



Vocus White Paper

PR Best Practices for Global Corporations

Executive Summary

Today's corporations are thinking globally: opening offices and hiring employees around the world, marketing products in far-flung regions, improving distribution channels to reach available customers. The rise of the Internet has made the rest of the world seem much closer- with a click of a mouse in India, you can purchase a product from Indiana. With the opportunities that globalization provides, it also brings significant challenges. Global PR teams are not exempt from these challenges. From collecting news from around the globe to managing projects with dispersed team members, PR organizations must proactively evaluate their traditional PR practices to embrace the challenges of global communications and be successful.

This paper will examine best practices employed by successful PR professionals as they establish and manage global operations. This paper will:

- evaluate the effective use of technology to enhance the PR process, including news distribution.
- review new communications mediums that are changing the face of modern communications.
- discuss effective global collaboration- both for internal and external team members.
- address the challenges of cross-cultural communications.
- evaluate how measurement and reporting can enhance global communications efforts.

PR Best Practices for Global Corporations

Technological Advancement in PR Management

There have been two waves of technological advancement in PR automation. The first began in the mid-1990s with the introduction of the first PR list management software packages. For the first time, PR pros could quickly look up basic directory-type information on journalists, create media lists, and send press releases using a single product. These products were a major technological breakthrough for public relations as they provided a data-rich source of information about journalists and other experts with the ability to easily contact them.

Unfortunately, the majority of products that appeared during that first wave of technological innovation haven't changed much in the ten years since they were introduced. Despite incredible advances in technology for other business applications, like sales and distribution management, PR list management software remained essentially a list manager or glorified Rolodex.

The latest or second wave of technological advancement in PR automation goes beyond list management and resource databases. Today's technology allows the PR professional to not only gather information, but to organize and analyze that information, thereby shaping campaign strategies. This wave of advancement provides the 'so what' of public relations- or providing the measurement and analytical tools to quantify and draw conclusions from activities and information.

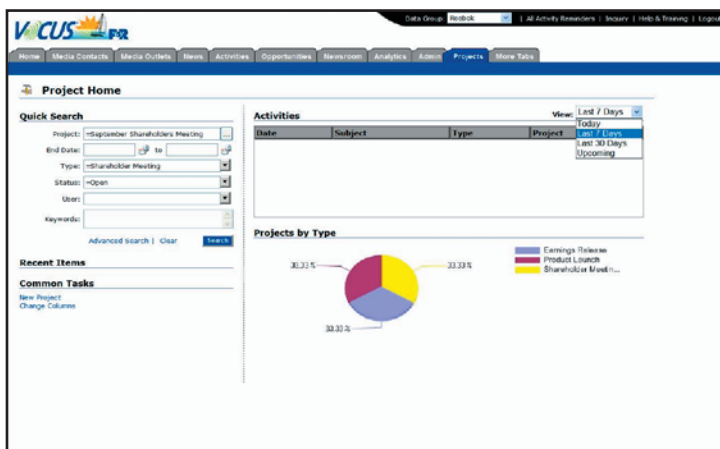
As noted by Clarke Caywood, Professor of Journalism, Northwestern University, "The 2nd wave provides tools to make sense out of the clippings. The ability to easily create bar charts and histograms that help you understand your data and the correlation. That's what gets you into the boardroom."

Measurement and Analytics

Corporate departments today are often held accountable for the way they use company resources, and are under increased pressure to demonstrate how their efforts align with corporate expectations and established objectives and goals. In public relations, this is no different.

In the past, PR professionals did not focus their efforts on analysis of their campaigns and activities. Those that did were forced to use manual, time-consuming processes, such as Excel spreadsheets. At the end of the day, the information they generated could only be used to shape future, not current, campaigns and provide limited reports to management. But in an age of increased accountability and competition, global corporate communications teams have to provide more detailed numbers to show activities, results, and how those results tie to large and measurable effects on the bottom line.

Reporting and measurement has emerged as a key area where technology brings significant value for global corporations pressed to achieve and prove their results. With new capabilities available in PR software, companies can analyze coverage on an ongoing basis, allowing them to adjust their efforts and improve results – mid-campaign. They can slice and dice their coverage any number of ways: by type (print, online, TV); by geographic distribution; by campaign; by reporter; by product line and more. Through an automated process, language and other geographic issues often at play in global corporations can be alleviated.



Spanning five decades, Cincom Systems claims the title of the world's most experienced software company. The Cincinnati-based company's solutions simplify data access, integration and analytics; process automation; customer communications; and management of complex manufacturing operations. In 2003, Cincom created an internal PR department as a result of the CEO's mission to increase awareness about the company. Demonstrating the new department's value, especially to those initially skeptical about the need for it, was essential. The department had to deliver reports and news clips to management and the various program managers each quarter and after any major release or campaign.

Donna Hedge, Public Relations Specialist at Cincom Systems manually entered key metrics into Excel spreadsheets – a process that took an entire day and prevented her from devoting that time to more results-oriented activities. By adding a powerful analytics component to its online PR software, Cincom transformed the reporting process. “I used to spend a whole day coming up with reports. Now, it only takes a couple of minutes,” Hedge said.

On a quarterly basis, Hedge taps into analytics tools to extract information from the online PR system. Because the department keeps track of all activities and coverage in the system, pulling the information out is a simple process. The quarterly reports, which go to various divisions and Cincom’s Director of Worldwide Marketing, show the percent of the team’s workload that is allocated to each division. It also provides important details about the various activities the PR team completed for each division, and measures coverage by type, tone, industry, geography, and ad equivalency. The latter measurement helps quantify the value of PR to those not familiar with it. Hedge also generates ad hoc reports regularly to show results after a major release or campaign. Each report shows all the efforts the team made, and the resulting coverage.

Cincom Systems PR also leverages the reports to monitor its efforts and make changes. At the outset, the team wanted to reduce the percentage of electronic coverage it received while increasing the level of print and broadcast coverage. Continuous reporting that shows the breakdown has helped the team keep up with its progress and focus its efforts on achieving a better balance. With reports, PR could see that its percentage of electronic coverage shifted from 77 percent electronic before to 41 percent now. More print and broadcast stories made up the difference. Such insight lets PR shift its resources to the activities that will best support its goals.

“With so few resources and so much to do, we can do things that are effective,” Hedge said. “We can look at clips and tag the releases based on categories or key publications. It really allows us to see how we’re doing and whether we’re going in the right direction. It also helps us validate the whole reason why we have the department.”

Today’s measurement tools also go beyond basic measurement, enabling global corporations to evaluate all aspect of their news coverage. With the multitude of news stories available at any given time, coverage is not enough- the coverage must have impact. Organizations need to evaluate their coverage based on the media outlet, the extensiveness of coverage, the number of mentions- even the overall tone of the article. Online PR software now has new capabilities for prominence scoring, or putting a value on each article. Prominence scoring tools help corporate communications professionals measure coverage based on the way the organization is featured, the medium and the tone of the story.

Prominence scoring rates the prominence of stories by looking at factors such as number of mentions in the headline and first paragraph, and mentions compared to competitors. It also considers the importance of the publication relative to the company. Ultimately, the feature gives stories overall scores, allowing companies to focus on improving the prominence of their coverage over time and increasing ROI.

Measuring Against the Competition

Today, it is not only critical to understand PR efforts, it is key to benchmark those efforts against that of the competition. An understanding of competition- coverage, trends, activites- enables organizations to identify opportunities and assess risks, providing a key competitive advantage. In an increasingly competitive global market, these are not just nice-to-haves, but critical information for PR professionals. According to Clarke Caywood, “If an important event occurred in Thailand with one of my competitors, and I go to the board and I didn’t know, my job is at risk.”

Southwest Airlines Co. (“Southwest”), a major domestic airline, needed to keep an eye on competitor coverage as it rolled out service in Philadelphia, a major hub of an existing carrier. With a campaign that ran over the course of several months, measuring its results, both during the campaign and after, was essential for enabling Southwest to maximize its efforts mid-stream. The company wanted to track the mindshare of Southwest against competitors in the market, follow key messages and show PR’s role in the launch.

Southwest turned to reporting capabilities in its PR system to measure a variety of important indicators during and after the campaign launch. The PR software analyzed how mindshare jumped in relation to legacy carriers at the Philadelphia airport. The team could pinpoint spikes in mindshare in response to various events, such as the initial announcement about service coming to the city and the actual launch. With measurement and reporting, Southwest could also see increases in coverage and how its coverage compared to other airlines during the same timeframe. Using that data, Southwest could shape its efforts to improve the quality and quantity of its coverage against competitors.

Management responded favorably to the in-depth reports. "We're not only able to show them results but also provide input and suggestions for moving forward – and that's very well received by management," said Angela Vargo, PR Measurement Specialist at Southwest.

Southwest, like many organizations, utilized today's PR technology to enhance their competitive advantage. These tools provide comprehensive access to print, broadcast, Internet and blog news media sources that allow organizations to continually monitor competitors. They also provide the analysis and reporting tools to benchmark efforts and quantify results versus those competitors.

News Management

While technology has enhanced the efficiency of global communications, the Internet age has created a 24/7 digital communications world, with news and information available online, anytime. With web sites, email newsletters, webinars, and podcasts, it is easy to communicate directly with audiences and contacts via the web in the place and time that's convenient for them.

With the onslaught of news and information, it is not uncommon for companies today to receive hundreds of news mentions every day. This often translates into significant time expenditures as employees filter through news items and develop clip reports for management. For others, this means PR dollars spent on costly clipping services. Either way, the emphasis of PR is taken away from strategic activities and is relegated to day-to-day manual tasks. The sheer volume of information available today creates a strong need for effective news management.

Technology available today enables PR professionals to filter through the news clips while saving valuable time and potentially dollars, delivering, as Clarke Caywood notes, "less scissors, more analysis/ strategy." These solutions include comprehensive international print, broadcast and online news source lists- including blogs and wikis.

PR software includes integrated, full-featured search capabilities that monitors a searchable database of your media coverage and delivers clippings to your Web browser from virtually any print, online and broadcast monitoring services you choose. News clips can be electronically delivered and linked to the media outlet profile, giving instant and full insight into how all media outlets are covering your organization. This well-rounded view enables PR teams to better respond to news and adjust their messaging accordingly.

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The rise of the Internet has also fostered a number of new communications media to emerge. Most recently blogs and wikis have emerged as potentially powerful media to reach new audiences and communicate messages. These online vehicles provide a simple web space where individuals or groups can post articles, and global corporations have begun using these new communications vehicles to reach customers and others. By posting messages that are available to reach and influence a desired audience, blogs and wikis can serve an important PR function. Global PR teams, and organizations as a whole, have begun adopting these new communications tools to enhance their ability to deliver their messages.

Blogging for corporate communications provides an efficient way to deliver company news and information. Journalists, on the other hand, are increasingly using blogs as legitimate sources for researching company information and generating story ideas. Those companies that embrace these new technologies have a strategic advantage in enhancing their ability to insure coverage. PR managers who continue to rely strictly on print and traditional forms of news monitoring may be missing an important avenue to reach their key media contacts.

Today's news monitoring and management sources should include a comprehensive international print, broadcast and online news source lists- including blogs and wikis. According to Clarke Caywood, "If blogging is truly a new democratic process, I have an obligation to track them all over the world and understand the trends there."

Tracking News Worldwide

Managing news can be a significant challenge for any company, but especially for global organizations needing to monitor coverage worldwide. Remote offices can quickly feel disengaged if they have to wait days or weeks to receive hardcopy clips. They need to know the tone and content of news immediately in order to influence coverage as its happening.

Fiserv Inc., which provides information management systems and services to the financial and health benefits industry, must keep up with all global coverage to shape and continuously improve efforts. The company has 260 offices, 20 of which are overseas, and multiple individuals involved in PR worldwide.

"The challenge is trying to stay in touch with remote areas from where we are in Brookfield, Wisconsin," explained Chuck Doherty, PR Director at Fiserv, Inc. "We have people in different markets, but we can't expect them to forward every story."

Instead, the company counts on technology to keep all offices and sites up-to-date. Fiserv monitors and manages its worldwide news with online PR software. The company establishes settings in the software to track any coverage on its company, competitors, as well as general industry issues. The system then electronically collects and automatically stores all of the clippings the company receives. PR reps can immediately access stored clippings through their Web browsers for viewing, printing, analyzing and forwarding to others.

As Clarke Caywood notes, "...you can make money while you are sleeping. With automated solutions, you can track news overnight and your job becomes more efficient."

Indeed, the 'always on' news cycle also makes it virtually impossible for a typical PR organization or department to follow every news item at all hours. Using today's technological solutions, news is automatically collected and organized and the information is available to anyone through shared access to the system.

For Fiserv, software particularly demonstrated its value during a major Australian deal, where Doherty wanted to monitor coverage closely. Some of the country's largest banks were forming a joint venture to allow sharing of check processing costs, an issue that unions were contesting. As the deal unfolded, Doherty was pleasantly surprised to see stories coming in from that region that even his Australian counterparts had missed. "Seeing coverage on a daily basis as we were ramping up allowed us to adjust what we were doing and go after certain press a bit differently," Doherty said. "We could quickly and easily change the message we were putting out.

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"We didn't feel like we were operating in a vacuum," he added. "We could see what was going on and it made it remarkably easier than it could have been. Before, it would have been a lot tougher."

Receiving all clips electronically also simplifies news storage and sharing for companies like Fiserv. With all coverage stored in the online software, PR professionals can easily forward clips on to relevant internal or external contacts. Instead of storing hardcopy clips in boxes or filing cabinets, they can search and locate coverage electronically via any criteria, such as date, topic, division, etc.

Distribution

Technology today also enables organizations to better and more easily distribute news and information to better reach targeted audiences on a global scale. Many PR teams rely on wire services because they can distribute news quickly. Wire services, however, do not provide information about which journalists received the news, or provide a way to follow up. Direct distribution of news to key journalists, in the format and method they desire, helps support those relationships professionals work so hard to build.

Today, Internet technology gives corporations considerably more options when it comes to news distribution, allowing corporate communications professionals to distribute news to contacts directly – and quickly. Grandville, Michigan-based X-Rite knows this situation very well. The company provides hardware, software and support solutions that ensure color accuracy and data communication when color output is critical to business. The company takes advantage of its online PR software to release its non-financial news releases. Using the extensive contact database within the system, X-Rite distributes releases to its own contact lists, ensuring that news reaches targeted key contacts. Direct delivery to contacts, tagged with the PR manager’s name, increases the chance that media will take notice of X-Rite releases and enhances media relations.

Using unique features of the software, corporate communications reps can specify the distribution method for each media contact, such as via fax or email, based on the journalist’s preference. Reporters can then reply with questions or comments. The company also saves thousands of dollars on the releases it sends out directly, as opposed to using the wire for all releases.

Previously, Gibson Guitar depended on its agency to release news. With online PR software, the company distributes news in-house much more frequently, allowing corporate communications to more effectively manage its very active PR campaigns.

“Our PR team is focused on keeping Gibson top-of-mind for the media, all the time,” said Caroline Galloway, VP of Public Relations at Gibson. “We send out a weekly average of six to seven images with captions and a minimum of two to four news releases. You just don’t see that with the other guitar makers.”

“We’d never be able to get the news out to as many people all at once without a PR system,” Galloway added. “The speed is incredibly fast and the magnitude of the database for media contacts is enormous.”

Another mechanism to insure important information reaches the right global audience is the online newsroom. From a designated area on the company’s web site, PR teams can deliver any type of news to the media, making it easy for journalists to obtain information regarding the company, pictures, executive biographies, among other things.

Online software solutions facilitate easy management and maintenance of online newsrooms. While, in the past, PR departments had to rely on IT support staff to load and manage newsroom content, today online software provides users full access to create and manage their newsroom content, saving PR staff time and allowing for more up-to-date news to be available on the newsroom.

Global Collaboration

In today’s global environment, location plays an important role in successful communications. As global companies work towards increasing their international presence to better serve their customers in local markets, they must also focus internally on maintaining communications between their various global operations and look for ways to allow colleagues around the world to better collaborate.

PR teams are particularly impacted by the side effects of globalization. Campaign coordination, message distribution, and event management are all more difficult functions when teammates are not easily accessible to each other- or are in different time zones. While technologies such as email and the Internet have made global communications simpler, they are a small part of the solution to enable successful global collaboration.

“A story that breaks in one county can cause another business unit to wake up to unwanted issues.” —Tor Constantino, PR Director, Bausch & Lomb

Bausch & Lomb, based in Rochester, New York, faces the challenges of global collaboration on a daily basis. Known as “the eye-health company”, Bausch & Lomb has four distinct business units, dozens of products lines, and offices around the world. With global operations, the company runs on a “24-hour news cycle,” according to Tor Constantino, PR Director for North America. “What happens on the other side of the globe can quickly ripple across to the other side,” said Constantino. “A story that breaks in one country can cause another business unit to wake up to unwanted issues.”

Bausch & Lomb relies on online PR software to help keep its 12-15 people involved in PR worldwide updated about campaigns, conversations with the media and ongoing coverage. Operating from multiple time zones, the team can’t always fit in regular global meetings to exchange updates and message points. Instead, PR professionals at Bausch & Lomb keep each other up-to-date on ongoing activities through their PR software. At any time, any member of the team can access that

information, eliminating duplicate work and ensuring consistent messaging. Using notes in real time, the entire team responds and shapes news in a consistent way.

"I will make notes in our online PR software that I talked with a certain reporter and provided him with these message points," Constantino said. "Someone can repurpose that material so we don't have to reinvent the wheel. It really goes a long way to make sure we're all singing off the same sheet of music and we all know the other types of music being played."

Every two weeks, Constantino pulls information from the software into a report that he sends to the entire team. It updates them on product launches, current pitches, message points and journalist conversations. The bi-weekly reports, as well as continuous access to current information about projects, keep team members connected with their colleagues around the world. "It goes a long way toward unifying the team, beyond just informing the team," Constantino said.

Global teams can also stay connected by storing all collateral materials in their PR system. They can share datasheets, customer case studies, white papers, message points, speeches, PowerPoint presentations, press releases and anything else that supports their PR efforts. Access to all relevant materials keeps individuals working together on specific projects informed about what activities their fellow team members have completed. By using the same documents and information, the team sends a consistent worldwide message.

Unifying Internal and External Teams

The most large, complex, and dispersed organizations today have relationships with many different public relations firms, including firms outside of the US. These relationships are most productive and beneficial when external agencies are fully integrated, providing a true partnership in the management of activities and the sharing of information.

This is more easily accommodated through the use of shared technology. In PR, effective relationship management is essential, but many professionals still rely on basic email applications or Excel files to manage their many contacts and activities. Without a history of all activities, interaction and communication with journalists in one location – accessible by all colleagues – productivity and effectiveness can suffer.

Arbitron Inc., an international media and marketing research firm serving radio broadcasters, cable companies, advertisers and agencies in the United States, Mexico and Europe, uses its online PR software to smooth agency collaboration. In the past, both internal and external teams were constantly contacting media and updating each other through voicemail, meetings and emails. Although these methods worked, it was time consuming and, as the company grew (and had more news), it became distinctly impractical. Arbitron's PR team needed a way to streamline coordination with its firm.

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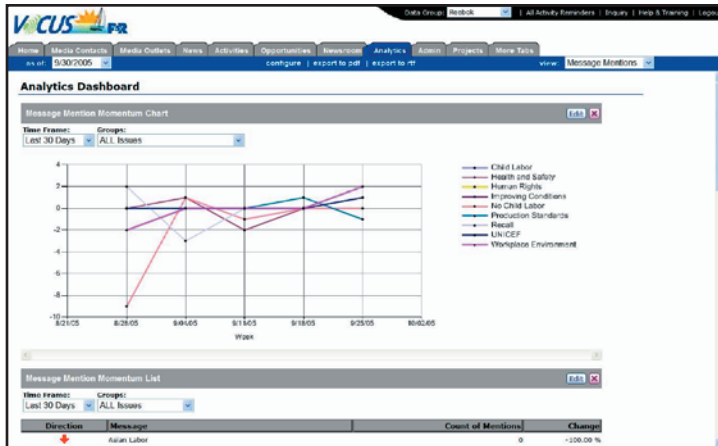
Now, both internal staff and external PR representatives use online PR software to stay continuously in touch regarding communication with reporters and projects. The software gives Arbitron's outside PR agency access to the same information as its in-house PR staff. Both teams have current details about projects at all times, a common Web-based database of media contacts and lists, shared contact records, and access to the same collateral at anytime, from anywhere. The teams now work together much more effectively and efficiently – reducing calls and emails to exchange updates, and duplicate work.

"If you've got a PR firm, you need a software application so you can all be on the same page and all use the same lists," said Thom Mocarsky, VP, Communications at Arbitron. "Before, it was a nightmare trying to coordinate lists and activities with our firm."

Creating a Global Message

Dealing with international press, understanding how messaging translates to foreign audiences, knowing the best media in which to deliver your message to those you are trying to reach: All are new considerations for the global communications professional. Along with managing communication flow and distributing messages between global operations and agencies, organizations are further challenged by the realities of cultural and language difference. Global companies today must 'think globally and act locally' - creating a consistent strategy and message among all markets, while at the same time adapting to local and cultural interests.

Jason Dinwoodie, Director of Marketing and Communications, Dewey Ballantine, has found effective relationship management to be essential for the company's global PR efforts. With more than 550 attorneys and 13 locations worldwide, Dewey Ballantine handles some of the largest, most complex corporate transactions, litigation and tax matters in areas such as M&A, private equity, project finance, corporate finance, corporate reorganization and bankruptcy, antitrust, intellectual property, sports law, structured finance and international trade.



Dinwoodie needed a way to manage his many media relationships worldwide. To that end, he brought in online software for public relations. The software effectively serves as "CRM for media relations," enabling Dinwoodie to get stories out, as well as constantly build and evaluate his relationships with journalists. With detailed information about journalists and their preferences, he can make personalized, one-on-one pitches and customize delivery methods to secure the most valuable placements.

As Dinwoodie emails contacts, the system stores a complete record of those communications. He adds notes to journalists' contact records after conversations and any coverage on the company is stored electronically in the PR system with the relevant contact record, allowing him to understand the company's history with a contact at-a-

glance. Dewey Ballantine can maintain an extensive profile of a journalist's past coverage and preferences. This enhances and personalizes media relations, and subsequently, coverage.

Identifying and reaching media contacts worldwide is also a significant challenge at Bausch & Lomb, where Constantino and his team must target consumer and business-to-business media in multiple markets to get the word out about the company's many products. By accessing the software's global media database, the team searches for relevant contacts that cover specific topics in certain geographic areas. Team members then create customized media lists for each release. "We can very easily develop and manage the various media lists for our various product suites," Constantino said.

X-Rite utilizes technology to meet its global communications challenges. Through a global media database that's integrated in its PR software to target key media and create customized lists, X-Rite has the most up-to-date contact information available. PR professionals can quickly search for media contacts worldwide using detailed search criteria and are equipped with the necessary information to deliver company news to media contacts immediately. With the ease of the software's list management functionality, Tyler Andrew, Public Relations Manager at X-Rite, credits the software with saving him almost a full work-week alone in the first year of using the application.

Along with media contacts, comprehensive media databases available today help global corporations quickly identify relevant awards, speaking opportunities, as well as trade shows and conferences. In one central location, companies can search extensive databases by subject and location for awards, calls for papers and event listings worldwide. Or, they can look for relevant editorial calendars to help plan their pitch and placement efforts for the year.

Very quickly, PR professionals can identify the opportunities that will make the biggest impact for the company. Such online databases also provide them with all the information they need to submit applications, papers, or story ideas, eliminating the need to track down submission details on individual Web sites.

Leveraging Integrated Solutions

In global organizations, managing information content and flow with only a few unlinked software programs is becoming an extraordinarily difficult task. Promoting a broad range of issues across a global audience requires a centralized, streamlined approach to manage contacts, news management—as well as distribution and reporting. Software providers have recognized the public relations field's growing need for comprehensive integrated solutions that foster more effective and productive public relations.

A key component of PR in the new age of global communications is a centralized system for managing media contacts, correspondence, activities, news distribution, news monitoring, and measurement. With companies expanding globally, the need for centralized PR management has become essential. With everything in a single location, accessible by everyone, the time once spent calling and emailing to learn the status of a project or pitch can be reduced or eliminated. There is no need sort through filing cabinets and rolodexes searching for a clip or contact. It becomes easier to measure and report on efforts. Ultimately, this gives essential information to shape and continuously improve results, and frees time to focus on more strategic activities that have a greater impact on the organizations.

Gibson Guitar Corp. also relies on its online PR software to find the right media contacts. With online PR software, Gibson PR reps now create lists from scratch in just a few minutes. Where the company's outside agency once managed all lists, PR now maintains 30 to 40 specialized lists in addition to several standard lists targeted to the music and entertainment press.

Gibson identifies media in targeted geographic areas or for specific events like the Grammy's. "Online PR software helps me dramatically in infiltrating press through enormous lists that would otherwise not exist for me," said Caroline Galloway, Vice President, Public Relations at Gibson. "For instance, if I'm doing an event in Australia, I could infiltrate all the press in Australia that has to do with music with one-stop shopping in our online PR software."

"With these kinds of technologies, you can have one quarter the number of PR people in your department and still be as or more efficient..."
—Clarke Caywood, Ph.D

"It takes me literally five minutes to create lists," Galloway added. "Previously we depended on the agency to do everything. The software has allowed me to bring a lot in-house, and it has helped me work better with our agency."

A robust, full-featured and highly integrated solution designed exclusively for public relations management such as Vocus' on-demand software for public relations management can significantly increase productivity, performance and ROI across the broad spectrum of PR tasks. Having fingertip access to in-depth information about an organization and its competitor's past and present public relations activities can improve productivity as much as 75 percent.

Clarke Caywood sees the benefits of these technological solutions to increase efficiencies and productivity, "With these kinds of technologies, you can have one quarter the number of PR people in your department and still be as or more efficient." The chasm between managing media lists and managing the entire public relations function are the key differentiators between what successful PR teams are doing and what the masses of PR professionals are doing.

Vocus Public Relations Solution

Though their challenges and needs are unique, these global corporations all share the need to keep their widely distributed teams connected about the status of initiatives, projects and journalist discussions, and ensure consistent messaging worldwide on a 24/7 news cycle. All the organizations featured here use Vocus' online software for public relations to apply best practices to the many aspects of their PR, from identifying contacts worldwide to managing news coverage to measuring results. An integrated, easy-to-use online PR solution enables these globally distributed teams to stay on the same page, target the right journalists and publications, identify awards and speaking opportunities, distribute and manage news easily, and measure results in real time to improve results and demonstrate value to management. As these corporations use Vocus to apply PR best practices, they improve internal communication and shape the quality of coverage as it unfolds.

Acknowledgements

Clarke L. Caywood, Ph.D.

Clarke L. Caywood, Ph.D. is Director of the Graduate Program in Public Relations and past chair of the Graduate Department of Integrated Marketing Communications in the Medill Graduate School, at Northwestern University. Professor Caywood teaches graduate classes in crisis management, communications management, marketing and public relations. The IMC Department offers a graduate degree in marketing communications with courses in core business and management areas.

Dr. Caywood has published numerous articles and book chapters on advertising and marketing, as well as research on values in contemporary advertising and integrated marketing communications. He is a leading speaker on the use of databases for media and print tracking for public relations and marketing. He has used dedicated and Internet on-line content and metric systems for research since 1968 including his doctoral work. Professor Caywood is editor of the best selling Handbook of Strategic Public Relations & Integrated Communications (McGraw Hill, 1997). He is also the editor of the Handbook of Communications in Corporate Restructuring and Takeovers for Prentice-Hall and co-author of a seminal national American study of integrated communications for the American Association of Advertising Agencies and the Association of National Advertisers.

About Vocus, Inc.

Vocus (NASDAQ: VOCS) is a leading provider of on-demand software for corporate communications and public relations. Our web-based software suite helps organizations of all sizes manage local and global relationships and communications with journalists, analysts, public officials and other key audiences. Our software helps customers manage media relations, news monitoring and analysis, interactive email campaigns, online newsrooms, and government relations activities. Vocus software is delivered as an easy-to-use and cost-effective annual subscription, with no need for internal hardware, software or IT support. Our software is currently available in four languages, and is in use by customers around the world. Vocus is based in Lanham, MD with offices in North America and Europe. For more information please visit www.vocus.com or call 800.345.5572.