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MEASUREMENT

Can You Hear Me? How Communicators Can Help Good Brands Avoid Making Bad Decisions

After a reported two years of testing recipes, researching and listening to consumers, **PepsiCo** admitted June 27 it had goofed regarding artificial sweeteners. The result: Not even one year after spurning aspartame and launching Diet Pepsi with sucralose, the soft drink brand was forced to reverse course. Amid falling sales and consumer outcry, it said Diet Pepsi with aspartame will return shortly. Adding a touch of confusion to the situation, PepsiCo also will continue to offer

Diet Pepsi with sucralose. Importantly for communicators, this sour episode occurred when it's easier than ever to gather information about customer preference via social media.

Of course it's not just Pepsi that's misjudged consumer sentiment. How about the New Coke fiasco of the mid-1980s, when Pepsi rival **Coca-Cola** tweaked its century-old recipe to disastrous effect? Brand misreads are not limited to soft drinks. Seven years ago **Tropicana** decided its orange

Continued on page 3

EXCLUSIVE RESEARCH

Search Results the #1 Press Release Goal for 25% of PR Pros, Yet 40% Take a Pass on SEO

It's rare when significant parts of business, government or sports change dramatically. Incremental change is far more common. Yet we find both incremental and significant change in a new **Nasdaq Corporate Solutions/PR News** survey of nearly 400 communicators regarding press release distribution and SEO.

Nearly 75% of those surveyed last month said the most important objective of sending a press release is to "generate media interest and/or press coverage." That's a traditional reasoning. Yet a full 25% said their top priority in sending out a release is "to be seen in web search results" [see infographic and chart on page 4].

That finding about SEO seemed inconsistent with another result: nearly 40% said they fail to consider SEO when it comes to allocating time and resources for press releases. In other words, while PR pros want their press releases to be found in web searches, nearly half are ignoring SEO when they prepare their releases.

A corollary: 21% said they consider SEO only when preparing "higher profile releases."

In terms of distribution, things look relatively stable. While respondents indicated that organizations prefer to send out media releases in a variety of ways, with company websites (85%), email (80%) and social media posts (78%) dominat-

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How to Hone Your Message-to-Influencer Match

You know how bloggers have invented a writing subgenre of mocking the PR pitches they get?

Recently I saw a lengthy takedown of a PR firm's effort to publicize what the blogger felt was a hollow startup. The blogger portrayed the PR firm's pitch as comically superficial. I'll forego linking to the post because I prefer to avoid boosting ad revenue for crass blogs that bully people.

Admittedly, the pitch material was superficial. It went against every principle of clear writing that I teach. All things being equal, the PR firm's staff should have pushed back on the startup to get more concrete facts about the new company's goals, what it does and why it's credible.

But that wasn't the main problem, and it didn't prevent the startup from ultimately succeeding elsewhere; more on that below.

The biggest problem is where the startup's material landed: in other words, where the material was pitched. Granted, the pitch was directed to a blog that's well read among the startup's target market: millennials. But this particular blog also is known for snarky opposition to PR outreach. It was like putting red meat in front of a gaunt, stray dog.

The pitcher fell victim to the same type of thinking I used to struggle with often. It still afflicts many PR pros. When I'm asked to review pitches, anxious clients generally start by inquiring about their subject line, their opening sentence, or their call to action. But there's a factor that has way more influence on the likelihood of success than the language and phrasing of the actual pitch.

That factor is what I call **Message-to-Influencer Match**.

And that's why the first thing I ask when looking at any pitch is: Who is the target, and why?

DETAILED RESEARCH IS CRITICAL

When you've done your research and you know you have the right journalist or blogger to target, the pitch almost writes itself. While it's always good to be careful with wording, you can avoid stressing about the precise phrasing. Your target usually will find the information useful regardless.

One of my clients represents a hotel that was hosting a special exhibit of Titanic artifacts. She did her research carefully and found a *USA Today* reporter who seemed to love all things Titanic. If you look at her official beat as listed in a media database, you would never know that, however. But sure

enough, she jumped on the resulting pitch.

Similarly, another sharp PR pro I trained was tasked with pitching a high-end hair stylist to national morning shows. When is the last time you saw a \$5,000-per-visit stylist on mainstream TV? Well, this pro refused to settle. She hunted until she found her target: a producer who'd written a book about dealing with bad hair days. The producer responded encouragingly to the pitch, and ended with, "Boy, do you do your research!"



“What you pitch is secondary to whom you pitch. This is another reason not to rely on blasting the same email to everyone in your database. Spend 80% of your outreach time on the top 20% of your media list.”

I'm not saying it was easy after that. The segment still required months of tireless follow-up to resurrect it after it had been killed twice. But when I asked the pro how she knew all the effort would pay off, she said, "I knew I had the right story for the right person—all I had to do was work out the details."

Those are great successes. Please realize I'm not talking about simply identifying the topics a reporter or blogger are likely to cover. The cases above, and one you'll read about below, demonstrate detailed research.

TONE, STYLE AND GOALS COUNT, TOO

In addition to strong research, when masters of media relations choose targets they will think through the style, tone and goal(s) of the article

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How to Avoid Misreading Market Research

juice label needed refreshing. After slapping a new logo on its cartons, it found consumers were confused. Some even claimed the juice tasted different in the newly labeled packaging. The brand had to make an about-face. Of course, once falling sales and social media protests make it clear that a brand has misread the research, it falls to communicators to be in the unenviable situation of taking the podium and admitting the company took a wrong turn.

All this led us to ask PR pros how iconic and not-so-iconic brands conduct research for years and still get important things wrong. Are brands measuring incorrectly? Are they measuring the wrong things? Listening to the wrong consumers? Is it possible brands are doing good research but ignoring it when it fails to please certain stakeholders? And assuming communicators have a seat at the table, can they help brands avoid making these mistakes?

Reality vs Monday-Morning Quarterbacks: Additional factors need to be brought into these scenarios, some argue, turning the focus away from measurement and research. Those factors include pressure placed on brands to gain and hold market share. Time pressures also can factor into brand decisions. “When brands miss the mark,” says Dwayne Roark, director of global business communications, **Dow Chemical**, “it’s usually because of a lack of due diligence.” Melissa Wisheart, director, **Moore Communications Group**, agrees. “You must take the time” to research methodologies and decide which consumers to question (more about this below). This is easier said than done, though. “With the push to always be first to market, [financial] pressures lead companies to simply avoid following through [on research] and this leads to mistakes,” Roark says.

What about research? Is it logical to conclude it was done badly when brands are forced later to backtrack on decisions they’ve made? “Mostly [poor research] is about looking only at one set of data,” says measurement expert/*PR News* contributor Katie Paine. “As data analysis gets more sophisticated, the good marketers are looking at a broader range of data, and social is a big part of that.” She cautions about relying “too much on social,” though. Adds Roark, “Even the best of survey efforts can become flawed if the sample size is not large enough or if it is a one-time effort,” he says. As a result,

Roark advocates communicators engage in “a constant, two-way conversation with customers,” particularly when markets are changing so quickly. He adds, “You must also use primary and secondary research to validate that your findings are accurate.” Says Dan Stevens, global managing director, consumer products and services, **FleishmanHillard**, “Brands need to get very clear on how they’re performing against things that matter most to consumers—including the emotional elements.”

Market share concerns can color research and lead to brands “doing the wrong kind of research,” Wisheart says. Brands always want to gain market share. This leads them to conduct research on the preferences of consumers they want to acquire. Unfortunately this also means they sometimes ignore loyal customers.

In addition, Wisheart notes a brand’s internal stakeholders often have preconceived notions about what they want the brand to do. As a result, they’ll “know” the best path for the brand before consumer measurement is done. In addition, they may interpret research or skew questions and procedures to suit their agenda.

Internal stakeholders can also accept the research, but then downplay its results for cost reasons, Wisheart says. For example, when research shows consumers would like a brand to offer three versions of a product instead of say, one, internal stakeholders might reject the research, claiming it will cost too much to produce, market and distribute a trio of products.

When we ask if brands ignore research when it fails to suit internal needs, Wisheart and Paine say yes, they do. In addition, sometimes brands skip research altogether or commission studies designed merely to cover their tracks when they think they know what consumers want, Wisheart argues.

Communicators’ Roles: “Communicators [should be]... the hub of the entire process...since they manage the customer relationship, build the brand and position it for growth,” Roark says. Wisheart concurs, urging communicators to avoid preconceived notions, and make sure people are willing to do the work the research indicates. Should the brand decide it’s goofed and needs to make an about-face, “follow the golden rule. Tell it all, tell it fast and tell the truth.” ■

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Poll Shows Multiple Distribution of Releases

ing, traditional methods such as newswire services also polled well (58%). The finding seemed to indicate the limits of social media in that traditional distribution will continue to have its place in a digital world.

Considering the low cost of storing visual materials online, such as photos, videos and charts, it was surprising to Nasdaq's Mike Piispanen, VP, global head of public relations services, that just 28% of respondents said they "always" add visuals to press releases.

Added Mary Grady, managing director, media and PR, **Los Angeles World Airports**, "It's all about content. Today's technology provides ample opportunity to turn a press release into an electronic press kit...I'd be interested to know" the breakdown of "how many PR pros are not only adding visuals and charts to press releases but also are providing other assets, such as b-roll, video and on-camera interviews."

Linda Rutherford, VP, CCO, **Southwest Airlines**, found it interesting "that the majority of respondents still see the news release's most important objective as generating media interest and/or press coverage." With consumers' ability to view brands' media releases without their actually being packaged by a media outlet, "I would have thought there would be a different or equally high priority to seek general public awareness with a news release as well as have it noticed or picked up by a media outlet."

Piispanen, Grady and Rutherford agreed that the wide variety of distribution of releases is significant. "There are so many options and we're all using a lot of them," Rutherford said. Added Grady, "Communicators need to use every tool in their toolbox to try and get noticed in a world that is frankly overwhelmed with information." ■

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Press Release Distribution and SEO Trends	
1. How would you rank the following press release objectives? (select 1-4, 1 = most important objective)	
<ul style="list-style-type: none"> To generate media interest/or press coverage <ul style="list-style-type: none"> 1: 72% 2: 14% 3: 6% 4: 9% To be seen in internet search results I am reaching a broad audience <ul style="list-style-type: none"> 1: 25% 2: 49% 3: 19% 4: 8% 	<ul style="list-style-type: none"> To have my press releases used verbatim as articles published by media outlets <ul style="list-style-type: none"> 1: 9% 2: 22% 3: 40% 4: 29% Satisfy C-suite or client requirements to generate press releases <ul style="list-style-type: none"> 1: 9% 2: 17% 3: 28% 4: 45%

Source: PR News/Nasdaq Survey, June 2016

N Nasdaq PRNews

PR NEWS / NASDAQ SURVEY:

PRESS RELEASE DISTRIBUTION AND SEO TRENDS



Which of the following press release objectives is most important to you?

72%	25%	3%
To generate media interest and/or press coverage	To be seen in web search results	Other*

* To have my press releases used verbatim as articles published by media outlets / To satisfy C-suite or client requirements to generate press releases.



Have you considered using social channels and your corporate website exclusively to distribute news (and to stop using a newswire service)?

28%	41%	31%
Yes	No	We do not use a newswire



How much time/resources does your department allocate to SEO when creating press releases?

42%	38%	21%
SEO is routinely considered	SEO is not considered	Focus on SEO only for higher profile releases



How do you distribute your press releases?

85%	80%	78%
Company website/newsroom	Email	Social media posts
58%	0.5%	0.25%
Newswire service	Do not distribute releases	None of the above



How often do you integrate visuals (still images, videos or data charts) into your press releases?

28%	60%	12%
Always	Sometimes	Never

Source: PR News and Nasdaq Corporate Solutions, 397 responses, June 2016

Forced Into Using AVEs as a Metric? Share These 4 Myths With the C-Suite



One of the most polarizing topics in PR generally and among the measurati in particular is advertising value equivalency, commonly known as AVEs. And yet, notwithstanding the controversy and despite efforts promoting professional standards to the contrary, AVEs remain among the most common form of measurement in PR.

Why are they so popular with the masses? And why do so many PR experts hate them? Essentially, advertising equivalency is an easy, accessible way to attribute a dollar value to media coverage by calculating print column inches and TV/radio time factored by the cost of that space and time on an “if-purchased basis.”

But does it represent value? And if so, is it the best way to demonstrate PR’s unique contribution to the enterprise? Let’s explore the history of AVEs, detail reasons against their use and shed light on the current state of AVE measurement to provide a balanced view along with a moderate’s advice on a better way forward.

ORIGINS

In his seminal paper *Advertising Value Equivalence—PR’s Orphan Metric*, Dr. Tom Watson describes how in the first half of the 20th century, publicity was closely aligned with advertising and the two were treated in combination. Dwight Hillis Plackard and Clifton Blackmon introduced the concept of AVE in their 1947 book, *Blueprint for Public Relations*, according to Watson.

By the 1960s, media analysis providers offered AVEs as part of their overall analysis to some of the world’s most admired companies. It was standard practice during that time.

OFF THE RAILS

After years of debate in PR research circles, the **International Association for Measurement and Evaluation of Communication** (AMEC), the trade association devoted to elevating the status of measurement and evaluation in communications, dismissed ad values in its pivotal 2010 publication of the Barcelona Principles. Many of the world’s professional communications organizations committed their support to the Principles. But by outlawing AVEs (the word *outlaw* actually appears in the

AMEC publication), it created a gap between best practice and common practice. Immediately a majority of the profession was charged with malpractice.

THE CURRENT STATE

Unfortunately, while PR research organizations, trade groups, PR societies and academics embrace the Barcelona Principles conceptually, the profession has failed to develop a similarly popular replacement for AVEs. As a result, even those who would like to adhere to the new standard feel unable to do so. In some cases, PR pros assume that not measuring PR is preferable to ignoring standards. For many, the result is stasis: Executives continue to request AVEs and PR people continue to provide them. Ad values continue to appear in PR trade case studies and can be found among tips and tactics in PR blogs. In perhaps the most illustrative example, PR awards competitions, which represent “the best of the best,” reward entries that use them.

“While PR embraces Barcelona conceptually, the profession has failed to develop a similarly popular replacement for AVEs.”

The notion that there’s no easy, accessible alternative is based on a number of myths:

1. The common belief is that all PR is media-focused. Many forms of PR contradict this, especially when one considers the brand that chooses to avoid media coverage, the internal communications professional, and the social media expert whose media channels do not accept advertising.

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Questions? Contact Rachel Scharmann at rscharmann@accessintel.com.

2. Executives who evaluate media relations programs prefer ad values. Results on questionnaires used at **PRIME Research** contradict this myth. The firm has interviewed thousands of senior executives at for-profit and not-for-profit organizations around the world. It's been trying to uncover "the secret value equation" executives use to evaluate PR.

When given explicit choices, the preferred indicator of success is "delivering key messages in target media" and "raising awareness." The least popular are volume of coverage and ad values, along with PR's ability to drive sales.

Their responses reflect three elements in proving value: The indicators must be measurable, meaningful and reasonable. PR's impact on sales is not considered to be reasonable and volume/ad values are not seen as meaningful. So if executives prefer other measures, why use ad values at all?

3. The conventional wisdom is that AVEs are the only way to attach a dollar value to media coverage. This is a false premise. One easy and accessible alternative is to measure efficiency by dividing out-of-pocket costs by the total reach of coverage. In this case, the lower the cost-per-thousand-reached is the goal since it demonstrates the degree to which PR can deliver more with less and for less.

4. PR and advertising are comparable, especially in today's media environment. Many sources, including so-

cial and digital channels, do not accept advertising. What's more, even advertising-driven media outlets don't charge the rate-card rate, which is heavily negotiated. Savvy marketing executives who sometimes oversee PR programs know that ad values are inflated because they seek to show the highest possible rate when, in fact, advertising buyers seek the lowest possible rate. And in many cases, where advanced statistical analysis is applied, PR is much more efficient in driving sales than advertising. So why would we devalue PR's unique contribution?

THE MODERATE VIEW

Certainly you need to be practical. Should the person to whom you report, who administers your budget and evaluates PR performance, insist on using ad values, you'd be foolish to avoid providing them. It's the responsibility of every PR pro, however, to do what he or she can to elevate our profession. Better to augment AVEs with measures your manager, peers and you consider to be more meaningful. ■

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Editor's Note: Subscribers can see The Barcelona Principles and other measurement resources at the PR Pro Essentials page: <http://www.prnewsonline.com/pr-news-pro-essentials/>

they want to emerge. They ask: Is awareness, persuasion or branding the outcome I am seeking?

That's why you consider the overall **Message** of the piece you're suggesting and weigh whether it's a likely **Match** to the **Influencer** you're pitching.

Remember the startup that was mocked as comically superficial by the popular millennial blog? It also landed a positive placement on the site of a respected business magazine.

DON'T WAFFLE A PITCH, BUT PITCH WAFFLES

Another case study: The business of senior care centers is growing fast. It's also becoming increasingly competitive. These companies now are turning to PR pros to earn them distinction. But what's unique or exciting about this business?

The PR rep for a solitary center near Brooklyn, N.Y., noted that a particular columnist for the *WSJ* employs a quirky voice in exploring novel topics. So she pitched him on her center's annual Waffle Day. Believe it or not, the pitch's subject line was: "Waffles as Aromatherapy."

It was a hit. The journalist actually attended Waffle Day, along with a photographer. The resulting column named the PR rep's care center in the headline, which, of course, is a huge success.

“ The first thing I ask when looking at a pitch is: Who is the target, and why? ”

Again, note that the journalist never would have turned up on a media list of influencers who typically cover this topic.

Takeaway: What you pitch is secondary to *whom* you pitch. Add this to the hundred other reasons not to rely on blasting the same email to everyone in your database. Instead, as I discussed in my previous *PR News* column (May 2), spend 80% of your outreach time on the top 20% of your media list. That allows you to hone your Message-to-Influencer Match and land the coverage your brand deserves. ■

CONTACT: *Michael Smart is the media pitching coach PR pros turn to when they want to boost media relations success. He advises everyone from Fortune 10 brands to nonprofits and sole proprietors. Learn more at: michaelsmartpr.com*

Top B2B Brands on Twitter: Engagement With Videos Up 240% in First Quarter of 2016

It could describe nearly all the data sets we've been looking at recently. The 30 most-engaged U.S. brands on a social media platform turned out a bit less content than they had during a quarter the previous year, yet consumer interaction with the content rose. Once again, consumer engagement with mobile video drove that engagement.

Filling in the blanks, this week's **Shareable** data, provided exclusively to *PR News*, examines consumer actions, or engagement, with U.S. B2B brands on **Twitter**. Actions are defined as the sum of consumer likes and retweets. Brands listed have significant B2B revenue, although some also have B2C businesses.

Specifically in Q1 '16 (Jan 1-March 31), total consumer actions with U.S. B2B brands on Twitter rose 31% compared to the same quarter in 2015. The increase occurred despite a 3% reduction in the number of tweets the brands produced. An increase in consumer engagement with U.S. B2B brands' videos, up a gargantuan 240%, and more retweets, a 14% rise, fueled the growth in actions.

Looking at the 30 most-engaged brands, social media management platform **Hootsuite** was the top U.S. B2B brand, with more than 237,000 actions, nearly twice as

many as No. 2 **HubSpot**. The Hootsuite total represents a 6% decline in consumer actions with the brand compared with the same period last year. Consumers retweeted Hootsuite's tweets 19% fewer times in Q1 '16 than they had in Q1 '15, resulting in the lower consumer action figure. The brand's top tweets informed followers about social media content, free classes for social media marketing and related resources on its website. Hootsuite also boasts the largest number of Twitter followers among B2B brands.

Inbound marketing and sales firm HubSpot generated nearly 130,000 actions, a 54% upswing versus Q1' 15. Retweets, up 36%, drove growth.

IMG Models Worldwide, Ericsson and Amazon Web Services round out the top five.

IMG experienced the most growth among the top 30 U.S. B2B brands. The agency generated more than 85,000 Twitter actions in Q1, up from 2,500 in Q1 '15—an astronomical 3,200% increase. IMG also experienced the most video growth. It tweeted 2,300% more videos in Q1' 16 and generated 7,200% more consumer engagement. Its top tweets and videos featured supermodels such as Gigi Hadid, Wiz Khalifa and Hailey Baldwin. ■

Shareable SOCIAL SCORECARD					
TOP B2B BRANDS ON TWITTER – Q1 2016					
Based on Total Actions (likes and retweets)					
Data provided exclusively to PR News by Shareable. Source:					
Rank	Brand	Total Consumer Actions	Total Tweets	Actions per Tweet	Total Followers
1	Hootsuite	237.6K	2,330	102	7.6M
2	HubSpot	129.9K	1,987	65	67K
3	IMG Models Worldwide	85.5K	797	107	145.9K
4	Ericsson	45K	979	46	176K
5	Amazon Web Services	41.8K	680	61	555.7K
6	Kickstarter	41.6K	1,052	40	1.1M
7	Microsoft Azure	38.4K	504	76	440.9K
8	Informatica Corp.	35.1K	1,080	32	812K
9	IBM	34.2K	295	116	286.8K
10	Lockheed Martin	32.2K	259	124	233.5K
11	Sotheby's	29.9K	809	37	71.7K
12	Salesforce	27.5K	777	35	288.5K
13	Oracle	26K	799	33	404.8K
14	Pantone	23.7K	260	91	145K
15	Simply Measured	23.2K	1,177	20	337.6K

Shareable SOCIAL SCORECARD					
TOP B2B BRANDS ON TWITTER – Q1 2016					
Based on Total Actions (likes and retweets)					
Data provided exclusively to PR News by Shareable. Source:					
Rank	Brand	Total Consumer Actions	Total Tweets	Actions per Tweet	Total Followers
16	Virtual Social Media	22.7K	752	30	9,737
17	Marketo	19.8K	692	29	126K
18	Indiegogo	18.5K	797	23	285.1K
19	Capgemini	17.5K	3,486	5	70.7K
20	CA Technologies	17K	897	19	103.6K
21	EMC Corporation	17K	572	30	105.5K
22	SAP	17K	572	30	182.2K
23	Slack	16.8K	93	180	203.2K
24	Accenture	16K	759	21	312.8K
25	PwC	15.9K	980	16	124.9K
26	Sprout Social	14.6K	1,187	12	72.3K
27	Zillow	14.3K	463	31	329.6K
28	Techstars	14.3K	320	45	230.8K
29	Bosch Rexroth Global	14.2K	312	46	124.1K
30	Huawei Technologies Co.	14.1K	244	58	2.1M



John Saunders,
CEO/president, FleishmanHillard



Theranos Founder Elizabeth Holmes

1. Listening to the Listeners: PR repeatedly counsels executives and brands to listen to the conversation on social media and elsewhere. It's better when PR can set an example. **FleishmanHillard** provides one. There are myriad ways FH could have commemorated its 70th anniversary. To come up with an acceptable option FH listened to its staff in 30 countries. "I heard from staff, particularly younger people, questions about whether or not the firm has a purpose beyond doing great client work...do we do something for society?" FH CEO/president **John Saunders** tells us. As a result of what staff said, FH chose to devote additional hours to philanthropic projects. The news release (more on that later) says the firm will perform \$2 million worth of pro bono work from July 1 through year's end in celebration of its 70th. In fact, though, Saunders says, "We think by the end it will be a lot more than that...we are not putting a restriction on it. But we had to have a decent stab at it" so FH's financial staff crunched numbers and came up with the figure. The \$ 2 million is in addition to existing pro bono work, which last year was nearly \$4 million. Many of its 80+ offices have long-standing relationships with causes. The native of Ireland points with pride to the Dublin office's support of **Special Olympics**, for example. For the anniversary, each office will take on projects related to the concept of social inclusion in its local community. What projects will be chosen? "Education and literacy" will be among the themes, Saunders predicts, and he sees areas of "significant urban deprivation" being addressed. About the aforementioned press release, Saunders had concerns. He didn't want FH

to blow its horn loudly. Philanthropic work "might have been seen in bygone days as nice-to-do...but I think it's something we ought to do...[and staff] really wants to do." Still, the decision to announce the effort was reached after much thought. It was meant as "a clarion call for staff...I wanted to get this right." He did.

2. Study Hall: More than 2 billion people will be watching video on mobile phones and tablets by the end of 2022, more than twice today's number. This will represent a 36% penetration of global mobile users. The growth in users will push the global mobile video market's value to \$30 billion, roughly double today's figure. Those are the conclusions of a report from **Strategy Analytics** of Boston. The major impetus for growth will be ad-funded video plus more subscription-based streaming services, Strategy Analytics says. **Nitesh Patel**, director, Strategy Analytics, says, "Advertiser expenditure on mobile video has yet to catch-up with" growth in use. He also says live streaming platforms like **Periscope** and **Facebook Live** "are focused on building audience before revenue." Social networks are counting on live video to "increase user engagement and extend the time spent by users while inside of social networks, but we expect direct monetization to follow." At the moment, the most efficient spend is on tablets. While the number of tablet users is 25% of those on mobile phones, the average value of a tablet user is 2.5 times that of a mobile phone user, it says.

3. Shoe Drops: The long-anticipated 2-year federal ban against **Theranos** founder **Elizabeth Holmes** running a

laboratory became real July 7 (*PRN*, May 23). Ironically, the blood-testing company, which had refused comment for months, announced the sanctions. "We accept full responsibility for the issues...and have already worked to undertake comprehensive remedial actions," Holmes said in a statement. The sanctions also ban Theranos from receiving **Medicare** and **Medicaid** payments. Can this once-thriving brand survive?

4. Platform Prater: Smile: controlling your brand's message on **Snapchat** just became a bit easier. While at least one third-party app exists to help users save and re-deploy Snapchat content (*PRN*, June 13), Snapchat July 6 introduced a feature it calls Memories to do the same thing. Memories will remove the need for communicators to constantly be live streaming Snapchat content.

5. People: 4A's president/CEO **Nancy Hill** will depart the group after 9 years next June, it said July 6. The ad agency trade group's first woman CEO, Hill has been a staunch advocate for social inclusion as well as transparency during her tenure. – **Turner** named **Bloomberg's Michael Marinello** its SVP of corporate communications. At Bloomberg Marinello was global head of communications, technology, brand and sustainability. In addition, he was senior adviser and chief spokesman at **Bloomberg Philanthropies**. He'd been at **Microsoft Office** prior to Bloomberg.– Music streamer **Deezer** named **Julia Herd** VP of communications. Herd formerly was VP of communications at tech firm **HTC** and had been at **Weber Shandwick**. ■