

How to Stay One Step Ahead Through Communications Strategy



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Consumers Are More Concerned About Safety And Quality Than Ever Before.



In a study by Consumer Reports, 94 percent of those surveyed listed safety as a major factor in choosing products.

Consumer Reports



When a crisis hits...

The Risk: A single incident can devastate a brand overnight.



When bottles of Perrier were found to contain “minute quantities of benzene, a carcinogen,” the company withdrew “every bottle from worldwide circulation, at a total cost now estimated at up to \$200 million. But the lasting legacy of the benzene affair shows up in Perrier’s withered market shares.” In America, market share was cut by four percent.

When the Bubble Burst, The Economist



The Risk: You may win in a court of law, but you can still lose in the court of public opinion



“Five lawsuits have already been filed against the Chi-Chi's restaurant chain over a hepatitis A outbreak that has killed three people and sickened more than 600, and scores of other lawsuits are likely to follow...”

Chi-Chi's Outbreak: Just desserts?, CBS Broadcasting Inc.



The Risk: Can be cut if handled the right way

Odwalla was notified of a link between several cases of E. coli 0157:H7 & their apple juice

- Initiated voluntary recall immediately
- Launched comprehensive efforts to counter the crisis



Applying the Best Practices

- **Odwalla CEO Stephen Williamson said “we had no crisis management procedure in place, so I followed our vision statement and our core values of honesty, integrity and sustainability. Our number one concern was for the safety and well being of people who drink our juices.”**

Why People Lose Control of the Message

- Fear
 - Avoiding the press
- Waiting too long to communicate
- Not knowing who should communicate
- Blaming others
- Not being accountable
- Not correcting misinformation
- No crisis communications plan in place

Crisis Communications Planning

- Tactical response to a crisis
 - A communications framework in place
 - Scenarios
 - What if...
- Often addresses two types of events
 - Disasters
 - Smoldering issues
- Best way to be ready for the unexpected
 - Have a plan
 - Make sure everyone knows you have a plan
- Update the plan every year
 - The issues may change, and your response changes as needed... but your communications framework *generally* stays in tact

Communications Toolbox

- Inventory of communications channels to reach key audiences
- List of stakeholders and their interests
- 24/7 digital information that can keep everyone on the same page
 - Website(s), blogs, Twitter accounts
- List of media that is segmented
 - Trade
 - Consumer
 - Broadcast v. Print v. Online
- Templates
 - Standby statements, draft press releases
- Call and email logs
- Team assignment list
- Digital and printed back-up materials (don't always assume you'll have access to your office)

For the Public

- What type of information should be offered to the public?
 - Anything involving a lawsuit can't always be discussed
- What we know now
- When we will know more about it?
- What happened?
- What proactive measure the company is doing about the problem
- Areas where we need more information
- What you can I do as a consumer?
- Digital resources that will provide ongoing updates

Audience & Outcome

- Know the potential scenarios that are unique to your organization's operations and products
- Understand your stakeholders and audiences and the positive outcome you want to see
- Designate and delegate communications duties
 - Corporate communications
 - Scientific experts
 - Management
 - Other external partners

Prioritize your main audiences...



Focusing your communications

- Who is my key audience?
- What do I want them to do?
- When is the best time to communicate?
- Where will the message have the most impact?
- Why is it important for the audience to act?
- How do I differentiate my story from the others through a unique communications proposition?
- Can I measure success?

In general, why do I need to work with the media?

- Working with the media lends **greater credibility** to your mission and ultimately your brand
- Tell your story to a **wider audience**... before someone else does!
- **Gain an edge** on the competition
 - Not only for branded products, but branded share of voice
- Media visibility can lead to **business opportunities**
- You will be **positioned as an expert** among your key stakeholders
 - Establishes your personal brand
- Provide scientific facts to **counter myths or misinformation**
- Make a difference!
 - Empower audiences to make better decisions

The Media Landscape of Yesterday



The New York Times

CBS NEWS

The Washington Post

Los Angeles Times

The Media Landscape Today

CHOW FOOD DRINK FUN

The Official **Google**™ Blog

HealthDay
News for Healthier Living

today's dietitian

THE WALL STREET JOURNAL.

Women's Health.
POPULAR SCIENCE
THE FUTURE NOW

 **RODALE**
LIVE YOUR WHOLE LIFE™

examiner.com
INCLUDES COVERAGE FOR EVERYTHING LOCAL

FOOD PRODUCT DESIGN

WebMD SM

msn. health & fitness

THE BALTIMORE SUN
LIGHT FOR ALL

Psychology Today

The Examiner
SAN FRANCISCO

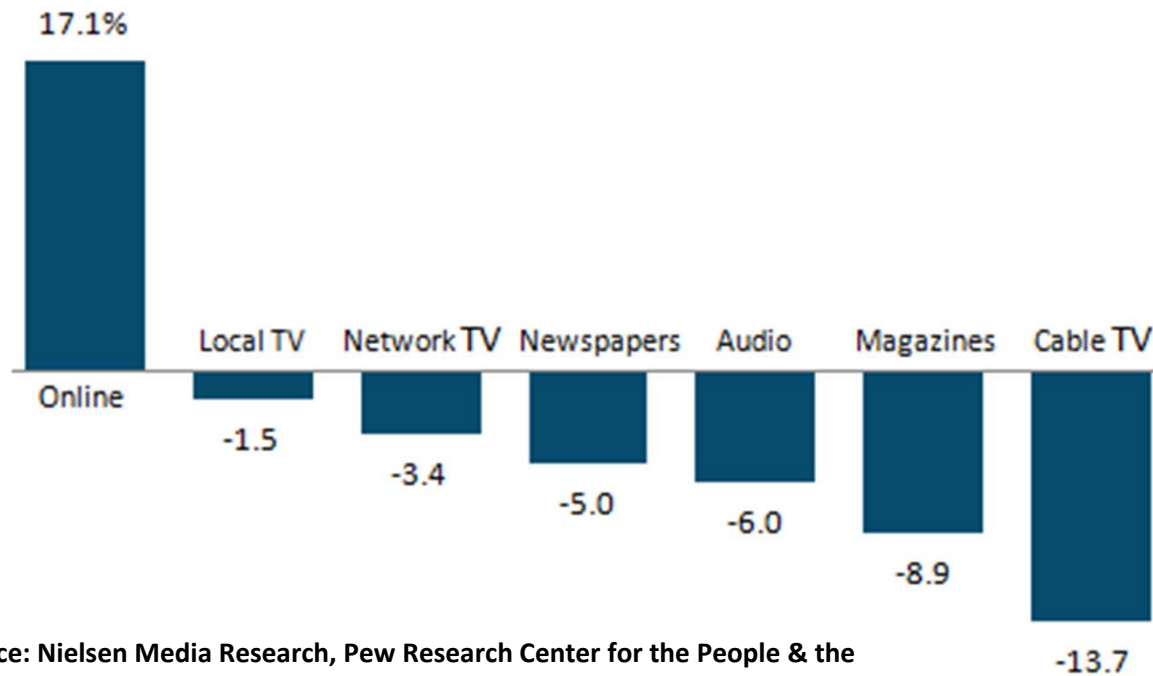
YAHOO!

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More People Are Going Online for News

Audiences Turn to Web

Percentage Change in Audience, 2009-2010



Source: Nielsen Media Research, Pew Research Center for the People & the Press, Audit Bureau of Circulations

News Gathering Evolution

- Journalists having less help to do their jobs but required to produce more content across various formats in near real-time.
 - *Washington Post* reporters asked to carry video cameras
- Journalists use social media tools to find sources.
 - *Chicago Tribune*, Julie Deardorff authors a blog
- The web has increased timeline pressure on reporters on all media.

Online Convergence



Interview Prep

- Reporters look for controversy and conflict
- Reporters are NOT your audience
- Anticipate questions
- Know Your Story
 - Develop three key messages
 - Use quotable language
 - Brand your message
 - Commit messages to memory
- Think of interviews as a marketing opportunity
- Your message must resonate with your audience



Interview Tips: At the Interview

- Avoid Jargon
- Speak in personal terms
- Avoid ums, ahs, ya knows, and fidgeting
- Everything is on the record
- If you don't want a statement quoted... don't make it
- Say the most important facts first
- Don't get frustrated or lose your cool
- Don't repeat a negative question or facts
- If you don't know, say so—never say “No Comment”
- Recognize that a public speech may be quoted

Tips to Avoid Being Misquoted

- Talk slower
- Use more (and longer) pauses
- Respect silence
- Give the reporter a “take-away”
- Highlight your key message by ending the interview with “The most important thing your readers should remember...”
- Offer to review the story for technical accuracy

Social Media



We're All Communications Channels

Including informal channels & networks

- * Relatives
- * Friends & neighbors
- * Co-workers
- * Social media
- * ...the media influences them all



Source: Gravani, Cornell University, 2010



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