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WEB TOOLS

Don't miss

Agile PR at 40: @HavasPRUS Shares Lessons Learned With an Eye Toward the Future, a Twitter chat, Sept. 29, 2pm ET #HavasPR40

How Communicators Can Take the Fear Out of Going Live on Periscope and Facebook Live

Social channels seemed to be stepping on each other as they touted their latest forays into live streaming. Shortly before **Twitter** was getting set to live stream its second **NFL Thursday Night Football** contest Sept. 22, **Facebook** and Twitter each announced that they had secured partnerships with television networks to live stream coverage of the first debate between Hillary Clinton and Donald Trump. Facebook Live will carry **ABC's** telecast; Twitter, in its Moments tab, will

live stream **Bloomberg's** coverage.

In terms of political live streaming, **Periscope** grabbed headlines far earlier in the year when several enterprising Democrats made like **C-SPAN**, whose cameras were shuttered by Republicans, and streamed their party's congressional sit-in from the House chamber (*PRN*, June 27).

A bit before the Clinton-Trump live stream deals were announced, Republican Gov. Bruce Rauner of Illinois held the

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INTEGRATION

Brand Execs Say Integrated Communications Leads to Data Sharing and Digital Transformation

Integrating communications and marketing is a great subject to talk about. Ask just about anyone in communications and marketing and they'll tell you integration makes eminent sense. Then query the same people whether or not communications and marketing are integrated at their shop, and you may find a lot of no's. The reasons for not integrating often have little to do with business objectives: turf wars, egos, culture and inertia frequently are culprits (*PRN*, Oct. 26, 2015). Still, integration remains a hot topic.

It's so hot at **The Conference Board** that this week the group will be sending its members a 60-page study, *Unlock-*

ing Value from Integrated Corporate Communications and Marketing, which adds a contemporary spin to the argument in favor of integration: integration allows companies to better adapt to realities of the digital age.

Based on interviews with 25 brand executives and including several case studies, the report says integrating communications and marketing can help boost the importance of data collection, sharing and analysis. The result, the study says, can be "transformational" for a company's strategy and operations.

The Conference Board provided a copy of the report exclusively to *PR News Pro*.

Continued on page 4



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WHAT'S TRENDING IN PR

BY PAUL ENGLERT, VP, MARKETING, C. MONDAVI & FAMILY

Pros and Cons of PR at the Speed of a Tinder Swipe

[Editor's Note: This weekly feature asks communicators to spot trends and discuss their reactions to them. In this edition we hear from Paul Englert, VP, marketing, C. Mondavi & Family.]

We're seeing a blurring of the lines between PR, brand communications and social media. As we reach out to a younger audience, and as society continues to evolve the way it communicates, we need to evolve our communication strategies. Much of what we once shared via press release, direct email and phone now is sent via myriad social media platforms and text. Our consumer-facing print and web messages are evolving in acknowledgement of the immediacy and brevity with which people demand information from us.

We're reacting by focusing more on succinct brand messaging. The elevator pitch is supplanting traditional brand messaging in many circumstances. And the elevator pitch could learn a few things from the 140-character tweet or 1/2-second **Tinder** view. Technology is fostering impatience.

We realize our brand messaging is not our consumers' number one priority.

As a result, we focus on creating short, digestible, easy-to-share messaging. We front-load all our communications, assuming that we have less time to hold attention. Lately, we've been utilizing younger, technology-savvy copywriters and social media pros who lack in-depth industry knowledge. This way, we get a more objective approach and are able to craft tight, persuasive, differentiated messaging without an overly burdensome internal bias. We've seen a positive response from media, trade and consumers to this approach. Yet a heightened attention to detail is needed in social media and text. We've seen an unacceptable level of indifference to grammar, spelling and punctuation, which can quickly negate the benefits of this approach. ■

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SOCIAL MEDIA

BY SARAH MALOY, DIRECTOR, SOCIAL MEDIA AND EXTERNAL VIDEO, FUSE MEDIA

How Brands Can Avoid the Biggest Trap on Snapchat

With many brands getting started with Snapchat, and plenty timidly staying away, we asked Sarah Maloy, director of social media and external video at Fuse Media LLC, parent of national television network Fuse TV, to tell us of Snapchat traps to avoid. Here's what she said:

There are plenty! One of the biggest traps is uploading one or two random snaps, rather than telling a story with your content. You always want to present the audience with a narrative; don't just show it a thing. The easiest way to do this is by turning the camera on yourself and your employees and becoming a host or narrator.

If you're at an event, for example, brands might post a picture or two, maybe with text, and that's all. Instead, introduce yourself and the event on camera, show photos and videos and talk a bit throughout. Then sign off and

urge viewers to go to your website or have another call to action at the end.

This gives your brand personality and makes for much more compelling, cohesive content.

A similar Snapchat trap is posting photos only, or posting photos for way too long. Video is huge on Snapchat, and the best stories use a creative mix of both mediums, combined with emojis, sound, text and filters to bring your narrative to life. Think about the number of seconds when you are uploading a photo: 10 seconds is almost always going to be way too long; 3-5 seconds is the sweet spot, in my opinion, but it's all about mixing it up and choosing the best speed as it relates to the overall Snapchat story. ■

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Scripting and Measuring Key for Live Streaming

first of what he said would be regular Facebook Live chats. From his office in the Capitol, Rauner answered eight questions his staff selected from Twitter and Facebook submissions. While it can be argued it's less of a chat when the speaker knows the questions in advance, there was an uncontrolled element in play. As Rauner answered questions about taxes, the state budget and term limits for 25 minutes, some of the 600 viewers watching the live stream registered their feelings about his oratory using Facebook's emoticons. Both happy and sad faces were deployed.

With White House aspirants and professional footballers live streaming, what are the best ways for brand communicators to take advantage of these live streaming tools? We asked communicators for insight about content strategy and content creation, selling these live (read "unpredictable") tools to the C-suite, measuring effectiveness and working with influencers.

IT'S LIVE BUT...



Blair Broussard
SVP, ARPR

Yes, Facebook Live and Periscope are contemporary tools, but the basics of traditional content strategy still apply. "Let an editorial calendar guide your themes for all content each month," says Blair Broussard, SVP, **ARPR**.

Another tip: "Ensure you are incorporating Facebook Live and Periscope into your plans, not the other way around...[live streaming content] should supplement goals already in your editorial calendar," Broussard says.

Erin Fior, senior director of digital communications, **Cystic Fibrosis Foundation**, national office, agrees. Her team does extensive planning, often based around events, to provide experiences through live streaming that fans would miss otherwise. "We scout locations (a tip: Make sure [they have] good cell reception), pick a host, storyboard, prepare questions and practice...a lot of people aren't good on the fly...we want to remove any chance of awkwardness" during live streaming. While a staffer is on hand to accept and relay audience questions during streams, questions used are in areas that the host and interview subject are familiar with, she says. Fior has a unique audience situation in that people with cystic fibrosis can't be in the same room with other people with

cystic fibrosis as "the risk of cross-infection increases." This puts a premium on her group's video work.

Still, for Fior engagement is top of mind. For example, instead of streaming a major conference, her team will invite speakers from the conference for intimate interviews that are live streamed.



Karen Vega
Director,
Viacom Media
Networks

For Karen Vega, director of earned media and social activations, **Viacom Media Networks**, the trick is providing live content that feels somewhat spontaneous but has plenty of planning behind it. "Ideating on how the content of your broadcast will flow is essential while making the stream feel as real and as unscripted as possible," she says. "Drop-off rates are high on Facebook Live, so while the unexpected can be great, content creators should have an idea of how to keep users engaged throughout the stream." Adds Broussard, "Draft a script or, at the very least, a planned introduction and wrap-up along with a general overview that guides the flow of the live video." Sounding like someone who's been there and done that, Broussard says, "You really can never be too prepared...with nothing planned to say, 10 seconds can easily feel like 10 minutes."

SELLING THE C-SUITE:



Erin Fior
Senior Director,
Digital,
Cystic Fibrosis
Foundation

Planning also will help you get senior executives to sign off on tools that have the potential to capture moments that are anathema to your brand's image. "Ensure you identify goals and objectives" of live streaming content, Broussard says. In addition, make sure the planned content "supports larger, overarching business goals."

For example, **Salesforce** executed a Facebook Live video around an internship event it hosted. The video was a part of a larger push for internship recruitment. "The message was easily controlled because the informal chat about the event was a scripted, or outlined, discussion between employees who were overseeing it." Vega urges taking small steps first. "Test live video on

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Integration Boosts Goals, Metrics and Budgets

As companies struggle with digital priorities, the integrated unit is well positioned to make a case to the C-suite “for a digital, data-driven approach to business strategy, drawing on the technologies and tools that have typically fallen under their remit.” On a practical level, the lines between communications and marketing have blurred such that both are collaborating more, regardless of structure, and are reaching throughout the company [please see table on page 6].

For companies that already have embraced a digital approach, an integrated marketing and communications department can access data faster and more efficiently, the study says. Integration should remove many roadblocks to information flow. It also can improve agility because the integrated unit will help companies find and solve problems faster as barriers to information and decision making are removed. “Showcasing this potential then puts the company on a path to digital transformation, where this speed and efficiency can be magnified,” the study says.

GOALS, METRICS AND BUDGETS

Having communications and marketing under one senior leader also helps align goals, metrics and budgets, it says. The single leader imparts a consistent strategy, fosters goal sharing between communications and marketing and better understands how to deploy resources to reach them, as well as to establish the right metrics to measure progress.

When metrics are closer aligned to strategic business priorities, “the integrated function can make a stronger case for a larger budget because it can show more accurately the value it provides to the company,” the study says.

As **Southwest Airlines** CMO Linda Rutherford says in the study, “Working in an integrated fashion, we’re able to better leverage resources, get bigger bang for our buck, and garner more audience than if we were working independently.”

EMPLOYEE- AND CUSTOMER-CENTRIC CULTURE

Of particular importance to communicators is the report’s take on how integration can influence culture creation. It argues an integrated communications and marketing function can better create a customer-driven business. Both communications, which often handles social media, and marketing want to engage customers and discover their preferences. The study says that having marketing and communications work together with the customer can result in “better insights from long-term engagement on social media...[that intelligence can then be fed to]... other parts of the company... [which can]...respond with meaningful content that sparks interest and continues engagement.”

In an interview included in the report, **HP** CMO/CCO Antonio Lucio says integration has helped his company “develop end-to-end communication across the total customer decision journey. The experience we create for our customers—from search across to purchase—is no longer just about products.” End-to-end communication has helped HP “bring

our vision, mission and brand to life, make our company ethos...mean something significant and amplify the volume of product marketing/sales priorities.”

The report also argues integration can better lead to an employee-centric culture, where employees become brand advocates. The integrated function can better provide “all employees [with] the values, narratives, messages, and platforms to represent the company accurately and meaningfully,” the study says.



Alex Parkinson,
Senior
Researcher,
The Conference
Board

There’s also a CSR angle to integration, Alex Parkinson, senior researcher at The Conference Board and the study’s author, says in an interview with *PR News Pro*. While communications often is responsible for CSR activities, the effort sometimes “gets lost.” Now that more consumers, particularly millennials, are making purchases based on a brand’s positive relationship with causes, marketing has been brought into the equation, Parkinson says. This has encouraged companies to acknowledge the importance of aligning business strategies with causes. As this trend has accelerated, corporate communications and marketing have begun to collaborate to ensure business practices, strategies and messages are ethically sound. With the rise of integration “CSR can rise from being an add-on in your annual report, sometimes, to underpinning a business strategy, determining how a brand comes to market,” Parkinson says.

The integration of communications and marketing can help increase brand consistency across business units. The study quotes a **Weber Shandwick** report, *Convergence Ahead*, that says “the best-run brands...behave in a consistent way; they stand for one thing or a few things and consistently communicate that globally.” A corporate narrative is tightly adhered to in such companies. In the study HP’s Lucio says only companies with a well-integrated marketing and communications function can maintain the narrative.

The study also makes the point, however, that headquarters at large companies need to recognize regional differences and “allow enough freedom [for regions] to pursue their own communications and marketing endeavors.”

4 RECOMMENDATIONS FOR INTEGRATION

The report acknowledges that integration, as we noted above, often is easier said than done. It notes collaboration between communications and marketing can be an intermediate step toward integration. In addition, for companies attempting to integrate their communications and marketing units it has four recommendations:

- ▶ **Go Slow:** Large companies won’t be able to change overnight, it says. “There is a need to “fold in gently” between the two functions.”
- ▶ **Top Down:** Leaders must head the integration charge to

Continued on page 5

platforms with smaller reach,” she says. Plan your Facebook Live strategy by testing other live-streaming services, such as **Google Hangouts**, she adds. Still she believes “companies willing to give up a bit of control will succeed with live streaming...companies should embrace the dialogue and look to humanize their brands. It ultimately is going to allow for audiences to trust it and embrace it.”

MEASUREMENT

Again, the theme of applying traditional methods to a new tool holds. Broussard advocates “setting quantifiable goals and objectives” as you plan your live stream. Going back to the example of the Salesforce internship video, Broussard says one of the goals likely was to “increase traffic to the recruitment page on the website, or increase comments on social channels around the internship program.” Broussard urges connecting live streams “with overarching goals...”

Another tip: Define your KPI and ensure that there is a very clear call to action at the end of the live stream “so you can measure the action you requested.”

For Vega, “The only way you can evaluate live streams is by publishing a healthy cadence of live video and analyzing audience retention rates and engagement metrics, including sentiment analysis on how audiences are reacting to the live stream.” Fiori also tracks sentiment analysis and adds that the Facebook emojis are useful. She warns that Facebook counts anything more than two seconds as a view, so while

she follows views, both live and after a live stream is viewed in an archive, “what we really care about is engagement.”

INFLUENCERS AND LIVE STREAMING



Clay Helm
PR Director,
Autodesk

Broussard urges communicators to understand Facebook doesn’t allow influencers to promote live streams on their personal pages, only on brand pages. “I’m sure that is in the process of changing,” she adds.

And the hottest influencer isn’t necessarily your only option, says Clay Helm, PR director at **Autodesk**. “Look for people on the rise who have shown more than six months of steady growth of viewers,” she says.

Vega says once you’ve found the right influencer, “someone who is charismatic and a natural on camera,” there’s more work to be done, including media training, extensive practice and on-camera rehearsing. “No matter how experienced [the influencer], brands will want to control their message while still allowing the individual to be his or her authentic self.” ■

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Editor’s Note: Vega will be speaking at PR News’ Social Media Conference, Oct. 19-20, NYC. For more information: <http://www.socialmediaconf.com/>

“establish cultural readiness throughout the company.”

► **Look Both Ways:** Leaders and employees must understand how communications and marketing, separately and together, boost company value. Having the head of marketing simply subsume a communications unit into his department, or vice versa, will not work, the study says. Adds Parkinson, “the person at the helm of it all,

the CEO, needs to understand both functions.” In addition, leaders in particular must understand exactly how structural integration benefits the company.

► **HR’s Key:** As companies move toward integration and significant change occurs to traditional business modes, HR must be supportive and serve as a sounding board for strategy and decisions. ■ **See chart on page 6.**

Select items from the report can be found at the PR News Pro Essentials Page: prnewsonline.com/pr-news-pro-essentials/

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The Changing Roles of Communications and Marketing

Traditional roles and responsibilities		Integrated roles and responsibilities	
Corporate Communications	Marketing	Advising the CEO and C-suite	Working more closely with their C-suite contemporaries to coordinate stakeholder engagement, in order to provide better counsel and to shape strategic direction.
Communications policy	Advertising	Collecting, analyzing, and sharing data	Supporting the company as a whole in creating a better understanding of customers and employees (among other stakeholders) from information gleaned through new communications tools and technologies such as social media, so that the company can respond to their demands more effectively.
Communications strategy	Analytics	Crafting a consistent message	Taking the company mission to a broad range of audiences across a broad range of communications platforms. It's the integrated function's role to develop the corporate narrative based on a company's values and support all departments and employees in their dissemination of those messages.
Crisis and emergency communications	Branding	Creating content and storytelling	Directing investment to content-based engagement opportunities. As storytelling takes on increasing importance across all communications platforms, the integrated function needs to package data, insights, and other information so that it is digestible, memorable, and engaging for all stakeholders and then get it into the hands of the people who will be representing the company.
Employee (internal) communications	Content dissemination	Driving business strategy and growth	Thinking in ways that drive the business forward, not simply in ways that generate prospects. This means not only looking at strategic initiatives through the lens of marketing and communications, but also helping the company understand its place in modern society and how its operations and its products and services can contribute meaningfully to solving complex global issues.
Executive communications	Lead generation and sales	Engaging stakeholders	Supplementing in-house capabilities with external expertise in areas like behavioral economics, data analytics, and content creation while forging new partnerships with nongovernmental organizations that allow the combined function to better navigate rapidly changing social and environmental challenges.
Intranet communications	Optimizing distribution to customers	Leading a customer-centric culture	Building a long-term relationship with customers (at both B2B and B2C companies) that seeks to understand demand better. Whereas once marketing "pushed" messages to customers, now customers are proactively engaging with companies, and companies must respond quickly. That means that for companies that include social media in their marketing, the function is forced to undertake tasks that were historically in the corporate communications domain, such as handling customer complaints and stakeholder relations.
Investor relations	Pricing strategy	Leading business alignment	Becoming a change agent within the company and co-leading with corresponding departments on issues like employee engagement, diversity and culture, marketing and sales promotion, and building digital systems.
Media relations	Product and service development and management	Leading corporate culture	Understanding the importance of culture in the organization and the role CMOs and CCOs play in helping to shape a positive and productive mindset. This often means elevating the importance of company values and promoting their inclusion in company strategy and branding.
Public relations	Promotion	Leveraging social media	Putting social media to work for the whole organization. Communicators and marketers need to understand the potential that social media presents to companies not only as a dissemination tool, but as an engagement and data collection tool.
Relationship building	Sponsorship	Supporting risk management efforts	Using new communications tools and technologies to see ahead of the curve and predict risks before they emerge. Mining these technologies for information to understand customers and other stakeholders presents new risks, such as data privacy, which the integrated function needs to manage in partnership with the office of the chief legal officer.
Reputation management	Understanding demand and customers	Understanding market ecosystems	Monitoring environmental and market conditions and communicating findings across the enterprise, so that the organization can adapt in ways that yield competitive advantage.

Source: "Unlocking Value From Integrated Corporate Communications and Marketing," a report to members of The Conference Board and provided exclusively to PR News Pro.

Note: Accompanying story begins on page 1.

Consumer Engagement on Instagram Up 78% for B2C; Anastasia Beverly Hills Tops List

With only this table of most-engaged B2C brands on **Instagram** for Q2 '16 to guide you, one might conclude Instagrammers enjoy photos of cosmetics while quaffing coffee and energy drinks and decorating cakes. Seriously, it's logical for cosmetics brands to dominate consumer engagement, or actions, on Instagram. A visual platform, Instagram was conceived to display photographs. Beauty is a visual business.

The ranking of most-engaged U.S. B2C brands during Q2, provided exclusively by **Shareablee** to *PR News Pro*, finds global cosmetics brand **Anastasia Beverly Hills** at the top, with more than 75 million actions. Actions are the total of consumer likes or comments posts receive. Anastasia's actions were more than twice that of **MAC Cosmetics**, number two on the list. Total actions for Anastasia represent a 65% increase compared with the same time period last year. Anastasia video posts were responsible for 14% of the brand's total consumer actions.

Incidentally, the brand also boasts the largest Instagram following in this ranking of most-engaged, with more than 10 million followers. The post that raised the most eyebrows and garnered the most consumer actions was an image fea-

turing beauty blogger Rija Imran's, er, eyebrow.

Overall, in Q2 2016, total consumer actions on Instagram for U.S. B2C brands increased 78% vs Q2 '15. Photos grew 73%, video was up 106%. Posts grew modestly (13%), yet the resulting average actions rose significantly (95%).

MAC Cosmetics' nearly 33 million actions represented a whopping 813% improvement compared with Q2 '15. Video was responsible for 8% of consumer actions. Its growth was driven by increases in content posted and average engagement, from .7% to 1.2%, while increasing fan base by 162%. Its top post was a lipstick image and a CTA: #regram.

Cosmetics' strong showing is a new trend. In Q1, **Victoria's Secret**, **GoPro**, **Forever 21**, **Urban Outfitters** and, yes, **Anastasia** were the top five (*PRN*, May 2). **Starbucks** was the only non-cosmetics brand to crack the top five this time. Note its efficiency: 76 posts generated 18 million actions.

YSL Beauty experienced the most growth among the top 30. It generated nearly 3 million actions, up from 93,000 in Q2 '15—a jump of more than 3000%. **Wilton Cake Decorating** followed YSL Beauty for most growth, up 1572%. ■

Shareablee SOCIAL SCORECARD
TOP B2C BRANDS ON INSTAGRAM-Q2 2016
 Based on Total Actions (likes and comments)
 Data provided exclusively to PR News by Shareablee. Source:

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
1	Anastasia Beverly Hills	75,105,257	909	82,624	10,375,566
2	MAC Cosmetics	32,104,132	480	66,884	10,233,728
3	tarte cosmetics	21,069,243	626	33,657	4,129,095
4	Maybelline New York	18,928,295	607	31,183	3,564,075
5	Starbucks	18,189,344	76	239,333	9,664,447
6	Red Bull	16,402,503	208	78,858	4,987,636
7	NYX Cosmetics	15,332,553	252	60,843	7,577,781
8	Too Faced Cosmetics	13,242,851	189	70,068	6,006,952
9	L'Oréal Paris	11,547,871	725	15,928	2,591,902
10	Urban Decay Cosmetics	11,376,109	242	47,009	5,679,527
11	Sephora	10,144,197	222	45,695	7,780,460
12	Benefit Cosmetics	9,914,936	278	35,665	4,333,749
13	Bath & Body Works	7,820,763	189	41,380	2,198,695
14	Monster Energy	6,354,675	219	29,017	3,235,617
15	ColourPop	6,160,407	234	26,327	2,719,728

Shareablee SOCIAL SCORECARD
TOP B2C BRANDS ON INSTAGRAM-Q2 2016
 Based on Total Actions (likes and comments)
 Data provided exclusively to PR News by Shareablee. Source:

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
16	Essie	5,804,587	248	23,406	1,581,714
17	LUSH Cosmetics	5,078,738	90	56,430	2,771,569
18	NARS Cosmetics	4,622,156	193	23,949	3,095,382
19	Wilton Cake Decorating	3,474,648	359	9,679	750,843
20	e.l.f. Cosmetics	3,396,355	276	12,306	1,475,815
21	Becca Cosmetics	3,129,878	376	8,324	917,500
22	eos	3,020,593	91	33,193	1,605,863
23	YSL Beauty	2,918,674	304	9,601	1,324,800
24	Real Techniques	2,761,290	189	14,610	1,041,498
25	Smashbox Cosmetics	2,268,598	203	11,175	1,652,226
26	Bobbi Brown Cosmetics	1,917,306	167	11,481	1,591,460
27	LORAC Cosmetics	1,826,666	203	8,998	1,734,480
28	BH Cosmetics	1,794,080	271	6,620	1,204,704
29	Rockstar Energy Drink	1,742,769	269	6,479	817,775
30	ULTA Beauty	1,719,205	133	12,926	2,098,839



Teena Touch, PR head, U.S., finder.com



Steve Ells, Founder/Co-Chair, Chipotle



Michael Ann Thomas, Tech Practice Chair, N. America, APCO Worldwide

1. Platform Prater: Usually we're reporting very good news when the words **Facebook**, video and advertising are used in the same sentence. Not this time, and it's huge for communicators who create and place video on Facebook. Turns out Facebook has been overestimating the average time spent viewing, *The Wall St Journal* reported Sept. 23. "We recently discovered an error in the way we calculate one of our video metrics," Facebook said. "This error has been fixed, it did not impact billing, and we have notified our partners both through our product dashboards and via sales and publisher outreach." As communicators know, Facebook counts video views of more than three seconds as views. What they didn't know was that it discarded everything else when calculating its average duration of video viewed. Excluding video views of fewer than three seconds inflated the average duration. Facebook has replaced the metric with a new one, average watch time. It will include views of any duration. As the *Journal* noted, this occurrence resuscitates the call for Facebook and others to be more transparent with its data. The backstory illustrates this. Facebook told ad agencies several weeks ago its viewer metric was inflated because it was counting only views of three seconds or more. Ad agencies dug deeper, prompting Facebook to say more about the issue. Despite Facebook's admission of guilt and its creation of a new viewing metric, one of the agencies, **Publicis Media**, was displeased. In a note to clients quoted in the *Journal*, Publicis said, "In an effort to distance themselves from the incorrect metrics, Facebook is deprecating [the old metrics] and introducing 'new' metrics in September. Essen-

tially, they're coming up with new names for what they were meant to measure in the first place." – As we noted on page 1, last week it seemed like another day, another social brand announcing a live streaming hookup. These announcements almost made the success of **Twitter's** second NFL live stream, Sept. 22, seem as much of a yawn as the **Patriots'** improbable drubbing of the **Texans**. Indeed live streaming events is becoming quotidian, yet there's still an exciting element to it, and for Twitter, which badly needed a win, it's a new revenue stream, an advertising platform and model for other revenue-generating live stream events, *The Motley Fool* says. The rogue element: If a brand wants coverage of an event, but network TV is out of your league, live stream it. That's what the **Academy of Television Arts & Sciences** did with the 37th Annual News & Documentary Emmy Awards Sept. 21. The ceremony was carried live on **Periscope** and Twitter, providing exposure to media and personal brands of news people, but also to **United Airlines**, a sponsor of the event.

2. Hill of a Week: When speaking about the CEOs of EpiPen maker **Mylan** and **Wells Fargo** getting grilled on Capitol Hill last week, we won't say people who live in glass houses shouldn't throw stones. It seems obvious that legislators are far from paragons of virtue. Still, from a PR perspective, can one say either **Heather Bresch** of Mylan or **John Stumpf** of Wells Fargo did the brands any good with their performances in D.C. last week? What about the PR 101 route of admitting culpability, outlining plans to change things, perhaps announcing a few firings/resigna-

tions and then apologizing again? While Stumpf gradually has become more accountable, it's the gradual part that's bothersome. [The last major brand that demurred, **Volkswagen**, was slammed in Germany with 1,400 new lawsuits worth \$9 billion, half of them on Sept. 21. Speaking of delaying, for months since its crisis **Chipotle** relatively quietly has been inserting food-safety measures. Perhaps it's become the safest place to eat. More prominent, though, were its attempts to distract via burrito giveaways and other tactics. Still, it seems a shame the brand waited until Sept. 21 to give full throat to its food-safety regime with full-page ads and a useful video featuring CEO **Steve Ells**.] While brands can and do change strategies in the course of a crisis, it appears Mylan and Wells Fargo have decided to hold the line for now. If nothing else, their approach gives PR pros and PR classes much to discuss.

3. M&A: Finn Partners continued its dealmaking, saying Sept. 21 **Stagwell Group** made a preferred share investment in it. The firms also will create PR agency **Wye Communications** as a joint venture. – Financial PR firm **KCD PR** acquired **Wall & Broadway**. – **O'Malley Hansen Communications** acquired **Alpaytac PR**.

4. People: **Michael Ann Thomas** joined **APCO Worldwide** as technology practice chair for N. America. She formerly led **Edelman's** health technology offering. – Financial web site **finder.com** named **Teena Touch** its head of PR, U.S. – **DeVries Global** promoted EVP **Jessica O'Callaghan** to regional managing director, N. America. She's been with DeVries for 15+ years. ■

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