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INCLUSION

PR Leaders Roundtable: How to Create a Culture of Inclusion and Communicate Successes

It's a question brand communicators and their bosses in the C-suite debate constantly: When is the right time for a company to discuss an issue in public, particularly one that's sensitive? Even in this time of transparency, when and if to speak about a sensitive issue can be a balancing act among the boardroom, employees, external stakeholders and investors.



Robert Hastings
CCO,
Bell

Bell's CCO Robert Hastings says, "Every situation is different. But the decision to engage in an issue should be based principally on the company's values and its business objectives. Does engaging support or conflict with its values? Does engaging contribute to or detract from the success of the business?"

Adds **Katina Arnold, ESPN** VP, corporate communications "There is a delicate balance between addressing an issue quickly and ensuring you have all the facts. While the news cycle demands speed, responding without the full picture can cause a bigger issue in the long run. It's important to find the right balance between the two."



Katina Arnold
VP Corporate
Communications,
ESPN

Examples abound of brands facing sensitive issues. A recent example: **Morgan Stanley** allegedly knew for years of multiple accusations of harassment and stalking against a star employee but failed to take action. The company barely responded to a *NY Times*' story March 28 with the damaging headline "Morgan Stanley Knew of a Star's Alleged Abuse. He Still Works There." Nearly one week after the story was published Morgan Stanley maintained its near silence, saying, through a spokesperson, the employee now was on "administrative leave pending further review of the situation."

A bit later the *Times* reported the employee was fired, yet Morgan Stanley refused to address the issue in more than a cursory way. It said, again through a statement, it promised "to do better" in the future and was upset an employee behaved so badly. It failed to say what steps it would take to make things better. The CEO, **James Gorman**, was invisible throughout.

A more recent example, of course, is that after weeks of ignoring reports about **Stormy Daniels, President Trump**

Just Not Doing It at the VP Level	
29%	Nike VPs globally who are women
16%	US-based Nike VPs who are people of color
52%	Nike global workforce that is male
48%	Nike global workforce that is female
74K	Nike's global workforce
10%	How much more Nike UK-based male employees make hourly than females (wholesale division)
3%	How much more Nike UK-based male employees make hourly than females (retail division)

Source: Media reports 2018, PRN Research

A more recent example, of course, is that after weeks of ignoring reports about **Stormy Daniels, President Trump**

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Building Inclusive Culture Takes Work

weighed in on the story April 5, saying he was unaware of a \$130,000 payment made on his behalf to the adult-film actress and director.

Of course, a brand can hint at what's happening on an issue without being explicit. Take **Nike**, for example.

Dealing with alleged sexual harassment issues involving senior executives earlier in the year, the Swoosh brand, one of the most socially progressive companies around, made like Morgan Stanley, barely saying anything in public. In mid March it issued vague statements, saying little except that certain senior executives were no longer with Nike or were about to retire.

VAGARIES

First up was a vague release and internal memo about Nike brand president **Trevor Edwards**, who it said had decided to retire this August. The release thanked Edwards for his service, but failed to explain his abrupt departure. The internal letter, obtained by *Fast Company*, was only slightly more descriptive.

Thing is, Edwards, a 2-decade veteran of Nike, was the odds-on favorite to succeed Nike chief **Mark Parker**. The internal letter from Parker to employees also discussed restructuring of the corporate office to focus on workplace culture. In addition, Parker wrote, "We are going to be doing a comprehensive review of our HR systems and practices along with elevating our complaint process for matter[s] of respect issues. We will increase and invest more heavily in our diversity and inclusion teams and networks and additionally will immediately put in place an enhanced process to encourage our employees to speak up and make their voices heard..."

The letter failed to make a link between Edwards' departure, inappropriate behavior and the restructuring.

Next to the plate was **Jayme Martin**, VP and GM of global categories, whose ouster from Nike was confirmed with a statement. Again, few details were provided. There were allegations in the press the moves were made in response to dissension within Nike's female ranks, but there's been no confirmation from the company.

FAILING TO GAIN TRACTION

The plot thickened last week when two media outlets, the *Wall St Journal* and *CNBC*, obtained an internal memo to employees from Nike's HR chief **Monique Matheson**. Her topic was

the company's failure to have enough women and minorities as VPs and above. "While we've spoken about this many times," she wrote, "and tried different ways to achieve change, we have failed to gain traction – and our hiring and promotion decisions are not changing senior-level representation as quickly as we have wanted."

Matheson went on to discuss Nike's goal of "creating a culture of true inclusion. As part of our plan, we need to improve representation of women and people of color."

Some of the data included in the memo is shown in the table at the start of this story. As you see, despite a nearly 50-50 split in Nike's workforce between men and women, the upper ranks are problematic. Nike only tracks race and ethnicity in its U.S. workforce. In the U.K., companies with 250 employees or more are legally required to disclose gender pay gaps.

BRIDGE TO A CULTURE OF INCLUSION



Nisha Morris, Executive Director, PR, Providence St. Joseph Health

All this got us to thinking about inclusion, a topic related to the Nike example and one that many brands are loathe to discuss with much specificity. We concentrated on how to build a culture of inclusion and if/how communicators should be involved. We asked communicators to participate in a roundtable

about the topic.

Quickly a few ideas become clear: building a culture of inclusion and diversity usually need to be an intentional effort. The effort must emanate from and be supported by the C-suite. On the other hand, it can't feel as if it's being handed down to employees from above. This is where communicators are integral to the effort. More on this below.

"Creating an inclusive culture doesn't just happen," says **Nisha Morris**, executive director of PR at **Providence St. Joseph Health**, a nonprofit hospital group operating in five states. "Everyone, especially at the C-suite level, needs to be committed to an effort that entails inclusive hiring and promotion practices



Rob Stoddard, SVP, Industry & Association Affairs, NCTA

and, of course, a communications program that helps foster the culture.”

Rob Stoddard, SVP, industry and association affairs at **NCTA**, the internet and television association, agrees with the emphasis on senior leadership. He urges companies to have a chief diversity officer and make inclusion part of senior executives’ performance reviews.



Dawn Gipson, SVP, Creative Program, *FleishmanHillard*

“The establishment of a chief diversity officer who reports directly, and is accountable, to the CEO, is an important step.” He advocates establishing diversity & inclusion objectives as part of performance or bonus guidelines for senior and mid-level executives, “that is, making them a requisite as part of any compensation package.”

Dawn Gipson, an SVP and diversity champion at **FleishmanHillard**, argues for building a program of training, workshops and dialogue that brings people of different backgrounds together. “We need to learn about the many others in our organization, including the barriers they may have to overcome to contribute fully to the organization’s success.”



Ken Peterson, Senior Communications Strategist, *Monterey Bay Aquarium*

Building a culture of inclusion is not a set-it-and-forget-it program, says **Ken Peterson**, senior communications strategist at the **Monterey Bay Aquarium**.

The first steps, he says, are for brands to invest time to engage in “an honest assessment of their culture.” What improvements are needed and what inclusion looks like for you. “Is it enhancing the racial or gender mix? Having more people who are bi-lingual?” He advises brands to set up conversations with employees to encourage an open dialogue, but with ground rules.

And that’s just the start. Brands need to be “in a constant state of planning and executing. Try new things thoughtfully and with purpose. Know that you’ll make mistakes,” he says. Know also, though, how you handle the mistakes will be “just as important as the original effort. It will show that you’re open to learning and committed to improving the culture.”

COMMUNICATIONS’ ROLE

What part does the communicator play? Or is building an inclusive culture purely an HR effort?

As we said earlier, inclusion must have the C-suite’s support but should not feel forced. “It has to be organic and employees have to buy into it with their own efforts,” Peterson says. “Communications helps the two-way flow of information and facilitating a dialogue—change can’t happen in a vacuum.”

He adds, “If employees hear from HR only, without leadership’s support, it will seem like a mandatory policy change, an attempt to check a box, not a true effort to change the culture.”

Gipson agrees. Building a new culture and breaking down barriers of unconscious barriers, she says, “takes constant communication” and is not merely an HR effort, but one the entire company must support. “It’s a simple process,” she jokes: “Wash, rinse and repeat.”

Stoddard agrees with Gipson about constant communication. The communicator’s role, he says, is to “remind the organization” its approach to diversity and inclusion help comprise the brand’s face. The face, of course, plays “a substantial role in determining how stakeholders, investors, shareholders, policy makers, the media, employees, and other critical constituents perceive us.”

Morris emphasizes the communicator’s role in building the inclusive culture. Communicators, she says, must monitor the subtle ways language is used, “speakers are selected for programs, and women and minorities’ voices are heard.”

Another tip: If you’re going to champion diversity and inclusion, either internally or externally, “you better be sure that your own house is in order,” Stoddard says. Your communications shop needs to be a model of diversity and inclusive behavior.

INCLUSION INTERNALLY AND EXTERNALLY

Our panelists agree unanimously that inclusion should be communicated externally and internally. Gipson and Stoddard point to internal communications about inclusion augmenting employee training on the subject.

“Most issues around inclusion come down to unconscious bias, so internal training is the best remedy,” Gipson

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says. “In addition, recognize accomplishments, give folks a spotlight in which to shine, and allow the barriers and misperceptions to dissolve over time.”

Stoddard adds, “Employee training that fosters inclusion—whether it’s focused on workforce diversity, unconscious bias, harassment prevention or some other topic—provides a great opportunity to reinforce for employees that diversity & inclusion are key objectives of your organization.”

Peterson pushes external communication of inclusion efforts for recruiting purposes. “Sharing your company’s efforts externally may help your company and culture grow and attract new talent. It can also serve as inspiration for others and best practice sharing.”

Morris adds, “In this age, conscientious companies are hungry for best practices that have positive results—like a better pipeline for women and minority leaders...we need to be sharing ideas on how to make vital improvements” as America’s workplace changes.

Stoddard and Gipson believe the best external communications for inclusion come from demonstrating commitment through actions and behavior. Stoddard adds it’s important to engage with inclusion-related groups outside your company.

WHAT ABOUT #METOO?

How should communicators anticipate for a #MeToo incident hitting their company? All say it’s easier to map out tactics and harder to put into practice. For Stoddard it’s important first to learn from HR and legal what the level of risk is, which may impact on what you can say publicly. “Strenuously advocate transparency to internal decision makers,” he says.

Peterson feels part of the preparation relates to the culture of inclusion you’re building. “Build a culture that values respect for the individual, quality work and the highest ethical standards,” he says. “Communicate clearly that there will be zero-tolerance and ensure you have appropriate channels for reporting issues.”

Adds Morris, “If someone in your organization is being charged with harassment, be transparent and recognize it as a serious situation.” She also urges communicators to emphasize what is being done to ensure the situation is being changed and that women can feel safe in the workplace. “This is not time to cover up, but to show what you are doing to make real changes.” ■

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INDUSTRY

New Job at Google for duBrowa, CMO Mendenhall Leaves IBM and AMEC Seeks New CEO

In a whirlwind of activity at our press time Tuesday, moves were made in some of the industry’s top jobs.

First, one of the industry’s supreme storytellers, **Corey duBrowa**, late of **Starbucks** and most recently **Salesforce**, is departing the latter company to join **Google** as VP of global communications and public affairs (picture 2, page 1).

duBrowa will replace the departed **Jessica Powell**, oversee a staff of 200 and report to CEO **Sundar Pichai**, according to media reports. duBrowa joined Salesforce in June 2017 after spending nearly a decade with Starbucks.

Arguably the most celebrated communicator in the business, the then-**Arthur W. Page Society**, now simply **Page**, chose duBrowa as the first guest for its podcast series last year (*PRN*, March 6 and April 3, 2017).

While he was CCO at Starbucks, duBrowa was credited with creating one of the earliest brand newsrooms, essentially building a staff of communicators who acted as a news-gathering and news-distribution operation. In addition to creating stories media could use, duBrowa and his team crafted stories about Starbucks employees and the brand’s public affairs efforts. Those stories were aimed at customers, who could read them as they waited in line for their drinks. When we asked duBrowa last year to name two things that keep

him up at night he answered fake news and trust.

“What’s the old phrase? ‘A lie can travel around the world in the time it takes the truth to tie its shoes.’ That’s never been truer than it is today,” duBrowa told us then. “So telling your truth, your way, is increasingly critical to our brand stewardship role.”

Regarding trust, duBrowa noted the declines in trust found in **Edelman**’s annual trust barometer. The counter to the fall in public trust in media, government, NGOs and business, he said, is employees’ voices “are emerging around the world as the most trusted within any given company.” This was part of the reasoning behind duBrowa’s emphasis on promoting the stories of Starbucks employees.

Another huge job made news at our deadline as **IBM**’s CMO **Michael Mendenhall** exited to join **TriNet** as SVP, CMO, and CCO. Mendenhall was with IBM for less than one year. **Jon Iwata**, IBM’s veteran head of communications, retired in December. **Ray Day** replaced him and is recasting his team.

Last, **AMEC**, the **International Association for Measurement and Evaluation of Communication**, is looking for a new chief executive as **Barry Leggetter** said late Monday he is stepping down in December after 11 years. AMEC chair **Richard Bagnall** is heading the CEO search committee. ■

Restaurants' Fewer Social Posts Cut Consumer Engagement; Starbucks Posts 60% More Videos

Finally, a trend buster. Our review of most-engaged brands for 2017 shows sector after sector preferring strong social content over quantity. Typically, the amount of content in a sector tended to remain flat or fall, yet engagement soared vs 2016.

Enter the Restaurant sector and things change. Similar to others, restaurants reduced social content posted year over year, by 18.5%, according to data provided to PR News exclusively by Shareablee. Yet consumer engagement, which tended to rise—even in sectors posting fewer pieces of content—fell 24% for Restaurants, says Shareablee's Ron Lee. Consumer actions per post, called Total Actions on this chart, rose a modest 0.1%. Platforms included were Facebook, Twitter and Instagram.

Similar to other sectors, restaurants' production of videos was robust, rising 19.5%. Consumer engagement with social video rose 42% vs. 2016, Lee says.

A WIN FOR TWITTER

Facebook (-35%) & Instagram (-21%) saw consumer engagement fall, paired with reductions in social content posted of 10% and 12%, respectively. Twitter behaved similarly to other sectors in that content posted was off 26%. Yet consumer engagement rose 31%, Lee says.

Starbucks kept its #1 spot with a healthy 108,000 actions per post and a gargantuan audience. Like the Restaurant sector, it too reduced content in 2017 (-31%), with engagement down 36%. The number of videos it posted, though, rose 60% vs 2016. Engagement with those videos jumped 88% year over year. ■

Shareablee SOCIAL SCORECARD

TOP RESTAURANT BRANDS – 2017

Based on Total Actions (reactions, comments, shares, retweets and likes)
Data provided exclusively to PR News by Shareablee. Sources:

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
1	Starbucks	68,778,939	636	108,143	63,306,510
2	Arby's	10,597,801	521	20,341	3,925,925
3	Krispy Kreme Doughnuts	8,890,061	2,442	3,640	7,047,765
4	Pizza Hut	5,587,319	1,159	4,821	8,916,392
5	Whataburger	5,203,015	948	5,488	3,367,341
6	Domino's	5,042,160	932	5,410	19,721,747
7	Longhorn Steakhouse	4,352,066	582	7,478	2,015,725
8	Shake Shack	4,276,140	1,641	2,606	715,853
9	Wendy's	4,252,035	348	12,218	10,748,595
10	Hooters	3,999,846	3,204	1,248	2,900,702

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What Communicators Can Learn From New Study Looking at How Fake News Influences Voters

There is a slew of caveats in a new study about fake news and its influence on the 2016 U.S. presidential election from three academics at Ohio State University.

While it is incorrect to deduce that fake news changed the outcome of the election, the authors conclude it played an important role in the decisions of at least one crucial set of voters: those who supported **Barack Obama** in 2012. Had **Hillary Clinton** retained this group, the study argues, she would have won what was a close election. Clinton lost the election by 78,000 votes (0.6%) cast in key battleground states of Pennsylvania, Michigan and Wisconsin.

Fake News and Its Effect on Former Obama Voters	
“Hillary Clinton is in very poor health due to a serious illness.”	
25%	Definitely true or probably true (National Sample)
12%	Definitely true or probably true (Former Obama voters)
“Pope Francis endorsed Donald Trump for president prior to the election.”	
10%	Definitely true or probably true (National Sample)
8%	Definitely true or probably true (Former Obama voters)
“During her time as U.S. Secretary of State, Hillary Clinton approved weapon sales to Islamic jihadists, including ISIS.”	
35%	Definitely true or probably true (National Sample)
20%	Definitely true or probably true (Former Obama voters)
Source: <i>Fake News Did Have a Significant Impact on the Vote in the 2016 Election</i> by R. Gunther, P. Beck, E. Nisbet, Ohio State U (585 respondents, Dec '16-Jan'17, released April 2018)	

The possibility of fake news influencing voters and elections should give communicators and marketers pause: What could false claims about your brand or organization, or people in it, do to influence customer decisions? What influence could false accusations about your brand and its executives have on the behavior of your employees?

A CRITICAL GROUP

Focusing on 585 people who voted for Obama in 2012 (of 1,600 who responded), 77% of them voted for Clinton; 10% switched from a Democrat to vote for **President Trump**; 8% did not vote; and 4% chose to support minor parties. The key question for researchers **Richard Gunther**, **Paul Beck** and **Erik Nisbet**: what accounted for these defections from the Democratic camp?

Of 281 questions people in their survey were asked, 3 were fake news statements (see chart). The statistical as-

sociation between belief in these fake news stories and voting choice in 2016 by the former Obama supporters is “very strong,” they conclude (see lower chart).

Fake News Belief and Voter Choice	
89%	of former Obama voters who voted for Hillary Clinton and believed NONE of the fake news statements
61%	of former Obama voters who voted for Hillary Clinton and believed ONE of the fake news statements
17%	of former Obama voters who voted for Hillary Clinton and believed TWO OR MORE of the fake news statements
Source: <i>Fake News</i> by R. Gunther, P. Beck, E. Nisbet, Ohio State U, April 2018	

CAUSALITY IS DIFFICULT TO PROVE

The authors correctly note causality cannot be proven on the basis of a single-wave survey such as the one they conducted. Although they chose to see these numbers as evidence that fake news stories led former Obama voters to abandon Clinton in 2016, they note the possibility the direction of causality is the reverse: that someone who chose to vote for Trump might endorse these fake news statements (whether or not they’d heard them previously) to rationalize his/her voting choice.

OTHER POSSIBILITIES

They also explore hypotheses to explain other possible reasons for the abandonment of Clinton by Obama supporters. They then include all these variables in a complex equation where they can control for these alternatives.

For example, Clinton emphasized gender-related issues to appeal to female voters. Did this alienate men enough to abandon the candidate? Did Clinton’s ethnicity hurt her with black voters who’d previously supported Obama? In all they came up with seven variables for defection. In the end, when these other variables were placed in an equation the influence of independent influence of fake news declined significantly as an explanation for defection. Still, it explained about 4% of the defections in one equation. Using a different statistical measure, former Obama voters who believed one or more of the fake news stories were 3.3 times more likely to abandon the Democratic ticket in 2016 than those who refused to believe any of the false claims.

In the end they conclude that we “cannot prove belief in fake news “caused” these former Obama voters to defect from the Democratic candidate in 2016.”

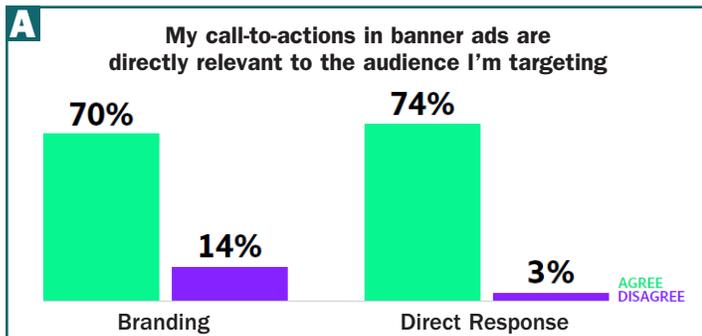
Still, if such estimates are “even remotely accurate as measures of the impact of belief in fake news on defections from” Clinton, “it is highly likely” that fake news “was sufficient to influence the outcome of what was a very close election.” ■

Online Ads Not as Relevant as Marketers Think; Even Strong Content Struggles to Break Through

Marketers and communicators admit they don't always know if their messages are reaching the intended audiences. Yet most believe those messages—when they make it to the target—are relevant. Uh, maybe not, a new study says.

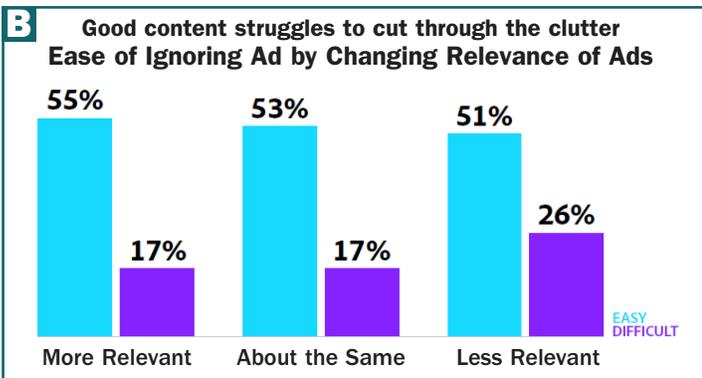
Looking at online ads, for example, the overwhelming majority of marketers (70%) say their content is relevant to the intended target. Too bad then that only 27% of consumers say those ads are at least “often relevant.” And just 8% of consumers feel the ads they see online are “always relevant,” says *State of Digital Advertising 2018*, from Adobe.

Look at chart A. Marketers overwhelmingly believe their CTAs in online banner ads are “directly relevant” to target audiences. Consumers who saw it that way were barely out of the single digits.



Source: Adobe State of Digital Advertising 2018, (1000 consumers, 250 digital marketers) March 2018

Fine, you say, “But my content is quality and resonates with the target audience.” Maybe so, but the survey of 1,000 consumers and 250 digital marketers argues it doesn't much matter. Respondents indicate it's about as easy to ignore relevant as less-relevant content.

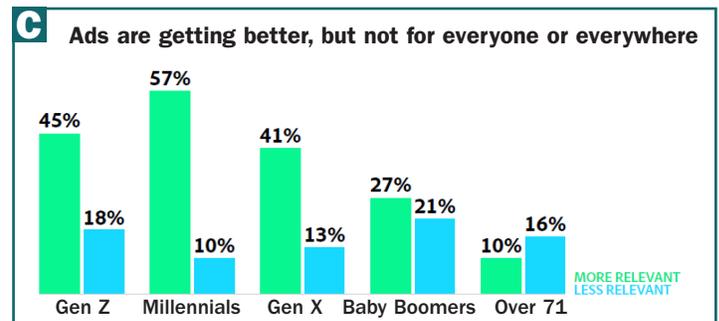


Source: Adobe State of Digital Advertising 2018, (1000 consumers, 250 digital marketers) March 2018

Chart B, which illustrates the ease of ignoring relevant and irrelevant online ads, indicates regardless of whether or not people think your online ad is relevant to them, at least half of them find it easy to ignore.

It's tough to put all the blame on marketers and communicators, though. The deck is stacked. The relevance of a message seems linked to a person's channel preference and has little to do with the quality of the content (chart C).

For example, social media is the most relevant channel for Millennials (42%) & Gen Z (50%). Generation Xers, Baby Boomers and those older overwhelmingly prefer TV. Men across the board see TV as more relevant than women do



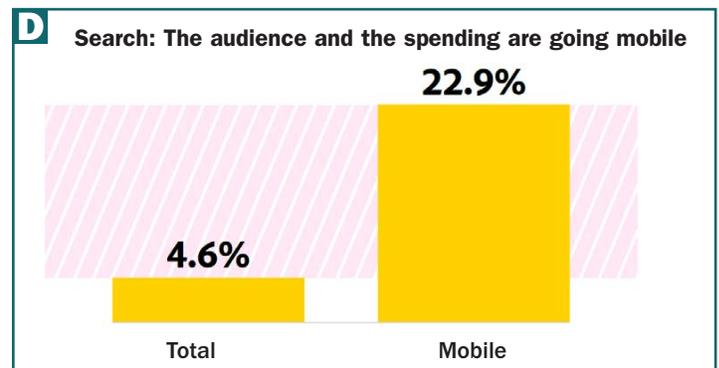
Source: Adobe State of Digital Advertising 2018, (1000 consumers, 250 digital marketers) March 2018

(52% to 43%), while women prefer social media as the most relevant channel (35% to 22%) vs men.

Most Millennials and Gen Zers think social media ads are the most relevant; most Gen Xers and Baby Boomers think TV ads are the most relevant, as this next chart illustrates.

More uplifting takeaways for communicators and marketers include the outlook for social. In a finding that seems counterintuitive, the study reveals social media drives 3x more traffic for non-customers than customers. For example, non-customers of a brand are 3 times more likely than a customer to visit the brand's social media.

Mobile's permanency looks good, too. As consumers continue to move toward social for numerous parts of their lives, marketers are reacting by increasing average monthly spend on digital marketing by nearly 5% year over year (left column, chart D). Yet average spend on mobile was up 23% in '17. ■



Source: Adobe State of Digital Advertising 2018, (1000 consumers, 250 digital marketers) March 2018



Mark Zuckerberg, Co-CEO, Facebook

1. Facing a Crisis? It's fashionable this week to portray **Facebook** in crisis. That's how fashion-industry guru **Amy Odell** began a recent column, using stark language to open: "Facebook is in crisis," she wrote. "So much so that, this week, **Mark Zuckerberg** is being hauled before lawmakers on Capitol Hill for what has been billed as a public reckoning on a host of issues from the social media giant's **Cambridge Analytica** data privacy debacle to long-standing problems with fake news." As we've said previously, in PR the word crisis is used loosely (by this publication, too). Recently we quoted **Kevin Elliott**, U.S. director, risk & crisis communications practice, **Hill+Knowlton Strategies**, on this topic. His criteria for knowing if you're in a crisis: 1. The situation has the ability to take an inordinate amount of resources and time to manage; 2. It may pose a lasting threat to the brand or the company; and 3. It poses an existential threat to the enterprise: We may not be able to continue business-as-usual for even a limited time. Based on these criteria, and the usage data presented last week showing little blowback from the platform's 2 billion users (*PRN*, April 3), we'd say Facebook faces a series of accelerants more than a crisis. Still these accelerants need to be handled well and swiftly as Zuckerberg, 33, heads to the potentially flammable atmosphere of Capitol Hill tomorrow and Wednesday. If not, such accelerants easily could create a crisis-like conflagration. So Zuckerberg should be, and from all reports is, taking his D.C. trip seriously. Still, it should be reassuring his dorm-room startup is not in crisis mode. Yet. We look to Elliott again, who's fond of saying "those who treat a

bad day as a crisis, will turn it into one. And if you treat a crisis merely as a bad day, you'll make it worse."

2. Time Passages: It's Elliott's last clause that's the potential concern. Facebook is the undisputed leader in social media and leaders are cocky. That's a gross explanation as to why Zuckerberg initially pooh-poohed talk of Russians using Facebook to influence the 2016 U.S. presidential elections. "A pretty crazy idea," he called it. At the outset, the Cambridge mess was met with a bucket of cold water drawn from the same dismissive Menlo Park well. Quicker acknowledgement of something being amiss in both instances might have prevented Zuckerberg's cross-country flight this week. Once Cambridge became a media topic Zuckerberg and COO **Sheryl Sandberg** said nothing for 5 days. They didn't even address employees (*PRN*, March



Sheryl Sandberg, COO, Facebook

27). Facebook and Zuckerberg have changed their tune and are cooperating with the Hill. That's more than good PR. Kudos also to the past 2 weeks' worth of conciliatory media interviews from Zuckerberg and Sandberg, the latter reiterating how important data security is to the company. Of course her admission comes *after* it was shown the data of 87 million Facebook users was exposed in the Cambridge affair. Proper that she apologized. Good too was Facebook's unveiling of a slew of data-protection measures last week, as well as transparency and verification processes for political ads.

3. Mea Culpa Continued: Much of it comes down to Media Training 101. There are significant policy issues in-

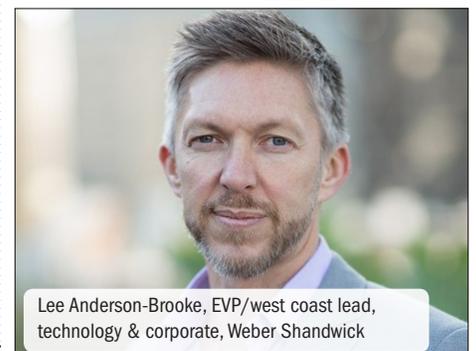
involved, but they won't be the meat of these hearings. Zuckerberg should continue his commitment to apologizing and improving security. At our press time the **House Energy and Commerce Committee** published his remarks and they indeed were repentant. Good, lawmakers devour unrepentant CEOs (see **Fargo, Wells** and **Stumpf, John**). Avoid being defensive; answer lawmakers' questions directly. It's difficult to know if Zuckerberg's first reaction ("A pretty crazy idea") is how he really feels. He should never let Capitol Hill find out.

4. Vacation from Crisis Communication: Who needs PR's crisis counseling? Call the travel agent instead. **Fox News Channel** put **Bill O'Reilly** on vacation when the hubub around his sexual indiscretions hit the headlines. A vacation also was prescribed for **Sean Hannity** last May amid his losing advertisers over a bogus story he refused to spike. **Laura Ingraham's** derisive tweet about a pro-gun control S. FL HS student's soiled college ambitions earned her a vacation last week as 19 sponsors withdrew from her nightly show. Hannity returned, O'Reilly didn't. Ingraham did.

5. Turning the Page: CCO group the **Arthur W. Page Society** rebranded to **Page** and unveiled a hip logo.

6. Growth: Former **WhiteWave Foods** communicator **Matthew Hargarten** unveiled startup **Rival Communications**.

7. People: **Weber Shandwick** named **Lee Anderson-Brooke** EVP and west coast lead, technology & corporate. Most recently he led **Edelman's** Bay Area technology practice and oversaw its Silicon Valley office. ■



Lee Anderson-Brooke, EVP/west coast lead, technology & corporate, Weber Shandwick

PRNews' Platinum Awards 2018

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Campaign Categories:

- Activism Campaign
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- Branding
- Cause-Related Marketing
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- Crisis Management
- Customer Service Campaign
- Data Insights
- Digital Communications
- Employee Relations
- Event Marketing
- External Publication (print or online)
- Facebook Communications
- Financial/Investor Relations
- Global PR Campaign
- Healthcare Communications
- Influencer Communications
- Instagram Campaign
- Internal Publication (print or online)
- Large PR Firm of the Year
- Live Streaming
- Marketing Communications
- Measurement
- Media Event
- Media Relations
- Midsize PR Firm of the Year
- Mobile Marketing Campaign
- Multicultural Campaign
- On a Shoestring Campaign
- Online Press Room/Media Center
- Podcast
- Press Release
- Pro Bono Campaign
- Product Launch
- Product Launch – B2B
- Promotion for Professional Services Firm
- PSA
- Public Affairs
- Re-Branding/Re-positioning
- Satellite Media Tours
- Single Video
- Social Good Campaign
- Social Media Campaign
- Small PR Firm of the Year
- Snapchat Campaign
- Speech/Series of Speeches
- Trade Show/Event PR
- Tumblr Campaign
- Twitter Campaign
- University: Education
- Video Program
- Website Marketing
- Visual Storytelling Campaign
- YouTube
- Word of Mouth Marketing
- WOW! Award

Top People and Teams:

- CEO of the Year
- Educator of the Year
- Marketing Team of the Year
- PR Professional of the Year
- PR Team of the Year
- Boutique Firm (5 or fewer employees)

Top Firm of the Year:

- Small
- Midsize
- Large

Questions? Contact Mary-Lou French at mfrench@accessintel.com

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