for employing corporate-speak or medical mumbo jumbo. How can the industry overcome that issue?

Chrissi Gillispie: This is simple. As communications pros, we need to take a step back. Acronyms and "mumbo jumbo" have meaning. It is our job to translate for the public. If you need, bring in others to see if they understand your interpretation. Education and awareness are the best tools we have. Write for readability and keep your articles/newsletters/stories as explicit as possible. ■

Continued from page 11

in a convenient format, perhaps a mix of visuals and text.

An **Ogilvy** survey of more than 300 global journalists found that earned media strategies remain a solid bet.

Its **2019 Global Media Influence Survey** said corporate announcements, such as financial reports, CSR initiatives and strategic decisions are the most influential factors driving earned media coverage and brand reputation globally. These were more influential than third-party endorsements from social media influencers, for example. Just 10 percent of journalists said influencers were the most important sources coloring their content.

TWITTER TOP JOURNALISTS' LIST

Less surprisingly, it found **Twitter** is the social media platform that most often shapes reporters' coverage. It ranked first with an average of 48 percent of reporters globally. 29 percent named **Facebook** or **Instagram** as their top shapers.

The regional differences, though, bear scrutiny. In Asia Pacific, Facebook and Instagram carry the most weight with journalists (41 percent). The rest of the list is **WhatsApp** (34 percent) with Twitter at 20 percent.

Globally, as we noted above, Twitter (48 percent) is the most influential for journos, then Facebook (29 percent) and WhatsApp (17 percent). **Snapchat** was last on the list. It trailed the above as well as **WeChat**, **LinkedIn** and **Glassdoor**.

EARNED MEDIA'S LONG LIFE ON TWITTER

"Earned coverage appears to live longest on Twitter, likely due to Twitter's ability to compile major headlines of the day and streamlining the discovery process with users never having to leave the platform," **Tara Mullins**, SVP of Ogilvy's Media Influence offering, said in a statement.

Emphasizing what **Katie Paine** wrote about the lasting nature of crises (pp 5-7), the survey also found that nearly all

journalists (89 percent) include past coverage in their stories. Ogilvy said this is "a reminder that both positive and negative stories live forever online."

PR AND PROFITABILITY

Rick Gould's annual survey of U.S. PR firms found profitability at 16.3 percent of net revenue. 41 firms participated in the **Gould+Partners** survey. Those with less than \$3 million in revenue netted 14.9 percent. The largest firms, in excess of \$25 million, netted 15.7 percent, a result of flat organic growth, Gould said.

Other findings: revenue per professional staff reached \$253,054, up from \$239,917 in 2017; overhead averaged 25.4 percent, 1 percent higher than the previous year; and staff turnover averaged 22.9 percent versus 24.7 percent in 2017.

MUCKRACK'S INSIGHT

As you know, we rarely cover product news. Here's an exception. **MuckRack** tells us exclusively it will announce later this month a collaboration with **Memo**. The partnership will allow MuckRack to provide PR pros with comprehensive data about their earned media placements in select magazines.

The metrics will include page views, time engaged and scroll depth. Data will come directly from media publishers, ensuring its accuracy, MuckRack CEO **Greg Galant** tells us.

"We'll be the only PR software suite that will include all this data in one place," he claims. Galant didn't provide the number of publishers on board so far, but mentioned **Vanity Fair**, **The Atlantic**, **Allure**, **Entertainment Weekly**, **Wired**, **Sports Illustrated** and **NY Magazine**, among others. ■

CONTACT: cbonelli10@gmail.com richard.benson@released.com
rebecca.schmidt@ogilvy.com rick@gould-partners.com
emma@sawhorsemedia.com