



RSA's Revamp

Spring 2017 PRL 497 Final

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1. Situational Analysis (outlined via SWOT)

<p style="text-align: center;">Strengths (Advantages unique to RSA)</p> <ul style="list-style-type: none"> ● Current large-scale client base <ul style="list-style-type: none"> ○ RSA supports nearly half the global Fortune 500 companies ● Already well-respected and well-established, especially in the San Francisco market ● Solid foundation and understanding that communications is integral to business success of the company 	<p style="text-align: center;">Weaknesses (Elements to be improved in our current business model)</p> <ul style="list-style-type: none"> ● Concern from investors over recent loss of well-known, well-respected CEO ● Low visibility across traditional and digital media over past 12 months ● Low employee morale and engagement due to lack of media exposure ● Increased pressure on communications team to turn the department around ● Marketing department currently understaffed <ul style="list-style-type: none"> ○ Only one staff member solely dedicated to public relations
<p style="text-align: center;">Opportunities (External trends that can be capitalized on)</p> <ul style="list-style-type: none"> ● New digital channels exist that allow alternative routes to reach audiences and garner more exposure through bypassing traditional media <ul style="list-style-type: none"> ○ Ex: Social media ● New management allows opportunity to start new traditions and increase employee engagement ● An integrated PR program has not yet existed within RSA <ul style="list-style-type: none"> ○ Employees and senior management have chance to become engaged and develop the program the best way they see fit ● Current small staff allows room to grow and bring new employees/ ideas to the table 	<p style="text-align: center;">Threats (Competition or challenges from external environment)</p> <ul style="list-style-type: none"> ● Current market is oversaturated <ul style="list-style-type: none"> ○ More and more startups entering the cyber security space ● Competitors have strong social media presence and are frequently mentioned in national-tier press <ul style="list-style-type: none"> ○ Fear of being overlooked and overshadowed by these other companies

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2. Agency Search

It will be essential to have an outsourced agency to cooperate with the marketing department in order to achieve the goal of establishing RSA's strong media presence, on both traditional and social media. Below are three reasons for hiring an agency.

1. Although bringing two new employees to the current team will substantially help build a vivid brand image and share the responsibility for maintaining strong relationship with influencers, journalists, and investors, it will be unlikely to fully enhance corporate communication with a team consisting of five staff members, who mainly focus on developing brand strategy, copywriting, and engaging social media community.

The marketing department feels the needs of introducing a mid-sized, award-winning agency, specializing in the technology sector, with previous B2B and corporate communication experience. This agency will be tasked with operating in San Francisco, CA and Boston, MA although, ideally, the agency will operate globally, to better communicate and serve RSA's global network.

2. The newly reformed in-house team will cover media relations, copywriting, social media strategies, and brand strategies with limited capacities. In order to supplement brand awareness, visibility, and social topics that are relevant to RSA, the team urgently needs an agency to conduct deep research and implement feasible campaigns across earned and paid media. Moreover, professional graphic works, investor and employee engagement programs are needed, and extra hands will be necessary to assist the existing department in a short period of time.
3. Seeing a rapid growth of startups and competitors in cyber security business, many of which have already gained substantial and measurable success in the industry, we strongly believe that extra effort in marketing and public relations that will come from an agency will be the necessary effective tool in order to win over customers and businesses. Products and ideas are significant to the birth and growth of a business, whereas marketing and public relations are vital to keep the business alive in a complex market. As a result, RSA needs a professional PR agency that holds a deeper understanding about the market to offer integrative communication solutions and counseling to RSA.

Our criteria for agency search:

1. Mid-size agency
2. Award-winning and holding abundant experiences in the technology sector
3. Preferably holds offices in San Francisco, CA and Boston, MA
4. Ideally have worldwide network

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5. Includes experts and veterans in media relations, employee engagement, market analysis
6. Specializes in B2B and corporate communications
7. Abundantly creative
8. Value diversity and inclusion
9. Work with integrity
10. Offer a competitive agency fee and package (\$150,000/year)

Profiles of proposed agencies:

Allison & Partners

40 Gold St., San Francisco, CA 94133

415/217-7500; fax: 415/217-7503

scott@allisonpr.com

www.allisonpr.com

- Practice Areas: Consumer marketing, corporate communications, healthcare, public affairs and technology.
- Allison & Partners is a new kind of global communications agency.
- With 26 offices and more than 300 employees worldwide, this agency is large enough to handle complex assignments, yet small enough to be nimble in its approach.
- Allison+Partners was named Holmes Report's 2016 "Asia Pacific Corporate Consultancy of the Year" and 2015 "Most Innovative Agency of the Year," as well as PRWeek's 2015 "Midsize Agency of the Year."
- **Clients in tech and internet industry:**
 - ADT Security Services
 - Dexcom
 - iRobot
 - Pinterest
 - Thoughtworks
 - Samsung
- **Experiences with B2B:**
 - ADT Security Services (security services for business and individual customers)
 - Thoughtworks (tech services)
 - ADECCO (employment services)
- Agency Fee:
 - 2016 Net Fee: N/A

Highwire PR

727 Sansome St., Suite 100, San Francisco, CA 94111

415/963-4174, ext. 2

hi@highwirepr.com

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www.highwirepr.com

- Practice areas: Enterprise IT, security, consumer, digital health, commerce, fintech, cloud, applications, mobile.
- Employees: 73
- Solid experiences with digital communications and enterprise IT practices
- The Highwire PR team is comprised of veteran communicators and former journalists with technology industry knowledge spanning enterprise, consumer, digital health, financial technology and security across San Francisco, Chicago, New York and Boston.
- Clients in tech industry:
 - AliveCor
 - AppDynamics
 - Atlassian
 - DarkTrace (British cyber security company)
 - ForeScout
 - GE Power
 - IBM
 - Sentinel One (cyber security company)
 - Twilio
 - Veracode (application security)
 - Wi-Fi Alliance
- Agency Fee:
 - 2016 Net Fee: \$14,032,125

Finn Partners

301 East 57th St., New York, NY 10022

212-715-1600

www.finnpartners.com

- Practices areas: Branding, PR, advertising, digital and social media, consumer health, technology, CSR, travel & lifestyle, and public and corporate affairs
- Employees: 500
- Clients of this firm receive boutique-style attention, reinforced with the resources of a global communications firm.
- 2012 – Best New Agency – *The Holmes Report*
2013 – Firm of the Year (Midsize) – *PR News*

2013 – Best Agency to Work For – *The Holmes Report*

2014 – Top Place to Work – *PR News*

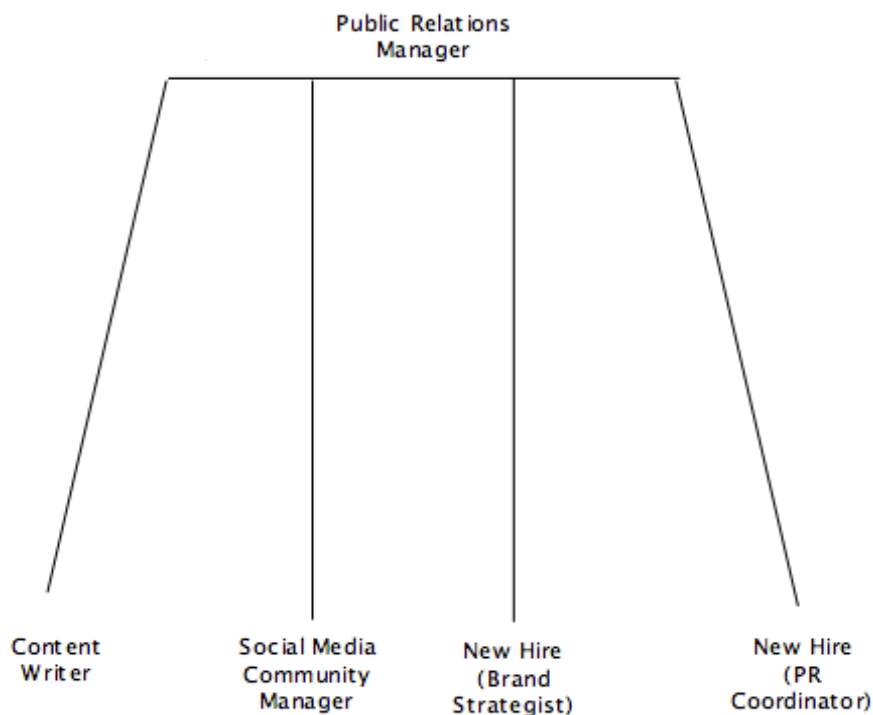
2015 – Midsize PR Agency of the Year – *PR News*

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- Clients in tech industry:
 - Log Rythm
 - Association for Computing Machinery
 - Action X
 - Dyle
 - Tradeshift
 - Double Verify
 - Westcon
 - Avast
 - GT Nexus
 - Axcient
 - Rubicon
 - Logitech
 - DHL

3. Organizational Chart

With the proposed new growth of our marketing department at RSA, it will be essential to organize and delegate responsibilities among the department. Bringing in new employees will offer great new opportunities for innovation and to expand ideas, but it will be necessary to assist in the transition through strong organization. Below, please find my proposed plan for segmenting communications work within our new marketing department, split between myself, our two current employees, two potential new hires, and our outside agency:



1. **Public Relations Manager:** In my position, I will be responsible for overseeing the rest of the communications/marketing team. I will also be the first point of contact between RSA and our outside PR agencies, regulating communication between the two entities. I will work closely with senior management to offer ideas on how my department's work can help meet business objectives, and develop a budget for carrying out these goals. I will also assist with media relations, and helping RSA develop a stronger media presence.
2. **Content Writer:** Our content writer is one of our current positions within the marketing department. With the overhaul of our department, I will work closely with the content writer to develop new, original content particularly for our social channels. This will be our media outlet of choice until we develop a better footing with the traditional sources our competition has seemingly monopolized. This position will be responsible for most of the creative development of RSA.
3. **Social Media Community Manager:** This is the second of two positions already developed within our department. The social media manager will be responsible for posting on all RSA channels, as well as working to develop relationships with influencers who can also spread RSA content through their respective platforms. The manager will also be responsible for collecting analytic data.
4. **Brand Strategist (New Hire):** This position will work to strengthen and develop the RSA brand. Strong branding will help RSA stand out against our competition, which is one of our largest threats at the current time. The new hire will work strategically to explain to key audiences why RSA is different than our competitors, and what we can provide that others cannot. The brand strategist will work closely with the social media manager to present new branding on social channels.
5. **PR Coordinator (New Hire):** The PR coordinator will work in close relation with myself, the PR manager. This new position will be responsible for the planning and implementation of special events and related creative for these events, as well as working closely with social to promote these events. The PR coordinator will also assist the PR manager with media relations, in order to ensure that special events put on by RSA will be picked up by outlets and garner as much attendance as possible.

4. External Relations

One of the weaknesses identified in the SWOT analysis for RSA is the company's lack of visibility across traditional and digital media. With experience working in external relations, particularly media relations, content development and social media community management, I see the value in expanding the brand's presence and visibility. There are a variety of reasons why the RSA needs to expand its external presence, but the key advantages of coverage is increased brand credibility from a third party at a low cost to the company.

To successfully implement an external relations plan, it is imperative to identify key media contacts and follow a communication schedule to ensure regular contact. To hit a diverse coverage spectrum, it's imperative to include national media outlets, local media, and trade

publications. Below, I have compiled a list of key media contacts that will assist in the increase of brand visibility:

Name	Title	Outlet	Email
Chris Williams	US Bureau Chief	The Register	cwilliams@theregister.co.uk
Pierluigi Paganini	Editor	Cyber Defense Magazine	ppaganini@cyberdefensemag.com
Amy Bennett	Managing Editor	CIO	abennett@cio.com
Glenn Adams	Assignment Editor	ABC7 News San Francisco	glenn.adams@abc.com
Aimee Strain	Managing Editor	Bay City News Wire	bcn@pacbell.net
Tim Redmond	Executive Editor	San Francisco Bay Guardian	tim_redmond@sfbg.com
John Mecklin	Editor	San Francisco Weekly	johnmecklin@sweekly.com
John Glionna	National Reporter	Los Angeles Times	john.glionna@latimes.com
Corey Wilson	Senior Director of Communications	Wired	press@wired.com
Janett Haas	SVP Brand Strategy	Forbes	jhaas@forbes.com

As noted by the CMA, influencer relations is an area of increasing importance. It is clear that RSA must identify key influencers and develop relations with them in hopes to receive positive third party testimonials. Three influencers that I have identified as key players in the cybersecurity industry are Trevor Timm, executive director of the Freedom of the Press Foundation, Eugene Kaspersky, Chairman and CEO of Kaspersky Lab, and Gabey Goh, Content and Edu Director of IAB Singapore.

Sample Pitch Letter:

To: contact@mediarelations.com

Subject: Hello from RSA

Dear [Name],

According to a 2016 survey about cybersecurity confidence, 52% of organizations that suffered successful cyber attacks in 2016 aren't making any changes to their security in 2017. RSA is determined to influence these organizations to adapt new, state-of-the-art cybersecurity measures to ensure a safer 2017.

RSA is the leading cybersecurity technology company that supports nearly half the global Fortune 500. We focus on business-driven security strategy for cyber threat detection and response, identity and access management, online fraud prevention, and governance, risk and compliance solutions. Recently, RSA has welcomed new management to lead the company into the future of cybersecurity.

In addition to RSA's new CEO, I am thrilled to join the marketing team as the staffed Public Relations Manager. I hope to create an open line of communication between RSA and [OUTLET NAME], as we are both leaders in our respective fields.

Please feel free to reach out to me or any members of my staff, I look forward to hearing back from you and doing business in the near future.

Sincerely,
John Doe, public relations manager

5. Social Media

With new management that supports the utilization of social platforms, RSA has the opportunity to revamp both its internal and external communications. Emerging digital platforms will allow RSA to reach a broad audience and expand brand awareness while boosting employee morale.

In order to develop a strong social presence, the first step is to determine RSA's brand voice. This voice is tailored to fit the target audience while remaining genuine and in line with the company's mission. A distinct voice that is consistent across all social will strengthen the image and reputation of RSA. Since it is an enterprise cyber security technology company that works with nearly half the global Fortune 500, RSA must embody a persona that appeals to its stakeholders, including potential and current clients, investors, and employees.

Once a brand voice is determined, it can be a tool to guide and influence decisions. This comes into play while choosing the social channels to utilize. Instead of having accounts on all platforms, it is better to invest effort on specific channels that align with the brand voice. With this information, I recommend that RSA retire its Snapchat account. Snapchat, a social platform based on visual sharing, is considered to be among the most casual of the social outlets and does not align with RSA's brand. RSA will create social media calendars for Facebook, Twitter, LinkedIn, and Instagram. Each of these four platforms offer a unique, but valuable purpose to RSA. For all social outlets, RSA will respond to all direct messages within 24 hours, if possible.

Facebook, firstly, has become a standard necessity for companies. Users utilize Facebook to educate themselves on a company by reading both sponsored material and user reviews. RSA should have a mix of content on Facebook, ranging from shared industry articles to employee activities. The goal of a Facebook page is to introduce the organization and guide users to RSA's website and additional social channels. Posts should be daily, with a mix of sponsored content, shared industry articles, and client testimonials. Next, RSA's Twitter account serves a distinctive purpose in enhancing the brand. Twitter is an outlet to engage. RSA has the opportunity to open mutual lines of communications between the company and the public. This can benefit client relations and media relations, specifically. Posts on Twitter should occur multiple times per day, particularly when it comes to responding to tweets, and be centered on the sharing of articles and company announcements. Much like Twitter, Instagram is a channel for engagement that RSA will benefit from. Instagram can be a complementary platform that connects employees and investors by sharing more internal information and personifying the brand's voice. For instance, if the RSA participates in a CSR outing, photos and a live stream may be shared.

The first step to developing monthly campaigns is to develop a yearly PR plan. This outline will identify key dates within the calendar year. Of the utmost importance are launches, opening, and new products. Next, partnerships and collaborations will be written in. Afterward, corporate announcements, particularly news that affects clients, will be included. Lastly, newsjacking will be utilized on all social platforms to leverage existing news cycles with RSA. With these four types of internal content charted well in advance, RSA will release meaningful content on a regular basis.

Creative content for RSA's social channels are necessary in presenting content in an alluring manner. Additionally creative content has the ability to connect all channels though visual elements and create a more standardized brand through all media. In order to have well-designed and perfected content, RSA will refer to an agency with experience designing such content. Shared below is an example of a creative Instagram post that RSA would use to engage with clients and promote its cybersecurity training program.

With the addition of a new CEO, there is an opportunity for new management to fully utilize social media and be the face of the brand. The CEO will utilize his own personal social media platforms to enhance RSA and share his visions for the company's future. The official RSA social platforms will share his content to create a strong connection between the brand and its new management.



Sample Instagram Post

6. Budget

The budget for RSA's marketing department in FY 2017-18 is listed as follows, and includes, but is not limited to, the following items:

1. Agency Fee

- Annual Agency Fee
- Individual jobs

To be a retainer of a full-service public relations agency, an annual agency fee should be paid based upon the negotiated contract. Individual jobs that are not included in the contract need extra payment per job.

2. Staff Salary and Allowance

- PR Manager
- Content Writer
- Brand Strategist
- Social Media Community Manager
- PR Coordinator

- Interns (during summer and winter time)

This includes the monthly salary of five full-time staffs in the department, and the traffic and meal allowance for each of the employee. This item also covers the FICA Expense, health Insurance, sick leave, medical and dental benefits for full time employee.

3. Compensation and bonuses

This item includes the overtime, sick leave, and annual leave compensations for each full-time employee, as well as any year-end bonuses based on both individual and team performances.

4. News Tracking Services

5. Paid Media

This item includes any fees that are generated for media buying. RSA will need to pay trade magazines and/or newspapers to pick up articles about our clients.

6. Social Media Monitoring Services

7. Social Media Analytic Software

8. Subscriptions to trade magazines (i.e. PR Week, PR Wire, etc.)

9. Program Fees

- Community relations
- Video and video documentation
- Web page updating
- Employee relations programs

10. Reception Fees

This item includes the fees that being spent on accommodating media journalists, influencers, and stakeholders during events and other situations.

11. Business Trip Expenses

This item includes the reimbursement of employees' expenses during a business trip.

Transportation, meals, and lodgings expenses are all considered business trip expenses.

12. Miscellaneous

- Office supplies
- Shipping supplies and fees
- Printing materials
- New employee supplies (desk, chair, computer, etc.)

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