

O'Dwyer's

Communications & New Media

Feb. 2015 | Vol. 29 No. 2

ENVIRONMENTAL & PUBLIC AFFAIRS ISSUE

THE POLITICS BEHIND AMERICA'S LATEST OIL BOOM • STRENGTHENING CLEANTECH BRANDS
NON-PROFIT BRANDING TIPS • WHY POLITICIANS REMAIN OUT OF TOUCH ON CLIMATE CHANGE
THE DISAPPEARING STIGMA OF THE "DESPOT" CLIENT • CITIZENS UNITED: FIVE YEARS LATER

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Citizen's United, five years later.

FACEBOOK TOPS PORTUGAL IN ECONOMIC IMPACT

Facebook stimulated \$227 billion in economic activity for 2014, putting it on par with the GDP of Portugal.

RUSSIA PR WORK SHOWS VANISHING STIGMA

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TPG Global has sued a former Bush White House Spokesman, alleging that he threatened to disclose confidential documents.

WATCHDOG RIPS REGIME "WHITEWASHING"

A report says countries are increasingly turning to PR and lobbyists to conduct spying.

CONDÉ NAST TO WRITE ADVERTISER COPY

Condé Nast has announced it will begin developing content for its roster of advertising partners.

BRANDING STRENGTHENS CLEANTECH INVESTMENT

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RANKINGS OF ENVIRONMENTAL PR & PUBLIC AFFAIRS FIRMS

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FINANCIAL MANAGEMENT
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- March: Food & Beverage
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Citizens United, five years later

January marked the fifth anniversary of the Supreme Court's landmark Citizens United ruling that deregulated corporate campaign spending, and five years later, a shockingly tight-knit cadre of wealthy industrialists now plays a markedly pronounced role in shaping our elections and selecting our future leaders. Who knew?

Case in point: *The New York Times* in January reported that conservative activists Charles and David Koch now plan to spend nearly \$900 million during the 2016 election cycle vis-à-vis the exceedingly deep pockets of their numerous political networks. This astounding figure is on par with spending projections for our upcoming Democratic and Republican presidential candidates, an amount one political advisor likened to Reuters in January an "electoral arms race."

The Koch siblings, and the vast network of donors and advocacy groups affiliated with their \$115 billion Wichita-based empire, come with financial coffers so prodigious, so undeniably influential, that Politico in January said they now rival the Republican Party in their "ability to shape policy debates and elections." The Kochs' affiliated networks spent nearly \$400 million during the 2012 election cycle and \$300 million during the 2014 Midterms. Its juggernaut \$900 million proposal for 2016 — to be bankrolled, in part, through Koch-related advocacy groups like Americans for Prosperity — inspired *The New York Times* in January to refer to the Koch network as "an almost shadow version of the Republican Party." Koch Industries, the second-largest privately held company in the U.S., is now the life force of the modern conservative movement.

In January, U.S. Senators and Presidential-hopefuls Marco Rubio, Rand Paul and Ted Cruz traveled to the Kochs' annual, invitation-only winter seminar at a resort near Palm Springs, California to audition for the brothers and hopefully tap into their pools of power-donors. Five years ago it may have seemed premature to campaign for an election 18 months away, but in a post-Citizens United world there's a new political rite of passage, a pre-primary primary, if you will (the Palm Springs event, organized by Koch-affiliated nonprofit Freedom Partners, was christened by *The New York Times* on January 20 "The Koch Primary."). With this kind of money at stake, getting on the Kochs' good side is a must for the 2016 Republican Party nominee.

This is the political landscape in 2016. A small, monolithic network of mega-rich have unprecedented influence in making or breaking a political candidate's future. Citizens United's disastrous effects on elections can especially be illustrated in recent Congressional elections: according to a January study published by the Brennan Center, titled "Election Spending 2014: Outside Spending in Senate Races Since Citizens United," spending in Senate races has more than doubled by outside groups since 2010. In the five years since Citizens United's passage, Senate races have seen more than \$1 billion in super PAC funding, and about 60% of those funds came from only 195 people.

Of course, super PACs are obligated by law to disclose their donors, and a key provision behind Citizens United's passage was that outside fundraising groups would be prohibited from coordinating their work with the candidates they support. As we've seen, however, many outside fundraising entities — like the Kochs' beloved Freedom Partners, for example — fall under the nonprofit umbrella of Section 501(c) of the U.S. tax code (among them are social welfare organizations and business trade associations), and as such, don't have to divulge their roster of donors or how much they give. The prevalence of "dark money," or funding from undisclosed donors, has exploded in elections. An October 2014 report released by Public Citizen found that many of these outside spending groups are led by candidates' former staff or funded entirely by a candidate's family, and that 42% of these groups that have spent more than \$100,000 have devoted all their spending to a single candidate. According to the Public Citizen report, "...many of the groups that Citizens United has spawned are essentially extensions of the candidates and parties that they serve ... the existence of outside unregulated groups that serve individual candidates and parties has provided an easy end-around for those seeking to avoid the laws limiting contributions to candidates." So much for transparency.

The proliferation of corporate influence in America's election process has become an issue of the times. Several hundred plutocrats now set the agenda, pick the leaders, then attack the issues in their way (environmental regulations, climate change legislation, and of course, campaign disclosure laws are among them). A select few benefit from the laws passed for all. According to an ABC poll published shortly after Citizens United's passage, 80% of Americans opposed the SCOTUS ruling. Five years later, however, we've learned that even if money can't buy love, it can buy a friend. ○

— Jon Gingerich

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O'Dwyer's is published monthly for \$60.00 a year (\$7.00 fwwAve., New York, NY 10016. (212) 679-2471 Fax (212) 683-2750.

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Facebook claims larger economic impact than Portugal

Facebook claimed it's responsible for stimulating \$227 billion in economic activity and creating 4.5 million jobs in 2014, according to an analysis produced by Deloitte. That figure puts the \$12 billion social network on par with the gross national product of Portugal.

By Kevin McCauley

The report, titled "Facebook's Global Economic Impact," gauges the company's marketing, platform, and connectivity and then measures how they facilitated growth and jobs worldwide.

Giving Facebook an \$8 billion cost base, Deloitte looked at the impact of providing tools for marketers, platforms for app developers and demand for data usage and

mobile devices.

The study, according to Jolyon Barker, Deloitte's Managing Director for Technology, Media & Telecommunications, finds Facebook unlocking new opportunities through connecting people and businesses, lowering barriers to marketing and stimulating innovation.

COO Sheryl Sandberg, who talked up the

Deloitte study at the World Economic Forum in Davos, says the analysis shows that Facebook isn't just disrupting traditional media but is creating new employment opportunities and creating wealth.

"The good news is that the tech industry is powering the economy and creating jobs within and beyond its own campuses," the COO said in a statement. "Every day, businesses of all sizes, sectors, and skill sets are using the Facebook platform to grow and expand."

Sandberg said Facebook hired Deloitte for its work to be able to "understand the economic impact that we are having." ○

Russia PR work shows vanishing despot client stigma

Ketchum's nine-year campaign for Russia is emblematic of a D.C. PR and lobbying scene that no longer feels the stigma of "unsavory" foreign accounts, according to a 5,600-word January feature on the relationship in *Politico Magazine*.

By Greg Hazley

Ketchum had access to the highest levels of the Russian government as it worked to burnish Russia's im-

age with mixed results, *Politico* reporter Luke O'Brien writes. O'Brien sees the Ketchum-Russia relationship as evidence

that the ignominy US lobbyists and PR pros used to fear in representing shady overseas accounts has lifted.

"...Washington lobbying has turned into a multibillion-dollar enterprise in which much of the stigma attached to shilling for the unsavory has dwindled or been anonymized by big firms of lawyers and spin doctors; they are selling services these days, not salvation. The thinking goes something like this: It's just business, and besides, lobbying performs a useful function, as it's important to communicate with — and comprehend — rivals and adversaries."

O'Brien outlines the Omnicom firm's lucrative campaign for Vladimir Putin's petro state, including difficulties presented amid military flare-ups, rancor between Ketchum and its Washington Group lobbying operation, and Ketchum frustration that Russian officials often failed to heed advice about opening up to Western media.

In one example, Ketchum is seemingly caught off guard as war breaks out between Russia and Georgia in 2008.

"... Ketchum publicists suddenly found themselves trying to line up media interviews with Russian officials and to credential reporters for a war zone. It didn't go well. The conflict generated angst in the firm's New York office, where employees are more accustomed to selling Crystal Light than spinning a war. Georgian officials, meanwhile, were on the air nonstop railing against Russian aggression. Their PR operation ran circles around Ketchum, which copped to its 'communications failure' in an internal document obtained by *Politico Magazine*."

Read O'Brien's report at politico.com. ○

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Private equity giant sues PR exec over alleged leaks

Private equity firm TPG Global has sued its former global head of public affairs, Adam Levine, alleging in federal court the former Bush White House Spokesman took confidential documents and threatened to disclose information to the press to harm the firm.

By Greg Hazley

Levine, who joined TPG in 2008, made a “series of ominous threats against [TPG] and its employees and began secretly accessing [TPG] proprietary and confidential information” after he was told he would not be elevated to partner, according to the complaint filed in US District Court in Texas, where TPG is based. The company says Levine on several occasions threatened to leak information to the media to plant damaging stories about the firm.

Levine was managing director of global public affairs before leaving TPG at the end of the year. He told Reuters in early January that he decided to go back into politics. Levine spokesman Barbara Rohn

said Levine is a whistleblower: “Mr. Levine was dismissed because he had alerted TPG senior management to serious issues of non-compliance and defrauding its investors of millions of dollars in fees and expenses.”

TPG, which says Levine has contacted other media outlets, said it fired Levine on Dec. 31 in response to “continued threats and taking of TPG’s confidential information,” according to the complaint.

At one point, the complaint alleges, Levine “commented that he would ‘take down’ TPG the same way that he took down Scooter Libby,” the former aide to Vice President Dick Cheney who did jail time for lying about his role in the CIA-Val-

erie Plame leak scandal. Levine testified before a grand jury in that case.

Levine was previously VP of corporate communications for Goldman Sachs after his White House stint as assistant WH press secretary and director of TV news. He was a senior producer for “Hardball with Chris Matthews.”

TPG wants a court to order Levine to return any documents or files and disclose who he gave any info to. The firm also seeks damages.

The private equity firm said in its complaint that it learned of one instance of Levine’s access to confidential materials when a reporter for the New York Times who had internal TPG emails contacted TPG in late December. TPG said a forensic investigation showed Levine forwarded (and apparently doctored) one such email to his own email address 10 days earlier. ○

Watchdog rips “whitewashing” of repressive regimes

Countries that once relied on their intelligence services to monitor foreign governments are increasingly turning to PR and lobbyists to do their spying and information-gathering, according to a report.

By Kevin McCauley

Released by Brussels-based Corporate Europe Observatory, the 64-page study is titled “Spin Doctors to the Autocrats: How European PR Firms Whitewash Repressive Regimes.” It also covers the diplomatic/intelligence outsourcing that goes on in Washington.

Prominent American firms such as Qorvis (Equatorial Guinea, Saudi Arabia,

China), Patton Boggs (Georgia), APCO Worldwide (Azerbaijan), Levick (Nigeria), Racepoint Group (Rwanda), BGR (Kazakhstan, Bangladesh), Mercury PA (Uganda), Glover Park Group (Egyptian strongman General Sisi) and Ketchum (Russia) are fingered in the CEO report.

The Observatory believes “representing authoritarian regimes, and governments

that are responsible for war crimes or serious human rights abuses as clients sits at complete odds with the various codes of conduct and corporate social responsibility discourse that many PR firms and lobbyists have signed up to.”

Such representation, in the Observatory’s view, is “ethical tunnel vision.”

The report, which the Observatory believes covers only the “tip of a larger iceberg,” can be found at corporateeurope.org. ○

Condé Nast to write stories for advertisers

Condé Nast has unveiled 23 Stories by Conde Nast, copy shot, to develop content for its advertising partners.

By Kevin McCauley

The upscale magazine publisher believes its creative talent can write compelling copy for distribution via Condé Nast’s multiple platforms to increase consumer engagement. The advertising content will be designed to blend in with editorial copy, rather than being tagged as

paid advertising.

Pat Connolly, VP of Marketing Solutions for Condé Nast Media Group, heads the operation, reporting to Marketing Chief Edward Menichesi.

“We are changing the branded content game with 23 Stories by Condé Nast by of-

fering marketers, for the first time, access to our unparalleled editorial assets,” said Menichesi in a statement.

The new operation is named after the number of floors that Condé Nast occupies in its new World Trade Center headquarters.

Condé Nast reaches 77 million people each month via its digital, mobile and video platforms. The company owns *Vanity Fair*, *New Yorker*, *GQ*, *Allure*, *Glamour*, *Vogue*, *Wired* and *Bon Appetit*. ○

How branding strengthens cleantech investment

Today, many cleantech companies are caught in a Catch-22. To commercialize innovative products and services, companies need funds, yet many lenders and investors are hesitant to commit capital until that technology or service has demonstrated market potential.

By Andy Beck

It's a frustrating situation for many entrepreneurs, but fortunately, a solution lies in the power of branding.

According to a recent report from PricewaterhouseCoopers, venture investment into the cleantech sector totaled \$1.5 billion in the first three quarters of 2014, with an average deal size of \$11.4 million. Potential investment sources for cleantech companies are legion, including corporate strategic partnerships, traditional bank loans, angel investors, crowdsourcing, venture capital, accelerator programs or government resources.

Yet most of these investors are seeking companies with not just technological distinction — they also need proof that companies can succeed and flourish in a highly competitive marketplace. This is why branding is crucial, and why cleantech entrepreneurs must invest accordingly.

This can be challenging. The cleantech industry is deep in scientific and engineering expertise, but light in the kinds of marketing and communications skills needed to build strong brands.

The power of brand

Fundamentally, a brand is what your organization means to the customer. That includes, of course, what you make or do. But a brand goes beyond this to encompass, at best, a set of intangibles that powerfully connect the organization with its customers. The names Apple, Coca Cola or Disney mean more than simply computers, soft drinks and entertainment. They each have an emotional meaning that provides the basis for a loyal customer relationship built on trust, respect and confidence.

Take, for example, iconic American car manufacturer General Motors. The company was on the brink of bankruptcy until the US government invested billions of dollars in the company. This was done largely because of the government's confidence in the GM brand and its ability to transform itself once again into a profitable automotive leader. The results speak for themselves.

Research has shown that strong brands have a 31% better total return to shareholders than the MSCI World average. In fact, according to one consultant, "people's willingness to buy, recommend, work for and

invest in a company is driven 60% by their perceptions of the company, and only 40% by their perceptions of their products." McKinsey has reported that B2B companies with strong brands outperform weak ones by 20%.

Take for example Nest and Tesla, both cleantech companies have been very successful at attracting investors and customers, why? They built strong brands.

"Positioning" in the marketplace

How are brands built? Clearly, this doesn't happen overnight. But a useful first step is the creation of a brand positioning statement.

A positioning statement is a compelling description of how you want your customer to perceive your organization. This is really an internal guidepost. Every product, service and marketing decision you make regarding your brand has to align with and support your positioning statement.

What makes a good positioning statement? Here are six keys to keep in mind:

- It's memorable, simple and tailored to the target market.
- It provides an unmistakable and easily understood picture of your brand that differentiates it from your competitors.
- It is credible, and your brand can deliver on its promise.
- Your brand can be the sole occupier of this particular position in the market. You can "own" it.
- It helps you evaluate whether or not marketing decisions are consistent with and supportive of your brand.
- It leaves room for growth.

Telling your story

Once you have established your positioning statement, it's time to tackle your corporate narrative. As a cleantech startup, or even a well-established company, one of your most valuable assets is your story.

"I'm hard-pressed to think of a company that doesn't have an interesting foundational story," said Paul Smith, an executive coach, former Director of Market Research at Procter & Gamble, and author of *Lead With a Story*. "But I suspect there are many that haven't crafted and told theirs. And they're important. People want to be part of something bigger than themselves. A nameless, faceless corporation with no real

purpose, no story, is not an inspiring place to be."

Investors have lots of choices in the market today, but your story can be the deciding factor.

Like your brand position, your corporate narrative will serve as a roadmap for future decisions. Start by asking: Who are you? Where did you come from? Why are you doing this?

Every company needs a vision of why it is in business, what it aims to achieve and its objectives for the future. Your narrative must be more than a tall tale with little relation to reality; it needs to be honest, relevant and meaningful. And crucially, you must make sure that everyone in the business brings this story to life in his or her daily work.

Visual presence on the web

Once you have a brand positioning statement and corporate narrative, you have the foundational content to develop a visual presence — and that is a good website. It's the first place people go when trying to learn more about a company and for investors, and customers, you never get a second chance to make a first impression.

Your website allows visitors to quickly gather information about a company's products, markets, history, team, and vision. All of the content needs to tie seamlessly back to the fiber of the brand; and if messages and appearance are sloppy or scattered, that may be the last visit from a potential investor.

Branding cleantech companies is no easy task. It can be challenging to shift focus from product specs or service details to insights about how innovations translate into value for consumers. However, branding can be the key to securing the funding necessary to deliver technologies to commercialization, and ultimately, profitability. If companies take the time to build a strong brand, they can effectively position themselves to prospective investors and propel their technologies and services to commercial success.

Andy Beck is Executive Vice President of Makovsky's Energy and Sustainability Practice and the General Manager of Makovsky's Washington, D.C. office. ◉



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Making public affairs, PR work during litigation

No matter what industry you're in, chances are at some point you're going to be involved in litigation. Unfortunately, communicators' proclivity to deploy a strategic response is often hindered in a lawsuit. Here's how counsel and communicators can work together during this process.

By Sean Rossall

For those of us who aren't lawyers, there's little fun about a lawsuit. It generally involves costly legal fees, time away from work and potential damage to the brand equity we've painstakingly built. Compounding all of this is counsel's common initial reaction to say and do nothing. It's enough to drive communicators up a wall. Fortunately, that first "no" doesn't have to be the last word.

Let's face it, when you're the one filing the lawsuit, it's much easier to show counsel the benefits of deploying a cohesive public affairs and public relations program. When you're the plaintiff, you're essentially in the driver's seat; you know your story, you know your end goal and you know what you're willing to settle for. Going through court might not be the quickest way of achieving your goals, but if you deploy a targeted campaign to put pressure on your key audience you might be able to advance your agenda more quickly. Avoid looking petty or overly aggressive when you're suing.

As communicators, we all know the last thing we want to be is on defense. However, when you're in court, at least one party is defending itself. The key is avoiding the perception that you're on the defensive. When you're trying to communicate during a defense case, it's all about looking for the opportunities to be proactive and strategic in working with the media and employing advocacy that bolsters your case.

Despite differences in approach, the baseline reality is that strategic communications and public affairs can have a major impact on the outcome of litigation and can be a positive complement to a lawsuit. So, how to make it look effortless and convince counsel that it's the right thing to do?

Avoiding plaintiff perceptions

Owen's Lake is located in the Sierra Mountains in California; it's a small community that once was home to a robust lake. One hundred years ago, the City of Los Angeles claimed rights to that lake and began to divert it through an aqueduct to quench the thirst of Angelenos some 400 miles away. The result is that the lake was drained and a fine dust particulate was consistently whipped into the air — causing a variety of health and environmental problems.

While there have been attempts by the Los Angeles Department of Water and Power (LADWP) to mitigate the problem over the past three decades, the real solution only came through a cohesive strategy that involved litigation and public education. Under the leadership of the local air regulator, Ted Schade, the region proactively launched a series of ongoing lawsuits against the LADWP.

While the lawsuits were important, their greatest value was in providing a platform to regularly engage media and start a conversation that reached the target audience in L.A. Schade used every legal milestone to work with the media and educate LADWP ratepayers in L.A. and to reach local elected leaders. For example, in December of 2012, after winning legal fees in the case from LADWP, Schade did a round of media interviews with L.A.-based media about the decision and outlined opportunities for LADWP to move past the issues.

While LADWP launched legal counterattacks over the years, Schade stayed consistent in his approach and message. His message framed the litigation in a context that was easily understood. He didn't come off as a bitter plaintiff, but rather an underdog fighting to correct a historical environmental injustice. Ultimately, his message resonated with Mayor Eric Garcetti and a landmark agreement was reached in 2014. However, had Schade failed to integrate a proactive public relations and public affairs strategy, this highly complex and lengthy litigation would have been largely ignored.

Making defense a positive position

A few years ago, my firm was tasked with finding a way to help a small water district develop a public relations and public affairs strategy that would bolster its defense. In this case, it was important not only to tell the story strategically in the media, but also to advocate with elected leaders who could effectuate a settlement.

In evaluating the case, a few things stood out. First, the facts were extremely complicated: the fight was over who had the rights to a small amount of water that was by the local water district for a community of 4,000 people. Secondly, the plaintiff had a poor reputation and lacked credibility. Finally,

these were two public entities — one was massive and the other one of the smallest in California. We had a frame — a goliath public agency taking on a small community that depended upon this water for its very existence. Our strategy took out the complex legal maneuvering and presented it as an age-old underdog story.

Framing the issue

For lawyers, there's usually one question: does engaging in a public relations and public affairs effort have the potential to derail our case? It's a pretty obvious and correct question for counsel to be raising, and, as communicators, it's our job to demonstrate the value of a smart communication effort.

So, what are the steps to getting there?

Outline the facts. Create a clear and consistent set of facts, both as reported and as discussed with counsel. Place them in a narrative framework that shows how you'd tell the story.

Identify the audience. Sometimes, it's as basic as protecting a brand from damage in the media; other times it might be about reaching regulators who can help strike a deal. Make sure you know the right audiences and detail how/why they need to be communicated with.

Detail the pitfalls. Present an honest inventory of the strengths, weaknesses, opportunities and threats of deploying a proactive public affairs and communications strategy, both from a communications and legal perspective.

Develop a consensus strategy. Successful organizations know that legal and communications can't work independently — rather they need to have a healthy give and take and build consensus. Communicators need to bring the lawyers to the table — they need to develop and agree to strategies together to work.

Lawyers, like communicators, know the value of facts and telling a story with them. For communicators, it's about working with counsel and laying out the facts regarding how a particular strategy will not only support them in court, but is in the best interest of their client. Granted, it's a task easier said than done. However, when counsel and communicators work together, clients ultimately win.

Sean Rossall is Vice President of Cerrell Associates. ○



Sean Rossall

PR's evolving role in public affairs crises

As illustrated by New Jersey Governor Chris Christie's "Bridgewater" scandal and the ongoing strife between New York City Mayor Bill de Blasio and the NYPD, it's clear that PR's role in public affairs crises has elevated drastically.

By Ronn Torossian

When it comes to handling public affairs crises, PR firms must now navigate a very different terrain. As the newscycle runs 24-hours a day and television news has become a supplement to digital content, PR agencies have to be on high alert at all times, especially when dealing with major national stories that can be damaging to political clients. Some recent PR challenges that have dominated the news cycle partly as a result of our "always on" news content creation and "trial by Twitter" include Governor Chris Christie's "Bridgewater" scandal and the strife that exists between New York Mayor Bill de Blasio and the NYPD. In the recent past, these are things that would have worked themselves out in backrooms, but today are playing out in a public forum — making the value of public affairs communications higher than ever in framing a dialogue.

Challenges faced by PR firms

PR firms working on both sides of these issues have had big challenges and opportunities presenting their side to the public, and those following these stories have benefited from the new ground on which PR firms now tread. Many new techniques exist that can be used to bring a human element to clients' stories and provide transparency to complex issues, and when the issue at hand involves an opposing viewpoint, the same techniques can be used to protect clients from negative information coming from the other side.

The public is getting more sophisticated and better able to discern sleight of hand from genuine information, and the challenge for PR firms is to stay one step ahead of a public that is growing ever savvier. As with any conflict, there's always a winner and a loser, so by anticipating what can alter the public's view of your client, you gain the opportunity to set the narrative from day one while also being able to course correct when needed.

PR agencies representing political figures and organizations must carefully balance their side of the story against their opponents' as well be nimble in adjusting messaging points as necessary to accommodate the public's reaction as the story unfolds. It's no longer enough to issue a flattering report

to the news media and hope that a problem goes away before the nightly news is broadcast. Communications strategists have to anticipate what people will think when a story is presented to the public, and they must act preemptively to prevent public opinion from sinking before the entire story can be presented. Once the public begins to reject an explanation, it becomes very difficult to ask people to believe new information coming from the same source, and the result is that a client looks worse than without the PR treatment.

As the PR counsel for the New York Sergeants Benevolent Association (SBA), our firm has had a unique view of how this course of events can play out over the last few months. With a constant string of buzzwords circling the New York and national media leading to public unrest and concern about the city's police force, our job has been to educate and separate fact from fiction.

We've done this by putting the President of the SBA, Ed Mullins, on major media and positioning him as the voice of logic. Having represented the SBA since 2011, we know that the organization keeps the image of "the shield" intact.

Like with any client, understanding the goals of these political affairs entities ultimately enables a successful execution.

Benefits of the new media landscape

Today, if a PR agency does its job correctly, the client has a virtually endless supply of positive news stories helping his or her professional endeavors. Even if there's no way to save a client from negative press coverage, they benefit from reduced damage to his or her public persona.

Unlike other industries, with public affairs you aren't "hoping" for coverage — you're shaping coverage that will happen regardless. For example, politicians who have been caught behaving badly or engaging in taboo behavior may never get elected to public office again, but with effective PR treatment, the client will most likely have no trouble beginning a new career. Eventually, the client's reputation will benefit from hindsight and the passage of time, and he or she can potentially run for office again.

The public benefits from the enhanced availability of information. With news avail-

able 24 hours a day, people have the flexibility to take as much time as needed to make up their minds. A person no longer has to conform their thought process to the schedules of TV stations and news media. While this benefit to the public puts additional pressure on PR firms to provide self-preserving content, it also gives these firms the freedom to update the public on an ongoing basis and introduce constituents to the public officials in charge in a more direct and engaging manner.



Ronn Torossian

Leveraging the opportunities

Specific types of non-voting issues require efficient PR management to reduce distractions from the day-to-day operations of clients seeking image rehabilitation. Crisis management is a high-stress job that requires sharp instincts and excellent critical thinking abilities. These challenges are amplified as public figures react to sniping from opposing sides and long-buried frustrations coming from the public.

A PR firm has to be able to work with baggage that comes along with a client while presenting the client's side of the story in a way that not only explains his or her point of view but also the reasoning behind controversial past decisions. Negativity is never pleasant, but sometimes it can't be avoided. A successful PR campaign makes the client look better than it did before the crisis occurred, by leveraging all the available media resources at the firm's disposal.

Ronn Torossian is CEO and Founder of 5W Public Relations. ○

PR news brief

New PR network debuts

The Global Communications Alliance network of firms has launched with 10 members with market coverage in North America, Europe, Africa and Asia.

Agenda Global PA shop in Washington represents the U.S. Doug Turner, Founding Partner of Agenda, said many GCA members have worked with each other in the past and the new organization is a way to formalize those ties.

Joining Agenda as GAA members are Affaires Publiques Consultants (France & Belgium), Bluesky Strategy Group (Canada), Ethicore (South Africa), IMG Events & PR (Kenya), Navos (Germany), PLMR (UK), Wilkinson Group (Australia), Wit Communicatie (Holland) and YoungNetwork Group (Dubai, Portugal, Angola and Mozambique).

London-based PLMR will manage the alliance for the first year. Leadership is to rotate.

U.S. energy debate reveals modern identity crisis

America has a bizarre relationship with energy: statistics show we're environmentally conscious yet proudly pro-fossil fuel at the same time; we want cheap energy but are growing increasingly wary about its consequences; we have a President lauded by environmentalists, yet he's presided over the largest oil boom in U.S. history. Taken together, America's energy debate has highlighted an all-too-human propensity to follow short-term rewards even after we're aware of long-term side effects.

By Jon Gingerich

Oil now sells for about \$50 a barrel, a 50% price drop from only seven months before. As a result, we're enjoying the lowest gasoline prices we've seen in six years, savings so significant that a February *Time* front-page feature on the subject claimed current pump prices are the equivalent of a \$125 billion tax cut.

The precipitous drop in consumer fuel prices can be attributed to everything from increased Middle Eastern oil production to a recent easing of stock market speculation. More than anything, our current market conditions exist by dint of the fact that we're experiencing an oil renaissance in the U.S., brought on, in part, by a surge in domestic hydraulic fracking and oil-shale production. The U.S. produced about nine million barrels per day by the end of 2014, almost double what we produced just seven years ago.

Some states have witnessed a massive uptick in revenues as a result, but like every other commodity, oil is influenced by the ebbs and tides of supply and demand; excess product eventually provokes manufacturers to cut labor and development, which eventually impacts local, then national, economies. Yet, while our stores of fossil fuels grow, America's thirst for it remains incommensurately insatiable. Our oil keeps getting cheaper, yet we're in a fevered dash to produce more of it.

Economic pipe dreams

With Republicans now controlling both chambers of Congress, it's clear they're interested in sending the message that, after six years of an ineffective Washington machine, a new era of efficiency has arrived on the Hill. And what better way to send this message than through a series of aggressive policy initiatives aimed at forcing the President's hand?

In January, the Senate defiantly passed its veto-bound bill to clear construction for the Keystone XL pipeline. The controversial project would transport bitumen, a viscous soup of oil, sand, water, and clay, from a preexisting TransCanada pipeline system in Hardisty, Alberta, about 1,200 miles south to Steele City, Nebraska. From there it would continue by another network of pipes, to be refined in the Gulf of Mexico.

Given the bill is basically guaranteed

D.O.A. on Obama's desk, its passage was clearly a symbolic gesture, but it's also one that underscores a bizarre proclivity in the U.S. to indiscriminately equate fossil fuel production as analogous with economic prosperity. We continue to see oil as a panacea, even when the facts tell us that in some cases, it's anything but.

The proposed Keystone project can't be lauded for the jobs it would produce — at least not realistically. Employment figures have been bandied around for years, depending wildly on which side is propagating the message. The U.S. State Department's January 2014 study on the pipeline estimated there would be at least some jobs — about 2,000 a year for the duration of the pipeline's construction — but they would dwindle to about 50 permanent jobs once the project is completed, in two years. And it can't be for the fuel prices. The State Department concluded that the project would have "little impact" on the prices consumers pay for gas. Finally, it can't be for the oil. TransCanada tar sands is already getting into the U.S., via rail, and it's going to be refined with or without this pipeline. Taken together, the only clear winner is TransCanada, which will now be able to deploy tar sands into the U.S. cheaper and more efficiently with the completion of this project. This isn't the financial geyser Republicans envisioned, especially when mass-transit bills that would actually hire skilled workers were slashed at the state level to make way for the Keystone bill's passage.

Obama's environmental record dubious

Despite rhetoric that has indicated otherwise, Obama has always been capricious on the environment. Election campaigns and states of the union have been rife with global warming talking points, but his record has, thus far, been mostly unimpressive.

Sure, the 2009 stimulus allocated \$90 billion to green energy, he forced the Department of Transportation to implement higher vehicle fuel-efficiency standards, and he's currently working on a bold coal pollution reduction policy with the EPA. But he's never done anything to regulate fracking, and he failed to codify long-term regulations on offshore drilling in the wake of the BP Deepwater Horizon disaster.

The Obama administration really enraged

environmentalists in January, when it was announced new portions of the Gulf and large swaths of the Atlantic Seaboard — the coasts of Virginia, North Carolina, South Carolina, and Georgia — would be opened for oil and gas drilling contracts. It's curious timing, given not only his sworn veto of the Keystone project, but considering this news came a week after the release of a study suggesting global warming now has marine life on the cusp of extinction. Coral reefs have declined by 40% worldwide, according to the report. *The New York Times* on January 15 claimed that contracts for seabed mining now blanket 460,000 square miles underwater.

Americans want climate change action

The public seem just as mercurial on the issues of fossil fuels and the environment as our leaders. Polls show Americans overwhelmingly approve development of the Keystone XL Pipeline — by as much as 80% — but they also show, by almost the same margins, that we want action on climate change. A poll conducted by *The New York Times* and Stanford University, published by *The New York Times* on January 30, shows a majority of Americans — 81% — now believe climate change is at least partially man-made. Moreover, 77% of those polled believe the government should be doing something about it. The real shocker: among those polled who identified as Republican, nearly half — 48% — said they are now more likely to vote for a candidate who will fight climate change.

These figures support the notion that climate change could be a major narrative in the 2016 elections, but it also underscores the idea that more people are becoming aware of how climate science impacts them. In January, two separate scientific entities — NASA and the National Oceanic and Atmospheric Administration — reported that 2014 was the hottest year on record.

Arguably, given our track record, America's recent fuel savings could be terrible for the environment, because airy economic conditions traditionally have a habit of reinforcing wasteful choices. Maybe we're becoming a culture no longer willfully blind to the facts of climate change, but it remains to be seen if we're willing to do much about it. ○

B2Bs can take communications cues from nonprofits

Just as for-profits angle for market share, nonprofits battle to get a piece of a finite amount of philanthropy available. Whether the currency is donations or sales, taking an objective look across the aisle at our nonprofit counterparts can help all businesses increase their bottom line.

By Mark Thabit

Hundreds of Facebook likes per post. Tens of thousands of Twitter followers. A blog publication schedule that rivals media outlets. Not only has The Nature Conservancy invested in content marketing, it's following and creating best practices.

Many nonprofits, like TNC, do amazing work that the for-profit businesses can use as a communications blueprint. And given the primary B2B content goals are to drive Web traffic and improve sales lead quality, should that come as a surprise? Nonprofits undoubtedly want the same things.

Some challenges are universal

Considering that content and social media help brands win attention and drive revenue, it makes sense that these goals transcend brands and industries. Content, though, has proven particularly difficult to master.

Only 24% of nonprofits believe their messaging connects with target audiences. Only slightly better, 38% of B2Bs consider their content marketing effective. Similarly, only a quarter of nonprofits have a documented content strategy, 10 percentage points lower than the number for B2Bs.

The for-profits in these examples have a leg up, but both could stand improvement.

As an example, let's take a look at The Nature Conservancy and analyze the motivation behind its strategies.

Why TNC? The organization has saved 120 million acres and thousands of miles of river across 35 countries. The results date back to their inception 60 years ago, but have been buoyed by their relatively recent content and social strategies. They produce content across platforms, mixing multimedia and feeding content geared to scientists and everyday environmentalists. TNC's efforts aren't just applicable to environmentally focused marketing and PR. Its best practices will drive results in any industry from manufacturing to professional services and anything in between.

Developing a strategy

The old saying "Failing to plan is planning to fail" holds true in communications. But as discussed above, planning and developing a content strategy is a bugaboo for a significant number of brands.

"Having a promotions plan is key," said TNC Digital Marketing Strategist Katherine Sather. "Set benchmarks and lean on analytics to inform future strategies. It's easy to skip this step if you're short on time and resources, but it's so valuable."

Having an overarching plan is a step in the right direction, but to really drive results you need to identify the strengths and limitations of each platform you use and tailor your plans and goals to them.

"We set goals for each platform based upon what growth we saw last year on those platforms and where we see the platform growing next year," said TNC Social Media Marketing Manager Trevor Martin.

One goal, multiple messages

No one will ever say outright that you shouldn't save the whales or coral reefs. However, people have different agendas for supporting certain causes, just as they have different reasons for wanting a product.

To nurture target audiences to conversion, communicators need the right social and blog content. TNC uses a wide variety of contributors and content aimed at its audiences. They develop monthly content themes and tackle issues related to those themes from a scientific standpoint and through emotional appeals.

"TNC's content shows balance by conveying personality through nature, while showing situational gravitas on trending topics or discussing environmental topics through a scientific lens," Martin said.

Taking different angles on topics helps TNC reach different audiences while nurturing them to the same end goal: to learn more, donate or volunteer. This same tactic also drives customers toward conversions.

It's not just angles that matter — it's also platforms. TNC has an impressive multimedia library across its owned platforms that entertain, educate and discuss trends and industry news.

These days the best way to reach audiences often is multimedia, but the how and where ultimately depend on the audience. Even the most engaging content might not resonate with your audience if it's not on their preferred platform. Don't assume that they'll come to you, make sure you bring your content to where your audience is al-

ready. Content competition means that if you don't provide what they want, they'll find it elsewhere.

Having a content strategy that covers narrow and broad topics helps TNC reach different audiences and set them on a more customized engagement path.

The more content connects with target audiences on an individual level, as TNC's often does, the better it will perform. The content has to go deeper than focusing just on the cause; it needs to match the mission of the organization it represents. In TNC's case, its mission is "protecting nature, for people today and future generations."

As VanguardDirect noted, "A strong mission can unite your team, instill loyalty, and engender endless advocacy." Why not try to convey that through content?

Broadening audiences

The average TNC member is 67.5 years old. TNC wants to appeal to a younger audience. The target? Millennials.

TNC understands that pushing out the same content on typically younger platforms like Snapchat or Instagram won't engage younger targets. It needs to customize content, right down to the language it uses.

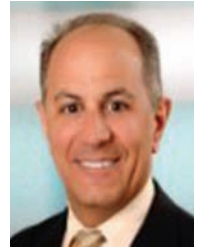
For example, TNC Digital Editorial Manager Megan Sheehan said they have found that millennials don't like terms like "our earth" or "our planet" because it makes them feel separate from the world they live. This influences how they construct the content they produce, but understanding the millennial viewpoint gives insights into how they will search for environmental information on search engines, potentially vaulting TNC near the top of results.

It's critical to monitor performance after deploying insights. Communicators always have room for improvement.

"The launch isn't the success," Sheehan said. "You need to be a parent to your content, not a babysitter. You have to want it to grow and thrive."

Yes, nonprofits call successful conversions "donations" or "volunteers" while for-profits use "sales," "customers" or "subscribers," but when it comes to communications many of the differences end there.

Mark Thabit is CMO of Cision. ○



Mark Thabit

Policymakers remain out of touch on climate change

For years, politicians and members of the science community have been at odds on the divisive issue of climate change. Today, however, the public has joined that fight, and have taken sides with the latter by wide margins, rejecting the fossil fuel industry's profit goals in favor of federal limitations on pollution and greenhouse gas emissions. For this reason, 2015 may be the year policymakers' tactics of turning a blind eye to science could finally come to an end.

By Aric Caplan

Pericles, the Greek statesman, declared that people who take "no interest in public affairs not as apathetic, but as completely useless." It's a lesson we should take to heart today.

The United States Election Project estimated only 36.4% of eligible voters turned out for the recent midterms, which was the lowest overall in the past 70 years. Clearly, Americans hold politicians in extremely low favor. Could it be that most legislators are not seen to be following a code of ethics? The Gallop organization's Honesty/Ethics in Professions poll for 2014 validates that view, and found lobbyists' standing at an appalling 6%, members of Congress at 8% and state officeholders at 14%. In contrast, trust among nurses ranked 82%, teachers 70%, and medical doctors and military officers, 69%.

Misinformation isn't a public service

Among lawmakers, it would seem that doing "the People's business" carries a hefty price tag, which essentially is the cost of their own reelection. Consequently, too many candidates nowadays check their integrity at the ballot box and auction their loyalties to the highest bidders. The landmark 2010 Citizens United ruling that dismantled bans on corporate and outside campaign spending and recent Supreme Court affirmations haven't exactly discouraged their behavior.

The Sunlight Foundation, whose goal is to make government more transparent and accountable, found in a 2014 investigation titled "Follow the Unlimited Money" that campaign resources awash with secret corporate cash — aka "dark money" — "enabled outside groups to run shadow campaigns for or against candidates of their choice." Their searchable database tracks groups paying for ads and other forms of political communication. Ironically, many of those contenders are the same charlatans who basically resent most public sector employees, despite their own candidacy for highly coveted, bureaucratic positions.

Fortunately our democracy is resilient, and it withstands numerous contradictions amid deep partisan divides where the quid pro quo too often undermines the public

interest and our trust on behalf of industry special interests. In January, the 114th Congress swore to "faithfully discharge the duties of the office," per the Constitution. But, many political figures neglect what George Washington called an obligation to Civic Virtue more than 239 years ago, which was seen as central to the success of the "community."

Today, imagine how the Founding Fathers would view Civic Knowledge and access to the political process that they promoted to encourage ordinary citizens to actively make a difference. To make matters worse, many politicians swap opinions for the facts and deputize their own ideologies for radical social policy, which contradicts their so-called small government facade.

Public, politicians divided on regulations

It's time that we call out those who politicize the truth and reject science as long as legislative solutions can be condemned as "too liberal." It's no wonder Americans are repelled by intransigence in Congress and within many state legislatures.

Taken together, what are government's obligations? In 2014, Americans polled found clear majorities that supported protection from the fossil fuel industry polluters as proposed by EPA's Clean Power Plan. If enacted, we would breathe cleaner air, create more jobs and avert the damages from climate change. A Quinnipiac University poll from June 2014 found 58% of voters supported federal government limitations on greenhouse gas emissions from power plants. A June NBC News/*Wall Street Journal* poll saw that 67% of Americans supported President Obama's EPA carbon pollution regulations. A Bloomberg News poll from that same month observed 62% of Americans would pay more for energy if it meant reducing air pollution from carbon emissions. And a May *Washington Post*-ABC Poll showed that 70% of respondents support regulating carbon from power plants.

Climate change denial gets desperate

In January, EPA administrator Gina McCarthy told the American Meteorological Society at a town hall at the Phoenix Convention Center, "We need to move in a way

that's not based on fear, but opportunity ... If you think (climate hasn't) changed, you're kind of nuts."

Will 2015 be the year to end partisan bickering and respect science? Last fall, Florida's Senator Marco Rubio defiantly told ABC's "This Week," "I do not believe that human activity is causing these dramatic changes to our climate the way these scientists are portraying. And, I do not believe that the laws that they propose we pass will do anything about it. Except it will destroy our economy." Brazenly, Senator Rubio also rejects what 97% of scientists assert, and denies support for his home state's inherent vulnerabilities, which many say is ground zero for climate change impacts.

An oblivious Representative Steve Pearce (R-NM) similarly claimed during an election-year debate that he's confident our climate isn't changing because he has "Googled this issue." Science deniers have relied on the trite expression "I am not a scientist" to deflect responsibly when confronted with the facts. Michael McKenna, a Republican energy lobbyist and advisor to House Republicans and conservative political advocacy groups concerning energy and climate policy admitted the "I-am-not-a-scientist" idiom has to be "the dumbest answer I've ever heard. Using that logic would disqualify politicians from voting on anything." He added, "Most politicians aren't scientists, but they vote on science policy. They have opinions on Ebola, but they're not epidemiologists. They shape highway and infrastructure laws, but they're not engineers."

On the campaign trail last fall, another well-known non-scientist, President Barack Obama, said, "It's funny, if you ask a Republican in Congress if they believe in climate change, they say, 'Well, uh, I'm not a scientist.' But when it comes to a woman's



Aric Caplan

— Continued on next page

right to choose, suddenly they're a doctor." Vice President Joe Biden criticized Florida's GOP Governor Rick Scott, adding "He says when asked about climate change, 'I'm not a scientist.' But he sure the hell thinks he's a doctor when he tells women what do." The AP reported that line drew the loudest applause of the event. Likewise, comedian and political satirist Bill Maher told an uproarious "Real Time" TV audience, "I mean, they're not gynecologists, either, but it never stopped them from commenting on that."

I think Comedy Central's Stephen Colbert put it best, saying, "I hope that these conservative leaders can inspire all the children out there watching to think to themselves, 'Hey, maybe someday I could grow up to be not-a-scientist.' Remember kids," he added, "if you get unhooked on science early, maybe someday you could completely lack any understanding of science and then grow up to be the Chairman of the Senate Environmental Committee." It should be noted that Senator James Inhofe succeeded Senator Barbara Boxer as the new Chairman of the Senate Environment and Public Works Committee. Politico recognized that he isn't a scientist either, by reporting that the longtime Oklahoma Senator is the Hill's most colorful critic of man-made climate change science, who categorically cited the Bible to disprove global warming in his 2012 book *The Greatest Hoax: How the Global Warming Conspiracy Threatens Your Future*.

Education on climate change paramount

According to the Committee for Skeptical Inquiry, healthy skepticism promotes the scientific method and critical thinking. They also cleverly raised concern that the words "skeptical" and "denier" are not synonyms, as ordinarily misused in the November 10, 2014, *New York Times* article "Republicans Vow to Fight EPA and Approve Keystone Pipeline," referred to Senator James Inhofe as "a prominent skeptic of climate change." Scott Horsley, a White House Correspondent for NPR News, called Senator Inhofe "one of the leading climate change deniers in Congress." The Committee recently called on journalists to "use more care when reporting on those who reject climate science, and hold to the principles of truth in labeling. Please stop using the word 'skeptical' to describe deniers."

You might also wonder what sort of evidence "not-a-scientist" governors and Members of Congress would need to be convinced and, as the popular hashtag urges, to #ActOnClimate. After all, NASA says, "Warming of the climate system is unequivocal, as widespread melting of snow and ice and rising global average sea level."

Similarly, in October, the U.S. Department of Defense released its "Climate Change Adaptation Roadmap" as the Pentagon maintained that climate change is a "threat multiplier" that could exacerbate terrorism, and recognizes a "long-term trend, but with wise planning and risk mitigation now, we can reduce adverse impacts down-range."

A group of prominent scientists from the University of Miami, Florida State University and Eckerd College met with Governor Rick Scott last August to explain climate science and the urgency for his state to take action. "This is not complicated," David Hastings, a marine science and chemistry professor from Eckerd, said. "We teach this to 18-year-olds every year, and I've been doing it for 25 years. It's not hard science." Hastings told the Governor, "As scientists, we're the map makers. As policymakers, you're the navigators," and "we need strong leadership from your office, and from you in particular to minimize the impact." Besides saying, "Thank you all," Governor Scott spoke no other related comments, questions or promises to consider the climate expert's admonitions.

Whether or not elected officials admit it,


the effects of a warming planet are real. The U.S. National Academy of Sciences and the U.K. Royal Society recently joined forces to create a one-minute primer video explaining climate science in the simplest terms. They tackle how burning more fossil fuels heats the planet and contributes to the arctic thawing, and in what ways people generating more carbon pollution increase global temperatures and cause sea levels to rise. Right on cue, Bill Nye, the science educator popularly known as "Bill Nye the Science Guy," spoke about why it doesn't take a climate scientist to realize that we are "releasing carbon dioxide in the air at a prodigious rate and ... the earth's getting warmer faster than it has ever gotten before." According to Nye, "to have a generation of science students being brought up without awareness of climate change is just a formula for disaster."

If someone's ambition were truly to become a citizen legislator by doing the People's business, they ought to be more concerned with serving the public interest and working toward the common good, rather than fueling ideological misinformation.

Aric Caplan is President of Caplan Communications in Rockville, MD. ○

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Cerrell is one of the country's senior public relations and public affairs firms. With an extensive depth and breadth of experience throughout the U.S. and abroad, our firm has consistently delivered results for corporate, nonprofit and government clients across a wide range of industries and sectors since our founding in 1966.

Through nearly five decades of success, Cerrell has developed an unparalleled body of knowledge and experience in all facets of public affairs and public relations. But what makes our firm truly unique among our competitors is that we don't simply specialize in one specific issue area; we have specialists in core practice areas and more than 25 elite and diverse professionals with a diversity of communications experience under one roof. This allows us to provide clients with a cohesive and comprehensive public affairs and public relations strategy.

Cerrell is equipped to engage in the kind of collaborative, multifaceted strategic problem-solving that delivers results our clients need in complex, rapidly changing environments. Our firm provides services in the areas of media relations and crisis communication, local government advocacy, campaigns and issues management, energy and environment and land use planning.

Our Media Relations & Crisis Communication team's expert understanding of the messages and events that move the media allows us to tell our clients' stories strategically. Successfully harnessing the power of the media is about more than just managing a story; it's about making sure that you are a part of the public narrative. Having managed a variety of highly sensitive crisis and litigation matters in partnership with the legal community, our team is expert in providing the types of sensitive and responsive communications that are critical to protecting our clients' long and short-term reputation. Whether it's telling our clients' story locally or driving an international narrative, we understand what it takes to cut through the clutter and to work in an integrated way with other ongoing public affairs efforts.

Cerrell's Energy & Environment team provides expert strategic

counsel and outreach services to a wide variety of corporate, non-profit and government clients. Energy and environmental issues are some of the most challenging and complex issues facing businesses and government today. California-specific regulatory and legislative mandates for air, water and habitat make working in the state more challenging than anywhere else in the country. Our team understands this complex regulatory framework and the sensitive environmental, political and community impacts that often accompany these issues.

Our Local Government practice employs a team-oriented approach that helps our clients successfully navigate local and state government, engage decision-makers and, ultimately, achieve their desired results — securing a government contract, passing an ordinance or stopping an unfavorable action. Our local government team is composed of seasoned professionals who are former city, state and federal government staff members.

Cerrell's skilled Campaigns & Issues Management team manages every aspect of a political or issue-based campaign in a strategic manner to achieve our clients' goals — whether it's achieving success on Election Day or winning a vote before a governing body.

A part of the Worldcom Public Relations Group, Cerrell brings global expertise and a depth of relationships that are unparalleled. Both independently and through the global Worldcom network, Cerrell has helped clients deploy both tailored local and macro global strategies that have resulted in successful public affairs and public relations wins in some of the most challenging circumstances.

COOPERKATZ & COMPANY

205 Lexington Avenue, 5th Floor
New York, NY 10016
www.cooperkatz.com

Ralph Katz, Principal
Anne Green, President / CEO

CooperKatz has significant experience helping clients respond to complex business, public policy or environmental issues with integrated communications solutions that deliver results. Our expertise

enables organizations to strategize issues, articulate key perspectives and leverage opportunities.

Relevant cases include: Issues regarding healthcare reform, delivery and policy; Copyright / trademark protection in digital realm; Privacy / tracking issues related to online behavioral advertising; Marketing of controversial products; Publicizing global corporate environmental initiatives; Assessing environmental impact of motor vehicles; Announcing major renewable energy investments; and Scientific research into sustainability / environmental issues.

CooperKatz has developed public affairs and/or environmental campaigns for diverse clients, including American Cleaning Institute (ACI), American Society of Composers, Authors and Publishers (ASCAP), Association of National Advertisers (ANA), Digital Advertising Alliance, MSN, Northern Arizona University, Otis Worldwide, Philadelphia Eagles, Piaggio Group Americas, The Physicians Foundation and US Preventive Medicine.

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Thomas F. Coyne, CEO
Rich Lukis, President
Kelly Dencker, Senior VP
Joe Gargiulo, Senior VP
Kevin Sullivan, Senior Consultant

Coyne is uniquely positioned to address public policy and sustainability issues that impact clients' short-and long-term business interests. Working in collaboration with the firm's team leaders, we develop public affairs campaigns to educate government officials, thought leaders and other stakeholders. The agency has represented prominent organizations such as Express Scripts, Atlantic Health and Seventh Generation. Coyne also counseled clients such as UPS and the Sealed Air Corporation, as

they formalized their sustainability strategies and obtained recognition for achievements that have, and will continue to be, fundamental elements of their core business operations. From thought leadership positioning to relationship building (government, NGOs, associations, general and LOHAS consumer groups) to grassroots initiatives, our experts leverage and build upon every existing asset to develop the most creative and meaningful sustainability initiatives. Companies that integrate sustainability into their business strategies recognize the importance of communicating their practices, programs and approaches with stakeholders. Informed, responsible and knowledgeable consumers can increase the market share of a sustainability-minded company and be instrumental in achieving business goals. The members of our team are GRI knowledgeable and certified to help clients achieve this industry standard.

CROSBY

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Annapolis, MD 21401
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www.crosbymarketing.com

Raymond Crosby, *President*
Tammy Ebaugh, *EVP, Chief Strategy Officer*
Jeff Rosenberg, *Advocacy & Social Marketing Practice Leader*
Joel Machak, *Executive Creative Director*

For 40 years, Crosby has helped clients Inspire Actions That Matter™ — actions that positively impact people's lives and contribute to the greater good. From inspiring Americans to save energy to stopping the spread of invasive species that harm our natural resources, Crosby partners with clients to raise awareness and spur action on issues relating to the environment, energy, public health, sustainability and responsible development.

Crosby serves a wide range of nonprofits, advocacy groups, government agencies and companies in the environmental sector. The firm has created award-winning outreach and integrated campaigns for the EPA Energy Star program, USDA, Super-efficient Equipment and Appliance Deployment (SEAD) initiative, Apex Wind Energy, the Catholic Coalition on Climate Change and others.

Services include marketing research and planning, brand development, stakeholder engagement, community and multicultural outreach, PR, digital marketing, PSAs,

and social marketing and behavior-change campaigns that deploy a mix of paid, earned, shared and owned media.

Crosby ranks among the country's leading independent agencies and has offices in Annapolis, Md., and Washington, D.C.

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John Davies, *CEO*
Robb Rice, **Taylor Canfield**,
Exec. VPs
Lisa Palmer, *Sr. VP*
Joshua Boisvert, *VP*

Davies is the go-to North American public affairs firm for projects facing complex, controversial permitting fights and defining issues where public opinion is often the decisive factor.

Today, public approval means just that, approval by the public. Citizens have greater influence over the decision-making process, especially when a decision maker is an elected official or government agency.

Davies has a proven approach to transform public opinion and leverages authentic grassroots that motivates and cultivates supporters to speak out on your behalf, overcoming manufactured opposition to win timely public approvals.

We provide strategic public affairs support, issues management, crisis communications support, public opinion research, data mining, database development, project messaging and branding, material development, digital and social strategy and implementation, and grassroots outreach and activation.

Since 1983, Davies has been consistently recognized among the top strategic communications firms nationally and been chosen for hundreds of industry awards. Davies offers public affairs expertise across multiple industries, with specialties in Real Estate, Energy & Environment, Mining, Oil & Gas, and Crisis Management.

Clients: AES, Anglo American, Augusta Resources, Colony Capital, Dominion, ExxonMobil, GenOn, HomeFed, HudBay Minerals, KGHM, Newland, NRG, Shea Homes, SoCal Gas, and Walmart.



The Crosby team works with EPA's ENERGY STAR® program to help protect the environment and fight climate change.

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Anne Glauber, *Global Issues (NY)*
Amy Terpeluk, *Global Issues (NY)*
Jessica Ross, *Public Affairs (Finn Partners D.C.)*
Jim Luetkemeyer, *Public Affairs (Widmeyer D.C.)*

The Finn Partners companies, including Widmeyer Communications, offer award-winning and proven expertise in Environmental PR and in Public Affairs.

Our staff members in the environmental practice have extensive understanding of today's key issues and tomorrow's considerations. They confront client issues ranging from: sustainable agriculture, renewable energy, climate change, clean technology, energy efficiency, water pollution and scarcity, smart grid to green buildings.

And, with Widmeyer Communications, Finn Partners' public affairs practice has established itself as a leader in the sector.

The Finn/Widmeyer Public Affairs team includes staff in both Washington D.C. and New York. We specialize in raising awareness for many causes utilizing the underlying issues to strengthen our clients' corporate reputations, support marketing goals, elevate non-profit initiatives and change public thinking with measurable results. Our clients include industry lead-

ers, established private sector companies, innovative start-ups, utilities, and non-profit organizations — all who are dealing with complex issues that can present unique communications challenges.

Specifically, with our counsel and follow-through programs we drive visibility and inform the public, lawmakers, opinion leaders, and the media on complex legislative and regulatory issues. We serve as overall managers of many national and multi-state public affairs campaigns, execute high-profile media relations programs, plan news-making events and initiate broad-based grassroots advocacy efforts. We direct successful issues management campaigns inside the Beltway, in key states and globally.

G&S BUSINESS COMMUNICATIONS

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Luke Lambert, *President & CEO*
Jeff Altheide, *Executive VP*
Ron Loch, *Sr. VP & Managing Director, Sustainability Consulting Practice*

G&S Business Communications partners with clients seeking a strategic approach to corporate social responsibility (CSR) that improves relationships with stakeholders and realizes greater business value from sustainability efforts.

Continued on page 20

G&S BUSINESS COMMS.

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With headquarters in New York, offices in Chicago, Raleigh and Basel, Switzerland, and affiliates in 50+ countries, we advise on sustainability reporting, strategic messaging and stakeholder engagement, materiality analysis, green technology marketing, supply chain monitoring, and cause marketing. Our portfolio encompasses a broad array of media, content, creative, digital, social, and event services.

Annual editions of our Sense & Sustainability® Study continue to be an authoritative source for research into consumer opinions on the corporate commitment to environmental, social and governance (ESG) responsibilities. G&S also advances thought leadership via programs that feature journalists from leading news organizations, among them *Businessweek*, *Newsweek* and *Time*.

We achieve business results by precisely aligning sustainability communications with corporate strategies.

MAKOVSKY ENERGY AND SUSTAINABILITY PRACTICE

1425 K Street, NW
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Andy Beck, Executive VP

In today's crowded and competitive energy markets, many companies are falling short in their communications. They're forgetting a vital principle: that we motivate behavior by understanding and addressing the desires and needs of the end-user customer. Vaunting product and service attributes — the default marketing formula among many companies — will only move the needle so far. What's often lacking is the missing link: persuasive communications to end-user customers, based on genuine insight into how the products and services benefit end-users and address their needs. This is where Makovsky comes in.

Makovsky was founded on — and continues to be guided by — a singular vision. Before many others, we saw that agencies could play a vital role in helping clients succeed

in highly specialized business sectors that require focused knowledge to connect and communicate with customer and investors. This was the inspiration for our guiding principle, "The Power of Specialized Thinking."

We have an extraordinary record of success in building name recognition, share of voice and increased revenue for companies of all sizes. Led by the U.S. Department of Energy's former head of public affairs, our energy and sustainability practice has decades of collective experience working with and for companies just like yours. The firm's services include brand positioning, corporate identity design, Website design, content development, programming, public outreach, media relations, and thought leadership development.

Our success stories typically involve complex challenges that require deep energy sector insights; seamless integration of public relations, public affairs and marketing across traditional, digital, social, and experiential media channels; and detailed measurement to determine impact.

Insights, integration and impact. These three simple, yet comprehensive steps are the keys to building a successful energy brand. They're also what we do best.

MARX LAYNE & CO.

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Michael Layne, Managing Partner

For more than 25 years, Detroit-based Marx Layne & Company has provided outstanding, results-oriented communications counsel to a broad range of clients in the business, government and nonprofit sectors.

Our proven ability to design and launch successful public relations campaigns, develop creative communications solutions and exceed client expectations has earned us a reputation as a valued partner and an industry leader. We are highly skilled at integrating communications, utilizing media relations, social media, content marketing, community relations and crisis communications.

Our account professionals customize high impact strategies to

deliver clients' messages and influence opinion on legislation, regulation and appropriations at the state and local levels.

We're routinely engaged by lobbyists to reinforce their efforts by generating constituent messages, news coverage appearances, editorial commentaries, expert testimony and research studies. Our clients include publicly traded multinational corporations, mid-sized companies and small private practices.

We're knowledgeable in many industries including environmental services, energy, financial services, healthcare, higher education, hospitality, legal, manufacturing, nonprofit, real estate, retail and telecommunications.

MWW

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Michael Kempner, President and Chief Executive Officer
William Murray, Executive Vice President, Public Affairs
Douglas Smith, Executive Vice President, General Manager, Washington, DC

MWW, one of the nation's top mid-sized public relations firms and one of the five largest independent global agencies, is a leading expert in the public affairs and government relations fields. Having worked at the highest levels of the executive branch, Congress and state and local governments, we understand how to help our clients Matter More™ in Washington, DC and in the communities where decision-makers operate.

Our extensive experience, contacts and deep access to Democratic and Republican leaders in major congressional committees and government agencies enables clients to achieve their public policy goals at the federal, state or municipal level. MWW offers in the State House, on-the-ground capabilities in all 50 states through its proprietary CapitolEdge™ 50-State legislative and public affairs network. With a deep understanding of all communications channels — social media, advertising and traditional media relations, direct mail, stakeholder mapping and proprietary creative strategies — and our proven grassroots, grasstops and consensus-building communications programs, we help raise our clients'

public policy interests and inspire action among key stakeholders.

PUBLIC COMMUNICATIONS INC.

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Jill Allread, APR, Pres. & CEO
Pamela Oettel, CFO & COO

Experience distinguishes PCI as a go-to agency on green issues. We serve a diversity of environmental clients, from advocacy organizations and professional associations, nationally ranked zoos and aquariums, conservation groups and regulatory agencies. It is an agency priority to use sustainable business practices daily at PCI because we share the belief with our environmentally conscious clients that it's important to live sustainably.

Several of PCI senior counselors have significant experience working in and for environmental organizations. This first-hand experience brings extraordinary insight and benefits to our clients through PCI's creative strategies to our understanding of knowing what words resonate and prompt public engagement on green issues.

For most of our 52 years, PCI has represented clients in the conservation and environment field. Today a growing segment of our business consists of clients that seek national and regional counsel on issues, including land use, water quality, wildlife conservation, marine life protection and living sustainably.

We create and launch campaigns, operate consumer awareness programs; celebrate announcements and milestones; manage social media campaigns and create content and strategies that inform, excite and connect publics with our clients' messages. This includes handling crises, coaching spokespersons and providing an outside-in perspective that is difficult for people within an organization to muster.

More than 75% of PCI's new business is generated through word of mouth, including referrals and personal recommendations from our clients. This is particularly true

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BUSINESS TRAVEL

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President, Founder & CEO



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Sachs Media Group: Ron Sachs, President/CEO and Michelle Ubben, Partner, COO, & Director of Campaigns & Branding.

PCI

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within our conservation and environment practice since PCI has established a reputation of understanding our clients' needs and delivering results.

Once clients begin working with PCI, they stay. Nearly half of our clients in the conservation and environmental fields have been with us 10 years or more and our clients benefit.

SACHS MEDIA GROUP

114 S. Duval Street
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Ron Sachs, President & CEO

Sachs Media Group (SMG) is Florida's dominant public affairs communications firm, building public and opinion-leader support for issues of statewide, regional and national importance. With strong bipartisan relationships, the SMG team is a smart, strong and strategic partner to any successful government relations team, generating public support, on-message media coverage and third-party validation of client priorities.

The firm combines public relations, marketing, advertising, crisis management, grassroots and digital/social media strategies, creating effective campaigns for corporate, nonprofit and government clients and is a national leader in branding and public education campaigns.

The firm's leadership team — steeped in media, government and politics — deeply understands how to shape issues, move public and policymaker opinion, and win in the halls of power.

The firm is headquartered in Tallahassee, with offices in Orlando and Washington, D.C. SMG is the go-to firm for public affairs in Florida and the southeast.

SCHNEIDER ASSOCIATES

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Joan Schneider, Chief Executive Officer & Founder
Phil Pennellatore, President

At Schneider Associates, we define public affairs as anything that impacts public opinion and drives behavior. In today's complex communications environment, missteps can result in instantaneous online crisis situations that can lead to offline media challenges. Whether you're facing a media crisis, securing approvals, advancing social or environmental causes, or trying to influence decision-makers at all levels of government, Schneider Associates can help.

We implement a proprietary process known as Community Launch™ to develop campaigns and government relations strategies for premier commercial, retail, and residential real estate developers as well as corporations, nonprofits, institutions and municipalities. We build support to drive initiatives through the public process, and execute campaigns for our clients.

Schneider Associates is a full-service public relations and integrated marketing communications agency specializing in Launch Public Relations®, a proprietary method of launching new and revitalizing iconic products, services, companies and communities to build awareness, excitement, and sales. Visit www.schneiderpr.com

SEVENTWENTY STRATEGIES

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Pam Fielding, President
Vlad Cartwright, Executive VP
Jeff Oldham, Managing Director

SevenTwenty Strategies is an integrated public relations and public affairs agency specializing in helping America's top brands listen to, engage and interact with their most important stakeholders — online and off. Leveraging a savvy integrated mix of media engagement, digital marketing, grassroots/grass-tops, social media advocacy and issues management, SevenTwenty supports the public relations, public affairs and PAC programs of some of the nation's most dynamic *Fortune* 500 companies and trade associations.

Serving clients in the health care, energy and consumer industries in the US and globally, our team of media and digital strategists, policy writers, designers and branding experts takes an individual, research-based approach to each client engagement, tailoring our strategies accordingly to ensure they reflect the unique identity, culture and set of needs of each client.

VANGUARD COMMUNICATIONS

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Maria Rodriguez, President

Since 1987, Vanguard Communications has specialized in initiatives that educate the public, change perceptions and behavior, affect public policy on critical issues and ultimately protect the health and well-being of all of us. A Hispanic woman-owned firm, our roots in the environmental movement run deep: Early on, we helped make Earth Day's 20th anniversary celebration the most publicized environmental event of its time by educating physicians about the migration of infectious disease due to climate change. More recently, we helped brand and position the local DC Sustainable Energy Utility, built partnerships and generated media for World Environment Day in D.C., and

helped make energy-efficient “microgrids” a sought-after option for updating our aging power system. Vanguard combines the comprehensive services of a large agency with the commitment to customer service of a boutique firm. Clients have included the U.S. Environmental Protection Agency, Consortium for Ocean Leadership, Galvin Electricity Initiative, environmental protection legend Brock Evans (in promoting his 2014 release, *Fight & Win: Brock Evans's Strategies for the New Eco-Warrior*), Vermont Energy Investment Corporation, Oceana and more.

WEBER SHANDWICK

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Cindy Drucker, Executive VP
Paul Massey, Executive VP

Weber Shandwick is one of the world's leading and most innovative communications firms with 126 offices in 81 countries. Through our Social Impact and Energy offerings, we bring clients a full-range of strategic, integrated communications services along with in-depth subject matter expertise needed to navigate the complexities of the social responsibility, sustainability and energy-related arenas.

Weber Shandwick's global Social Impact team works at the intersection of corporate social responsibility, sustainability and social issues. The team creates best-in-class, award-winning engagement campaigns, partnering with leading corporate, foundation, and nonprofit clients to advance shared value and positive change on business and social issues with consumers, thought leaders, media and other key stakeholders. Our global Energy team provides tailored communications and engagement services designed to meet the continually evolving energy efficiency, renewables, energy innovation, utilities, oil & gas and chemical marketplace.

Weber Shandwick counsels clients on social responsibility, sustainability and energy issues management and public affairs strategy in partnership with the agency's specialized public affairs division, Powell Tate, based in Washington, D.C. Powell Tate staff includes top communications and policy experts from both parties on Capitol Hill, the White House, federal agencies, trade associations, advocacy organizations and the media. ○

O'DWYER'S RANKINGS

ENVIRONMENTAL & PUBLIC AFFAIRS PR FIRMS

Firm		Net Fees (2013)	Firm		Net Fees (2013)
1. APCO Worldwide	Wash., D.C.	\$31,666,325	18. Moore Comms. Group	Tallahassee	\$665,556
2. Edelman	New York	14,931,638	19. OCG PR	Ft. Worth, TX	649,883
3. Davies	Santa Barbara	10,980,650	20. Makovsky	New York	550,000
4. Cerrell Associates	Los Angeles	4,001,072	21. French West Vaughan	Raleigh	519,315
5. Development Counsellors Int.	New York	3,872,478	22. Kaplow	New York	500,000
6. Finn Partners	New York	3,823,907	23. Peppercomm	New York	490,133
7. Rasky Baerlein Strat. Comms.	Boston	3,554,013	24. PadillaCRT	Minneapolis	439,000
8. Singer Associates	San Francisco	3,500,000	25. Standing Partnership	St. Louis	424,259
9. MWW	New York	3,210,000	26. McNeely Pigott & Fox PR	Nashville	365,267
10. Sachs Media Group	Tallahassee	2,614,082	27. Landis Communications	San Francisco	250,000
11. SevenTwentyStrategies	Wash., D.C.	2,243,397	28. Schneider Associates	Boston	221,461
12. LEVICK	Wash., D.C.	1,524,955	29. Seigenthaler PR	Nashville	165,592
13. Crosby Marketing Comms.	Annapolis, MD	1,247,813	30. VPE Public Relations	S. Pasadena	157,858
14. Butler Associates	New York	804,374	31. Zeno Group	New York	133,270
15. Allison+Partners	San Francisco	800,000	32. Gregory FCA	Ardmore, PA	80,000
16. Jackson Spalding	Atlanta	798,739	33. Rosica	Paramus, NJ	40,000
17. Public Communications Inc.	Chicago	676,133	34. Linhart Public Relations	Denver	26,429

The best crisis defense: the truth

By Fraser Seitel

There's a reason that Chris Christie won't win the Republican nomination for President, and Bill Cosby may never perform stand-up again.



Fraser P. Seitel has been a communications consultant, author and teacher for more than 30 years. He is the author of the Prentice-Hall text, *The Practice of Public Relations*.

They're both perceived to be hiding the truth or, stated a tad less politically correct, lying.

The citizens of New Jersey have, according to the polls, largely given up on their portly governor, and he — judging by his love affair with the loathsome Jerry Jones in Dallas and his growing absences from the state — on them.

Christie's steep decline, of course, stems from the infamous Bridgewater scandal of a year ago, and the governor's ini-

tial reluctance and later sparse commentary about any role in he may have played in purposely causing traffic jams on the George Washington Bridge.

Basically, Christie feigned ignorance of the whole mess, blaming the tie-ups on the rogue actions of a long-term subordinate, who owed her career to him and rarely acted without his approval.

In other words, Christie's convenient passing the blame onto a hapless subordinate simply didn't wash, especially for one who has presented himself as a tough, hands-on manager. Christie was perceived as a liar, and his political upward mobility is over.

The same can be said for Cosby, the erstwhile role model, now dogged by endlessly-escalating charges of sexual abuse. Cosby's lawyer — but not Cosby, himself — has denied the charges. Having a lawyer profess your innocence is, of course, the least-convincing proof an accused individual can serve up.

As Cosby continues to dig a deeper hole by lamely joking about the mounting accusations against him, he has become a pitiable character. The comedian can't be

saved. His failure to tell the truth has rendered a death knell on his career.

Now contrast the fate of these truth deniers with that of two others, one who admits his guilt, the other who professes his innocence, lawyer Alan Dershowitz and newsman Steve Kroft.

The combative Dershowitz was accused recently of having sex with an underage girl, hired by his former client, sleazeball investor Jeffrey Epstein. The girl's lawyers singled out Dershowitz and England's Prince Andrew as recipients of convicted sex offender Epstein's largesse.

While Prince Andrew was mum in the face of the allegations, Dershowitz came storming out with both barrels blazing, insisting he had never even met his accuser. Dershowitz took his case to CNN, the "Today Show," the *Hollywood Reporter* and anybody else who cared to listen.

Said the embattled counselor, "I'm going to demolish this woman's credibility and prove she's a serial liar. I won't rest until the lawyers admit they made it up." He also promised to have the woman's lawyers disbarred as a result.

So rather than hiding or ignoring the damning allegations, Dershowitz did just the opposite. He sought out public attention, because, presumably, the truth was on his side.

And finally, there was poor, cornered Steve Kroft, the CBS "60 Minutes" newsman, outed by the *National Enquirer* for an adulterous affair with a mistress.

While others might have let the whole, sordid tale play itself out without comment, to the glee of the *New York Post*, *Daily Mail* and like-minded purveyors of scandal — Kroft took the high road in his low-life tale.

The chastened newsman acknowledged his dalliance, "I had an extramarital affair that was a serious lapse of personal judgment and extremely hurtful to my wife and family, and for that I have nothing but regret."

Gravely embarrassed? Of course. Damaged credibility? Without question. But the difference between Kroft, who admitted the truth, and Christie and Cosby, who didn't, is that the former's career will continue, relatively unimpeded, while the best days of the latter two are clearly behind them. ○



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Out-of-pocket expenses in the PR industry

By Richard Goldstein

When considering client profitability and overall agency profitability, the recovery of out-of-pocket expenses (OOP) can be a key factor for agency profitability. Under certain circumstances a mark-up on these expenses should be considered. Unfortunately, many agency principals tell me that they do not mark-up OOP expenses and more importantly, do not understand the book and tax accounting rules for these expenses. Accordingly, this month I am discussing what you need to know about OOP.



Richard Goldstein is a partner at Buchbinder Tunick & Company LLP, New York, Certified Public Accountants.

Types of expenses

The expense part of a client budget at a PR firm can add up to a significant sum of the overall client budget. As a result, agency clients will put these costs under a microscope. Properly supporting these costs to your client is important to avoid write-offs and low profitability.

There are two types of costs that an agency bills back to its clients: its own overhead expenses and expenses incurred on behalf of clients. Generally, the term “rebillables” has been used in the PR industry to describe expenses billed back to clients. I generally prefer to use the term “rebillables” for internal overhead expenses and “CPT” (client pass through) for expenses (really costs) incurred on behalf of clients.

Recovering rebillables

Al Croft said it is always worth billing all reasonable expenses back to clients. Either track the exact costs (should be automated) or charge a percentage of the time to cover such costs. In my view, 6% or 7% of the time bill, added to each invoice to cover miscellaneous postage, copies, telephone costs, etc., seems fair. Larger costs such as mailings or copy runs should be billed separately.

Charging expenses back to clients adds cash directly to your bottom line. For example, how many copies do you make monthly? Only 2,000 copies per month charged to clients at 25 cents each puts \$6,000 back into your pocket annually and helps pay for the copier and the maintenance contract.

There may be a question as to whether an item is an agency or client expense. For example, if you take a client to lunch, that seems to be an agency expense. However, if you take both a client and an editor to lunch, that is the client's expense. Remember there is no such thing as a free lunch. The rule of thumb is: Anything you do or spend on behalf of the clients gets billed back.

Substantiation

One way to impress a client as well as the IRS is to show that the agency has strict record and receipt-keeping requirements. Generally your client will expect you to meet the IRS substantiation requirements.

In order for you or your client to deduct a business expense, it must be an “ordinary and necessary” business expense. These terms have been broadly defined to mean customary or usual, and appropriate or helpful. Thus, if it is reasonable in your business to entertain a reporter or other business people, you should pass the deductible test.

In order for your client to deduct, as an example, a meal expense that you are billing back, you need to provide the client all the supporting documentation that is required to deduct the meal. Remember, meals for the most part are only 50% tax deductible. Your goal is to make sure the client has all that is needed to deduct the cost of the meal or your client will push the expense back to you! Not only will you have a bad debt but will also absorb the 50% disallowance.

Third party service

Rick Gould, in his book, *The Ultimate PR Agency Financial Management Handbook*, wrote a section on third party services.

When your PR agency buys items or third-party services for a client, the traditional approach has been to bill them to the client separately as “OOP” expenses.

It is important to recognize that these expenses are not your revenue! For example, assume your agency fees for the year are \$1 million. You need to hire a third party service provider for a client at a cost of \$250,000. Your revenue for the year is not \$1.0 million plus \$250,000. The cost of the service provider is not your business expense deductible for tax purposes. It is merely a receivable from the client. If your agreement is to pay the service provider on behalf of the client, the cost is not tax deductible! It is a payment of a client liability — or an offsetting receivable and payable, not revenue and expense.

You may want to send two bills out each month. Once for fee earned and the other

for expenses. Items representing CPT should be billed separately enclosing any necessary documentation.

Mark-up

Many agencies do not mark-up client expenses. This is a mistake. You are providing a service to the client and in some cases acting as a bank! Often, the agency's direct OOP expense is increased by 17.65% (This has been a stand in the industry for as long as I can remember.) It represents, in addition to the dollar for dollar reimbursement, a fee to cover the time and series involved in obtaining the item or the third-party service billed. It is important that this provision be spelled out correctly in your client agreement and be reviewed with your legal counsel. If a client does not want to pay the mark-up, consider having the client directly negotiate the terms of the third party service provider and have all bills go directly to the client for payment.

Caution

When you bill back a client expense or an overhead expense, there could be sales tax issues. For example, the state can take the view that the mark-up is not really a fee but an additional cost of the item. If that is the case, the mark-up itself can be subject to sales tax. You need to discuss this issue with your own CPA and/or lawyer. If this can be an issue, you may want to label the mark-up as an administrative fee. Again, get the proper advice before acting. ○

PR news brief

Ogilvy cashes in with MoneyGram

Ogilvy Government Relations signed on as DC representative for MoneyGram International, a leading financial services company targeting the under-banked market.

The WPP unit handles matters concerning federal financial regulation, tax reform and money transmission services.

Dee Buchanan, whom Ogilvy calls the “go-to-guy” to the House Financial Services Committee, where he served as a top Aide to Chairman Jeb Hensarling (R-Tx), is a member of the OGR team.

Former Democratic staffers Moses Mercado (Missouri Congressman Dick Gephardt), Tony Bullock (New York Senator Daniel Patrick Moynihan), Dean Aguillen (California Congresswoman Nancy Pelosi) and Gordon Taylor (Louisiana Representative Chris Long) join Buchanan on the business.

MoneyGram is in the financial doldrums as revenues dipped 6.5% to \$358 million during its latest financial quarter and net loss weighed in at \$3 million compared to a \$22.5 million year ago profit.

The Dallas-based company had a tough January, as U.S. tax court rejected its plea to gain bank status in order to write off about \$550 million in losses triggered by the global financial collapse. The court ruled MoneyGram fails to meet the “bare requisites” for a bank.

Former Edelman exec says “PR is dead” in new book

“Trust Me, PR is Dead”

By Robert Phillips

Unbound (January 25, 2015) • 234 pages

Robert Phillips, former Edelman U.K. executive, has published *Trust Me, PR Is Dead*, a book that attacks the idea that information can be “managed” and that institutions can “implant messages” in target audiences.

Phillips says that PR, like media, political parties, diplomacy and internal communications, is undergoing disruption at the hands of the web and is “seemingly unaware of its own death throes.”

He says there is a new age of “individual empowerment” in which power is shifting from state to citizen, employer to employee, and corporation to citizen-consumer.

Phillips published *Citizen Renaissance* in 2008, which had a similar call for “citizen revolution to help address huge issues of well-being and climate change.” He says that global warming cannot be controlled unless “we leave a large proportion of the remaining fossil fuels in the ground.”

“Our communications world is now social—of and between the people — and democratic, because it gives voice to all,” he writes. “Joined together, this provides a unique opportunity for communications to be transformative ... we cannot continue spouting flimsy research statistics, empty slogans, and crass diversionary tactics.”

Some say PR lives

Advance publicity on the book fall touched off rebuttals from PR executives and groups including Kathy Cripps, President of the PR Council, which changed its name from the Council of PR Firms but kept PR in the title.

“Whether a firm is helping clients to create dialogue in social communities, engendering trust with their audiences, or moving people to action, it’s PR and it’s never been more relevant,” she said.

Only eight of the current 103 Council members use “PR” in their titles, down from 13 a year ago. Only six of the 50 largest firms ranked by *O’Dwyer’s* use PR and none in the top 15. Only 11% of the 1,450 registrants at the 2014 conference of the PR Society in D.C. last October used PR as part of their titles. Using “communications” somewhere in their titles were 386 or 26% of the registrants.

PR executives told an ethics panel of the Society’s New York chapter last year

that lawyers “have the final say” in communications matters.

The Centre for Corporate Public Affairs, Melbourne, published a five-page essay in 2013 called “PR Is Dead” by Director Wayne Burns saying only one percent of the organizations it surveyed had a “PR” function.

PR survives only on the “tactical fringes of marketing communications,” he wrote. What was once seen as “good PR,” positive and frequent news media coverage and reporting, well-attended corporate events and product launches, marketing campaigns — are not an end in themselves.” Currently valued are “socio-political outcomes defined and generated by organizational strategy, and by PA strategy that contributes to and underpins broader organizational objectives,” he says.

Up on measurement, down on CSR

Phillips urges more measurement of PR “outcomes” and less emphasis on “output.”

He has long been a foe of ad value equivalency (AVE), which multiplies ad space by anywhere from three to ten times the dollar value of the space. The R.H. Macy formula was ten times.

Almost all PR counselors call AVE a “wicked” measurement but he feels at least half of them “use it to justify success to clients.”

Better tools are available, he says. “With better data, gathered in real time, we can begin to track sentiment in media — just as supermarkets can move stock between aisles and at different heights in immediate response to customer demands. We can focus on what is engaging and when best to engage. We are guided not by the corporation’s blind supply, but by the citizen-consumer’s real time demand.”

Other sectors than PR, he writes, “simply offer greater insight and more measurable success ... seventy-five years after Edward Bernays germinated the modern PR industry, there is bizarrely still no consistent application of proper measurement criteria ... show me one board-level executive who is prepared to sign off on a significant budget against loose promises of increased awareness or engagement ... without proper measurement, there can be no accountability. And without accountability, PR will

only further become marginalized.”

CSR hijacked by sales

Corporate Social Responsibility was a “trend spotted early by PR folk” but in the “frenzy to monetize, the industry failed to think,” says Phillips. “Rather than lead a progressive agenda based on co-created, citizen-centric actions, it defaulted to selling stuff. What emerged was mostly ‘greenwash’ and thereafter an ill-formed CSR industry that today is more about bureaucratic, tick-box compliance and reporting than it is about social movement and societal change.”

Behaviorial trust has to “sit at the heart of everything and be embedded in every business action,” according to Phillips.

“It cannot be either side-channelled or sub-contracted. Trust is built through the honest behaviors of all real people from within, not by rules and words commanded from above. Neither advertising nor over-spun PR will work in building a brand or company.”

A “re-branded CSR practitioner” has told him that a “reform movement” has started within the CSR sector.

Polman of Unilever praised

Phillips does not have many words of praise for captains of industry but one exception is Paul Polman, CEO of Unilever since 2009.

Calling Unilever the “world’s second-largest Fast Moving Consumer Goods Company,” with seven of ten households using its products, Phillips says “Polman is the pin-up for a new generation of CEOs—thoughtful, responsible and challenging convention. His stated mission, to double the company’s sales while halving its environmental footprint, boldly goes where few CEOs have gone before.”

The company touts its “Unilever Sustainable Living Plan.” Polman, who received an Outstanding Achievement Award of the Atlantic Council in 2012, said, “Now is the time for business to step-up and lead.” Phillips noted that this was also the key message of the 2012 Edelman Trust Barometer which Richard Edelman had shared with Polman while at the World Economic Forum a few months earlier. ○

— Jack O’Dwyer



Robert Phillips

Pedersen quits Grayling

Pete Pedersen, former Edelman Global Tech Chair, has resigned the CEO slot at Grayling, Huntsworth's global flagship.

The move comes as former Hill & Knowlton CEO Paul Taaffe, who was recruited in December for the Huntsworth helm, readies to take command of the holding company in April.



Pedersen

Huntsworth released a statement to say that Grayling's executive management team will oversee day-to-day activities on a

interim basis.

Peter Chadlington, the Huntsworth CEO who hired Pedersen, credited him for making an important contribution to the firm and "repositioning as a digitally focused international PR company building multinational client engagement."

He wished Pedersen well. ◊

Virginia Tech PR chief to retire

Larry Hincker, the Associate VP for university relations who helped "brand" Virginia Tech and led the institution's PR through a 2007 campus shooting, will retire this year after 25 years in Blacksburg.

Hincker served four university presidents through three decades speaking for VT and serving as senior communications officer. Current President Timothy Sands credited Hincker with securing the school's reputation as a leading research university in the US and abroad.

"Most gratifying to me are the changing and improved perceptions of Virginia Tech's reputation," said Hincker. "As communicators, we don't create the brand; we simply put a spotlight on it. I am pleased to know that university relations had some role in helping cement our place among higher education leaders."

Hincker is credited with leading a 1990 brand management program that embraced the name Virginia Tech over the university's official moniker, the Virginia Polytechnic Institute and State University.



Hincker

Former VT President Charles Steger recalled Hincker's efforts as the face of the university through the 2007 campus massacre that left 32 dead. "In our darkest hour, Larry's leadership, resolve, and compassion helped to hold our devastated community together," he said. He represented all of the Hokie Nation as he sought to do the impossible — explain the unexplainable to millions of people watching all over the world."

Hincker, a VT grad, joined VT in 1988 as Director of Educational Communications and took over university relations a year later. He said he'll stay in place until a replacement takes over. ◊

Gennaro manages Voya's PR

Paul Gennaro has joined Voya Financial as Senior VP-corporate Communications & Chief Communications Officer.

He'll handle internal/external PR, counsel top management and protect the reputation of the \$511 billion asset giant among its stakeholders.

Most recently, Gennaro was Senior VP-Corporate Communications at AECOM, the \$20 billion infrastructure & support services company. Earlier, he was in charge of global PR at Johns Manville and did stints at Ingersoll-Rand, Dell and American Express.

Gennaro began his communications career in the US Navy.

Voya serves the retirement needs of 13 million customers. Its corporate goal is to position as "America's Retirement Company." Voya is the former US business of Amsterdam-based ING Group.

Gennaro reports to CEO Rodney Martin. ◊



Gennaro

Fixmer spins for Universal Music

Andy Fixmer, a veteran media and entertainment reporter for Bloomberg News, has moved to the PR realm as VP of Global Communications for Universal Music Group.

Fixmer exits a nine-month stint as Special Projects Editor for Mashable, following eight years covering the Hollywood beat for Bloomberg in Los Angeles.

For music giant Universal, he covers corporate, policy, financial and internal communications under EVP and global head of comms. Will Tanous.

Universal, part of Vivendi, includes record labels like A&M Records, Capitol Records, Def Jam Recordings, and Virgin Records, among others.

Fixmer was a staffer for the *Los Angeles Business Journal* and *Times of Trenton* (NJ). ◊

Ketchum's Scibetta enrolls at Stony Brook

Nicholas Scibetta, Director of Ketchum's Global Media Network, took the VP-communications job at Stony Brook University on Jan. 26. It's a new position for the Long Island school that is a research flagship of the New York State public university system.

Scibetta is charged with enhancing the SB brand in the state, nation and overseas via strategic communications, media relations, marketing and social media.

The more than 20-year PR veteran will report to SB President Samuel Stanley.

At Ketchum, Scibetta managed a network of 300 media specialists. He developed and managed top accounts at the Omnicom property including the Russian Federation, Oprah Winfrey's Leadership Academy for Girls, Spanish and Greek tourism ministries and Disney.

Previously, Scibetta did entertainment publicity at Rubenstein PR. ◊



Scibetta

Lerner to head Glover Park NYC

Winnie Lerner, who ran global communications for New York Stock Exchange-listed Ralph Lauren Corp., has joined Glover Park Group to head its New York outpost.

She'll focus on expanding the corporate and capital markets business of the Washington-headquartered PA/lobbying shop.

Lerner spent 17 years at Abernathy MacGregor Group before decamping for the consumer fashion house. ◊

Scandal-rocked secret service slaps PA staffer

Jane Murphy, who heads governmental & PA at the Secret Service, is among four officials demoted in January in wake of a series of embarrassing and troubling security lapses.

The raft of blunders at the protective force include the knife-wielding White House fence-jumper who then strolled into the executive mansion, an Atlanta elevator where President Obama shared the car with a gun-toting passenger and the 2011 lackluster response to a gun shot fired at the White House.

The Department of Homeland Security released a blistering review in December of the SS that found “starved for leadership” and sapped by low morale among the rank & file.

Acting SS director Joseph Clancy told Murphy and the chiefs of protection, investigations and technology that they must leave their jobs.

If they fail to resign or retire, the foursome would be re-assigned within the SS or the DHS.

“Change is necessary to gain a fresh perspective on how we conduct business,” said a statement from Murphy, who took over for Julia Pearson three months ago.

He’s certain that any of the demoted officials “will be productive and valued assets” in other positions at the agency or its DHS parent. ○

FEMA weighs flood program PR

The Federal Emergency Management Agency is assessing agency PR and marketing capabilities to handle the \$75 million account to promote the National Flood Insurance Program, FloodSmart.

FEMA is asking agencies to submit a declaration of interest that shows prior experience, resources and other capabilities for the large-scale contract. Firms can be based anywhere in the U.S. but should have a Washington, D.C. presence.

A group of firms, including Ogilvy PR, JWT, Leapfrog Solutions, Blue Water Media, Spurrier Media and Bender Consulting currently handle the five-year account after a successful pitch in 2011.

The 43-year-old flood insurance program covers property owners, towns and regions with flood plain management plans.

Details are at [fbo.gov](#). ○

D.C. ethics watchdog launches new PR firm

Melanie Sloan, founding Executive Director of Citizens for Responsibility and Ethics in Washington, has launched Triumph Strategy with Michael Huttner, Founder of ProgressNow.

From offices in DC and Boulder, TS offers crisis management and narrative development for private/public companies, trade assns., labor unions and political candidates.

Sloan, who launched CREW in 2003, was assistant US attorney in DC and counsel for the House Judiciary Committee. She is of counsel to CREW.

Most recently Huttner worked on the successful re-election campaign of Colorado’s Democratic Governor John Hickenlooper.



Huttner’s group of state-based communications organizations has more than 3.4 million members in 23 states. ○

Clinton White House alum launches PA shop

Ben Finzel, who served in the Clinton Administration’s Dept. of Energy, has launched RenewPR, an energy and environmental PR firm.

He served as Legislative Director for New Mexico Congressman Bill Richardson, whom Clinton tapped as Energy Secretary.

Finzel went on to hold the Communications Director job for DOE’s Office of Energy Efficiency and Renewable Energy.

The 25 year-plus veteran of Edelman, FleishmanHillard and Widmeyer Communications also was Press Secretary for Congressman Tim Valentine and Executive VP at Glen Echo Group, a PR boutique.

Finzel’s goal is to restore “common sense to communications” for companies, alliances, foundations and NGO clients.

He says RenewPR will offer “simple, direct advice from creative, knowledgeable and committed counselors unencumbered by bureaucracy and process.” ○



Finzel

Arkansas Lt. Gov joins Purple Strategies

Arkansas Lieutenant Governor Tim Griffin has joined Washington’s Purple Strategies as a Senior Advisor while holding the state position.

The former Republican Congressman and aide to Karl Rove in the Bush White House was elected lieutenant governor in November and took up that part-time role on Jan. 13. The firm noted may former lieutenant governors held simultaneous public and private employment.

Purple Strategies President and CEO Steve McMahon said Griffin’s experience in politics and the Army Reserve will help shape public opinion for clients.

Griffin served as interim U.S. Attorney in Arkansas but was never confirmed and was elected to Congress in 2010 serving as Deputy Majority Whip and holding a post on the Ways and Means Committee.

Griffin is an 18-year Army Reserve veteran. ○



Griffin

Qatar hires Mercury

Qatar has retained Omnicom's Mercury Public Affairs to a six-month "strategic consulting and management services" contract worth \$930,000 in fees.

Mercury Vice Chairman Ambassador Adam Ereli is working the Qatari business.

The former U.S. Representative to Bahrain from '07 to '11, hammered out joint venture deals with Occidental Petroleum and Thomson-Reuters, a \$3 billion aircraft sale for Boeing and negotiated base access and security agreements for the US Naval Forces Central Command and Fifth Fleet.

Former Minnesota Congressman & Mercury partner Vin Weber, a well-connected Republican politico, joins Emeri on the business.

The contract is null and void if Mercury removes either men from the job.

Mercury is targeting the Senate, Congress and non-governmental organizations for Qatar.

It reports to Ambassador Mohamed Jaman Al Kuwari. ○

UAE re-ups at The Harbor Group

United Arab Emirates has extended its relationship with The Harbour Group through 2017 for "no more than \$5 million per year," according to its contract.

The work calls for implementation of the comprehensive public diplomacy and communications program to enhance awareness and understanding of the UAE among American policymakers and opinion leaders.

Harbour is to develop PR materials for the UAE's embassy in-

cluding websites, video, social media, white papers, issue updates, speeches, press releases and briefing kits.

The firm will arrange visits for UAE embassy officials and private delegations beyond the Washington markets.

Managing Director Richard Mintz, an alum from Burson-Marsteller, U.S. Dept. of Transportation and Hillary Rodham Clinton's staff) directs the UAE business.

His counterpart Matthew Triaca (one-time head of B-M's aviation and transportation practice) handles the client's day-to-day activities. ○

H+K guides Egyptian tourism

Hill+Knowlton has registered the Egyptian government's Ministry of Tourism as a client in the U.S., in an effort managed by the London office of the WPP-owned unit.

Egypt suffered a 95% plunge in tourism dollars since the beginning of the Arab Spring and ouster of the government of Islamist Mohamed Morsi, who was a freely elected President.

The consolidation of power by military man Abdel Fatah al-Sisi in May has restored a sense of stability in the minds of potential visitors to Egypt.

Tourist arrivals surged 70% during the third quarter of 2014. September was especially strong as the number of arrivals jumped 193% to 884,000 compared to the comparable 2013 period.

The Financial Times on November 24 reported that an improved tourism sector would add \$3.3 billion or 1.2% of gross domestic product to the hard-pressed Egyptian economy.

Sisi is taking matters into his own hands. He's the first Egyptian leader to meet with international tour operators. ○

FARA News



NEW FOREIGN AGENTS REGISTRATIONS ACT FILINGS

Below is a list of select companies that have registered with the U.S. Department of Justice, FARA Registration Unit, Washington, D.C., in order to comply with the Foreign Agents Registration Act of 1938, regarding their consulting and communications work on behalf of foreign principals, including governments, political parties, organizations, and individuals. For a complete list of filings, visit www.fara.gov.

Daniel J. Edelman, Inc., Chicago, IL, **registered Jan. 8, 2015 for 100 Lives Limited**, British Virgin Islands, to assist in promoting and celebrating those who helped Armenians during the genocide in the early 20th century.

The Rogich Communications Group, Las Vegas, NV, **registered Jan. 19, 2015 for People's Republic of China Ambassador Cut Tiankai**, Washington, D.C., to advise the Government of the People's Republic of China on matters related to strengthening the bilateral relationship between the U.S. and the People's Republic of China, including presenting its views to the executive and legislative branches of the U.S. government and to business interests within the U.S.

Greenhill Group LLC, Arlington, VA, **registered Jan. 14, 2015 for H.E. Shaykh Abdalrazzaq Hatem al-Sulayman**, Amman, Jordan, to provide consulting services for the owner of a general construction company in Iraq which shall include assistance in contacts with the U.S. government, diplomatic missions, news organizations, and U.S. and other companies wishing to do business in Al Anbar Governorate and other areas of Iraq. ○

Lobbying News



NEW LOBBYING DISCLOSURE ACT FILINGS

Below is a list of select companies that have registered with the Secretary of the Senate, Office of Public Records, and the Clerk of the House of Representatives, Legislative Resource Center, Washington, D.C., in order to comply with the Lobbying Disclosure Act of 1995. For a complete list of filings, visit www.senate.gov.

Morgan, Lewis & Bockius, LLP, Washington, D.C., **registered Jan. 23, 2015 for Google Inc.**, Washington, D.C., for patent issues.

Cavarocchi Ruscio Dennis Associates, LLC, Washington D.C., **registered Jan. 21, 2015 for Susan G. Komen**, Dallas, TX, regarding appropriations for breast cancer research, screening and programmatic activities at the Department of Health and Human Services and Department of Defense as well as private and public insurance coverage of diagnostic mammography and breast cancer treatments.

Red Maple Consulting, LLC, Springfield, VA, **registered Jan. 21, 2015 for National Alliance for Public Charter Schools**, Washington, D.C., regarding funding and policy issues for public charter schools.

Pace, LLP, Arlington, VA, **registered Jan. 21, 2015 for American International Automobile Dealers Association**, Alexandria, VA, regarding the Trade Promotion Authority.

SEARCH ENGINE OPTIMIZATION



Monument Optimization, Washington, DC. 202/904-5763. john@monumentoptimization.com; www.monumentoptimization.com. John Stewart, President.

While we specialize in search engine marketing, we are more than just an SEO firm. We blend a variety of marketing tactics to maximize the effectiveness and return on investment of search engine campaigns.

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July 18, 2011 Vol. 44 No. 27

F-H SHUFFLES MANAGEMENT DECK
Fitchman-Hillman named Jack Modolewski to the newly created position of the Americas post to coordinate activity of the unit chief of regions in the U.S., Canada and Latin America.

The founding general manager of F-H/Chicago also served as COO for Europe and South Africa. Modolewski was president of client relations since 2004 with responsibility for F-H's practice groups and strategic planning.

F-H CEO Dave Senay also appointed J.J. Carter, GM/San Francisco, to the U.S. western president slot. Nancy Seliger, executive VP and former entry president assumes global client relations duties. Bob Winslow, managing director for global technology, is now in charge of F-H's more than 30 practice groups and new product development.

CHINESE RINGS UP HEALTHCARE DEAL
China Communications has acquired healthcare specialist Reynolds-Mackenzie for an initial payment \$4M, a package of \$2.5M cash and stock. R-M says it generated \$2.4M in revenues last year and earned an operating profit of \$1.2M.

It's the firm of Allison MacKenzie and Eva Reynolds. The duo counsels clients such as Pfizer, Amgen, Bristol-Myers Squibb, Roche and Medtronic. R-M will be part of China's OPEN Health group that was formed in January.

The acquisition could end China's tie to S11M based on R-M's performance. Lord Bell's operation retains the right to pay up to a quarter of that contingent comp in newly issued shares.

China is parent of Bell Pottinger.

DISCOVERY RAY DISCOVERS MWW
Discovery Roy Linsen, the Seattle-based company that produces game, apps and accessories for Apple's iPad, has selected MWW Group as agency of record.

DMG is developer of Doo, the first integrated device for iPad. Doo makes it possible for multi-person games such as "Smithsonian Artifact or Fiction." MWW is to position the client as the top brand of gaming "appreciator" for the Apple tablet.

Craig Olson, CEO of DMG, said it hired MWW for its "proven record of crafting communications programs that directly influence the bottom line."

DMG becomes part of MWW's consumer tech practice with Samsung, Nikon and Celestron, among others.

THEMATIC PARK OPERATORS SEEK PROPOSALS
The Virginia-based, global trade group for amusement park operators is on the hunt for a PR firm with an RFP open through Aug. 3.

The International Association of Amusement Parks and Attractions represents the interests of 4,000 individual members from entities like zoos, theme and amusement parks, museums and aquariums.

The Alexandria-based group, led by new CEO Chip Chary, is looking for media relations support with experience in crisis communications and the travel/tourism PR sector as it proactively engages consumers through the media and reacts to situations ranging from financial, legislative and operational issues. The IAAP wants two on-the-staffers to assist its press team and one team member varied in crisis support.

Colleen Mangone, manager of media relations, is taking pitches in person meetings slated for mid-August in Virginia for potential key account personnel. Work is expected to begin in early December.

Download the RFP at advpr.com/rfp.

APCO Worldwide has recruited Celia Mackay, former communication and partnerships director at the European Federation of Pharmaceutical Industries and Associations, as director of its healthcare practice in Brussels. Mackay is a 20-year veteran of the healthcare scene, holding posts at Weber Shandwick, Aventis and Organon Laboratories.

THE INSIDE NEWS OF PR AND MARKETING COMMUNICATIONS
Alex Higgin, Edelman's managing director for corporate affairs, and James Lurie, managing director for PA, handle the account.

They report to Will Lewis, general manager of News International, which is responsible for Rupert Murdoch's British papers.

(More on the News Corp. crisis on page 3)

NEWS CORP CALLS IN EDELMAN
Edelman News Corp. has called in Edelman to handle fallout from its phone hacking scandal that has engulfed its British operation.

The No. 1 independent PR firm is providing communications and PA counsel to News International's management and standards committee handling the internal inquiry into the hacking of a murdered 15-year-old girl's voicemail, allegations of snooping into the calls of family members of soldiers killed in Afghanistan Iraq and victims of the London terror attacks.

Alex Higgin, Edelman's managing director for corporate affairs, and James Lurie, managing director for PA, handle the account.

They report to Will Lewis, general manager of News International, which is responsible for Rupert Murdoch's British papers.

You'll get the news first in the eight-page weekly O'Dwyer letter, the "bible" of PR according to the *New York Times*--tips and stories that can lead to jobs, new accounts, media placements--sent as a PDF to your inbox every Monday afternoon.

Plus, you'll have access to all the news and commentary posted daily on PR's #1 website, odwyerpr.com, which has over 10 years of searchable content and O'Dwyer's exclusive database of RFPs for PR services.

O'Dwyer's magazine, now in its 28th year, examines a different area of PR each month. Issues include practice-area specific feature stories as well as profiles of PR firms with strengths in the focus area. The agency profiles constitute the ideal starting point for companies beginning their search for PR counsel.

- 2014 Editorial Calendar:**
- January, *PR Buyer's Guide/Crisis Comms.*
 - February, *Environ. PR & Public Affairs*
 - March, *Food & Beverage*
 - April, *Broadcast Media Services*
 - May, *PR Firm Rankings*
 - June, *Multicultural/Diversity*
 - July, *Travel & Tourism*
 - August, *Prof. Svcs. & Financial/I*
 - September, *Beauty/Fashion & Lifestyle*
 - October, *Healthcare & Medical*
 - November, *Technology*
 - December, *Sports & Entertainment*



Contact magazine editor Jon Gingerich to profile your firm in an upcoming issue: jon.gingerich@odwyerpr.com

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