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SOCIAL MEDIA

Measuring Snapchat: Scanning the Possibilities While Hoping an IPO Leads to Robust Metrics

Last week, in the first part of this two-part story about Snapchat content and measurement, we asked if you accidentally typed “Googles” when you meant to type “goggles” while searching for Snapchat’s new sunglasses. We noted how it was more Freudian slip than a typo. **Snap Inc.**, as **Ogilvy’s** managing director of content and social for North America Kathy Baird points out in our Oct. 3 edition, was attempting to morph into a big company, offering a variety of apps and

products. “It seems Snapchat wants to dominate...to be in a league with other platforms...that’s why it’s offering new products and features and changing the company name.”

Developments at our press time illustrate Baird’s precience. Media reports Oct. 6 had Snap Inc. preparing for a high-profile IPO, valuing itself at \$25 billion or more. While the *Wall St. Journal’s* story failed to name its sources, it’s interesting that the Snapchat app is notable for embodying the

Continued on page 3

IMAGE PATROL

BY KATIE PAINE, CEO, PAINE PUBLISHING

Report Card: How Are Wells Fargo, Samsung Managing Crises of Culture?

In terms of the rules of crisis communications, **Wells Fargo** and **Samsung** have been following all of them, although sometimes they’ve moved slowly. Still, both brands issued apologies, took action, offered compensation—and nothing has worked. The problem in these cases is that no amount of abject apologies can make up for a lack of ethics and an overabundance of bad choices. In other words, both brands primarily are facing crises of culture, not communications.

SAMSUNG

It isn’t hard to imagine the conversation in the boardrooms at Samsung when board members heard that the highly antic-

ipated **Apple** iPhone7 wasn’t as exciting as people expected it to be. They quickly chose to capitalize on the opportunity and rush the new Note 7 phone to market in advance of the iPhone launch.

The design and production folks probably said something along the lines of, “That’s three months ahead of schedule. We can’t do that!” And someone higher up the ladder said something like, “That’s your problem to solve. Make it happen.”

Regardless of who said what, the competitive ethos of the company ruled the day: The Note 7 was rushed to market.



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How One PR Team Weighs Its Social Platform Options

[Editor's Note: This weekly feature asks communicators to spot trends and discuss their reactions to them. In this edition we hear from David Flores, social media manager, Albert Einstein College of Medicine.]

The Trend: For those representing academic institutions online, the task of evaluating yet another new social network or social media offering from established outfits can feel overwhelming. Several years ago, it was tempting to think the world would cleave neatly into **Facebook** and **Twitter** camps. With some extra effort, we could adjust our messages to both, engage with their respective audiences and respond to new features. The market for social networks seemed almost mature.

What followed was a growth spurt that appears to be speeding up each month. New social content platforms continue to sprout up alongside updated and improved versions of networks we've come to call home to our communication efforts.

The Reaction: And yet, we understand our team can't be everywhere. It's become important for us to figure out the best way to evaluate the latest in social media without losing track of what's worked to date.

We've also scaled back offerings on some platforms to focus on the quality of our Facebook and

Twitter posts, since that's where metrics indicate our best opportunities for engagement reside. Throughout, our goal has been to create brand awareness using social media to promote content created via press releases, our website, videos and blog.

Now, with the increased focus on pay-to-play at Facebook and questions about Twitter's future, it's become necessary for us to look at other options. For example, Snapchat's evolution into **Snap Inc.** and its focus on telling stories has us taking a closer look at that network.

When our team discusses these new offerings, we use it as an opportunity to ask questions about the state of our current effort: Are we reaching the audiences we seek for news of our biomedical research and education programs? Do we have the resources needed to maintain a genuine presence on that network? And can we get metric data to help us determine the success of our outreach?

Answers to these questions frequently lead us back to our main social accounts, but taking a fresh look at our options often leads to significant improvements in how we use those platforms. ■

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DATA DIVE

PETA Led Nonprofits in Engagement With Instagram Audience in Q2 2016

One nonprofit essentially is like every other nonprofit, except for size and the causes it supports, right? Not really. While less unique than snowflakes and fingerprints, some of the most-engaged nonprofits on Instagram in Q2 took different routes to amass their impressive figures.

Consumer engagement, or actions, with U.S. nonprofits' posts on Instagram in Q2 (April 1-June 30) grew 32% year over year, rising from 8.7 million actions in Q2' 15 to 11.5 million in Q2' 16, according to data provided exclusively

by **Shareable** to *PR News Pro*. Actions are defined as the sum of consumer likes and comments. While a 32% jump can't be dismissed, it pales next to the 159% engagement growth B2B brands experienced on Instagram during the same period (*PRN*, Sept. 19). Still, nonprofits showed strong growth in important metrics. For example, consumer engagement with nonprofits' photos on Instagram grew 28%, while engagement with video rose a healthy 93%. Efficiency was impressive, too. Since April, the av-

Continued on page 7

Four Experts Weigh In on Snapchat Measurement

antithesis of formality and other corporate values. It will be interesting to see where the app goes if it indeed becomes part of a public corporation.



Kathy Baird
MD, Social/
Content, Ogilvy NA

And in a somewhat related item, we had a reverse of Snap Inc. acting like a big company: A big company acted like Snap. Social behemoth **Facebook** in early October launched additions to its WhatsApp messaging suite that ape Snapchat's most-popular features.

With the above as context, it makes something else Baird told us in late September about Snapchat measurement, the focus of this second article, seem even more likely: "I think we'll see more analytics in the next year" from the business-like Snap, Inc. In addition, PR agencies "are working on proprietary [measurement] packages for their [brand] clients" who are demanding additional analytics from Snapchat, she says.

WHAT TO DO NOW



Sarah Maloy
Director, Social
Media and External
Video, Fuse
Media

With the Snapchat environment in flux, what should communicators do to measure their Snapchat efforts now? A sensible approach is to begin with the basics, Baird says. Set goals from the outset. Are you trying to sell product through Snapchat? Gain exposure for your brand, raise awareness and create buzz? "Your goals will dictate your measurement methods," she says. Indeed, the communicators we interviewed favored various measurement tactics, including unique views, open rates, story completion rates, screenshots and Snapchat's own Snapchat score.

Baird concentrates on engagement, so she tracks story completion rates. Sarah Maloy, director, social media and external video at **Fuse Media**, parent of national TV network Fuse TV, endorses Baird's choice. "Story completion rate is the most consistent metric available within Snapchat. It's also the best measurement of quality" since it allows you to see "how engaged people were with your content."

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Lindsay Kaplan
VP, Global
Communications,
Casper

Online mattress brand **Casper** has used story completion rate to inform content, its VP of global communications Lindsay Kaplan says. "When we notice more users completing a specific story," she says, "we build that out into a series." For example, Casper created what it felt was going to be a one-off snap story about late-night thoughts people have when they can't sleep. "It was

just a black screen with text," Kaplan says. But "so many users completed the story we now post a variation of it weekly."

Laura Wilson, director of digital engagement & social media at **Georgetown University**, acknowledges the importance of story completion rate, but also recommends looking at



Laura Wilson
Director of Digital
Engagement &
Social Media,
Georgetown
University

open rates. "If you track the people who view the very first snap in your story, this number over time should increase as you grow your brand's Snapchat community," she says. "If you see it exhibiting a downward trend you either are losing followers or losing their interest with the content you are posting," Wilson adds. "Since Snapchat is counting only unique views, the story open rate can give you a general sense of how large your Snapchat following is at that time."

Casper relies on story views to track success, Kaplan says. "Outside of quantitative metrics like Snapchat score, follower growth and story views, we use screenshots and chats to measure growth. This direct, qualitative engagement can be a lot more telling and powerful compared to a number," she says. "Users who screenshot our content often chat us, too. We're asked for brunch recommendations or tips for going to sleep."

Wilson is skeptical of the Snapchat score. "Snapchat says your Snapchat score is calculated by a special equation combining...I would pay less attention to this number right now until Snapchat is a little more transparent about how it calculates this metric," she says. ■

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Tough PR Mop-Ups After Bad Boardroom Choices

In the process lower-quality batteries were used. Shortly after the launch, batteries in the new phones started to catch fire. A massive recall was ordered and several major airlines banned passengers from carrying them on planes. And as luck and timing would have it, Apple released its latest iPhone 7 and provided the perfect alternative for all those unhappy Samsung customers. As a result of those bad boardroom choices, some \$14 billion in shareholder value was lost. The Samsung brand will be the butt of jokes for years to come.

WELLS FARGO

While the shenanigans at Wells Fargo began earlier than Samsung's bad choices, it is highly likely they started with similar dynamics. The CEO probably was saying to his collected VPs, "We did well during the recessions, and we need to leverage that and grow,

grow, grow." That edict was translated into a system of strict sales quotas brutally enforced on salespeople, who, desperate to meet quotas, began opening 2 million accounts for clients. The problem: Their actions were unbeknownst to the account holders.

Fees and fines accumulated, hitting customer credit scores, borrowing ability and jobs. CEO John Stumpf initially blamed "rogue employees," some of whom subsequently told the media about the toxic culture that encouraged people to cut corners to meet quotas. Ultimately, the **Consumer Financial Protection Bureau** fined Wells Fargo \$100 million, the CEO forfeited \$41 million in bonuses and 5,300 employees lost their jobs, which is what happens when a CEO fosters a culture that prioritizes growth at the expense of ethics. ■

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Samsung

Brand	Grade	Comments	Advice
Extent of Coverage	F	When the FAA bans your product, and every traveling passenger is warned that their phone can catch fire as they buckle their seat belt, you're going to receive a ton of negative publicity.	Just because you are managing things internally does not mean you are in control. Government actions, celebrity comments, YouTube videos—almost anything can, and likely will, exacerbate your crisis once it hits the national news.
Effectiveness of Spokespeople	F	It seems there are no official spokespeople at Samsung. Since suffering a heart attack several years ago, the CEO has been invisible, and although his son was designated vice chair, clearly he was not speaking to the media. Mobile phone business chief D.J. Koh announced the recall but the company has remained tight-lipped, allowing analysts and other "experts" plenty of room to weigh in with their opinions.	Just because you or your CEO wants to avoid commenting, it doesn't mean there isn't an army of "experts" dying to put their views in front of the media. Experts are a dime a dozen, whether they're university professors, industry analysts or random blowhards. They can and will fill the void left by your CEO when he or she declines to tell your brand's story.
Communication of Key Messages	D	The only cohesive positive message Samsung conveyed was that it would replace all of the million-plus phones that were affected.	When a major crisis hits, keep your messages to the bare essentials. Make sure the "why it happened" and "what we're doing about it" can be expressed in 140 characters.
Management of Negative Messages	F	Absent a good crisis PR strategy it took just weeks for the inside story of what really happened to come out. Subsequent stories about the intense competitive pressure and bad choices made it nearly impossible for Samsung to control the negative messaging.	There are no secrets today. Whatever torture you're putting your employees and/or suppliers through to achieve an impossible goal is only one disgruntled person with a Twitter account away from the front page of the Wall Street Journal.
Impact on Customers and Potential Customers	F	There are few people today who are happy to put aside their new cell phone for one month or two and patiently wait for the replacement to arrive, especially if they traded in their old one. Preliminary sales figures indicate that they're not sitting around waiting for the replacement—they're buying iPhone 7s.	Shoppers have far more money than patience. The instant-gratification crowd will not wait for you to fix your problems unless you have built up an enormous trust bank of unwavering loyalty. And even then, patience wears thin pretty quickly.
Impact on Stakeholders	F	Samsung shares lost some \$14 billion in value shortly after the recall was announced. Shares have yet to fully recover even though new phones are shipping.	Institutional investors and financial analysts are the go-to source for the business media. Brief them on everything you do, find a potential supporter and give him or her the full story. That way there's at least one person who will get it right, and with luck, others will follow.
Overall Score	F	Samsung's problems started with a competitive culture that enabled people to make bad choices. An invisible CEO and a reluctance to come clean to the media exacerbated the situation.	Reporters, customers and employees need to hear from a strong, compassionate and caring leader in times of crisis. If you don't have one, you need to find one, make one or get a different job.

Wells Fargo

Brand	Grade	Comments	Advice
Extent of Coverage	F	When your CEO is called in front of Congress repeatedly and gets yelled at by a highly visible senator like Massachusetts Democrat Elizabeth Warren, it is unlikely that anyone in the U.S. and most of the developed world won't have heard the news.	Unfortunately, professional communicators generally can't control their organization's tendency to do stupid stuff that will cause the Senate or House to open investigations into questionable practices. They can, however, raise red flags, especially in an election year when every crisis can and will be used against whichever candidate can be tied to it.
Effectiveness of Spokespeople	D	Give CEO John Stumpf credit. He eventually tried to sound repentant. Stumpf "took full responsibility" in front of the Senate and later forfeited \$40 million in bonuses. But blaming the problem on "rogue employees" marred his performance. It's unclear if anyone was convinced.	In the end, apologies are just a bucket of words unless you can convince key stakeholders you're sincere. The standard full-page apology ad in the New York Times may reach a lot of eyeballs, but they have no value if they don't persuade anyone to even consider forgiving you.
Communication of Key Messages	C	By firing 5,300 employees before the announcement, Wells Fargo sent a clear message that it had taken action to rectify the problem. Yet the bank's statements raised more questions than they answered. In the end, despite Wells Fargo's best effort, the image lingers of an ethically flawed financial institution.	In most circumstances, taking action that supports and reinforces your messages is generally the best strategy. Those actions need to address the full scope of the problem, however. And when the problem is cultural or systemic within a corporation, the person at the top will be held to blame. The media and the public need a sacrificial lamb.
Management of Negative Messages	F	Between disgruntled former employees and customers who felt cheated, there was no shortage of negative messages. Adding in lawmakers from both parties eager to score points prior to November didn't help either.	It is much easier these days for employees and customers to express their frustrations or anger in places where the media can see it. Be prepared in any crisis for lots of negative messages emanating from unexpected places.
Impact on Customers	F	Given the large number of customers with fraudulent accounts set up in their names, and the impact that the fees and charges had on credit scores, this is a problem that won't go away soon. The fact that some members of the media were personally affected doesn't help.	Too often, organizations think they can issue an apology and move on. We're no longer in a one-and-done world. Today crises linger much longer thanks to Google and YouTube. Customers will be reminded of it for years to come.
Impact on Stakeholders	F	Wells Fargo stock is lower than it's been in years. It shows no sign of improvement. Before the crisis Wells Fargo was the world's largest bank by market capitalization. It's now lost that title.	Make sure the IR and PR teams are in lockstep about how to position the impact that a crisis will have on share price and investor confidence. Too often these two departments operate independently.
Overall Score	D-	The more we learn about this crisis, the clearer it becomes that the problems were systemic and leadership-induced. Changing leadership may be the only way to get Wells Fargo off the bad news front page.	When internal culture is the cause of a crisis, or it's clear that flawed ethics are involved, you need to demonstrate a willingness to change the culture and the leadership. Only with this shift will people begin to forgive you.



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For Truly Revolutionary Silo-Busting, Break Down the Wall Between PR & IT



As a communications professional, I find myself in a constant daze when it comes to discussions, threads and trends when the subject is the digital landscape.

The irony for me is that after a 15-year career where I felt as if I had a decent handle on the craft of communications, I admit I sometimes know very little about certain parts of the tech side of the equation.

We most often hear of updates to the hardware and software platforms we depend on through a product launch, some early buzz about the next iPhone, updates to the **Microsoft** Office suite or early leaked photos and video of **Snap** spectacles. And no matter how many blogs, **Twitter** handles or newsletters you follow, it seems we are more often than not part of the consumer pool, hearing about these new things as they launch. We're then left scrambling to adjust our strategies and skill mixes to adapt and adopt so as to not be left behind.

COMMUNICATIONS VERSUS IT?

I often find myself thinking, why—as we approach 2017—is it still the case in so many organizations that it is “us and them” when it comes to communications and IT?

Think about it. Name a scenario as a professional communicator where your strategy or tactics are independent on some level of a technology solution. Website? Yep, you need some tech for that. Social media presence? Yep. You need some tech for that. PowerPoint deck? Yep, you need some

“**We need to take pause and really rethink some of the fundamental communications and IT roles and the previous thoughts of us and them.**”

tech for that. Video streaming? You get the point.

Now more than ever, our craft hinges on our ability to access and better understand the smartphone in our pocket, the tablet on our table, the very laptop in which I am creating this essay—and all of the apps and programs on them and how they function most effectively.

If you channel your inner Neo and strip things down to the 1's and 0's of *The Matrix*, it does really come down to a major tech dependency by professional communicators. And it's not a cliché or a clever quip of “I'd die without my (insert device/app name here),” it's fact.

And it's not just the next social media platform, or “what's hot” item such as virtual reality, augmented reality, or artificial intelligence that we need to be better versed in.

A NEW WAY OF THINKING

We need to take a pause and really rethink some of the fundamental communications and IT roles. Rethink the paradigms of “us and them,” the very way we approach our craft. In addition, we should rethink the skills that we recruit, train and retain on our teams. The fundamentals that communications is about well-written content and IT is based on a stable network need to be seriously rethought.

An age-old challenge for professional communicators has been to prove the ROI of the function. What if instead of focusing on our outputs and actions, or our desires to be viewed as strategic partners rather than service providers, we truly engaged in the digital revolution as thought leaders rather than recipients?

THE NEXUS OF COMMUNICATIONS AND IT

What if we identified early and often the opportunities at the communications and IT nexus that could shape the next killer app, rather than how to use that app once it arrives?

I am unsure what we'll find when we ask these questions. Fortunately, I find myself in an organization where communications and IT now share a spot on the org chart. On the other hand, I believe there's a powerful advantage to be found in what we are learning about each other's skills, priorities and challenges. This knowledge will shape what we are able to do for our company and augment our ability to prove our ROI.

But I also believe there is something bigger. It's something that can benefit the broader craft. Something that each of us brings to the table. So much is possible beyond what we have seen and done before if we dive in and ask, “What if we team up and do things a little differently next time?”

What if indeed.... ■

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Editor's Note: *Kevin Kautzky and Greg Kunkel of Pacific Northwest National Laboratory will be speaking at PR News' Social Media Conference Oct. 20 in NYC. For more information: <http://www.socialmediaconf.com/>*

Note to Subscribers: *We will be featuring the org chart showing the communications and IT units' placement within the Pacific Northwest National Laboratory's structure in an upcoming edition of PR News Pro. After that it will reside at the PR News Pro Essentials Page: prnewsonline.com/pr-news-pro-essentials/*

average number of nonprofits' Instagram posts grew 24%, yet average actions taken rose 57%.

Now to the individual leaders in our top 30: As you can see on the chart, **PETA** led the category with 1.3 million consumer actions on 234 posts. Engagement grew 19% year over year. One of its routes to success was video, which was responsible for 318% of consumer actions. A post about Harambe, the gorilla killed at the **Cincinnati Zoo** May 28, was its most engaged, with 1.2 million consumer actions.



Kristen Reilly
Social Media
Manager, Oceana

A very close second to PETA was **Oceana**, the global nonprofit that seeks to protect and restore the world's oceans. Oceana's normal Instagram route was "compellingly" beautiful pictures and videos of ocean life, says social media manager Kristen Reilly. Its monster 816% jump in Q2 engagement derived from an "unusual" move. To bolster its #FinBanNow, which seeks legislation to protect sharks from being caught and killed for their fins, the group showed unpleasant photos and short videos of fin-less sharks (such sharks often are tossed back into the sea and suffer slow, painful deaths). This content touched Oceana's followers; fan base grew 188% and video was responsible for 484% of consumer actions taken.

For the **Human Rights Campaign (HRC)** engagement growth is tied to largely to its events-based Instagram strategy, says Hayley Miller, its senior digital media manager. The quarter included Pride Month, the Olympics and the one-year anniversary of marriage equality in the U.S. Much of HRC's content is user generated, Miller says, including photos and videos of members wearing HRC hats and shirts. There also was an engagement spike, Miller says, due to an awful event: the June 12 shooting in Orlando at **Pulse**, a gay nightclub.



Maureen McCarty
Social Media
Director,
Conservation
International



Hayley Miller
Senior Digital
Manager, HRC

Conservation International earned the 22nd spot on our list by allowing influencer photographers to take over its Instagram account and releasing in June a 7-minute virtual reality video about Valen's Reef off Indonesia, says Maureen McCarty, social media director. "Our strategy is to encourage conversations around our posts, and get people to engage in conservation through the imagery we present." ■

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Shareablee		SOCIAL SCORECARD				
TOP NONPROFIT BRANDS ON INSTAGRAM – Q2 2016						
Based on Total Consumer Actions (likes and comments)						
Data provided exclusively to PR News by Shareablee. Source: [icon]						
Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience	
1	PETA PETA	1,252,639	234	5,353	306,558	
2	OCEANA Oceana	1,220,206	323	3,778	195,969	
3	MERCY FOR ANIMALS Mercy For Animals	876,959	238	3,685	177,868	
4	HUMAN RIGHTS CAMPAIGN Human Rights Campaign	787,020	257	3,062	227,490	
5	animalleague North Shore Animal League America	784,163	605	1,296	65,271	
6	SAN DIEGO ZOO San Diego Zoo	699,867	67	10,446	386,439	
7	WWF WWF	463,520	54	8,584	354,801	
8	CMA CMA Country Music Association	439,724	162	2,714	326,630	
9	NBA Cares NBA Cares	407,502	189	2,156	466,246	
10	peta2 peta2.com	370,730	235	1,578	93,869	
11	Best Friends Best Friends Animal Society	349,133	76	4,594	193,146	
12	To Write Love On Her Arms To Write Love On Her Arms	322,873	110	2,935	124,346	
13	charity: water charity: water	275,334	103	2,673	301,797	
14	MAKE-A-WISH Make-A-Wish America	237,386	88	2,698	123,130	
15	Save the Children Save the Children	236,964	76	3,118	257,043	

Shareablee		SOCIAL SCORECARD				
TOP NONPROFIT BRANDS ON INSTAGRAM – Q2 2016						
Based on Total Consumer Actions (likes and comments)						
Data provided exclusively to PR News by Shareablee. Source: [icon]						
Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience	
16	ASPCA ASPCA	224,751	62	3,625	163,437	
17	unicef UNICEF	203,933	160	1,275	149,818	
18	Doctors Without Borders/ Médecins Sans Frontières Doctors Without Borders/ Médecins Sans Frontières	198,118	68	2,914	270,054	
19	Adopt-a-Pet Adopt-a-Pet.com	194,805	90	2,165	429,945	
20	The Humane Society of the United States The Humane Society of the United States	174,608	64	2,728	118,783	
21	The Nature Conservancy The Nature Conservancy	145,471	70	2,078	168,074	
22	CONSERVATION INTERNATIONAL Conservation International	139,575	109	1,281	77,801	
23	Planned Parenthood Planned Parenthood	107,292	37	2,900	88,873	
24	TREVOR The Trevor Project	92,915	152	611	46,712	
25	SIERRA CLUB Sierra Club	84,548	105	805	53,081	
26	UNHCR UNHCR	79,471	44	1,806	115,515	
27	World Vision World Vision	64,015	91	703	30,843	
28	Compassion International Compassion International	61,967	35	1,770	60,621	
29	American Cancer Society American Cancer Society	57,241	75	763	42,219	
30	IJM International Justice Mission	52,344	60	872	35,717	



H&K America President/CEO Michael Coates



FH Global MD, Social and Innovation Mike Cearley



Marino SVP Jennifer Rudolf

1. Can You Hear Me? Communicators know that when your brand is in crisis mode it seems every move you make or fail to make is scrutinized. You also become a large target. That's where **Wells Fargo** finds itself. In addition to critics on both sides of the political spectrum, a wealthy Texas investor, **Lacy Harber**, took out full-page ads Oct. 6 in four newspapers, including the *NY Times*, denouncing the conduct of Wells' investment advisors as opposed to its consumer banking unit, where the phony account scandal is centered. Meanwhile California and Illinois blasted the bank, too. The states dropped Wells to the tune of more than \$30 billion in investment activities. Chicago followed, saying Oct. 5 it's suspending business with Wells for one year. In response, the bank apologized, sort of, emphasizing its stability but failing to mention the phony accounts scandal. The apology attempted to dip into Wells' goodwill reserve, stating it "will continue...to be the same committed community partner [to Chicago]...in 2015 we donated more than \$2.8 million to 382 nonprofits, gave more than \$803,700 to match our team members' gifts...and totaled \$1.4 million in team member contributions...through...community support and the **United Way** campaign." It's a similar tack the bank took when, just days before the accounts scandal broke, the creative community whacked Wells on **Twitter** for urging teens to forego arts careers in favor of science and technology jobs (*PRN*, Sept. 12). In that case Wells apologized quickly and far more directly. It also again emphasized its goodwill, this time for the arts. The question, as *Image Patrol* (page 1) notes, is whether anyone is listening to a brand extol its good works when

the stench of scandal lingers. – Besides scandal, something embattled blood-tester **Theranos** soon will share with **Wells Fargo** will be an uptick in ex-employees. In the bank's case some of the 5,300 employees who were fired over five years in the phony accounts scandal have spoken publicly about internal issues at the bank that led to the scandal. A brand we've chronicled extensively, Theranos said Oct. 6 it will shutter its public blood-testing centers in Arizona, California and Pennsylvania and its clinical labs and instead focus on developing miniLab, its miniature, automated laboratory product. The issue is that Theranos also will be dropping about 40% of its staff, or 340 people, as a result. Our guess is that enterprising reporters and attorneys engaged in lawsuits against the company will be scrambling to find soon-to-be-ex-Theranos employees willing to spill about what's been alleged so far, such as large irregularities in the blood-testing labs and product development.

2. Rules of the Game: Kudos to **MLB's Toronto Blue Jays** for properly handling a situation that occurred during the 7th inning of the American League wild-card game Oct. 4 in Toronto's Rogers Centre. As **Baltimore Orioles** left fielder **Hyun Soo Kim** settled under a routine fly ball, a can of beer flew out of the stands past him. The next day the Blue Jays issued an apology to the Orioles and MLB: "...it is extremely unfortunate that the irresponsible actions of one individual would detract from the game..." In addition the team said it will "enact heightened security measures and alcohol policies that will ensure the fan experience and safety of everybody involved." The Blue

Jays added the "individual responsible is not welcome back to the stadium." The guilty fan surrendered Oct. 6. The Blue Jays said the safety of fans, staff, players and visiting teams is "paramount." While the Toronto club has been criticized for serving beer in cans, it's hard to find fault with its communications strategy: Act quickly, undertake an investigation, apologize and tell the public how you intend to make sure a similar incident does not recur.

3. People: **Hill+Knowlton Strategies** said Oct. 5 that Americas president/CEO **Michael Coates** will retire in 2017 after 33 years with H&K. Until then he'll move into a global vice chairman role. **Goldy Hyder**, **Claudia Gioia** and **Beth Balsam**, CEOs of Canada, Latin America and the U.S., respectively, now will report to **Jack Martin**, global chairman/CEO. Prior to becoming the Americas CEO and president, Coates was CEO of Canada from 1995 to 2014. **H+K Canada** is the global network's most profitable region. – **FleishmanHillard** Oct. 6 named SVP/senior partner **Mike Cearley** global managing director, social and innovation. He'll connect social managers across FH's network to establish "a signature FH global social POV," the firm said. – **APCO Worldwide** named **James Robinson** managing director of its Shanghai office. He began his career at APCO's Beijing office and recently spent 11 years in NY for APCO working on accounts including **PepsiCo**, **Microsoft** and the **Clinton Global Initiative**. – **Marino** promoted **Jennifer Rudolf** to SVP, digital and brand strategy. Previously, Rudolf was group director at **VaynerMedia**, where she led digital strategies for brands such as **Unilever** and **Discovery Channel**. ■