Media Relations Strategy
2016
May 1 – 2, 2016
Manage Your Communication

While perceptions may not be the ultimate truth they are what people use to make decisions.

- Randall White
Center for Creative Leadership
Everything Communicates a Message
YOU Are In Control
Words Matter
Technology is a Game Changer
The rise of MMJs and the fall of beat reporting

The fundamentals are the same but techniques and vehicles have changed
What Makes News

- Timeliness
- Proximity
- Significance
- Human Interest
- Prominence
What Makes News

Change \[\rightarrow\] Impact

Conflict
Technology is a Game Changer
Reporter Constraints are Different

1990

- Not enough time
- Not enough information

2016

- Too much time
- Too much information
The OLD Approach

Who, What, When, Where, Why, How?
The NEW Approach

Google search, Twitter scan, watch CEO video

Who, What, When, Where, Why, How?

What does dose radiation mean? Is this emergency tied to your past OSHA violations? I see your stock price has dropped? Neighbors are tweeting “they’re not surprised”...
Art of Reporting has Changed

1990

2016
Social Media Changes a Story: VIDEO
YOU Are In Control
Effective Communication is Strategic

- **Net Impression**: 7-10%
  - WIIFM
  - Emotion

- **Message**
- **Audience**
- **Business Goal**

To inform? To persuade? To motivate?
Control Starts with Identifying Risks

What’s your issue?

Where is your risk?
Avian Flu Outbreak
Midwestern Floods
Flint Water Crisis
Chipotle E-coli Outbreak
Target Data Breach

Dear Target Guest,

As you have probably heard, Target faced a data breach in mid-November that maliciously entered our systems, gaining access to your credit and debit card information. As part of the ongoing forensic investigation, we determined that the cyber attacker gained information, including names, mailing addresses, phone numbers, and email addresses.

Our top priority is taking care of you and assuring you feel comfortable about shopping with Target and that we take full responsibility to protect your information when you shop with us. We did not live up to that responsibility, and I am truly sorry.

Please know we are taking every step to address this situation once it becomes apparent, and that we are aggressively working to prevent it from occurring again. Specifically, we have:

1. Called the attack point that the intrusion used and removed the malware.
2. Retained a team of security experts to investigate how this happened.
3. Increased security at our stores and have been vigilant for any unusual activity.
4. Offered one year of free credit monitoring and identity theft protection to all Target guests so you can have peace of mind.

In the days ahead, Target will announce a committee to help educate the public on the dangers of consumer fraud. We will also update the company-wide efforts of security, training, the training community, and partners—on including awareness and education that protect consumers.

I assure this breach will not happen again, creating a strong case of relationships and our commitment to you. A strong change in the team is in fact a better way for us to improve our teams.

We are determined to make things right, and we will.

Sincerely,

Gregg Steinhafel
Chairman, President and Chief Executive Officer, Target
Are You Ready For Some Crisis?
Categories of Risk

1. Owned Issue
2. External Issue
3. Perception Issue
Developing the Strategy: Level of Ownership

- Do we own the issue?
- Do we own the solution?
- Are we responsible?
- Is there a perception that we are responsible?
- Is there widespread knowledge about this issue?
- Has this issue moved into mainstream media?
Analyzing Risk

- People
- Environment
- Assets
- Reputation
Indian Point - Tweets

Ron Egatz
@ronegatz

There's black smoke pouring out of the Indian Point nuclear facility. Oh, joy.

2:53 PM - 9 May 2015
There's black smoke pouring out of the Indian Point nuclear facility. Oh, joy.
Indian Point Energy
@Indian_Point

Indian Point Unit 3 safely shut down as designed following transformer failure.

RETWEETS 118  LIKES 21

3:40 PM - 9 May 2015
Indian Point Unit 3 safely shut down as designed following transformer failure.

3:40 PM - 9 May 2015

Zeke Miller @ZekeJMiller · 9 May 2015
RT @Indian_Point: Indian Point Unit 3 safely shut down as designed following transformer failure.

ericarunsamerica @erica_cirino · 9 May 2015
@HeidiHutner via @Indian_Point: "Indian Point Unit 3 safely shut down as designed following transformer failure."
Crisis Leadership Principles

- **Quick to Act**
  - Acknowledge there is an issue or problem

- **Accept Responsibility – Manage Liability**
  - Face reality. Define the scope of the issue. Recognize things will always get worse.

- **Establish a Dialogue NOT a Monologue**
  - Take charge of communication
  - Lead with your head and your heart
  - Listen to your critics

- **Heads-Up Communication**
Crisis Leadership Principles

- Many Audiences, Few Messages
  - Demonstrate empathy. Use plain speak not well-manicured messages.

- Share the Bad News, Too.
  - Be first with your own bad news.

- Be Strategic, Let Others be Tactical.
  - Use all social media platforms and available technology.
Phases of a Crisis

- **Phase I**
  - Establish your organization as the source of accurate information.

- **Phase 2**
  - Narrow the cause and focus on responsible actions.

- **Phase 3**
  - Communicate long-term changes as the focus is solely on solutions.
Striking the Balance

Operations

Communication
Crisis Message Development

• Frame the event/incident.
• Share what you know (facts).
• Describe the actions being taken now.
• Explain what you don’t know.
• Summarize the event and commit to hourly updates.
Dealing with a Crisis

The reality is that people don’t really care how much you know until they know how much you care.

- John C. Maxwell
Four-Part Message Model for Crisis

1. Show Care & Concern
2. Detail Responsible Actions
3. Describe Cooperative Efforts
4. Demonstrate Resolve
Words Matter
Leverage Technology to Share News

- **Incentive**: Affiliate, Brand Ambassador
- **Digital Properties**: Catalog, Websites, Blog, Mobile, Email
- **Embassies**: Facebook, Twitter, YouTube, Instagram, LinkedIn, Pinterest, Instagram, Google+
- **Outposts**: Relevant Message Boards, Blogosphere
- **Paid Media**: Advertising (Banners, Display, Paid Endorsements)
- **Owned Properties**: Content (Build Trust, Educate, Curate, UGC, Reviews, Location-Based Services)
- **Earned Media**: Partnerships (Charities, Co-Branding, Celebrities)
- **Social Platforms**: Influencer Engagement (Response, Advocacy, Loyalty)
Business Case for Communication

“The art of communication is the language of leadership.”

- James Humes
  Presidential Speechwriter
YOU Factor

Visual
- Eye contact
- Gestures
- Purposeful movement
- Animation
- Attire

55%

Verbal
- Compelling content
- Storytelling
- Authenticity
- Articulation
- Grammar
- Common ground

7%

Vocal
- Volume
- Variety
- Intonation
- Cadence
- Pauses
- Pace

38%
Becoming Confident

- Our bodies change our minds…
- Our minds can change our behavior…
- Our behavior can change our outcomes…
- Therefore, begin with your body.

- Amy Cuddy
Everything Communicates a Message
Delivering the Message

- Provide a :90 – 2:00 opening statement using the four-part message model.
- Introduce and involve other key experts.
- Answer the question first and then bridge to your message.
- Treat reporters with kindness and respect.
Bridging
Bridging to Your Message

Question

Bridge

Proof Points
Main Message

Answer / Respond

And, therefore, however, the bottom line is, but, as I stated...
Question Traps

- Negative
- A-B Dilemma
- Loaded Preface
- Empty Chair
- Repetitive
- Hypothetical/Speculation
Use Q & A Strategically

- Empathy
- Common Ground

And, therefore, however, the bottom line is, but, as I stated...
Lessons Learned

- It always gets worse.
- Initial information always changes.
- Emotion trumps fact. Insert appropriate emotion in all messaging.
- Frequency of messaging in multiple formats is critical.
- There is no shortage of critics or armchair quarterbacks. Do not get defeated.
Final Thoughts

It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.

- Warren Buffet