

120th AFDO Annual Educational Conference

Handling the Pit Bulls*...

***When the Press Comes Calling**

Pepsi Syringe Caper

June, 1993 - Earl and Mary Triplett

- + No recall – 5 state alert
- + Claims continued – news second only to nomination of Ruth Bader Ginsburg
- + No reports of injury or illness – no rational reason
- + Pepsi determined no recall – investigated every plant – no syringes were used in operations.
- + Pattern of product tampering including Tylenol



PR Impact

- + Identified publics – news media, customers, consumers, employees and local Pepsi bottlers
- + Six media relations experts – one clear voice
- + 24 consumer relations experts on 24-hour toll-free hotlines
- + Scientific and regulatory affairs worked with FDA
- + Sales and marketing charged with maintaining relationships
- + Manufacturing experts worked with FDA to produce easy-to-understand explanation of the filling line process

Response

1. Put public safety first.
2. Find the problem and fix it.
3. Communicate frequently, quickly, and regularly.
4. Take full responsibility for resolving the crisis.



And?

- + The BEST offense – a VNR (video news release) showing the process of filling a can on the manufacturing line. No way to introduce a foreign element (estimated 300 million viewers)
- + Three subsequent VNRs were produced – including Diet Pepsi
- + Media strategy – assured the public that it wasn't a manufacturing crisis
- + Third VNR showed images from an in-store surveillance camera of a woman attempting to stick a syringe into a Diet Pepsi can (at this point the hoax began to crumble)
- + 54 people prosecuted for hoaxes



Best Quote

"Your only defense when your company is on trial in the media is to be a participant in that trial."

Becky Madeira VP of Public Affairs for Pepsi

- + Strong understanding of the news media
- + Positive relationship with the FDA
- + Used FDA experts (opinion leaders) who were third party endorsers of lack of culpability.



TYLENOL > Go to Tylenol.com

PROMISE


I MAKE TYLENOL AND I PROMISE:
If I wouldn't give it to my kids, it won't get to yours.

Drew
Manager of Process Excellence, 6 years

More Promises

OTHER TOOLS AND FEATURES:

- The Pure Pain Relief of Tylenol**
All pain relievers are not the same. Find out how Tylenol is different.
- Have a Question?**
You can call us directly, or arrange for us to call back at a convenient time.
- Save \$1**
Save \$1 on any Tylenol product.

 E-MAIL THIS PAGE TO A FRIEND

[ABOUT TYLENOL / MONITOR](#) [GET E-MAIL UPDATES](#)

When a Crisis Happens

http://bp1.blogger.com/_8eFsGHPzQMM/Rjew36gZkMI/AAAAAAAAAs/IrvuENdhuT0/s400/Picture+4.png

Crises Can Happen to Anyone

- + Just when you think “it can’t happen here...”
- + ...it does.



Blue Bell Ice Cream Listeria Recall

http://kfda.images.worldnow.com/images/7527353_G.jpg

A Tale of Two Shuttle Disasters

- + *Challenger* (1986) -- NASA's silence led to a loss of public confidence in the space agency.
- + *Columbia* (2003) -- NASA's rapid and candid communication helped avoid traumatic restructuring.



FDA in 2007

- + In an “Eye on FDA” blog it was suggested that:
 - + The organization lay out a vision for restoring credibility
 - + Acknowledge problems and let people know what you are going to do about it
 - + Develop messages
 - + Media training
 - + Suggested that the agency was sorely in need of a good communications plan.

What Do You Do??



Orlando Shooting – Worst Mass Shooting
in U.S. History

<http://www.orlandosentinel.com/news/pulse-orlando-nightclub-shooting/victims/os-pulse-nightclub-orlando-shooting-victims-htmlstory.html>



Brian Gerald Murphy

@BeGeeM



Follow

Gay. Men. In. Orlando. Can't. Give. Blood. To.
Their. Bleeding. Battered. Community. Dear
[@US_FDA](#), CHANGE THAT NOW
[#PulseNightclubShooting](#)

RETWEETS

1,839

LIKES

1,601



10:27 AM - 12 Jun 2016



1.8K



1.6K



Reply to [@BeGeeM](#) [@US_FDA](#)



Murray Fullerton @MurrayFullerton · Jun 12

[@BeGeeM](#) [@CaseyNewton](#) [@US_FDA](#) could there be a medical reason for the ban or is the FDA just anti-gay?



Brian Gerald Murphy @BeGeeM · Jun 12

[@MurrayFullerton](#) [@CaseyNewton](#) [@US_FDA](#) there was a medical reason in 1985 when we didn't know how to test for HIV. Now it's just homophobic



18



45



And Here They Come...

- Ensure timelines – faster the response, greater the credibility
- Provide an immediate response
- Hold regularly scheduled news conferences – on time.
- Select one spokesperson – trained/experienced
- Create scripts for people who answer the phone
- Prepare for tough questions
- Coordinate messages with police, fire, hospitals, etc.
- Keep messages simple – don't speculate, lie or withhold information
- Provide press releases that are date and time stamped

Why Do We Need The Media?

MailOnline



Home **News** U.S. Sport TV&Showbiz Femail Health Science Money Right

News Home Arts Headlines Pictures Most read News Board

Revealed: Dirty Larry, the multi-millionaire behind firm sneaking horsemeat into your supermarket

- Larry Goodman, 76, is a director of the ABP Food Group
- He was revealed to have had business links with Saddam Hussein
- His companies have deals with Tesco, Sainsbury, Asda and Burger King

By KEITH GLADDIS

PUBLISHED: 23:16, 16 January 2013 | UPDATED: 16:24, 17 January 2013

Comments (476) | < Share 9 0 | Tweet 56 | Like 51

Inside Chipotle's Contamination Crisis

Smugness and happy talk about sustainability aren't working anymore.

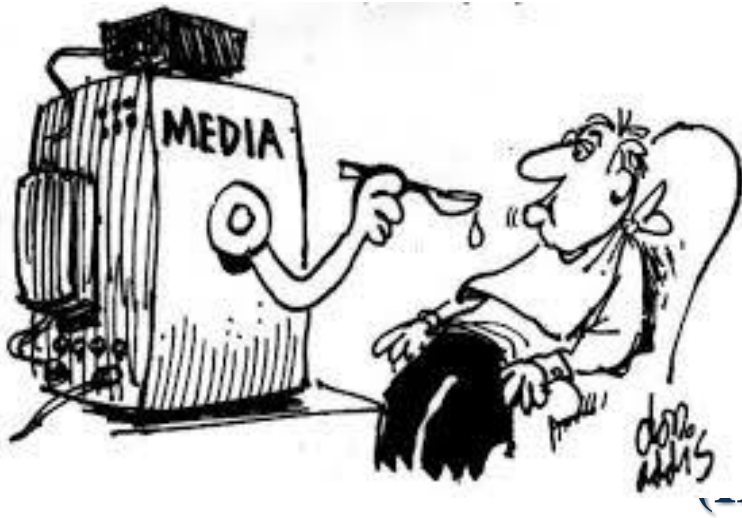
By Susan Berfield | December 22, 2011

Photographs by Ted Cavanaugh

From *Bloomberg Businessweek* <http://www.bloomberg.com/businessweek>



Four Facts About the Media



1. They're not going away.
2. You have to deal with them sooner rather than later.
3. They can help us get our good news out.
4. There are no guarantees on when a story will run.

If you want reporters to cover the good, you have to be available to reporters during bad times.

Understanding Reporters

- + Reporters ARE NOT government officials
 - + Barely one, maybe two poly sci/history classes
 - + Acronyms are gibberish
 - + Budgeting – limited math skills
 - + Contracts
 - + Taxes

TEACH!



What to Expect from the Media

The Reporter

- Has a job to do – s/he has to get the story.
- Their objectives may not be the same as yours.
- The reporter can not be expected to advocate your position.





“A solid media relations program must follow the two-way model for communications to provide information services for all incoming calls from the public” (Conners, 1988, p.400).

Grunig's Four models of Public Relations

Model Name	Type of Communication	Model Characteristics
Press agent/ publicity model	<i>One-way communication</i>	<i>Uses persuasion and manipulation to influence audience to behave as the organization desires.</i>
Public Information model	<i>One-way communication</i>	<i>Uses press releases and other one-way communication techniques to distribute organizational information. Public relations practitioner is often referred to as the "journalist in residence."</i>
One-way asymmetrical model	<i>One-way communication</i>	<i>Uses persuasion and manipulation to influence audience to behave as the organization desires. Does not use research</i>
Two-way symmetrical model	<i>Two-way communication</i>	<i>Uses communication to negotiate with publics, resolve conflict, and promote mutual understanding and respect between the organization and its public(s).</i>

Do you Have a Media Relations Plan?

Master Plan Template

Start	Task	Responsible	Deadline	Update
Date	Define theme (intended target audience)			
Date	Committee structure and roles			
Date	Logistics (what is needed to develop and implement)			
Date	Promotion plan (awareness methods)			
Date	Public Relations (media and community relations)			
Date	Budget – (revenues and expenses)			
Date	Volunteer development and training			
Date	Evaluation (analysis – provide results & participant ballots to OD)			

Media Relations Tactics

- + News releases
- + Media kits
 - + fact sheets, backgrounders, photo opportunity sheets, and more
- + Media advisories
- + Pitches
 - + Letters, e-mail, and telephone
- + Video news releases (VNRs)
- + Digital newsrooms
- + News conferences
- + Public service announcements (PSAs)
- + Guest editorials/commentaries
- + Letters to the editor
- + Interviews
- + Stories for trade or association magazines

The Right Spokesperson

A spokesperson is the voice of the organization. A poorly trained or unskilled spokesperson merely exacerbates the situation (Donath, 1984).

- Decide who is responsible for speaking to the media
- Provide training.
- Always insert key messages (repetitive)
- Contain emotions – both orally and physically



Media Relations is Key – BEFORE there is an issue!

Your Bill of Rights

- ✓ Who is calling and representation
- ✓ Length of the interview and subject matter
- ✓ Who else is being contacted
- ✓ Courtesy
- ✓ Accuracy
- ✓ To have someone else present
- ✓ To terminate the interview

Ask!

- How will the piece be used
- Establish guidelines
- Know your message – always insert your key message
- Know the opposition's message
- Anticipate questions
- Prepare your answers
- Have supporting facts
- PRACTICE!



Bad enough they always ask what the worst case scenario is. Must they always look so damned happy asking it?

Telephone Interview Checklist

- ✓ **Clear your desk**
- ✓ **Sit up straight, both feet flat on the floor**
- ✓ **Don't be pressured by silence. Answer only the question asked.**
- ✓ **Animate your face**
- ✓ **Insert key messages**
- ✓ **Restate your points and summarize**



Face to Face Interview Checklist

- ✓ Clear your desk
- ✓ Eliminate interruptions
- ✓ Be as conscious of your appearance as if you were on television
- ✓ Beware of off the cuff remarks
 - no off record



Television Stand Up

- ✓ Do a sound check
- ✓ Keep sound bites solid
- ✓ Insert key messages
- ✓ Look at the reporter, not the camera
- ✓ Maintain an appropriate “face”



General Appearance

- Dress appropriately
- Don't fidget
- Use normal gestures and mannerisms
- Sit up straight
- Look at the interviewer, not the camera
- Solid clothing is best, whites glare and pinstripes wave
- Ladies: daytime makeup, conservative jewelry, stockings, no knee-highs or short socks
- Gentlemen: Solid ties, no short socks, powder shiny spots



Non-Verbal Communications Checklist:

- ✓ Smile when appropriate
- ✓ Look directly into the reporter's eyes
- ✓ Stand or sit straight
- ✓ Gesture naturally
- ✓ Arms folded across the chest is a no-no
- ✓ Avoid pointing your finger



Remember...

- **Be enthusiastic**
- **Be yourself**
- **Relax**
- **Remain calm**
- **Give short answers in short sentences**
- **Maintain control – YOU must control the interview by steering it in the direction you want**
- **Answer the question. If the reporter asks you a direct question, give them a direct answer**
- **If you don't know, SAY SO**

The Best Kept Secret Is...

**ALWAYS USE THE
PREGNANT PAUSE!!**

**Say what you need to say
and STOP, even if the
silence is deafening**



Don't Do Unto Others...

- Request to see copy or photos
- Return the call when you're angry
- Expect to see only your side of the story
- Say "no comment"
- Speak off the record
- Go over a reporter's head
- BUY a reporter...no dinner, drinks, etc.
- Refuse a reporter's call



- Create a separate press area away from the event
- Don't minimize the event
- Watch out for HIPPA/FERPA
- No preferential treatment
- Anticipate questions
- Use appropriate tools to deliver the message
- Don't be afraid to say "I don't know."



Look Out Below – Avoiding Pitfalls

Leading

“Just how bad would you say this catastrophe is?”

Hostile

“Is this just another example of how poor the public schools really are?”

Speculation

“The student was on the roof, do you think this is a suicide event?”

Pressure

“I have a 4:00 deadline and I can’t wait.”

Don’t Give Out Too Much Information

“Can you give us the name and address of the child involved in the accident?”



Hypothetical

“If there was a stop sign, would the accident have happened?”

Tag

“That’s not what the police said.”

Either/Or

“Was the officer or the victim at fault?”

Never say “no comment.” We have an obligation as an entity funded by taxpayers to communicate factual information. The public interprets “no comment” to mean “we’ve done something wrong, and we’re not going to admit it” (Briley, Fowler, & Teel, 2000)

And More Tips...

- Don't repeat a reporter's question prior to answering it – editing may change your answer
- Answer only one question at a time – you may also specify the number of questions you are going to take
- Pay attention to your body language – 93% of a message is transmitted through nonverbal communication (Spaulding & Correa, 2005)
- Avoid frustration or anger from reporter's questioning – maintain emotions
- Control interviews with non-trained personnel -students, teachers, staff, new officers
- Always have an escort with a member of the media on a school campus
- Monitor social media channels for incorrect information, bashing, etc. Respond!!

Final Quick Tips

- ✓ **Don't panic.**
- ✓ **Worried about a cold call from the press? Have a secretary or assistant screen the call.**
- ✓ **Their deadlines are not your deadlines.**
- ✓ **Think before you speak.**
- ✓ **You have the final say – if you don't want a reporter on campus – say so.**
- ✓ **Reporters, like all visitors, must follow established rules.**
- ✓ **Never ever say “no comment.”**
- ✓ **Do not speculate or elaborate.**
- ✓ **There is no such thing as “off the record.”**

Questions???



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