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SOCIAL SHAKE-UP

THE SOCIAL MEDIA ISSUE

Social Shakeaways: Brands' Use of Social Media for Storytelling, Commerce Continues to Evolve

[Editor's Note: *With the success of last week's sold-out Social Shake-Up show, we are dedicating this edition to social media.*] After an industry show, the question we receive often is a variation on "What did you hear?" With some 90 speakers over two and a half days, one person's experience during last week's *Social Shake-Up* show in Atlanta likely was a bit different from anyone else's. One theme was that many, though not all, brands and organizations understand social media is

far from a fad, but instead can be a valuable communications tool, a listening aid and a useful platform for e-commerce and customer care.

The above seems obvious to communicators who live and breathe social, often 24/7. Still, we heard often during Shake-Up from social media advocates battling entrenched forces resisting the impetus to transition even some communications responsibilities to social. In other words, there

Continued on page 3

SOCIAL SELLING

BY JOCK BREITWIESER, FOUNDER, SOCIALSELLINATOR

How Communicators Can Help Sales Be More Successful via Social Selling

Those in sales will say there simply is no silver bullet that guarantees you always will make your quota and secure a spot in the coveted president's club. Still, social selling has emerged as a powerful tool to combine with traditional sales tactics.

In a world where digital information dominates, social selling clearly has its place. **Forrester Research** says 74% of today's B2B buyers conduct research online before making a decision. **LinkedIn** confirms what sales reps experience daily: 90% of decision makers no longer respond to cold calls or emails. Looking at sales results, **Aberdeen Group** finds 72% of salespeople using social selling outperform their peers and those same social sellers also exceed their quotas by

23%. All of that is unsurprising when you consider buyers trust their professional networks and prefer to work with vendors recommended by someone they know (76%) and with salespeople recommended by someone they know (73%).



VALUE FOR COMMUNICATORS

Since social selling sits at the intersection of marketing communications and sales, it is a great opportunity for communicators to drive social selling adoption and help close the gap

Continued on page 6



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UPCOMING EVENTS AND WEBINARS

WEBINAR: HOW TO NAVIGATE #FAKENEWS AS A COMMUNICATIONS PROFESSIONAL
MAY 31, 2017
 1:30-3PM ET

DIGITAL HOW-TO CONFERENCE & VISUAL STORYTELLING BOOT CAMP
JUNE 22-23, 2017
 CHICAGO, IL

FACEBOOK BOOT CAMP
JULY 20, 2017
 NEW YORK CITY

British Celebs Are top Influencers for Food and Travel in April

As this edition is devoted to social media, our data partner **Shareablee** decided to provide a look at last month's top influencers in Food and Travel. In our next edition we will carry April's leading influencers in Beauty and Fashion. In the tables below that Shareablee provided to us exclusively, Total Actions refers to consumer shares, likes, comments and retweets. Total Content is the number of posts; Shareability is the total of shares and tweets, or sharing actions excluding likes and comments.

In Food, British chef **Jamie Oliver** (photo page 1) again was number one. His top post (137K consumer actions) had nothing to do with food. It was a personal Easter message featuring a great photo of his wife and five children. British filmmaker/Internet personality Louis Cole's **Fun-forLouis** took the top Travel spot with 842,000+ total actions. His top post was a lovely shot of him enjoying a drink at the Samburu National Park in Kenya at sundown. As he says, "Peace out, enjoy life and live the adventure." ■

Top Food Influencers on Social Media by Total Actions in April 2017

Shareablee		SOCIAL SCORECARD			
TOP 5 FOOD INFLUENCERS BY TOTAL ACTIONS: April 2017					
Based on Total Actions (likes, comments, shares and retweets on content)					
RANK	FOOD INFLUENCERS	TOTAL ACTIONS	TOTAL CONTENT	TOTAL AUDIENCE	SHAREABILITY
1	Jamie Oliver	7,405,196	378	18,555,561	46,562
2	Gordon Ramsay (UK)	5,832,802	453	13,655,110	1,147,158
3	Ree Drummond - Pioneer Woman	2,320,259	70	7,078,112	42,383
4	Smart School House	2,060,469	484	909,703	1,208,044
5	Cocina familiar con Javier Romero	1,499,954	1,586	3,124,074	138,562

Top Travel Influencers on Social Media by Total Actions in April 2017

Shareablee		SOCIAL SCORECARD			
TOP 5 TRAVEL INFLUENCERS BY TOTAL ACTIONS: April 2017					
Based on Total Actions (likes, comments, shares and retweets on content)					
RANK	TRAVEL INFLUENCERS	TOTAL ACTIONS	TOTAL CONTENT	TOTAL AUDIENCE	SHAREABILITY
1	Fun For Louis	842,604	93	2,860,444	1,526
2	Carin Olsson - Paris in Four Months (France)	764,582	115	998,483	131
3	The Blonde Abroad	303,735	208	521,101	1,347
4	Jordan Herschel	160,598	11	547,439	0
5	Foster Hunting	98,635	13	1,063,020	0

shareablee.com | info@shareablee.com | [@shareablee](https://twitter.com/shareablee)



Emotion, Authenticity Keys to Social Storytelling

remain decision makers of all ages at brands and organizations who've yet to grasp the importance of social media as a valuable tool for business communications.

THE DIGITAL BATTLE CONTINUES

Another swath of attendees we spoke to work at brands or organizations where the battle to go digital (or even all-digital) was won only recently. The issue for these people now is how to organize a social media team. What are its responsibilities, its budget? To assemble a staff, do you recruit a designer or hire content creators with design experience? And who oversees social—PR, marketing or someone else? The responses from those with more mature social media groups included tips such as set goals first for your digital team, make sure they align with business objectives and then think about staffing and budgeting.

A theme heard throughout the show was akin to something uttered often from those in traditional PR and communications: Social media teams are stuck in silos and lack early knowledge of brand campaigns and efforts. This is similar to the refrain that PR often lacks the proverbial seat at the table when major decisions are made. A corollary: Social is asked at the last minute to do things, such as create content or produce a video or a podcast.

ARCHIVE USEFUL FOR QUICK RESPONSE

Responses to these issues included one from Christian Betlyon, account strategist at **Allebach**, a food & beverage marketer, who urged creating an editorial archive of content, video and images by topic that can be tapped quickly. Even an **Excel** spreadsheet can help organize an archive, he said.

Geeta Occasio, social media manager, **Liberty Tax**, suggested small social teams that need to be nimble could use products from Jira, which makes project management software and provides strategies to help editorial, marketing and sales teams organize tasks.

This tactic also responds to another theme we heard of ten during the Shake-Up: "My overextended social team is being asked to do more and more without an increased budget." A tactic to get more traction for social with the C-suite

is to recruit allies from your brand's senior ranks who understand the importance of social media.

STORYTELLING: EMOTIONAL CONNECTION

Another theme of Shake-Up was the importance of storytelling via social. Fortunately, a couple of master storytellers were in attendance to share their knowledge.



Doug Busk
Global Group
Director, Digital
Communications
& Social Media
The Coca-Cola
Company

Doug Busk, global group director, digital communications & social media, **The Coca-Cola Company**, cut to the heart of the matter in describing the stories its brand journalism effort, *Coca-Cola Journey*, carries. "We tell human-centered stories...we learned four years ago to start every story with people," Busk said. When Journey wanted to produce stories about having reached the company's goal to replenish the water it uses globally five years ahead of schedule, it chose narratives that centered on what that means for people and communities, Busk said. When James Quincey was named president/COO of Coca-Cola, Journey did a Q&A with him.

But "truth" and "authenticity" in the stories also are key, he emphasized. In response to a question from *PR News* about addressing unpleasant items associated with the brand, Busk said Journey has responded to attacks on the company. "We're telling stories for alpha and omega...because we believe a brand builds credibility through authenticity...[when talking about] positive [things] and the mistakes...we tell stories to build brand love, understanding and corporate trust."

In terms of measurement and spreadability, Busk noted, "We don't have to dominate every area we enter" with our stories, but "if it's not spread, it's not read." Still, Busk admitted, "We're in the mind-changing business, not necessarily the numbers game...so we don't drown in data." The company judiciously picks metrics that it deems meaningful, such as monthly visits to Journey, and created a metric of its own (*PRNP*, Mar. 6, 2017). It also conducts reader surveys, asking open questions, such as "Do you have a better understanding of who we are [as a result of reading a Journey story]?"

PRNews' Digital How-To Conference & Visual Storytelling Boot Camp

Register online: www.prnewsonline.com/how-to-conf

JUNE 22-23, CHICAGO

At this unique two-day event, leading PR/marketing digital experts will deliver content and cross-platform case studies that will give you the steps to success on topics like influencer marketing, developing creative ideas for paid and organic social posts, building and maintaining strong relationships with the media and specific advice on proving the business value of it all.

Questions? Contact Client Services at clientservices@accessintel.com

Why Brands Fail at Storytelling & How To Avoid It



Drew Neisser
Founder & CEO
Renegade

Many of Busk's points tracked perfectly with Renegade CEO Drew Neisser's key messages: Brands fail at storytelling when they exclude emotion; storytelling without emotion is messaging, Neisser added.

Another problem brands have with storytelling, Neisser said, is most have an old-school mindset: Convince the target to buy our product. "Storytelling requires a fresh approach" that includes characters, emotion and conflict, "which is something brands hate."

Other issues brands have with storytelling, according to Neisser, is that their stories often "fail to surprise...without surprise it's a diary, not a story." They also want to be the story's hero and fail to tell cohesive tales on social. An example Neisser used is a tweet from the **Brooklyn Nets** basketball team channeling *Star Wars*. The space saga has nothing to do with the Nets, Neisser argued. And many brands



Facebook Friends: Post-session are Skye Estoff, marketing/media manager, Taste of Atlanta (left) and Lyndsay Signor, senior director, consumer engagement, NBC Sports Group.

EMPHASIZE AUTHENTICITY, METRICS AND TESTING FOR SOCIAL MEDIA SUCCESS

As we noted above, with some 80 speakers providing insight in multiple venues, each person's Shake-Up experience likely was unique. As such, we asked Steve Goldstein, Jerry Ascierio and Ian James Wright of the *PR News* editorial team to provide a few of their takeaways from the Social Shake-Up.



Jessica Fish
Senior Strategist
Leader Networks

From the session "When Brands Take a Stand," Jessica Fish, senior strategist, **Leader Networks**: Individuals and brands can't see what they either don't, can't or want to see. They're often blind to their inherent biases, stereotypes, prejudices and beliefs. Worse, they're blind to their own blindness.

From the session "How to Take Your Twitter Strategy from Meh to Wow!" Josh Martin, senior director, digital and social media, **Arby's**, and author of the "Hey @Pharrell, can we have our hat back?" tweet (*PRN*, Apr. 18, '16): For brands to succeed now on Twitter or any social media platform, they have to let go of the urge to sell or market anything in any kind of upfront way. They must focus on what people really care about it, not what a brand cares about (meaning, the brand's own bottom line).

From the session "Multiplier Effect: How to Build an Effective Employee Advocacy Program" Carmen Collins, social media lead, talent brand team, **Cisco**; and Casie Shimansky, social media manager, talent brand team, Cisco: Empowering employees to take over social media channels helps build credibility, increases engagement and brand awareness and makes personal connections with future talent. Truth and authenticity are critical. Treat employee ambassadors like VIPs; prompt them to post, but never script the post for them; and create an environment that

employees want to talk about. An overriding rule for all employee ambassadors: Before you post something, think whether or not you would show this post to your mother.



Allen Plummer
Content Marketing
& Social Media
Strategist,
Institutional
Business
Vanguard

From "Shakers on a Panel: Paid Social Strategies That Won't Break the Bank," Allen Plummer, content marketing & social media strategist, institutional business, **Vanguard** Get the right metrics! C-Suites care little or not at all about clicks, likes and favorites. Translate the language of social media into business and marketing terms such as ROI and conversion rates. Demonstrate the role of social media within customer journeys. Show

how social media fits into the broader marketing picture alongside things like web presence, advertising, events, emails and other channels. Social media is just another channel to reach customers. Strive to answer the following question in one sentence: "What is social media doing for our bottom line?"

From the session, "Social Media as Transaction: The Keys to a Social Commerce Strategy" Brooks Thomas, social business advisor, **Southwest Airlines**: Take it from an airline: Auto-pilot is not your friend! Refine your targets by segmenting your ad buys. Plan optimization mile markers. Test and iterate.

From the session, "How to Squeeze More Organic Reach Out of Social: Listening is Key" Angela Wells, Senior Director, Outbound Product Management, **Oracle**: You have two ears and one mouth; what you hear is twice as important as what you say. It's true of your personal relationships and it's true with your audience."

measure stories with the same metrics they use to track ad campaigns, he said. “You can’t do this...storytelling is not direct marketing.”

GOOGLE AND FACEBOOK

Other takeaways (or shakeaways) from the show included: To-pher Kohan, senior product manager, SEO/ASO, **The Weather Company**, noting that 73% of people won’t click on your content in a **Google** search if the desired keywords aren’t in blue. And getting Google to understand what your content is about and whom to send it to is harder today than ever; keep testing and learning.

A good checklist for **Facebook** ads from Skye Estoff, marketing and media manager, **Taste of Atlanta**: Is this photo appealing? Will it stand out to scrollers? Is my copy easy to read and relatively brief? Is there a call to action? From Lyndsay Signor, senior director of consumer engagement, **NBC Sports Group**, on how long to stick with Facebook posts that fail to

see success quickly: “We usually wait one to two weeks...if there’s no success we look at why not...sometimes it’s the time of day that you’re posting...if one video is working figure out why...always define your goals and objectives first...as such, create video with a purpose...always ask ‘Does this video make sense for my brand?’ Don’t be afraid to customize and tweak content to fit your audience...likewise, be ready to change your strategy in real time.” And on adding music to Facebook posts: “Don’t spend a lot of money on licensing music...people don’t listen often.” ■

NOTE: For more coverage of the Social Shake-Up, please see:

<http://bit.ly/2qmSmCO>

<http://bit.ly/2rYEXB2>

<http://bit.ly/2qrvmRI>

<http://bit.ly/2qrHv8W>

To register for the 2018 Social Shake-Up: <http://bit.ly/2qCuNV6>

THE C-SUITE

Conference Board Study Urges B2B C-Suites To Broaden View of Social Media for Business

As we heard often during last week’s sold-out Social Shake-Up Show, acceptance of social media as a useful business tool is far from a given in some quarters [see page 1]. A new report from **The Conference Board**, provided exclusively to *PR News Pro*, reiterates this point as it concentrates its focus on the C-Suite. The report will be released later this week.

Socially Minded: Convincing the C-Suite of Social Media’s Benefits argues “some companies and their leaders are skeptical of the value social media can bring.” This situation applies to C-Suites in companies generally, it says, although the B2B sector is particularly prone to this type of thinking. The reason is B2B “has a harder time demonstrating concrete transactional benefits as a result of social media.”

One shortcoming with this type of thinking, the report notes, is that social media should be seen as more than transactional.

Social media offers revenue-generating opportunities in: recruitment; brand building through thought leadership; and reputation enhancement via improving customer service efficiency. It’s incumbent upon social media advocates to promote social media to the C-Suite using the language and metrics of business, the report contends. Some these include brand buzz, net promoter scores, share of voice, tonality of coverage, or trust.

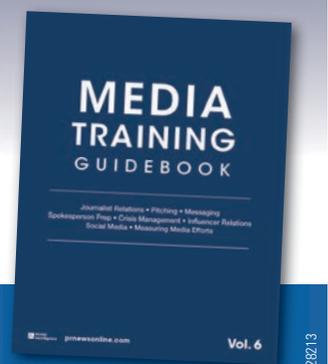
“Social media too often is considered by the C-suite to be simply a communications and marketing tool. The constant focus to demonstrate ROI reinforces that position,” the study’s author Alexander Parkinson, senior researcher, The Conference Board, tells us (photo, page 1). “It’s the responsibility of social media managers to become more sophisticated in the way they showcase the overall benefits of social media.” ■

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MEDIA TRAINING GUIDEBOOK.

In this PR News Media Training Guidebook, you’ll find key ways to establish relationships that could yield valuable exposure. Beyond getting your foot in the door with influencers, we’ve gathered authors from various backgrounds—in-house, agency, nonprofit, ex-reporter—to address the evergreen topics of getting your messaging on point, preparing members of leadership for on-camera interviews and more.

- Chapters include:**
- Prepping the C-Suite/Spokespeople Messaging
 - Game Day: Before/During the Interview
 - Crisis Management
 - Journalist Relations
 - Social Media
 - Measuring Media Efforts



PRNews

Questions? Contact Laura Snitkovskiy at laura@accessintel.com
www.prnewsonline.com/media-training-guidebook-volume-6/

between sales and marketing. Another benefit for communicators is that social selling lets us directly measure our influence on business results, sales and bottom-line revenue.

For communicators to make this work, it's important to have a knowledge base. Taking sales training classes so you can absorb the basics and argot of sales is critical. You will be better prepared to show your sales colleagues how they can be successful with what you teach them: relationship-building, content development and thought leadership.

A word of caution: Social selling can be great, but for many sales reps, adoption will be slow. Consider social selling a complementary sales tactic, not an immediate replacement, for conventional selling.

FIRST DECIDE ON GOALS

Ask salespeople to think first about their goals and what they want to do via social media: discover customers, build reputation, meet mentors, expand networks to increase the number of people with particular titles? Whatever the goal(s), focus your and the sales teams' actions accordingly.

Next, urge sales personnel to research which platform its customers use: **LinkedIn, Twitter, Facebook** and **Instagram** are choices that will cover most businesses. Facebook and Instagram are great for consumer brands and end-users, while LinkedIn is geared toward B2B audiences. Twitter works for B2B and B2C alike. But urge sales not to neglect Facebook just because you're at a B2B brand. Many times customers will praise or complain about brands on Facebook, for example. So make sure sales monitors all relevant channels and is ready to respond to complaints and thank customers for praise, no matter the platform.

THREE KEYS OF SOCIAL SELLING

Social selling consists of three key steps: building your profiles and establishing your professional brand; networking and listening via social media as well as prospecting; and content sharing, development and engaging with insights. All three steps will be covered in future articles.

Building profiles seems basic, yet many mistakes are made here. For example, if the link to a sales profile contains numbers and is not personalized, the account settings should be edited so the salesperson has a "vanity" URL that

shows the person's name or business. Complete all sections of profiles to ensure a high search rank. Urge sales personnel to use recent and professional photos across all profiles. Always use a background photo in all social profiles. In the bio, expertise, services offered and maybe the brand's handle should be shared. Also include personal information, such as hobbies.

On Twitter profiles, use the background photo to showcase something that relates to the business. Spruce up the bio to include keywords that describe the business, products or the salesperson's passions. On LinkedIn, don't just use the person's profile headline for the job title; instead tell visitors what value the salesperson adds and why they should speak with him/her. Add contact information to the summary section, to make it easy for people to contact the salesperson. When using a Facebook page professionally, reconsider its content. Go easy on strong political statements or emotionally charged material. Salespeople can and should show their personality, just consider that customers or prospects also will see this side of you. Sales should be familiar with Facebook ads and analytics to take full advantage of the selling opportunities the platform provides.

WHEN DEVELOPING A CONTENT STRATEGY

As communicators, we know ideas and content need to be tailored for each social platform. Facebook is colloquial and personal, while Twitter is precise and LinkedIn's content is geared toward business users. While convenient, it's therefore not a great idea to use a content syndication tool that automatically pushes Twitter content simultaneously to Facebook and LinkedIn.

It's not only important to watch the language used on each platform—the frequency of posts also is different. Publishing dozens of posts on Twitter generally is not an issue because users often follow many accounts and the flow of information is rapid. Yet posting three to five times daily on Facebook or LinkedIn likely will get you blocked as a spammer.

Now that you have established your professional profiles, the next step is to set up your system for networking and listening via social media and prospecting. ■

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PROFILE TIPS

TWITTER

- ▶ Include your value proposition, passions, hobbies
- ▶ Hashtags for key competence areas
- ▶ Twitter handle of your brand
- ▶ Link to LinkedIn profile

LINKEDIN

- ▶ Use headline to say how you help others and add value, not for your job title
- ▶ Experiment with graphic elements to stand out
- ▶ Complete all elements of contact information
- ▶ Add contact information in summary section
- ▶ Include keywords in

summary that will help you to be found

- ▶ Describe three situations when someone should contact you

FACEBOOK

- ▶ Completely fill out the "about" section, but don't fill out relationship status
- ▶ Add links to your Linke-

dIn and Twitter profiles

- ▶ Be careful with too much detail on interest categories, religious or political views
- ▶ Add your business or employer's web site
- ▶ Use "details about you" to share value proposition and why someone should contact the salesperson

How Live Video Can Transform a Brand Into a Culture of Relatable People

The recent rise in popularity of live video has many brand marketing plans in a bit of a tailspin—if you're not leading in the space and killing it, you're falling behind and struggling to stay relevant.

To those who are embracing the trend by using video to showcase your brand in new and savvy ways: kudos. You've figured out some of the basic tricks that make this the stuff of marketing dreams.

To those who are huffing and puffing and asking for a timeout so that they can keep up with their peers, don't worry. While constant change and the introduction of visual platforms won't subside, there's hope for even the most overwhelmed among us. And that hope lies in the fact that video content provides an edge for all of us. No matter your marketing plans or your brand presence, you have something to gain from using video to communicate your narrative.

IT'S ABOUT 3 THINGS:

- ▶ Being timely - video can be quick and raw
- ▶ Being relevant - by producing quick, raw, videos, you can chime in on relevant themes before it's too late
- ▶ Communicating effectively to your audience - video is engaging and easily digestible

I know what you're thinking: Being relevant, timely and communicating effectively? Those goals remain unchanged. This is not the enigma. It's what I have aimed for, always.

But live video actually helps us to achieve these things more realistically by allowing brands to become more relatable: By representing ourselves in a newly raw and realistic manner, we not only connect with our targets in different ways, but extinguish the need to compete so much. Instead, we embrace the individuality of what it means to be the very brand that we've always sought to define. In addition we can focus more on us and less on them (the competition).

So if you're still the buttoned-up, perfectly shiny magazine-spread brand, consider a refresh. The beauty of social these days is that no one is perfect. In fact, it's what's relatable that's appealing. Imperfection is beauty, after all. So kick off your boots and wipe away that concealer and show your audience what's real. Show your audience what it wants to see.

SCENARIOS

Manufacturers + retailers: Take your viewers behind the scenes, show what it takes to create the products they love.

Luxury brands + service providers: Offer real-life situations, showing users of your product who know and love the brand. Show rather than tell viewers why you are successful.

B2B: Don't worry, you can be successful, too. Share your company's human side: your people, your community engagement... your company's culture can be a huge selling point.

The proof is in the pudding. So feel free to have pudding while on live video. Even marketers need a snack and your

viewers want to know what real life means for your brand.

The bloopers can be gold. Behind the scenes can define your brand. Being playful can humanize your execs. The opportunities are endless.

Many brands can inject fun into their personas. So play and experiment and use live video to watch your metrics skyrocket.



A Light Touch: Examples of videos showing a more relaxed side of the PwC brand and culture. The idea is to help recruiting while raising brand awareness and employee retention. Source: PwC

Not a video pro and lack budget to hire one? Don't worry, try live video features on **Instagram**, **Facebook** and **Snapchat**, or use a fool-proof video editing software like **Adobe's Spark Video Maker** and you'll have your followers fooled. Guaranteed. ■

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Aditi Gokhale, CMO, Northwestern Mutual



David Rockland, leader, Ketchum Global Research & Analytics (KGRA)



Mary Elizabeth Germaine, incoming leader, KGRA

1. Teachable Moment: The situation over the weekend involving **British Airways** (BA) and a legion of travellers and luggage, some stranded for three days or more, is bound to be included in the lesson plans of those teaching PR classes this summer and for months to come. (Teachers could fill an entire course with airline-based case studies gathered during the past few months alone.) The lessons the BA episode offers for brand communicators are many. First: News spreads globally. All you needed was a **BBC News** app to be aware of the alleged power outage that stranded 75,000 passengers coming in or leaving London airports and is likely to cost the carrier millions in compensation and perhaps even more in reputation. Two: Execution. Yes, BA moved relatively quickly to set up phone lines for stranded passengers to make alternate plans, but it is alleged those lines, some apparently expensive, premium-rate lines, failed to work as advertised, with many callers put on hold interminably or ultimately reaching a recording urging them to remain patient. It was also reported that web sites set up to allow passengers to file delayed baggage claims failed to function correctly. Three: Timing. Having an IT issue is never good news, but having one during a holiday weekend is worse, of course. In its defense, the airline quickly apologized to passengers via social media. The issue, though, was the perceived lack of a personal touch. It took BA chief **Alex Cruz** three days before he appeared in person to apologize. By that time tensions had risen to such a degree that Cruz was on the defensive big time. The explanation for his absence: He said he was communicating with passengers, via social me-

dia (tweets and videos). Perhaps, but a leaked internal memo to employees ordering managers to forego speaking to the media did little to help the image of brand out of control. According to *The Financial Times*, the Cruz memo read in part: “Guys, either you are part of the team working to fix this or you aren’t... I would kindly ask you to refrain from live commentary...” Another lesson from that: There ain’t no such animal as internal communications, especially during a crisis. Last, while the precise cause of the IT issue remains hazy as we go to press—there’s yet another lesson—Cruz insisted the failure that led to BA having to cancel nearly three days of flights was unrelated to recent tech staff layoffs, as the unions allege. His job may depend on his being right.

2. Expansion: **Sard Verbinen** opened offices in Houston and Hong Kong. In Houston, **Frances Jeter** will head the office with **Kelly Kimberly** as principal. Veteran Silicon Valley exexec **Ron Low** will lead the Hong Kong office with former *Wall Street Journal Asia*’s finance and deals editor **Rick Carew**, now a managing director at Sard Verbinen. – **The Organization of American Women in PR USA** is feting the launch of its NY City chapter June 9 at the No-votel Times Square.

3. Fond Farewell: One day all PR pros, in small firms and large, will routinely embrace the measurement guidelines encapsulated in the Barcelona Principles. That day can’t arrive too soon for **David Rockland**, the **Ketchum** partner and CEO of **Ketchum Global Research & Analytics** (KGRA), who announced his retirement last week. Known for his 17-year tenure at KGRA

and the creation of the Principles, Rockland will become a senior consultant to Ketchum and KGRA chairman for two years following his Aug. 1, 2017, retirement. A longtime colleague of his, **Mary Elizabeth Germaine**, EVP/global managing director, KGRA, will succeed him as KGRA’s leader, reporting to Ketchum chairman/CEO/partner **Rob Flaherty**. A longstanding friend of this publication (his most recent column appeared here Apr. 17) and the PR News Measurement Hall of Fame, Dr. Rockland, simply put, is a giant in PR measurement. Despite his many laurels—he’s a former **AMEC** chairman, former chairman of the **IPR** Commission on PR Measurement and Evaluation and a member of the *PR News Measurement Hall of Fame* (class of 2012) – there are few more gracious than this great outdoorsman. We, of course, wish David and his family great happiness on Maryland’s eastern shore and look forward to our continuing collaboration with him.

4. People: **Staples** named **Michelle Bottomley** CMO (picture page 1). She replaces CMO **Frank Bifulco**, who’d announced his retirement earlier. – **Northwestern Mutual** added executive officer to the title of **Courtney Reynolds**, VP, communications/corporate affairs. **Aditi Gokhale** was named chief marketing officer, a newly created position; **Alexa von Tobel** was named chief digital officer. Gokhale and von Tobel joined Northwestern when it acquired their startup in 2015. – **WE** named **Trevor Jonas** VP, digital strategy, in its San Francisco office, a newly created position. He joins from **Access Emanate**. – White House shakeups are expected this week. First out the door: Communications director **Mike Dubke**. ■