

# PR News

Building the bridge between PR and the bottom line.

June 23, 2014

prnewsonline.com

Issue 24 Vol. 70

## YouTube: Not Just a 'Nice-to-Have' Communications Tool

### But be sure to draw from other platforms

Elissa Leif, CEO of **MiniMatters Video + Marketing**, has started to spend more time working on **YouTube** channels for such clients as the Foundation for Community and Association Research and other associations and nonprofit organizations. "A lot of what we're doing is developing existing channels," she said. "YouTube channels are continually evolving and if you want to look current, you have

to use the features as best you can."

Indeed, YouTube, owned by **Google**, regularly moves the goal posts to try and ensure more quality subscribers and that the best video content floats to the top of the search rankings.

Last week, for example, YouTube started to remove suspended accounts from all channels' subscriber counts. For brands and organizations, the result will most likely be a decline in the number of subscribers. But these are not active viewers, so the long-term

impact will be negligible.

Subscriber count, of course, helps communicators and PR pros gauge whether their video content is resonating with stakeholders.

Other YouTube metrics to consider include audience retention, how often your videos are shared by viewers and, ultimately, whether the videos are helping to boost traffic to your website. PR pros can help to juice those metrics by raising the bar on their company's YouTube channel.

Yet for many brands and organizations, having a

YouTube channel may still reside in the "nice-to-have" file, but that's likely to change, and soon. According to a new **Cisco Systems** report, video is expected to grow to 84% of Web traffic in the United States by 2018, up from 78% this year.

As YouTube starts to resemble TV, it's incumbent upon communicators to make sure they have a legitimate presence on YouTube, as opposed to slapping some video on the site every now and again.

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### DID YOU KNOW

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2. A renewed importance on employee relations is raising the stakes for PR. (p. 1)
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### ► Employee Relations

By Gary Grates



## Give Your Workers a Fresh Storyline

### Enabling employees to get the message out

As many recent studies have concluded, employees have become the most credible and trusted communications advocates within an organization. Their opinions are believed to be trustworthy since they have the ability to see beyond the rhetoric. As such, employees have effectively become another (and possibly more lasting) bridge to the company's soul. And this newfound importance of the workforce has placed some significant challenges on organizational balance.

From a corporate standpoint, senior managers have

turned their attention to ensuring that their company's strategy and direction is clear and understood. There are now many questions to explore, discuss and debate with regard to employee communications.

These questions include: What business are we actually in? Who are our competitors? Do we have a differentiated offering for customers? Are we exploiting our core competencies or strengths for competitive advantage? And perhaps the most important question: Are we making the right investments, including acquisitions, to bolster our position?

Having employees participate in such discussions allows people to make the argument themselves about

various aspects of the business. Externally, technology has broken down any and all barriers to engagement and involvement, enabling better connections internally between managers and employees.

Technology is also enabling

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### PR Advice from the Pros

"Empathize before you strategize."

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Published weekly by Access Intelligence, LLC  
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**▶ How To...**

## Reach Hard-to-Reach Employees

By Dorian Cundick



PR pros outgrew the innocence of our past when we thought it was a given that we would receive corporate messages with interest or even urgency, then care enough to take some sort of action. Even with all factors stacked in our favor, we have to work harder than ever to engage even those employees who would seem the most engage-able. No surprise, then, that it can be an epic struggle to connect effectively with our non-wired employees.

Your non-wired employees come in a number of different stripes. They may work at a factory where their only access to a computer is in the manager's office. They may spend their days trucking across the country armed with a CB radio and a phone. They may be call center employees who have little time to use the Web.

Regardless of who they are, they probably feel fairly disconnected from the parent company, and don't really care what corporate has to say unless it has immediate impact on their day-to-day operation.

So how can we engage with these crucial employees more effectively? Based on CEB research, here are three pieces of advice that can help tighten our connection to our non-wired people:

**▶ Embrace how they already communicate.** We sometimes get caught up in trying to create channels for everything. If we have people working at a remote location, let's install flat-screen monitors with corporate updates running 24/7.

Naturally, many of these ideas are effective, but many of them may simply be adding to the noise while packing a pretty price tag. An interesting thing about human beings is that we always figure out a way to com-

municate with each other. Your traveling employees already have their own ways of sharing ideas and information with their other traveling colleagues.

Your hourly workers have by now perfected the various mechanisms of their grapevine. A good first consideration, then, is whether there is a way to insert ourselves into their pre-existing network, using the channels and cadence that are already working for them.

If they rely mainly on texting and smart phones, that might be a great channel for quick corporate updates. Figure out how they already communicate, and try to capitalize on those channels.

**▶ Be extra-disciplined with your messaging.** This is good practice for any message we create, and the bar is even higher for success with this population. Many of CEB's members tell us that their non-wired employees complain that they feel disconnected from the company.

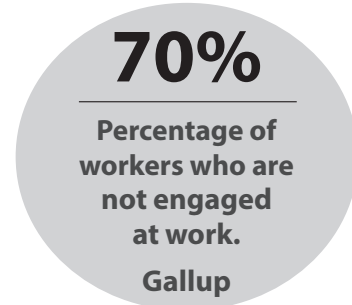
What we've found is that what those employees want is not more communication (which is often how Communications teams respond), but more relevant and helpful communication.

Consider the following questions:

- What is the business purpose of this communication?
- What do I want them to do differently as a result, and what are the barriers to that behavior change?
- Am I supplying them with the critical information they need to be more successful?

If we run through this checklist, we're likely to find that a lot of our messages suddenly seem less urgent and perhaps we'll decide not to send them at all.

The ones that we do put out there will have clear purpose and actionability as we target behavior change—with no distracting fluff to divert them from what we need them to hear.



**▶ Use those managers.** Your most potent source of engagement with strategy is always going to be your managers—getting them to talk with their teams to personalize strategic objectives and generally create an environment where problem-solving, best practice sharing and innovation are more likely.

Our dependence on managers is even more pronounced for these non-wired workers. Take extra care with any cascades to this group and focus even more on dialogue and coaching. Get their input on how to communicate better with their people.

Given the networked communications environment overall, you'll probably find that the innovations you're required to come up with in working with these employees will serve you well even as you work with the most-wired among you. **PR*N***

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## Turn and Face the Change

An overwhelming majority of Fortune 500 companies are now on Facebook, according to an exclusive study conducted by Shareablee. Many highly regulated brands have also joined the fray.

► **Facebook's Universal Appeal:** For the bulk of *Fortune 500* companies, **Facebook** remains the go-to social network. According to an exclusive study for PR News conducted by **Shareablee**, 86% of *Fortune 500* companies are now on Facebook. That percentage includes a decent share of both financial services companies and drug companies, both of which are highly regulated and somewhat hamstrung in how they can communicate online. But, as with most of the social Web, it's all about making use of the side doors.

"The financial services and pharmaceutical customers are the same people who are interacting with other brands," said Tania Yuki, founder and CEO of Shareablee. "You have to find ways to align the interests of your customers and prospects in relevant

ways." For example, pharmaceutical companies can cross-pollinate their content with brands associated with wellness and better living. "There has to be a straight line from the content you create to providing a user experience," Yuki said.

But whether you provide communications for a highly regulated brand or a consumer-facing company, there are some universal themes for PR pros to think about when trying to create more shareable content.

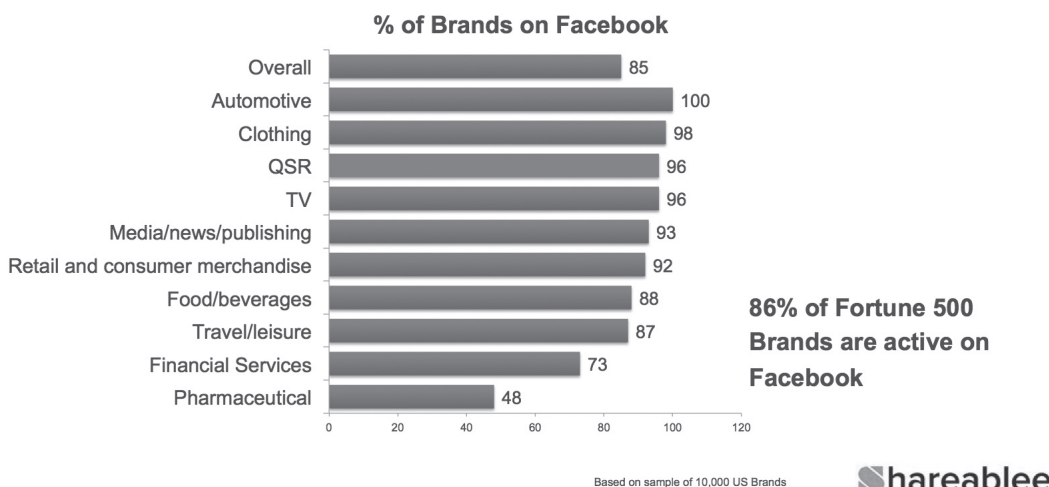
"People spend a lot of time worrying about how to create viral content," Yuki said, "but there are two things for PR pros to think about to generate the best results on Facebook."

1. First, be "incredibly consistent" with having a regular stream of content to post, she said. You need to show up—every day, without fail.

2. Second, it's a mistake to think about Facebook as strictly a broadcasting platform. "It's an invite to dialogue, an invite to converse," Yuki said.

The paramount question is the proverbial "WIIFM"? From a customer standpoint, "You have to ask yourself, what's in it for me?" Yuki added. "What's the valuable information you're providing, and how will that help the person look good in front of his or her peers? Customers should come to rely on you." PRN

### 82% of all brands are on Facebook



**Methodology:** Shareablee collects and measures the social interactions of all content published by more than 40,000 brands across Facebook, Twitter, Instagram, Google+, Tumblr and LinkedIn, daily. Shareablee uses a proprietary methodology to analyze and report on content strategy to improve ROI and competitive performance across all social channels.

PRNews'

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# Military Nonprofit Rallies the Troops to Turn the Tide

## PR effort to repeal military budget cuts

Mike Kapetanovic, director of digital at LMO Advertising (LMO), was getting ready to leave his office last Christmas Eve when he got word from his client, the Military Officers Association of America (MOAA). Kathy Partain, director of membership and marketing at MOAA, had just learned that Congress had approved budget cuts to Cost of Living Adjustments (COLA) for military retirees. MOAA, with more than 380,000 members from every branch of the armed services, needed to put together an advocacy campaign in an effort to repeal the cuts. And fast. The budget cuts were scheduled to take effect sometime between January and March.

### ALL IN THE TIMING

“Things happened quicker than we thought,” Partain said, refer-

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Number of citizens who expressed their concerns to Congress as a result of the Twitter campaign.

ring to putting the campaign together. “But we had a pretty compelling case that military personnel could lose between \$69,000 and \$87,000 over their lifetime” due to the COLA budget cuts. “For the average military family, that’s a lot of money and that struck a chord.”

The timing of the campaign was able to play into the episodic nature of **Twitter**, which carries bursts of information in 140 characters or less.

MOAA and LMO agreed that Twitter would be the best PR channel to drive for the effort, leveraging the use of the hashtag #KeepYourPromise.

More specifically, the cam-



Photo courtesy MOAA

Ranking members of the House Committee on Veterans' Affairs, along with military veterans, rally for veterans support as part of the PR campaign.

paign had two goals:

1. Generate awareness of MOAA’s social channels and improve the reach of MOAA via social content.
2. Get Twitter users to amplify the campaign’s message and take action against the COLA budget cuts.

“There was a huge outpouring from the community,

which let Congress know this was not the right time for [COLA] budget cuts or to kick the can down the road,” Partain said.

The Twitter campaign targeted military groups active on the social network, with an emphasis on rallying military spouses and grassroots organizations.

Kapetanovic said the campaign keywords focused on two influencer audiences: Twitter

## How to Leverage Twitter For Advocacy Campaigns

Our campaign with the Military Officers Association of America (MOAA) taught us a great deal about using Twitter to engage in government advocacy. It taught us that tried-and-true Twitter techniques become all the more crucial and indicative of success when used to persuade the government to act. Here are the top techniques that were crucial to our success:

1. **Use Twitter as a consumer insights platform.** Working with social listening and intelligence tools allows organizations to monitor relevant conversations, identify influencers and track trends over time. These insights can be used to fuel content strategies, focus audience targeting and identify the best moments for paid campaigns.
2. **For advocacy organizations, it’s especially important to drive the most impact when the time is right.** The moments when their issues are in the spotlight can be a great opportunity to amplify content with paid tactics. Empowering users with sharable, relevant content when the context is right will drive maximum impact.
3. **When attempting to drive users to take specific actions (click to a website or other types of engagement), be sure to focus on one clear call to action.** Hashtags and rich media are great in tweets, but make sure the user knows the action you want them to take.
4. **Optimize and allocate resources to the content that performs best.** One of the great advantages of Twitter is its ability to set up many campaign experiments and very quickly zero in on the segments that are generating the most impact.
5. **One recent development organizations may want to test is Twitter’s lead generation cards.** Once a user expands your tweet, they can find a call-to-action button that submits their email address in one click.

It’s also important to stay up-to-date on new ad formats (lead cards, TV targeting, etc.). As formats become more sophisticated, brands can target specific audiences and reach the right consumers at the right time.

*This sidebar was written by Mike Kapetanovic, director of digital media at LMO Advertising.*



Mike Kapetanovic

handles involved with U.S. veteran affairs and families of veterans and people who support the U.S. military.

Throughout the second week of this year LMO and MOAA continually fed the Twitter handle with news and information about the budget cuts, including updates regarding MOAA's lobbying efforts on Capitol Hill to repeal the cuts.

In order to leverage Twitter, the campaign combined the hashtag #KeepYourPromise with the hashtags #militarybenefits, #militaryperson and #militaryretirements.

"We chose Twitter because it's news-centric and because of the granularity of targeting," Kapetanovic said, referring to the paid media component of the campaign.

The paid component was augmented by content designed to generate "earned" media. One message the campaign created for Twitter, for example, featured a link to a graphic showing the deleterious effect that the proposed COLA budget cuts would have on military families.

### PRE-COOKED MESSAGES

At the same time—and perhaps more crucial to the outcome of the campaign—MOAA and LMO crafted Twitter posts that drove users to a link where a pre-populated message was available to send to members

of the House Committee on Veterans' Affairs and other members of Congress who are influential in military affairs.

The response to the initial messages helped to inform the subsequent ones. "We used our social listening capabilities to see what MOAA's audience and other military organizations were saying about the issue, accumulated all that information and that led to the content strategy," Kapetanovic said.

Partain said there were three things to consider in the execution:

1. Approve the Twitter pre-populated messages quickly but don't let the grammar suffer.
2. Be ready 24/7 to respond to breaking news from the Hill and tailor the Twitter messages accordingly.
3. Optimize the agency-client relationship in terms of the ability to listen to how the audience responds to the message and find the major influencers in the space who can harness the conversation.

### THE RESULTS

Kapetanovic stressed that the onus was on the LMO to maximize every dollar from a \$1,000 campaign budget. "We have a fiduciary responsibility to make sure every dollar is used to create engagement," he said. "We were a lot more selective

with the keywords we used so we could hold them to higher standards."

The PR effort proved decisive, with both the House and Senate in February voting to repeal the cuts to military retirement pay. (The repeal of the budget cuts does not extend to military members who joined the service after Jan. 1, 2014.)

More than 300,000

people forwarded to Congress the campaign message to stop the budget cuts, with 161 people filling out online forms (provided by MOAA) showing they wanted the budget cuts repealed.

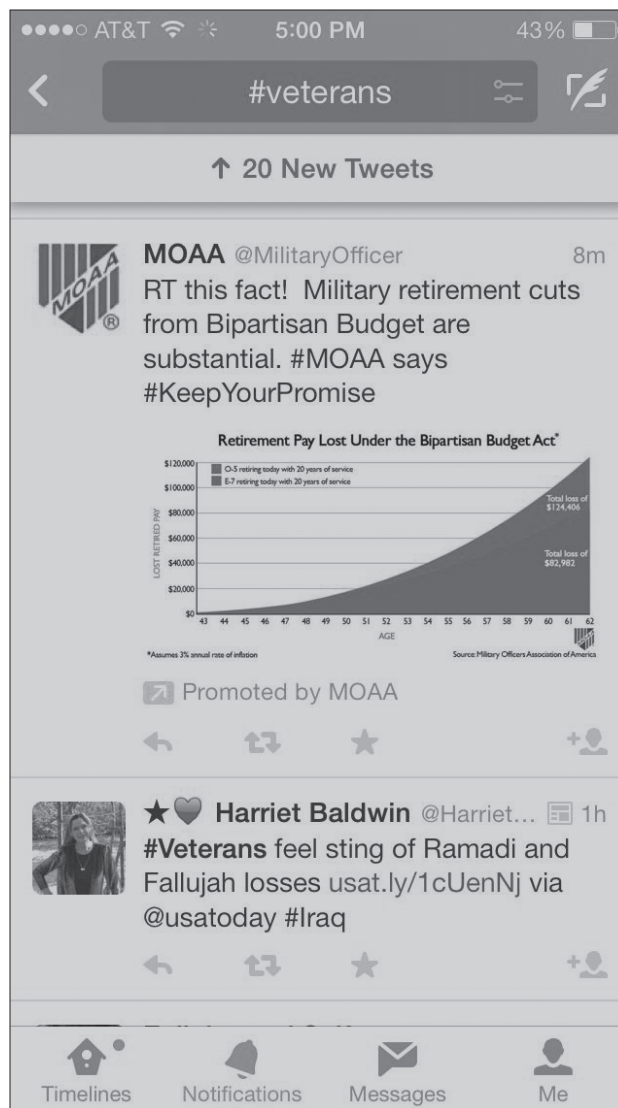
The paid media component of the campaign generated 550 retweets, 3,495 clicks and 44 replies. It also had a total engagement of 4,170 people, for an engagement rate of 5.5%.

"Brands and organization don't need thousands of

dollars to generate a solid campaign," Kapetanovic said. "You need to understand the cause and pick the best [media] platform available. And for time-sensitive, news-centric campaigns, Twitter is the way to go." PRN

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A sample of one of MOAA's promoted tweets, which was set up to appear at the top of a user's stream when searching the hashtag #Veterans. This hypertargeted promotion allowed MOAA to reach people actively engaged in relevant discussions about cuts to the Cost of Living Adjustment (COLA) for military families. The tweet above generated the majority of the "earned media" for the PR campaign.

"It's crystal clear that social media is good at raising awareness, helps new members and lets others know we're here."

Photo courtesy MOAA

# YouTube

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“The advantages of a branded social site, like YouTube, are many. First of all, it gives a company a presence in the social video space, which is simply growing exponentially, especially on mobile devices,” said Rob Halper, a social video consultant and former director of video communication at **Johnson & Johnson**.

Halper added that a branded YouTube channel enables companies and organizations to tell their stories in a “relatively discrete environment” and also encourages interaction with viewers, consumers and other stakeholders.

## PRODUCTION VALUES

“The back and forth conversations that can result from this are valuable from an informational perspective,” he said. “And in answering comments, the company presents more of a human face than just posting a

non-interactive video.”

The herky-jerky qualities that characterized online videos in the early stages of YouTube have, for the most part, been eclipsed with videos that have high production values, can effectively tap into Google’s search algorithm and deliver a sharp message.

In the current climate, “the challenge is not to convince clients that there should be a separate investment bucket for YouTube, but to create the kind of content that people are watching and would want to share,” said Marie Baker, VP of social media at **Coyne PR**.

Baker and other sources stressed that while the content may vary according to the industry, there are several video genres that are attractive to consumers and business professionals alike.

Perennials include how-to videos, serialized content and mini documentaries (which

**100 hours**  
Amount of video that is uploaded to YouTube every minute.

can be costly, so make sure the commitment is not half-baked). Customer testimonials also resonate. “People tend to be more interested in what their peers are saying, rather than a CEO, and that makes the video more authentic,” Leif said.

The format will depend on your audience, of course. Either way, YouTube channels require regular and varied programming. Otherwise brands and organizations will start to throw bad money after good, and alienate their markets.

## OTHER CHANNELS

The road to a quality YouTube channel is paved with your other media channels. “You should work backwards to create a YouTube channel,” said Robb Henshaw, head of communications at **InPowered**, whose clients include **Chevy**, **Samsung** and **Walt Disney Co.**

“You need to take the content that’s already resonating on other media channels that are less resource-intensive, whether it’s a blog post or a Web post with a lot of engagement,” Henshaw added, “and use that content to create a video, instead of saying, ‘Let’s create a video and hope it sticks.’” **PRN**

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## Programming Video Channels for YouTube

What a brand gets out of YouTube depends on what it puts into it. Brands that want to capture users’ attention and maximize their video investment must make sure their videos/channels are optimized for easy discovery. They also need to keep users coming back for more. If your brand is investing in storytelling on YouTube, here are five tips to maximize your efforts.

1. Customize all aspects of the setup and design. It seems obvious, but setting up your YouTube channel to accurately represent your brand is step one.
  - Design compelling icon and cover art imagery that works across all screen sizes.
  - Complete the About tab with an accurate bio; include search-friendly keywords and links to your website and other social profiles.
  - Link other branded channels in the Featured Channels tab.
  - Upload a channel trailer to draw in new visitors. This could be a specific video you

create for preview purposes or one of your most engaging videos.

- Maximize the Home tab layout with featured sections for your latest videos and playlists. Refresh regularly.
2. Outline a compelling vision and content strategy. Ensure you are creating content based on strong target audience insights and business objectives. Then make sure to stay organized, and keep the content organized for your audience:
    - Use an editorial calendar to guide your efforts.
    - Group videos into meaningful Playlists with clear descriptions.
    - Include end-cards and annotations on your videos with a clear call to action.
  3. Win clicks with strong thumbnails, titles and descriptions.
    - Thumbnails – Use high-quality images that convey the most important info about your video.
    - Titles – Help users quickly make sense of

your content through titles that are concise, descriptive and keyword-dense.

- Descriptions – Add important additional information, but keep it concise.
4. Use analytics. This tip really weaves through all the others. Regularly review metrics within the YouTube Analytics dashboard to assess your channel’s performance, and don’t be afraid to adjust your content, publishing and distribution strategies.
  5. Plug your videos/channel. YouTube videos are easily embeddable and sharable across the Web, so you can build a cross-promotion plan to integrate your YouTube content with your other channels (social media, blog, website). Also, consider paid media options such as AdWords for Video to ensure your content reaches your target audiences.

*This sidebar was written by Gwen Foutz, senior VP, partner and Americas social lead at FleishmanHillard. She can be reached at [gwen.foutz@fleishman.com](mailto:gwen.foutz@fleishman.com), @gwenfoutz.*



Gwen Foutz

# Employee Communications

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and encouraging people to have a voice and an opinion. Unlike the past—when a company could enforce its will on constituents—employees, consumers, customers, media reps and competitors now demand the right to be heard.

This shift in expectations has created an unprecedented opportunity for companies to view employees as a new type of competitive advantage.

## AT THE CORE

From a basic standpoint, employees can now discuss, listen and direct external conversations about your product, brand or company.

Employees are eager to use social media on behalf of their company if there are some specific efforts made to engage them appropriately.

Among the most important is to create media channels that people can opt into and are not overly programmatic or campaign-oriented.

At our company, employees do not want to be called “advocates” or “ambassadors,” but, rather, to be seen as legitimate commentators for the company, product or brand.

Below are the key elements on how to engage employees in ways that benefits the business:

**1) Clear policy and guidelines.** A clear set of guidelines for how to participate in on-line conversations on behalf of the company including when not to participate

**2) Social training.** To amplify company messages, empower employees to share company news and product information across personal social networks.

**3) Governance.** Establish a central point to vet informa-

tion or raise issues that may come up needing company involvement

**4) Content engine.** Regular content must be developed with easy access by employees.

**5) Professional recognition.** To activate social thought leaders, establish credibility concerning company topics and build influencer status throughout the organization.

**6) Scorecards.** At some point, you’ll need to develop individual scorecards to in order to determine how employees are performing and well their content is resonating.

## DAY-TO DAY APPS

So, what does this new reality mean for the practice of organizational (internal) communications? Here’s the impact on the day-to-day operation.

► Gaining buy-in from leadership. Any organizational shift such as this one starts with leadership; leaders set the direction, tone, decision-making, accountabilities and consequences for an organization.

As communicators, we can make the case for engaging employees as the company’s new competitive advantage.

Two examples: regular social content and engagement from a major technology company has significantly improved the brand’s organic search and share of voice around key B2B products and solutions while a top food and beverage company is effectively doubling its traffic by encouraging its employees to share stories from their internal newsletter and

## Employees as Your Next Product

With social media the ability to share has never been greater. However, companies have to fight for their customers’ attention.

The traditional formula of having your products or services do the talking, so to speak, no longer applies, as information is now ubiquitous and consumers are bombarded with a steady stream of noise. Breaking through rests with an organization’s most committed asset: its workforce. Having employees build relationships with customers not only makes good business sense it also improves organizational health.

There are three primary characteristics that define employees as your next product:

1. Collaborate and communicate effectively, cross-functionally to accomplish business objectives and innovate.
  2. Amplify business product, service and commitment messages to build authentic advocacy and mitigate issues.
  3. Demonstrate expertise around key business topics to reinforce leadership and reputation.
- G.G.

intranet with friends and family.

► What’s our story? Any effort at a strategic, employee outreach begins with having a narrative. Where is the company now and how is it describing itself? What exactly needs to be addressed and why?

Done well, the narrative provides employees with a basis for formulating content and addressing issues in a coherent, informed manner.

► Management. It’s management that will ultimately determine the success of such an effort. Is your manager supportive? Encouraging? Ambivalent? Other? The most powerful tool for a manager in effecting employee behavior is to make it important.

► Content as a catalyst. Communicators must create new and different conversations among leaders, employees, customers and other stakeholders. This means we must create and curate content on a constant

basis and make it accessible.

► Training is essential. Of any activity associated with creating a new portfolio of employees as “products,” training stands alone. Training around social media policies, tenets and governance, is the differentiator between success and failure.

Considering the critical importance to retain and attract talent, smart forward-thinking organizations will proactively engage their employees to glean new insights, new ideas and potential issues impacting the top and/or bottom lines.

Supporting employees who are active in becoming informed members of the company shines a positive light on the entire enterprise. **PRN**

## CONTACT:

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# Telling Jokes Is a Serious Way to Spread the Word

## Don't let humor be an ego-driven exercise

On a gorgeous Saturday in March, I dragged myself to an all-day parent training course, arriving 10 minutes late, dreading the sequestration. I grabbed the only name tag remaining on the table, then acted like I was searching for a vending machine to buy myself a few more moments of freedom. Then, I heard an outburst of laughter coming from the cafetorium. I rushed to get inside. With a single punchline, the moderator had convinced me that she would be a good steward of my time.

She proved to me that she would be relevant, engaging and that she had invested and prepared enough to understand what would connect with her audience. And she accomplished all of this before I could even hear her voice from the lobby.

In a professional setting, making someone laugh is the most intimate connection one can make. I almost always champion the approach when planning a speech for an executive, C-level or otherwise.

But, frequently, it's dismissed by someone on the corporate communications team, with the objection, "Humor, if not done correctly,

is dangerous." But the same can be said of skydiving.

Here are a few ideas on how to help your CEO charm the audience with humor—and enhance your organization's ability to get its message across:

► **Keep it relevant.** The amount of time required to deliver the joke is inversely correlated with the probability of it creating a positive experience. Never squander three minutes reciting a canned bit about a bartender and a duck that has no relevance to the message.

It signals that the humor attempt is driven by the speaker's ego, not a desire to have empathy with the audience.

Instead, work from a key point that needs to be in the speech, and pivot off of it with a short punch delivered in only a few words, like this one from David Letterman's monologue:

*While trying to get reelected, Eric Cantor spent \$168,000 on steakhouses. Governor of New Jersey Chris Christie said, "That's all?"*

► **Hire a pro.** Don't rely on the funniest person in the office to write comedy gold for the CEO. Ask your advertising, PR or event agency to find a former TV comedy writer

or freelancer to help with the project. Agencies should be expanding their virtual team of freelancers to include comedy writers and editors to help with speeches, and with the growing demand for engaging social content.

Freelance TV comedy writers can be found at improv theaters, such as **Upright Citizens Brigade, The Magnet Theater** and **The Peoples Improv Theater**.

► **Produce a video.** Shift the burden of nailing the comedic delivery away from the speaker by creating a video featuring him or her.

This allows an experienced comedy director and editor to control the timing. It also relieves the speaker of worrying about the joke before the event, so he can focus on the speech.

Videos can be produced inexpensively by piggybacking onto another production. If only a shoestring budget is available, a "slideshow" video can be created with still images, stock music and voice-over/narration.

While a large production budget isn't necessary, an experienced comedy writer and producer are.

► **Handle with care.** While humor is a powerful tool, above all your CEO must appear

authentic. If he or she isn't comfortable with humor or doesn't look comfortable in rehearsal, don't force it (see Politico.com's "The most painful speech ever").

If humor seems to fit naturally with the executive's personality, but she hasn't used humor before, then wade in gently. Start with only one joke for the first speech, and build from there.

In due time, you can help the executive discover her comedic voice. Begin by asking "What annoys you about this issue?" The best comedy comes from pain, and tapping into personal peeves (and even anger) about the topic will reveal the speaker's authentic connection to the topic.

With some practice, your executive can learn to reveal a vulnerable side to the audience, while making them laugh along the way. And that the best hook imaginable. **PRN**

### CONTACT:

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