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CRISIS

How Brands Can Use Social Media and The Personal Touch to Prepare For and React to Crisis

Uncertainty could be one of the handmaidens of crisis. So you can imagine the mood in Washington, D.C., as a new administration transitions into the White House. Presidential transitions often are bumpy, even when the new administration is from the incumbent's party (thinking the bumpy path from the Reagan White House to the Bush team in 1989). The phones of brand communicators and PR firms alike are ringing a lot.

The present transition has brands scampering for two reasons: One, the new president has a penchant for blasting sectors and companies and summoning CEOs to the Oval Office; two, in announcing its first major policy change last Friday afternoon—traditionally skeleton-crew time for Washington, D.C., media and PR—the new administration abandoned traditional methods of communication.

The executive order, on immigration, was announced sans

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STORYTELLING

BY DOUG BUSK, GLOBAL GROUP DIRECTOR, DIGITAL COMMUNICATIONS & SOCIAL MEDIA, COCA-COLA

How Coca-Cola Changed the Way It Tells Stories and Measures Results

Taking a cue from the social media model of two-way, authentic communication, **The Coca-Cola Company** upended the traditional model of a brand website with the introduction of *Coca-Cola Journey*. The platform serves as a digital destination for Coca-Cola consumers and a variety of audiences including partners, investors, journalists and yes, even critics.

At the time, 2012, this was a new concept in digital brand journalism. It filled a gap in how the company was communicating with its publics by connecting brand personality with entertaining, powerful storytelling. It has allowed Coca-Cola to communicate with consumers, journalists, employees and stakeholders in a more engaging way. Audiences engage

with the brand through user-generated content and more peer-to-peer interactions.

After unveiling *Coca-Cola Journey*, the team realized the traditional metrics for tracking content success were inadequate for such an integrated communications platform. The team analyzed its content strategy and goals, developing a clearer view of exactly what kind of results it hoped to measure.

The result of that exercise was Expression of Interest (EOI), a proprietary measurement formula designed for custom-tracking content performance.



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10 Questions Your Research Partner Should Ask You



With budgets renewed and a still-fresh calendar, this is the time of year many PR pros renew their interest in evaluating past performance and planning for future success. In response, PR measurement, evaluation and research become increasingly important.

As research takes shape, whether you are implementing a new program or rethinking existing approaches, communicators work with research partners to create structured, tailored plans to meet objectives and beat expectations of internal stakeholders.

Below are questions your research partner should be asking:

1. What would you like to achieve? The purpose of your research depends on the priorities of your employer or client. Do you seek to raise awareness? Support marketing? Oppose pending regulatory action? Research resolutions should go beyond simple PR objectives and align with the goals of the enterprise.

2. What are the greatest challenges you face? Successful public relations requires bold action. Beyond the typical PR objectives, consider what keeps your chief executive up at night. If you rule out the biggest challenges, you will never know your full potential and the power of PR. Research helps to reduce seemingly overwhelming challenges into more digestible milestones. Incorporate small and big goals into your research plan.

3. Who is the internal audience for the report? PR influences the organization and those within it. Consider how your research may complement or conflict with initiatives planned and underway in marketing, internal communications and the business at large. Data is the language of the boardroom; make sure that your research reports tell a story while connecting with internal audiences in the language they prefer.

4. What are your internal reporting obligations? What are the deadlines? Make sure your research reporting schedule conforms to important dates within the organization. If the CCO meets with the CEO monthly, be certain to deliver your research in time for them to be included.

5. Which publics matter most?

Effective PR targets the highest-value audience to ensure efficiency and efficacy. Make the most of your research investment by focusing on the publics that matter most.

For surveys, be sure your research partner qualifies respondents. For media analysis, focus on the media that matter rather than analyzing all content. The cost for measuring everything is prohibitive. Focus on those targets with the highest value. Factor in the margin for error before making major decisions.

6. Do you have core product or corporate messages you want to communicate?

Your research should align with the priorities of the enterprise. Match your activity and research to the organization's main concerns to ensure your ability to demonstrate the degree to which PR aligns with the highest priorities.

7. What issues affect this area? Should the report focus on a specific initiative?

Rather than "boiling the ocean," focus on the most important issues to gain insight into the undercurrents that drive them and to uncover the most efficient means to reinforce or mitigate.

8. Which competitors should you track?

Research without context diminishes its value. Make the most of your investment by learning from competitors: Mimic their successes, mitigate their advantage and avoid repeating their mistakes to develop the most effective strategies and tactics. Focus on your biggest competitor, the most innovative competitor and the one that captures the attention of executives.

9. Are there other data streams where PR data can be integrated?

With the increasing role of big data, your PR research data may be integrated as a small data stream with other small data streams reflecting sales, employee loyalty, pricing and profitability. PR data's presence in big data analyses ties PR results to these important business measures to demonstrate whether PR is fully aligned with and supportive of the enterprise.

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Tips For Identifying, Reaching Crisis Stakeholders

Crisis Stakeholders – Internal Team Setup



Source: TriNet

briefing papers, talking points or spokespeople to explain it to the press. Reportedly several hours passed before the full text of the order was made available to journalists. Only hours after that did White House officials answer reporters' questions. Confusion and uncertainty led to crisis.

As you know, brands reacted in various ways: Most stayed quiet; some, like **Airbnb**, tech brands and **Starbucks**, spoke out against it. A third variation was **Budweiser**, which inadvertently may find itself enmeshed in a crisis. The brand's Super Bowl ad, conceived months ago, hails its cofounder, Adolphus Busch, who, you guessed it, was an immigrant. While a spokesperson for the brand insists the ad was not meant to make a political statement, Marcel Marcondes, VP, marketing, Anheuser-Busch, adds, "We recognize that you can't reference the American Dream today without being part of the conversation." Still, the ad could prompt action against Budweiser by consumers who find the ad distasteful. With brands operating in this crisis minefield, we thought it an appropriate time to ask communicators about best practices for crisis preparation.

Designating Your Stakeholders: Should your brand lack a crisis plan—and nearly 50% of companies responding to a *PR News-Nasdaq PR Relations Services* survey admitted that was the case for them (*PRN*, Mar. 28, 2016)—one of the first things you need to think about are your stakeholders, says Jock Breitwieser, director, corporate communications,

TriNet. "Internally, identify people who will form your crisis team...who will get you up and running"(see diagram). Breitwieser's internal team includes representatives from product engineering or development ("you need someone who really knows the product and can assess whether or not your crisis will be contained or far-reaching") and legal. Add to that a board liaison and "someone who is intimate with the customer base...who knows how many people have this [affected] product and so, again, can assess the potential severity of your crisis."

In Breitwieser's shop the internal team also includes a representative of the cybersecurity unit. "Having sensitive customer data fall into the wrong hands can lead to the end of your business."

"During a crisis, having this master list in someone's head alone will not work. You're not going to have time to sit and write down [on paper] this list," he says. The internal stakeholder list (and external stakeholder list) must be part of your crisis plan.

For external stakeholders "think about whom you need to communicate with to reduce external impact of a crisis...this includes customers, investors, partners, vendors, regulators, employees, shareholders..."

While Breitwieser doesn't discount disseminating crisis information to external stakeholders via social media, he says that's just one part of the job. "If you want to maintain and build the quality of your relationships with external stakeholders, nothing is better than personal, direct communications." While he admits it's impossible to phone all external stakeholders, Breitwieser advocates an automated phone system. "If it's possible to go down the list [with your team] and have everyone make personal phone calls, that's the best option," he says. Which external stakeholder is contacted first depends on the group that the crisis will hit hardest, he says.

Practice, Practice, Practice: He gathers his crisis response team twice yearly to go through a crisis scenario. It's



Jock Breitwieser,
Director, Corporate
Communications,
TRINET

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FEBRUARY 23-24, HUNTINGTON BEACH, CA

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Questions? Contact Jessica Placencia at jessica@accessintel.com; 301-354-1641

Coca-Cola's Lessons for Creating Your Own Metric

By understanding the need for such a formula and taking a deep dive into goals and tracking needs, other brands can implement their a customized tracking tool to measure what truly matters within their communications strategy.

A BRAND PLATFORM WITH EDITORIAL TONE

Coca-Cola Journey was designed to serve as a corporate communications platform with an editorial persona. A curated mix of branded and non-branded content, consumer-relevant articles make up the heart of the website. Journey acts as a daily digital news magazine, delivering stories across multiple categories to 40 countries and in 20 languages.

Three Cs drive the platform's strategy: Content, Coordinated and Current. We believe quality, first-class *Content* is instrumental in the success of Journey. This content is *Coordinated* through seamless, connected interactions, staying true to the company's key messages and providing a fresh glimpse into brand-adjacent, *Current* topics.

This formula allows Journey to operate as an editorial publication, with checks and balances for what constitutes quality, balanced stories.

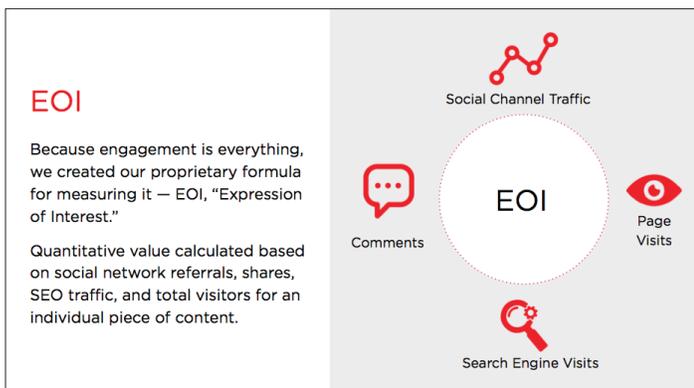
The Journey team, consisting of an editor-in-chief, two content editors, a social media editor, analytics strategist, graphic designer and content analyst, sit together multiple times each week to plan content and ensure each of their topic focus areas is well represented.

The team tells stories about food, culture, arts, business, sports, innovation and history. With the help of local, Atlanta-based freelancers, it also tells objective, non-branded stories through the medium of videography.

THE RESULTS

This methodology has resulted in nearly 5,000 articles and 52,000 total pieces of content on the Journey website. On average, the site sees 1.5 million monthly visitors who read 3.6 million articles each month, spending about 2.5 minutes per essay. These stats were remarkable to the Journey team, considering 33% of website visitors spend fewer than 15 seconds reading articles.

Upon analyzing these results, the Journey team realized



SOURCE: COCA-COLA

what it was looking at was an apples-and-oranges scenario. The traditional approach being used to measure success—silos of page views, unique visitors and time spent on page—were telling part of the story only.

The team believed Journey is more than a corporate message machine. It is, the team felt, a conduit for humanizing the brand and ensuring consumers have a place to discover more about the world around them through editorially driven information. All this meant a new design was necessary for analyzing successes.

The Journey team developed a strategy to focus less on driving eyeballs, but rather on engagement. To the Journey team, traditional web metrics matter but the true measure of success is whether or not a reader has engaged.

DEVELOPING A PROPRIETARY METRIC

The proprietary Expressions of Interest (EOI) score was developed as a response (see graphic below and sidebar on next page). EOI measures the organic reach and engagement of each piece of content published on the site. The score is calculated by weighting quantitative values based on referrals from social networks, social shares, SEO traffic and total visitors for an individual piece.

This metrics cocktail paints a truer picture for the Journey team of stories that are connecting with readers in a powerful way. Bounce rate and page views also are considered on a topical level to gauge reader interest in particular content categories.

EOI metrics are weighted based on net effect and scaled to be viewed as overall impact on the brand for individual pieces of content. By viewing measurements through the lens of brand-applicable metrics, the Journey team is able to assess the true, comparatively relevant impact on the brand. Social referrals are weighted with a multiple of 10, social shares with a multiple of five and SEO as a singular unit. These tallies are added together and included with a total visits rank to determine the content's EOI score.

This custom amalgamation of metrics clarifies and streamlines the content measurement process for the Journey team. A weekly ranking of content is compiled and con-



10 STEPS TO CREATING A METRICS FORMULA FOR YOUR BRAND

1. Review content goals, keeping key audiences and brand impact top of mind.
2. Evaluate content strategy to determine the type of content your brand is producing and how it's being shared and consumed.
3. Look at the metrics important to each type of content. Make a list of all the metrics and rank them, allowing the most important for your strategy to emerge.
4. Weight the most important metrics based on your content goals and strategy.
5. Develop a scale that is used repeatedly to produce streamlined, objective measurements.
6. Set a beta test period for working out kinks in your process and adjusting as necessary.
7. Educate your team on how the system works to ensure a streamlined implementation for consistent measurement.
8. Implement by regularly processing content through the measurement scale to gain a clear picture of results.
9. Analyze results by comparing pieces of content and determining what topics, channels and communication tactics connect more effectively with your audiences.
10. Optimize your strategy by allowing results to feed back into your content strategy and goals.

trusted against the Journey Three Cs strategy to ensure consistency and quality content.

Since a metrics formula is simply a tool to measure any given parameters, other brands can develop a custom metrics system by analyzing critical metrics and building a formula to consistently and clearly track valuable change.

A custom metrics system can help brand managers and communicators take control of how impact is evaluated by

clearing the clutter of non-cohesive metrics that may not have a true influence on communication goals.

Start by taking a hard look at content goals. Why is your brand publishing content, and who is it that you want to reach? Determine the influence you want your publications to have on the brand overall and let that serve as a periscope for assembling relevant metrics.

Next, review your content strategy to determine the type of content being generated by the brand and how that information is published. This can include everything from longer-form blog content to videos, social graphics and company news pieces.

KNOW THE METRICS THAT MATTER TO YOU

Then look at the metrics that are important to each type of content and its distribution channel. If your goal is to have a high number of eyes on your content, views may be important. If your goal is to increase brand exposure among your consumer-adjacent audience, social shares and referrals may be on the list you create.

Weight the selected metrics based on your content strategy. What is more important for your brand to measure, SEO impact or social impact? To get a bigger picture of outbound, SEO may be analyzed; to see your online community engagement growth, social shares may need to be weighted heavier.

Use this weighting approach to develop a scale that can be used repeatedly to ensure results that can be compared and contrasted across topics, time frames and content pieces in an objective manner.

It is advisable for any initiative to set up a beta test period. I'd recommend you do that for your metrics formula. This will help you implement the analysis in a real-world environment and work out any kinks.

Finally, educate your entire team on how the formula works and why it's important to assessing the true impact of brand communications. ■

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Editor's Note: *Doug Busk will be speaking at PR News' Social Shake-Up, May 22-24, in Atlanta. He's also on the event's advisory board. For more information: <http://www.socialshakeupshow.com/>*

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Coke, Pepsi Battled Socially on Super Sunday 50

By now you know the score, but the real Super Bowl stakes were social. **Shareablee** data below shows brands with the most consumer engagement for the 2016 Super Bowl. **Pepsi**

might reign this time. **Talkwalker's** image recognition software eyed 40K Super Bowl-related posts last week and told us Pepsi's logo was seen more than any brand by far. ■

Shareablee

SOCIAL
SCORECARD

TOP 5 BRANDS BY TOTAL ACTIONS: SUPERBOWL 50 2016 2/7 TO 2/8 2016

Based on Total Actions (reactions, comments, shares, retweets and likes on content)

Sources:   

RANK	BRANDS	TOTAL ACTIONS	TOTAL CONTENT	ACTIONS PER POST	TOTAL AUDIENCE
1	Coca-Cola (North America)	308,229	18	17,124	16,940,735
2	Pepsi (North America)	246,992	94	2,628	9,861,456
3	Taco Bell	195,200	9	21,689	12,722,400
4	Doritos (North America)	187,996	86	2,186	2,297,366
5	Skittles	113,126	32	3,535	24,533,019

Continued from page 3

normally a 45-minute session, he says. Things change when elements of your business change. A new product or service can mean different crisis scenarios and “many new ramifications” and procedures. When that happens new master lists are composed and circulated for comment to the crisis team. Lengthier meetings of 90 minutes might be needed.



Carrie Braun,
Public Information
Officer, COUNTY OF
ORANGE, CA

A CRISIS CASE STUDY

Many of us are guilty of using the word “crisis” too lightly. During late-January 2016, Carrie Braun, then public affairs manager, **Orange County (CA) Sheriff's Department**, used it correctly. A trio of inmates, including two accused of murder, escaped from the county's jail. She and her partner, Captain Jeff Hallock, had to communicate the incident to citizens but also disseminate information about the escapees, hoping it might lead to their capture. “We realized immediately our social media had to be [easily] shareable,” she says. At first it wasn't. “Some of it was clunky,” she admits. When the incident went beyond 24 hours, “We knew we had to reach throughout the state,” Braun adds. The importance of spreadability was lesson one. Next, they realized they had to monitor the social conversation 24/7 since it was crucial to relay tips about the

escapees ASAP to police. With a two-person team and lacking electronic monitoring tools, Braun and Hallock literally did things by hand, using spreadsheets and screen grabs. They also enlisted supervisors from the department's 24/7 phone tips line to monitor social while they caught a few hours' sleep. The sheriff's department now has electronic tools, she says. That was lesson two. Another takeaway was using social to serve journalists. While some media camped out at the Sheriff's Department, others did not. Braun and Hallock carried each of the two daily briefings live via Periscope. “We found media used” the feed a lot, she says. When the eight-day ordeal was over and the final escapees were brought in late Saturday night, thanks to a tip, Braun and Hallock decided the citizenry needed to be engaged until the Monday press conference. Braun videotaped the escapees being brought into the station. The footage was posted on the department's social channels Sunday. ■

information about the escapees, hoping it might lead to their capture. “We realized immediately our social media had to be [easily] shareable,” she says. At first it wasn't. “Some of it was clunky,” she admits. When the incident went beyond 24 hours, “We knew we had to reach throughout the state,” Braun adds. The importance of spreadability was lesson one. Next, they realized they had to monitor the social conversation 24/7 since it was crucial to relay tips about the

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Editor's Note: *Breitwieser and Braun will speak at PRNews' Digital Media Summit and Crisis Management Boot Camp, Feb. 23-24, Huntington Beach, CA. For more information: <http://www.prnewsonline.com/go/2017-digital-summit-crisis-management-boot-camp/>*

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10. Is there other research to consider? Often, research is conducted simultaneously for marketing, product development, HR and more. Knowing about other research allows you to improve efficiency for yourself and others by leveraging the organization's investment for optimal efficiency and the greatest intelligence.

Your research provider should be more than a vendor; it should prompt and encourage you to make the most of your investment by challenging you to take PR further. Invite your research provider to become a research partner and a member of your team. ■

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Communicators From Tums and Snickers Open Their Super Bowl LI Communications Playbooks

[Editor's Note: Super Bowl Sunday has become an unofficial American holiday. As such, on the eve of Super Bowl LI, we asked a couple of brand communicators to join us for *What's Trending in PR*, the regular feature where we ask communicators to spot trends and then explain how they and their brand are reacting to those trends.

First up is Stacey Harris, senior brand manager, Tums. Next is Lee Andrews, VP corporate affairs, Mars Chocolate North America, representing Snickers. Both were interviewed prior to the Super Bowl.]

Stacey Harris, Senior Brand Manager, Tums

The Trend: We want to be where Tums consumers are. [This weekend] they're going to be sitting around watching the big game, but they're also going to be on their phones and on their iPads doing the dual-screen thing.

We also know from our research that 90% of American adults say they will be eating foods this weekend that frequently cause heartburn. In fact two of three Americans will not be monitoring the foods they eat during the game, we found. Almost four of 10 say it will be important to have antacids nearby.

We really want to be in the right place [for our consumers], where they'll be searching and tweeting out things that are happening. We also want to engage with them and raise awareness about heartburn so they can have a great weekend without the worry.

In addition we want to provide a more continuous message about heartburn while they're looking at TV but they're also on social media. We also want to interact and engage with them. So it's not just one-way communication, pushing a message out at them, but it's two-way, having that dialogue.



Stacey Harris,
Senior Brand Manager,
TUMS

The Reaction: Between the first and second quarter and between the third and fourth quarter we're going to have [on tape via **Twitter**, **Facebook** and **YouTube**] what we're calling the first Quartertime Show. There's going to be this huge taco obstacle course that social media influencers in two teams [Heart and Burn] will be attempting to conquer.

Once they're done, the fans will be able to vote [via Twitter] and decide who the winning team should be. Then between the third and fourth quarters [viewers] will be able to see what the winning team gets and what the losing team gets.

The surprise will be the ending, when the fans get to determine the outcome. We think this will be a way to raise awareness about heartburn while doing it in a fun and engaging way.

Lee Andrews, VP, corporate affairs, Mars Chocolate North America

The Trends: Consumers are getting so interested in live streaming. In addition, the technology to do live streaming has caught up with the intent of what brands want to do. The other trend is that the Super Bowl has become much more than a game and now there's a very active second-screen experience during the game and a lot of social conversations talking place after the game as well.



Lee Andrews,
VP, Corporate Affairs,
MARS CHOCOLATE
NORTH AMERICA

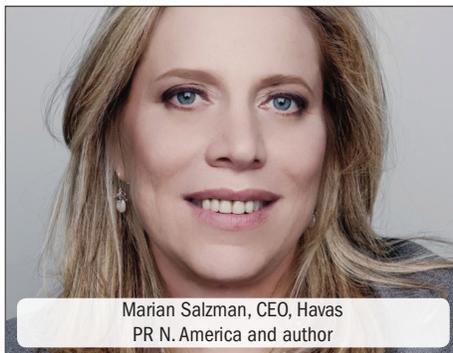
The Reaction: It's our sixth consecutive year being involved with the Super Bowl and each year we try to do bigger and bolder things. We thought doing something with live would be a good lever to help us build up excitement for our fans. This year we'll be doing a live television commercial for Snickers with [actor] Adam Driver during the Super Bowl. But we're also doing 36 hours of live streaming leading up to the commercial. This will be on **Facebook Live**, our first branded work with them. We'd been working with Facebook on a lot of other things and we thought it was time to try Facebook Live.

We'll have about 50 different vignettes in the 36-hour live stream. There will be a huge variety, ranging from internet stars, **WWE** wrestlers, YouTube celebrities, influencers, animals and actors. We've already had Betty White, who was in our Snickers Super Bowl 44 commercial, apparently catching a football that appeared to be moving at a very high speed. That was obviously a bit more prepared and produced. But there will be a wide variety; some of it will be more informal. We'll also have Adam Driver...getting involved [in the stream] as well...we expect to learn what content works best with our audience, see how engaged they are with it. We're monitoring it as we go and learning as we go. We expect to learn how consumers engage with the live content and how we can use a mix of earned and paid reach to get lots of people interested.

There will also be lessons about using influencers and celebrity partners. We're also having a lot of interactivity with consumers; they are sending us email, tweets and Facebook comments. We'll learn from that, too. We know the [TV] commercial will get a lot of reach. But we're hoping to get just as much reach if not more reach from the buildup, and the excitement and the engagement through the livestream and the PR and a lot of things we have planned afterward. Hopefully it's going to be an exciting three or four days as we try these new things and see how it works for consumers. ■



Kathy Baird MD, Content and Social,
Ogilvy N America



Marian Salzman, CEO, Havas
PR N. America and author



Nicole Moreo, Director, Research & Insights,
Peppercomm and Vice Chair, N America, AMEC

1. –News Bits: Top D.C. law firm **Hogan Lovells** is adding communications to its non-legal business offerings. Former **Levick** president of PR and strategic communications **Mark Irion** has been hired as a senior adviser to lead the effort and build a team, *The National Law Journal* reports. The unusual thing here is that the Irion's communications group will reside within the law firm, not as a subsidiary. Irion will track his time as billable hours, the legal industry norm, as opposed to the retainer and fees usual in the PR industry. – What crisis? **Volkswagen** was the world's top-selling car in 2016, besting **Toyota** by some 150,000 vehicles. A pyrrhic victory: the margin likely would have been larger sans dieselgate and the company has been saddled with more than \$4 billion in fines in the U.S. alone. And it rolls down from the top. German prosecutors say they have evidence former VW chief **Martin Winterkorn** knew about the emissions deceit.

2. Platform Prater: As expected, **Snapchat** parent **Snap Inc.** filed its IPO, Feb 2. Financial details aside, it will be interesting to see how Snapchat, whose un-corporate, informal tone was integral to its charm as a communication tool for brand communicators, will conform as a public entity. One thing brand communicators are seeking as a result of the IPO is enhanced analytics from Snapchat. In October, anticipating the IPO, **Kathy Baird**, managing director, content and social, **Ogilvy N America**, told us, "I think we'll see more analytics in the next year" (*PRNP*, Oct 10, 2016). – Ho, hum, **Facebook's** Q4 financials on Feb. 1 were impressive, besting estimates. Again. Of importance to brand communicators is Facebook's monthly

active user base showed a healthy increase in 2016, reaching 1.86 billion. Facebook's daily active user count averaged 1.23 billion last year, up 18% vs 2015. Users accessing Facebook on mobile grew, too, with the company reporting 1.74 billion monthly active mobile users and 1.15 billion daily active mobile users. Nearly lost in all this was word from Facebook chief **Mark Zuckerberg** that **Instagram** now has 400 million daily users. That's an additional 100 million new dailies in the past seven months. Last month Instagram said it had 600 million monthly users. Apparently a growth driver was the new Stories feature, copied from Snapchat.

3. Book Talk: You know things are moving fast when a PR pro who's as quick on her feet as **Havas PR N America** CEO **Marian Salzman** seems bewildered by the pace of communications. The new president is compounding things, she says. Ironically Salzman began her book tour for *Agile PR (AMACOM, 2017)* not 500 yards from the White House, meeting with communicators and press at the **U.N. Foundation's** offices. The president is "re-writing the rules" of communications, PR and life, she says. In her presentation, she all but discounts several traditional elements of PR: proof reading ("Trump's tweets are loaded with mistakes, but it doesn't seem to matter"), spreadsheets, process docs and dashboards ("numbers still talk, but dashboards don't measure passion"). Even online news sites are passe: "I look at Trump's Twitter feed 20 times a day...it's more efficient than watching **CNN**...he's moving so fast...he's flooding us...he never sleeps." As a communicator, "If you're driving 60 mph and you have a blow-

out, you now have to change the tire while you're driving," she says. Among her other prescriptions: "brand the hashtag...and keep branding...**Trump** had a branded story, **Hillary** didn't;" act quickly, "always on is the new normal;" spread the good, "lots of people out there are spreading evil;" and be like Brooklyn, "creative and authentic." Another key for cause-related campaigns is to "occupy the grass-roots space... Try to figure out how you can you get the everyday person to take up your cause, but also make it their own."

4. People: The **Hispanic Public Relations Association** released its 2017 national board. It includes: president **Yvonne Lorie**, **ReFresh PR**; president-elect **Veronica Potes**, director integrated marketing, **NBC Universal**; treasurer **Lourdes Rodriguez**, **Saban Community Clinics**; secretary **Esther-Mireya Tejada**, VP, corporate communications, **Entercom**; and VP membership/operations **Melissa Smith**, EVP, **Ogilvy**. – **Ketchum** named **KayAnn Schoeneman** SVP and director of public & corporate affairs practice in its Washington, D.C. office, reporting to **Jerry Olszewski**, partner and managing director of the office. Schoeneman joined Ketchum in 2008 and was SVP of its global research & analytics business. – Kudos to **Peppercomm** director of research & insights **Nicole Moreo** on being named Vice Chair for the North American chapter of the **Association for Measurement and Evaluation in Communications**. – Congrats to **Tom Garrity**, president, **The Garrity Group**, who's the new chair of the **PRSA Counselors Academy**, and to **Chuck Norman** on becoming secretary of the executive committee. Norman is owner/principal of **S&A**. ■

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