



How to Make the **RIGHT** First Impression:

A Guide to Digital Reputation Management

Spring 2017

- Summary: *What's Inside*** 2
- The Wrong First Impression: *Why Digital Search Results Matter*** 3
- Negative Search Results: *What to Do About Them*** 5
- Digital Reputation Management (DRM) Assets: *How to Showcase Your Story*** 8
- DRM Strategy & Tactics: *Where to Focus Efforts*** 9
- Conclusion: *What to Do Next*** 12
- Notes 13
- About the Authors 14



Summary:

What's Inside

Once, a relatively contained group of people with whom you and your business colleagues enjoyed personal relationships — customers or clients, investors, vendors, and employees — largely determined your company's reputation. Now, search engines — Google, Bing, and Yahoo — put the reputations of individuals, brands, companies, organizations, and executives within everybody's reach. News that once quickly drifted from public attention now defines you and your business for months or years to anyone, anywhere with access to the internet.

Today, we maintain an almost-instinctive reliance on Google and other search engines for information. Several recent studies of website traffic prove that as much as 64 percent of a company's website visitors come from searches using the brand or company name, and that behavior is on the rise, especially on mobile.

In the past, a website visitor would have reached your website directly by typing your URL or "web address"; today, because of the merger of the search and address bars in popular browsers such as Chrome, as well as the growing use of mobile internet the majority of website traffic now comes through organic search.

Suggested searches and search results are often your brand's first impression for most of your clients, prospects, media, and potential employees. Even when visitors *intend* to go directly to your website, those who reach you from a search will see news, images, videos, and third-party content about your company.

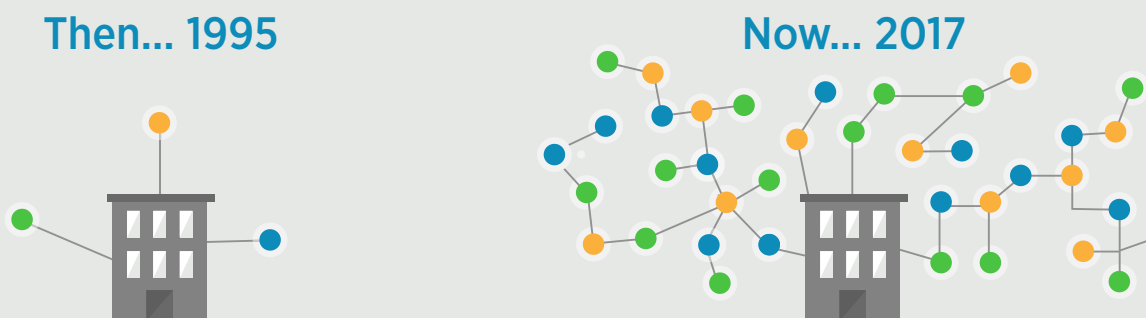
This is why you must understand and manage the digital footprint made by you, your organization, and its leaders. What is said today leaves an enduring impression that can last a lifetime — if you don't manage your results.

Numerous research studies have shown that those looking for information place a high level of trust in search results, particularly Google.¹²³⁴ Nearly 75% of search engine users report that most or all the information they find using search engines is accurate and trustworthy. For almost a decade, surveys show search engine results are a trusted source for news and information retrieval, behind only email from friends and personal consumer reviews. When individuals search for information, a significant number limit themselves to viewing only the first page of search results. Studies have found searchers form opinions that can leave a lasting impression just from viewing search results — even without clicking on any links.

In this report, we seek to explain why it matters what Google, Bing, and Yahoo! convey about you and your business. At the same time, we will share expert advice on what actions you can take to claim ownership over seemingly random search results — particularly the first page — that shape your business's image, reputation, and bottom line.

This report is broken into five digestible sections. Each is aimed at putting you on a path to taking steps to better shape your story seen by potential customers, employees, job seekers, partners, media, and the rest of the world.

Exhibit 1 Your Reputation



The Wrong First Impression: Why Search Results Matter

Google was not the world's first search engine, nor is it the only one. Yet Google, and the algorithms that produce its results, remains by far the largest and most influential in the United States and much of the globe, maintaining incredible power to shape your target audience's perception of you and your business.⁵

Every second there are more than 63,000 Google searches.⁶ That's 5.5 billion searches a day, more than enough for every living person in the world's 20 largest countries⁷ to conduct at least one Google search a day.

Online searchers likely include your potential customers or prospective business partners. Or one may be a future star employee - one of the 45 percent of the job seekers who digitally search for jobs at least once a day on a mobile device.⁸

It could be a journalist writing a story about your company, a real likelihood when you consider that more than nine out of 10 journalists use search engines to research the people and institutions they cover.^{9,10}

Every time an individual enters a search query into Google, Bing or Yahoo! that includes the name of your business, your products or your company leaders, they receive a group of Search Engine Result Pages (SERPs). Do you know what information these pages - especially the first one - contain about your business and those

who run the company? What stories do the results tell? What impression do they leave with the people your business hopes to impress and influence?

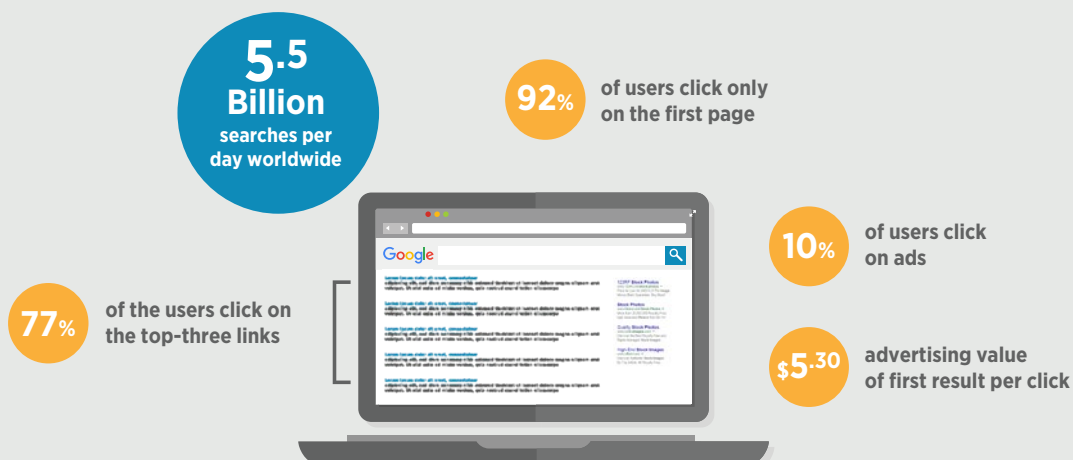
In an interview with the Gallup organization, Nobel Prize-winning psychologist and behavioral economist Dr. Daniel Kahneman sums up why you should care about those search results: "If people are failing, they look inept. If people are succeeding, they look strong and good and competent. That's the 'halo effect.' Your first impression sets up your subsequent beliefs. If the company looks inept to you, you may assume everything else they do is inept."¹¹

More than 3.5 billion people are connected online through desktop computers and mobile devices.¹² The "first impression" a person or business presents more and more frequently comes from the information contained on a digitally generated search result, most often by Google.

In the U.S. alone, Google reaches an average of 95 percent of all Internet users each month through its desktop and mobile media properties.¹³ The largest percentage are querying Google for research into someone or something.

A recent large-scale, third-party research study¹⁴ found in a review of tens of millions of search result impressions generated by Google and subsequent clicks by viewers of them during a single week:

Exhibit 2 Google by the Numbers



Source: SearchEngineLand.com

Human Cognitive Biases

Research over decades has shown that a list of items – which is how search results are presented most often – leaves a lasting impact on the information consumer. Consider:

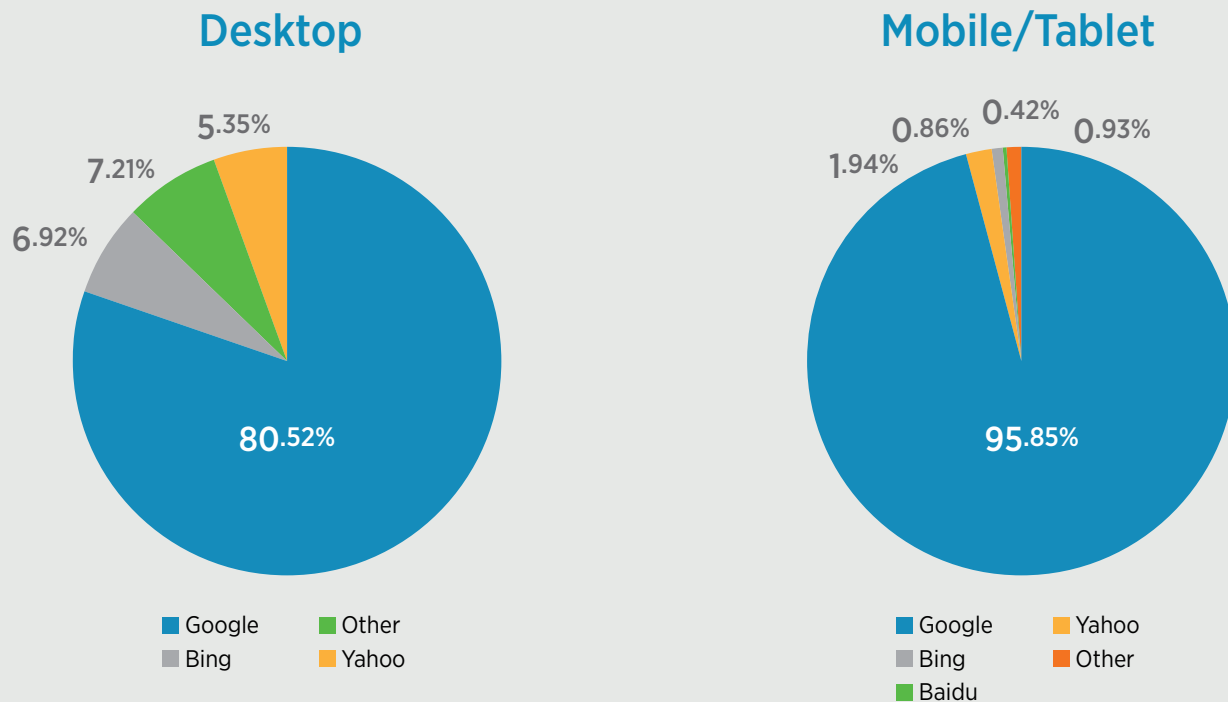
- If one search result on the page is negative and the rest are positive, the “isolation effect” or “Von Restorff effect”¹⁵ suggests the negative search result is often better remembered than other positive search results.
- Another built-in cognitive bias, sometimes referred to as the “serial position effect,” will likely prompt searchers absorbing information from a list to commonly favor and later recall information from the beginning and end of the list, but not its middle.¹⁶
- A third cognitive bias, the “picture superiority effect,” will likely affect the viewer if any search engine results contain an image or picture. If this occurs, the chances are the “picture superiority effect” will kick in and the viewer will remember images more than the words on the results page. As people age, research shows they remember images much more than word-

based items.¹⁷ This is particularly important to know if you are concerned about what is on Google Images or your business is trying to influence aging baby boomers.

Once the viewer absorbs what their brain directs them toward, “anchoring”¹⁸ determines how that first retained information will influence future decision-making. Anchoring occurs when individuals use an initial piece of information (such as a negative news article appearing in search results) to make subsequent judgments. Once an anchor is set, additional judgments and perceptions are influenced by the initial anchoring information even when the person tries to consciously adjust for the anchoring bias. Research by Dr. Kahneman and others shows that once a person “anchors,” it is very difficult to avoid having that information influence subsequent decision-making processes.

Everything is fine if the anchoring the searcher received is positive and reflects the story you and your business want to tell. But what if the “anchoring” is negative?

Exhibit 3 Search Engine Market Share (Feb 2017)



Source: netmarketshare.com

Negative Search Results: What to Do About Them

A negative search result can come from many different sources.

Online reviews on sites such as Glassdoor and Yelp are often negative because clients, customers, failed job applicants, and others can easily post a complaint with only a few keystrokes and without proof. There are negative third-party generated blog posts listed on online aggregation and ranking sites, such as Reddit and Medium. There are even thousands of websites full of negative content created by disgruntled customers, former employees, or members of special interest groups specifically to target individuals or businesses.

“Your first impression of a thing sets up your subsequent beliefs. If the company looks inept to you, you may assume everything else they do is inept.”

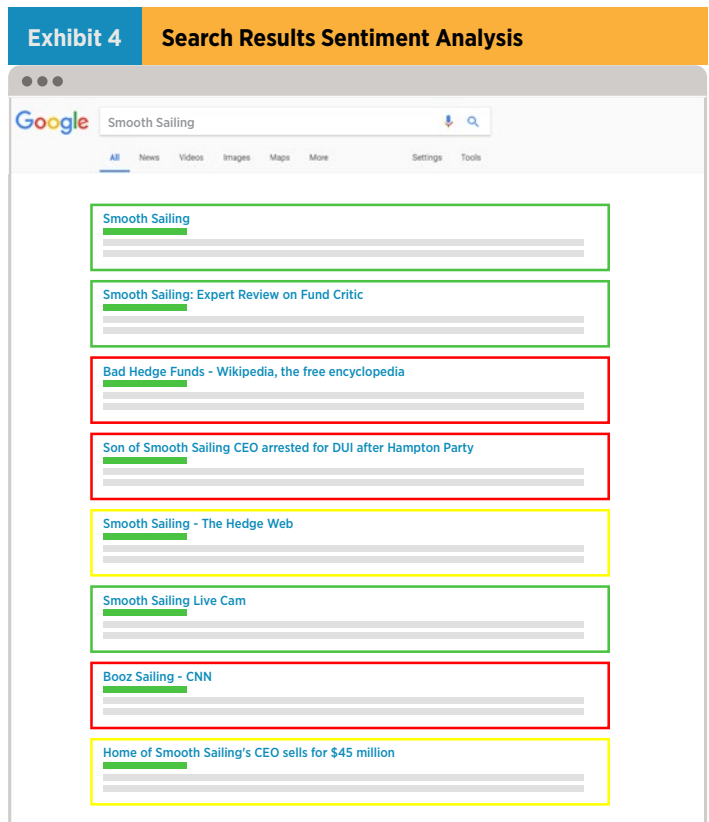
— Nobel Prize Winner Dr. Daniel Kahneman

In some instances, competitors, a criminal interest, or of one of thousands of online pranksters may generate negative content about or against you on the web or social media channels. Social media posts on sites like Facebook and Twitter appear as part of online search results. Google now shows Twitter “Tweets” in both mobile and desktop English language search results.¹⁹

A negative search result about you or your business may result from a current or past event. Did a federal or state regulatory agency ever file allegations against you or your business? Even if the allegations were dismissed or deemed unfounded, news of them may still be part of your digital footprint. Perhaps your company was involved, but not at fault, in an environmental disaster or other negative event. If your company was named in initial accounts of the event, your business may still be linked to it digitally even if the business did nothing wrong. An errant employee’s actions, divorce of a key executive or other seemingly irrelevant listing can reflect negatively on you or your firm.

Once negative search results appear, what should you do?

1. When attempting to remediate a negative search result, you or your professional advisors should investigate whether the damaging content can be deleted altogether. On some occasions, publishers of damaging content can be compelled to remove it for legal reasons, such as a case that ended in a dismissal or acquittal. Unfortunately, the “right to forget” laws in parts of Europe are not in force in the United States.
2. You or your professional advisors should contact the publisher of the damaging content and try to persuade them to “hide” it from the search engines. Frequently, publishers do not intend to harm anyone’s reputation and may be receptive to a request for adding a command in the code so that search engines do not provide it in results.
3. You, your professional advisors, or internal team should conduct a digital audit to determine if other negative or potentially damaging information surfaces in search results of key terms related to you or your business and its leaders.



Case Study

An Activist Hedge Fund with Lingering Headlines

An activist hedge fund client was at risk of losing investors resulting from negative Google search results. The fund had no substantial digital presence, so controversial news headlines and legal issues involving the firm defined its leadership to potential investors, prospective employees, and the media which researched them online. The resulting negative digital reputation created a real-world struggle to secure new investments and attract top talent.

We developed a digital-based content strategy to raise the profile of the firm and its principal, which enabled them to take control and better define themselves online. Some tactics we used:

- Website with a blog and executive profiles for the hedge fund
- Personal website for the principal, highlighting philanthropy
- Investment techniques, and unique investing approaches

- Social media “handles” for the firm and principal
- Search engine optimization (SEO) strategy to promote positive content

Our content strategy placed “owned,” or company-controlled and managed content and social media profiles at the top of search results, effectively pushing any negative content off page one of Google — beyond the attention of more than 90% of search engine users.

4. Prepare your business’s own digital name space for use as a weapon against negative search results by creating relevant content on your owned and managed websites. A strong defense is a critical part of offense.

Every company and organization must endeavor to own its digital name space on the web and leading social media channels to help fend off and combat SERP negatives. Simple tactics, such as owning a Twitter handle, a LinkedIn page, or Crunchbase profile, are steps in the right direction towards securing a positive landscape for page one of your search results. It’s often a numbers game; Google, and other search engines, typically provide up to 10 non-paid search results to rank on each page of each SERP, including the first page.

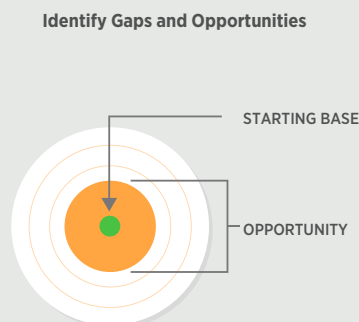
If you were to have a damaging negative search result ranking as the seventh overall result on the first page of Google, you would need four new content-rich digital properties or significant original digital content items to help rank on the first page ahead of the negative result. Adding newly ranked and timely content should push any negative item onto page two or beyond. The higher the negative search result rises within the search engine’s ranking system, the more substantive digital properties (including social media channels) and digital content you will need to overtake any negatives appearing on your first SERP.

Exhibit 5 Digital Reputation Management Process

1 Analyze & Benchmark

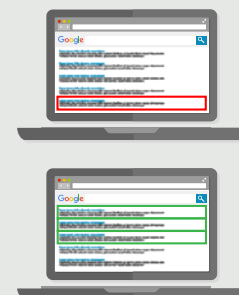


2 Plan & Implement



3 Monitor, Measure & Maintain

Maintain and Protect Your Reputation



Negative Results Can Resurface

A clean first search results page is always a relief, but that doesn't mean you are done managing for negatives. Even though results listed on the first page of Google generate 92 percent of all search traffic, negative results on other pages can still become damaging in the future. Search results begin to reshape themselves — some rising, others falling — when search engines issue updates.

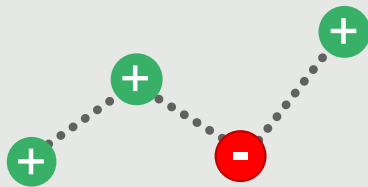
This is why you must consistently monitor your digital footprint. Remediation is not a one-off endeavor. Google makes roughly 500 changes to its search algorithm in a typical year²⁰. The major updates each have names like Panda or Hummingbird and can change how you and your business appear. You must lean on a team in your IT group (if you have one) or a professional digital reputation management firm to help you keep up with the latest search engine optimization (SEO) updates and best practices, identify changes — your own and in your digital “environment,” and make necessary adjustments. You also will need to generate new and relevant content on a regular basis and recognize the “domain authority” of any negative — or irrelevant, but potentially confusing listings.

Current new events may revive an old low-ranking negative result related to current breaking news and force the negative result up the search engine's rankings and back into the spotlight. Remember: you must constantly work towards generating and maintaining a clean page one SERP. Preparation is key to ensuring that when a negative does happen, a listing never reaches page one. In a time of real crisis, this “digital fortress” will enable you and your business to more easily repair your digital footprint and reputation.

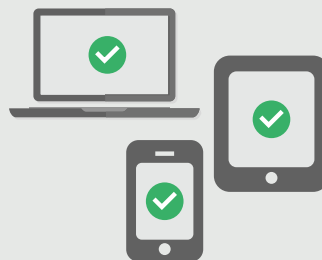
A reliable way for you or your professional advisors to keep tabs on the constantly changing online environment is to: **MONITOR**, **MEASURE** and **MAINTAIN**.

1. **Monitor** relevant search terms daily for any new and potentially damaging digital content or stories appearing in search results
2. **Measure** your search results against established benchmarks developed from previously audited search results and goals contained in organization or senior leader communications plans
3. **Maintain** your digital reputation by developing and deploying new digital content and taking appropriate SEO actions to improve and protect your online reputation

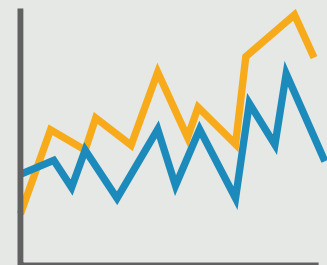
Exhibit 6 Build, Maintain, & Protect Your Reputation



Track changes and any new potential challenges



Monitor for any negative stories, allowing for frequent adjustments



Continually measure against established benchmark

Digital Reputation Management (DRM) Assets: How to Showcase Your Story

Blackstone Group L.P., a leading private equity and hedge fund investment firm, is more prepared than most of its peers when it comes to digital reputation management. Case in point: Google “Blackstone” and you do not need to scroll too far to locate an online search result for “Blackstone Launchpad,” a campus-based entrepreneurial program supported by The Blackstone Charitable Foundation and accessible to more than 630,000 students. You may find the site ranks higher than Blackstone’s own Facebook page on the firm’s search engine results.

BlackstoneLaunchpad.org²¹ maintains a content-rich and engaging Web presence that is digitally connected to its partners and more than 130,000 participants through social media and other channels. BlackstoneLaunchpad.org also is linked to The Blackstone Charitable Foundation²² that is listed and clearly accessible through the financial firm’s corporate website, blackstone.com.

Both Blackstone.com and BlackstoneLaunchpad.org are related, yet managed separately by Blackstone-related digital brand interests. Rich, engaging business content that is connected, or “backlinked” — to other connected, highly engaged and potentially co-branded sites and groups like Blackstone Launchpad further helps showcase the story the firm wants to tell in search results and protects them from negative content generated by outside sources.

Additionally, websites controlled by your business offer the unique advantage of producing organic search page sitelinks. Sitelinks appear in search results in response to queries involving a brand name.

Sitelinks generated by Google’s algorithms appear under the home page search results on Google for your business website (see sitelinks sidebar). They provide hyperlinks to lower-level pages on your site that may be of more direct for the searcher. Sitelinks can increase a site’s ownership of the first page of search results by three positions and thereby demote more potentially damaging content to the second page.

Directly controlled websites by a business or brand such as blackstone.com and BlackstoneLaunchpad.org are known as “owned” channels and are a part of the first form of critical DRM asset required to manage your digital footprint.

Other types of digital assets important to improving your search engine results using DRM include:

- “managed” assets such as your business’s social media profiles on Twitter, Facebook, LinkedIn or Instagram etc. and content generated by them; these should also be consistent across platforms
- “influenced” assets such as third-party profiles about your business on Wikipedia, Hoover’s or industry-specific directories
- “earned” assets such as news articles about your business and its leaders by media or third-party bloggers not paid by the company
- “paid” assets include digital search advertising displayed on SERPs

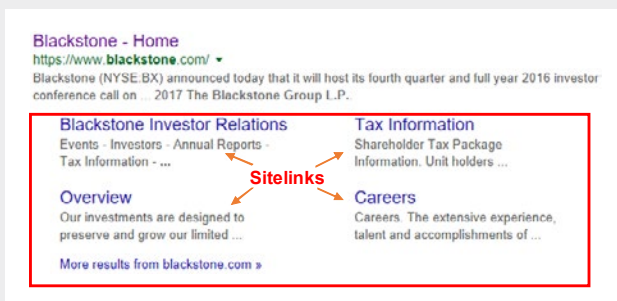
DRM Strategy & Tactics: Where to Focus Efforts

Clearly, many elements factor into improving a digital reputation. With the right strategy, tactics, and professional advice, your public profile is manageable.

You must center any digital strategy around improving and influencing the first impression your customers, potential

Exhibit 7 What are Organic Search Sitelinks?

Organic sitelinks are hyperlinks to a website's subpages that appear under certain Google listings. The links generated for free by Google are considered an important measure of the trustworthiness of a digital site or piece of digital content users may find helpful.



Google says it creates additional organic sitelinks to information contained on a website after analyzing the link structure of your site to find shortcuts that will save users time and allow them to quickly find the information they're looking for. This means your content on "About Us" and product pages should provide info that engages viewers. Content relevance is one of the most important factors in generating search results you want so make sure all content is developed in a way that users you are targeting will seek it out.

Obtaining search sitelinks makes the design, architecture and ongoing search engine optimization (SEO) of any website important. You want to maximize the site's potential to generate multiple sitelinks tied to your domain. The structure of your site must be developed so Google algorithms can find good, user-engaged sitelinks on your website.

Google also allows for the creation of paid sitelink extensions in Google digital ads that business' pay to generate on their own.

employees and partners make when they use the internet to conduct research or make a business decision.

Five main factors affect your search results:

1. search engine optimization (SEO) on company website
2. additional "owned" or managed websites
3. social media presence and engagement
4. paid digital advertising or digital campaigns you chose to support
5. earned media efforts to generate positive unpaid media coverage

To rank well within desktop and mobile search engine algorithms, these efforts must be employed synergistically.

It is essential to begin improving and optimizing "owned" and "managed" assets because those are largely controlled by you. To the extent possible, ensure your business controls all domain names and social media profiles containing the name of the business, its key subsidiaries, products, and leaders.

Once your website(s) and social profile(s) are in place, Google and the other search engines "crawl" these assets for key components that websites and social media profiles allow you to create or add, but are often neglected.

A few of these components include:

- a vanity URL
- a business location
- keyword density
- site metadata, such as H1 tags
- site encryption

By helping search engines to accurately "crawl" your digital assets, you will strengthen your digital content's domain authority. Domain authority is the measure of power a certain domain name has and is one ranking factor heavily weighted by search engine algorithms to determine search result output order.

Remember that content is truly king. Do you have quality images or infographics, podcasts, YouTube or other video content?

A company newsroom with search engine-optimized press releases or links to positive third-party press? Searchers and search engine algorithms often find this form of content appealing and relevant. Adding unique content on an ongoing basis helps websites and social media profiles rank higher. You can't just copy and paste content and hope things move in your favor. Google and other search engines penalize for redundant and outdated content. Search engines are designed to deliver answers to searches. If you can produce substantial quality content that answers common questions, you will be on the right track to producing digital properties and content that will rank high on SERPs.

Ask whether your existing digital content is both written in language that is SEO "friendly" and in terms your target audience would use to search for you. Or conversely, is it written in "corporate speak" or technical jargon that neither will appreciate?

A newer wrinkle in developing search-friendly content is considering how it may be searched by voice rather than a typed query. Smartphones, tablets, and other web-connected portable devices have increased the potential of more verbalized, personalized, and transactional driven searches. Voice-initiated search queries on Google's mobile app and its Android devices now make up 20 percent of overall searches conducted through

those channels.²³ Voice searches require allowances for factors, such as variations in pronunciation of your brand and difficult-to-say keywords.

Any efforts you make on the content front should be centered on what geographic strategy your business employs. Is your business local, regional, national, or global? Remember who you are, and let it guide you and the search engines you want to help tell your story. The search engines will likely reward you with a higher search ranking if your digital content truly engages.

On the "managed" asset front, social media profiles should be optimized to support/link to your website. This accomplishes several objectives: it passes along domain authority to your website, and allows a Twitter or LinkedIn user to be further visible, so it may find or make itself known to your website(s). All user engagement with your digital assets that are optimized for search help search engines evaluate websites and digital content for ranking status in their algorithms.

The more user engagement by the audiences you seek to influence, the higher likelihood for the quality of backlinks pointing to your web domain(s) or optimized digital assets. Such third-party user backlinks have always been important to high Google ranks.²⁴

Case Study	A Prominent Private Equity Firm with a Variety of Reputational Challenges	
<p>A private equity firm client faced multiple negative search listings for its brand, key senior executives, and several portfolio companies. A search result audit showed the firm's prominent CEO with nearly all negative results, including a high-ranking video, concerning his wealth. Additionally, searching relevant terms to the firm and its leaders revealed concerning content about the political activities and personal life of a leading partner. We worked closely with the client to:</p> <ul style="list-style-type: none"> • develop relevant and high-ranking content to raise the digital profiles and advance complimentary narratives of executives and select portfolio companies • optimize website architecture, metadata and page content for search 	<ul style="list-style-type: none"> • create and maintain "In the News" page on the firm website to promote the ranking of positive third-party media • develop personal websites for the executives, with images, positive media, philanthropic and community efforts tailored for Google search relevance • create video content to take advantage of YouTube rank • reach Wikipedia editors to correct or mitigate inaccurate, negative content <p>Within a few months, our strategy resulted in:</p> <ul style="list-style-type: none"> • pushing negative content off the first page search results for the brand 	<ul style="list-style-type: none"> • displacing the negative CEO-related video from the first page of search results • moving content critical of the politically active partner off the first page and replacing it with high-quality relevant and accurate content • reclaiming positive search results for the various portfolio brands with reputational issues <p>We continue to monitor, measure and maintain search results for the client, modifying strategy to address new crises, reputational risks, and emerging issues. The client regularly apprises us of potential negative coverage for the firm, executives, and portfolio companies – all important information that enables us to actively defend the search results.</p>

Critical to developing and maintaining a strong digital presence is ensuring a comprehensive public relations or corporate communications plan is in place, dynamic and vigilantly pursued. Virtually all “earned media” coverage, whether in newspapers, trade publications, on broadcast stations or even simply press releases, is now digital. Coverage of your firm or initiatives is a key element of your “digital fortress.”

While many public relations and strategic communications departments or outside firms recognize the importance of digital reputation management, their skills, experience, and focus are usually aimed at other targets.

A communications specialist attempting to remediate negative coverage should understand “domain authority” and recognize that a high-profile publication must be offset or amplified by other similarly-ranked media. A media relations campaign might be needed to displace negative search results would require digital strategy, planning tactical execution, and consistent monitoring.

Crisis planning also requires an integrated plan that involves both traditional and online elements that must be synchronized and routinely updated to reflect the changing media landscape, as well as search engine algorithms and overall results. A modern crisis plan must encompass the digital landscape.

As for paid promotion, to increase visibility, run paid social ads or paid search engine (usually Google) ads directing viewers to your website or another web property, such as a branded product or campaign site. In generating more page views and clicks, even if directed through a paid ad, you allow search engine algorithms to recognize a promoted site’s relevance and help in its decision to rank it higher in SERPs.

Conclusion:

What to Do Next

Don't wait for a negative search result to suddenly appear and create an issue or crisis within your organization.

Be active. Make it a priority to review what web, social media and digital content channels and elements your business and its key leaders are currently using. Determine if what ranks on search engines is telling the story you want and leaving the positive impression you and your organization need to succeed in business.

As this report has detailed, properly managing a digital reputation is part science, part art. There are many tools of the trade and techniques learned over time and through constant attention to an ever-changing and ever-growing digital landscape.

Remember Who You Are And Let It Guide You And The Search Engines You Want To Help Tell Your Story.

It is possible for some individuals, companies and institutions to handle DRM issues on their own when neutral and negative search results are minor or public presence. However, when internal manpower is limited or untrained in this discipline, the DRM issues are complex, or when the stakes are high, it's best to engage professionals to help protect or remediate your digital reputation.

There are dozens, if not hundreds, of "online reputation" companies offering self-service or offshore capabilities, some of which offer a premium "concierge" service with telephone consultation. While these are appropriate for an individual with a negative court case, a college student who wants to remove an embarrassing college photo that could damage his or her job search, or a restaurant or retail store that needs help managing negative consumer reviews, these services are not designed for corporate applications – companies, financial services institutions, law firms, and other large or complex organizations.

A professional team trained in the science of digital analytics and practiced in the art of digital reputation can help you conduct a thorough, accurate digital audit and expertly analyze all search results, comments, and existing digital footprint so you may

set appropriate benchmarks. Your advisors also can help your organization develop and implement a living digital reputation management plan that will serve you moving forward.

Doing nothing is not an option. After all, "First impressions are the most lasting."²⁵

What happens next is up to you.

Notes

- 1 [In Google We Trust: Users' Decisions on Rank, Position, and Relevance](#), Journal of Computer-Mediated Communication, Volume 12, Issue 3, B. Pan, 2007
[Search engine use behavior](#) of students and faculty: User perceptions and implications for future research, First Monday, Volume 14, Number 12, O. Rieger, 2009
- 2 [Search engine use behavior](#) of students and faculty: User perceptions and implications for future research, First Monday, Volume 14, Number 12, O. Rieger, 2009
- 3 [Search Engine Use 2012](#), Pew Research Center, Internet, Science, Tech, K. Purcell et al, 2012
- 4 [How Much Do You Trust the Following Information Sources?](#), North American Technographics Media and Marketing Online Survey, Forrester Research, Inc., 2008
- 5 Cross Platform Future in Focus 2016, U.S. report, ComScore, 2016
- 6 SearchEngineLand.com, [Google now handles at least 2 trillion searches per year](#), May 2016
- 7 [Countries of the World by population 2017](#), Worldometers.info
- 8 [GlassDoor survey](#), April 2014
- 9 [How Do Journalists Do Research on the Internet? An Observation and a Survey on the Research Performed by Journalists Working for Daily Newspapers, Radio, Television, and Online](#), Machill, Marcel., Beiler, Markus. and Gerstner, Johannes. Annual Meeting of the International Communication Association, Marriott, Chicago, Ill., Nov. 2014
- 10 [PRWeek/PR Newswire media survey](#), C. A. Walker, April 2010
- 11 Gallup Business Journal, The Truth About How We Think, March 2012
- 12 [Real time Internet users, Internet live stats counter](#)
- 13 *Cross Platform Future in Focus 2016, U.S. report*, ComScore, 2016
- 14 *The Value of Google Result Positioning*, Chitika Insights, June 2013
- 15 [Von Restorff Effect](#), changingminds.org, 2017
- 16 [Serial Position Effect](#), simplypsychology.org, 2008
- 17 [Picture superiority in free recall: Imagery or dual coding?](#), Allan Paivio and Kalman Csapo, Cognitive Psychology, 1973
- 18 [Heuristics and Biases: The Psychology of Intuitive Judgment](#), Thomas Gilovich, Dale Griffin, Daniel Kahneman, Cambridge University Press, 2002
- 19 *"Google Officially Expands Twitter into Desktop Search Results,"* SearchEngineLand.com, August 2015
- 20 *"Estimating search engine index size variability: a 9-year longitudinal study,"* Scientometrics, Antal van den Bosch et al., July 2015
- 21 [Blackstone Launchpad](#)
- 22 [The Blackstone Charitable Foundation](#)
- 23 *"Google says 20 percent of mobile queries are voice searches,"* Searchengineland.com, May 2016
- 24 *"Top 6 SEO ranking factors of 2016,"* CIO.com, August 2016
- 25 Oxford Treasury of Sayings and Quotations, Oxford University Press, 2011, page 35

About the Authors

Christina Bertinelli is a Senior Partner at Lumentus where she runs the Digital Reputation Management practice and oversees the team of content specialists and technology and search experts. She has worked with a broad range of leading clients including, J.C. Flowers, Vornado Realty Trust, JP Morgan Chase, Starwood Hotels & Resorts, Thomson Reuters, eBay, SoftBank, Martha Stewart Living Omnimedia, Time Warner, Molson Coors, Credit Suisse, Accenture, Google, ESPN, Scripps Networks, Diageo and Fendi.

Contact Christina at cbertinelli@lumentus.com or +1.212.235.0256

Bryan Bridges is Director of Digital Strategy at Lumentus where he provides clients with strategic counsel, content development and client management. He is a seasoned digital strategist with more than 15 years' experience at financial services firms such as KKR, Morgan Stanley, Bear Stearns, and DLJ. Bryan also has agency experience leading digital and social strategy for clients, including Alibaba, The Atlantic Philanthropies, Bank of America Merrill Lynch, BP, The Communications Network, Greenbriar Companies, Honeywell, Liberty Global, Noxzema, Robert Wood Johnson Foundation, Simpson Thacher, St. Ives, and Stolichnaya.

Contact Bryan at bbridges@lumentus.com or +1.212.235.0246

Laurence Moskowitz is Co-Founder, Managing Partner and Chief Executive Officer of Lumentus. He was named one of the 10 most influential public relations executives of the 20th Century by PR Week magazine. Regarded as an expert in crisis communications, issues management and strategic corporate communications, Larry founded Lumentus in 2009 after recognizing that technology and client service needs were changing how public relations, marketing and advertising firms must operate.

Prior to Lumentus, Larry founded Medialink, then the world's largest provider of video-based media communications services to Fortune 500 companies, where he forged strategic alliances with the Associated Press and Nielsen to create the first professional distribution network linking corporations and other organizations with television broadcasters nationwide. Medialink, which he took public, won hundreds of public relations industry awards, and was successfully merged into a successor company in 2009. Larry had previously founded a forerunner to PR Newswire and started his career as a reporter and editor.

Contact Larry at lmoskowitz@lumentus.com or +1.212.235.0240

Contact us at Lumentus to learn how our experienced professionals can help you conduct online search audit or assist you with any of your other digital reputation management needs.

