

GAD Institute 2017

Communicating in Today's Information Marketplace

#GAD2017

West Palm Beach

July 11-14



NATIONAL
ASSOCIATION *of*
REALTORS®



Communicating in Today's Information Marketplace

PART I

The New Information & Advocacy

Politics Dominate News Coverage



Everything Is Political

Sports

Mashable

Here's the latest Super Bowl champion who won't visit Trump's White House

Entertainment

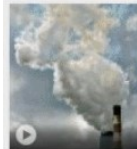
Entertainment WEFMLV

⌘ *The* ACADEMY AWARDS 2017 ⌘

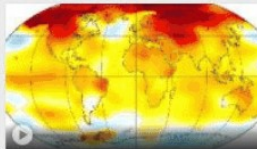
Oscars attack Trump: Celebs unleashed on Hollywood's big night

Weather

Weather Channel sends Trump a message: 'Still Don't Care? Proof You Should'



Watch Trump Make the Announcement
CLIMATE AND WEATHER



So, What Happens to Earth Now?
ENVIRONMENT



Still Don't Care? Proof You Should



...and More Proof...

Trump Coverage By The Numbers

Earned Media In January 2017:

\$817 Million













20,000 Sources From Around The World

Obama Average The Past 4 Years:

\$200 – \$500 Million

\$817 Million

With A Tweet, Trump Sends Major Companies Scrambling

Company	Tweet Date	Response Type	Response Time	Stock Effect
	November 17, 2016	Press release; Tweet	One day	1% 
	November 29, 2016	Press release; Tweet	One day	0% 
	December 6, 2016	Press release; Tweet	< Three hours	0% 
	December 22, 2016	Met with Trump; Tweet	One day	0% 
	January 3, 2017	Statement to media; Tweet	< Two hours	1% 
	January 5, 2017	Press release; Tweet	< 1.5 hours	1% 

Businesses Strike Back



NORDSTROM

Nordstrom stock gains over 4 percent after Trump tweet



Super Bowl ad lands Budweiser
in US immigration debate



Starbucks Makes Global Commitment to
Hire 10,000 Refugees by 2022

Businesses Strike Back



POLITICO

America's CEOs fall out of love with Trump

The early parades of meetings and West Wing photo ops trailed off before CEOs started publicly breaking with the president over his Paris decision.



Trump sparked a CEO revolt. Here's why



**GE head fires back at Trump:
'Climate change is real'**

The Uber Fumble

The New York Times

Uber C.E.O. to Leave Trump Advisory Council After Criticism

Newsweek

**LYFT OVERTAKES UBER FOR FIRST TIME
AFTER A TRUMP BAN PROTEST BACKLASH**

FORTUNE

Uber's Travis Kalanick Will Regret Quitting
Donald Trump's Advisory Council

The Political Environment Is Volatile

National Security "Events"

Affordable Care Act

Trade

Town Halls

The Political Environment Is Volatile

National Security Events

London Attack



North Korea



Syria Conflict

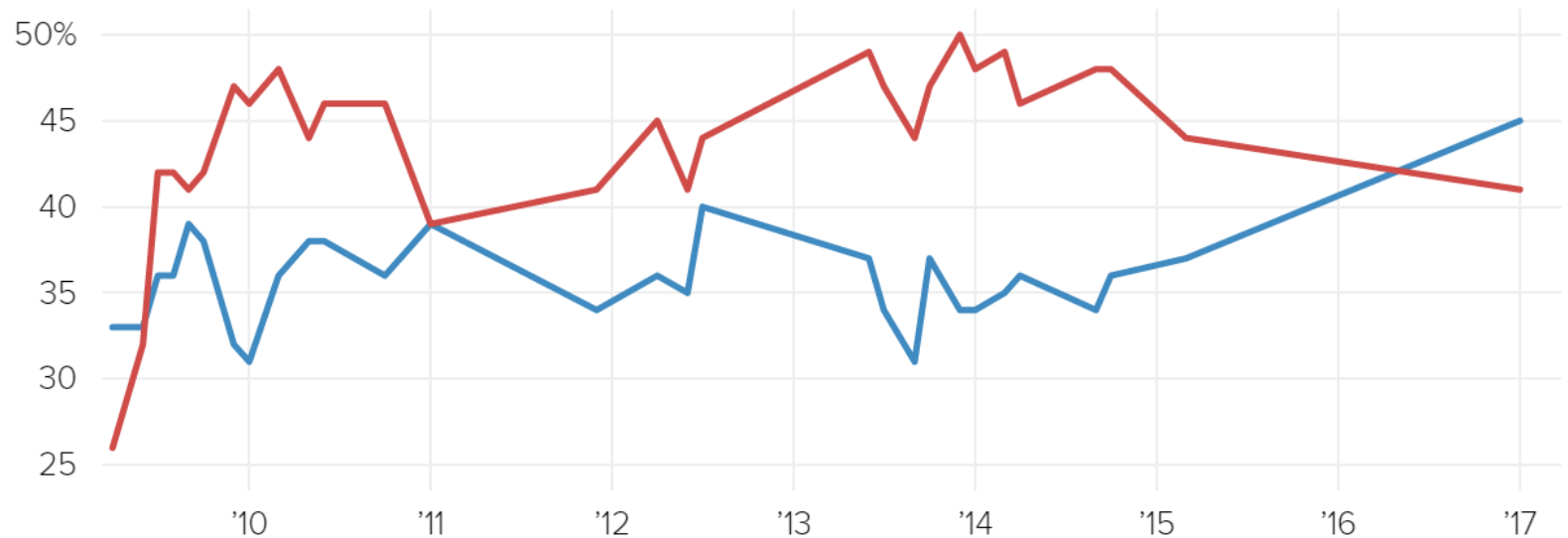


The Political Environment Is Volatile

Affordable Care Act

Is the health care law a good idea or a bad idea?

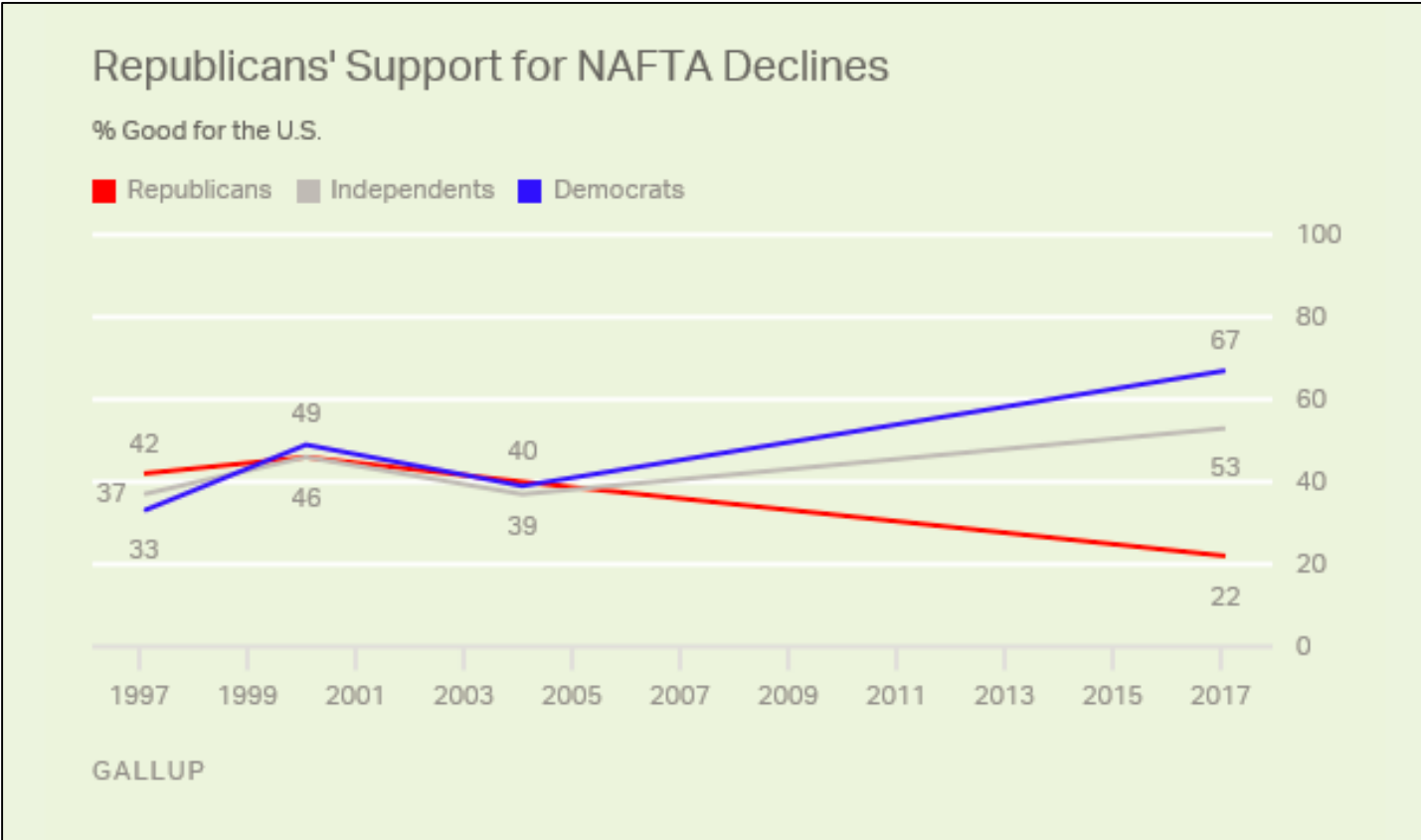
● Good Idea ● Bad Idea



NBC/WSJ polls

The Political Environment Is Volatile

Trade



The Political Environment Is Volatile

Town Halls



It's Not Just Politics: It's A Disruptive Time For Businesses

Traditional

Transportation



Service Industry



Retail



Hospitality



Disruptive



amazon

airbnb

The Media Marketplace

From...

- Print
- Broadcast
- Radio
- 24-hour news cycle



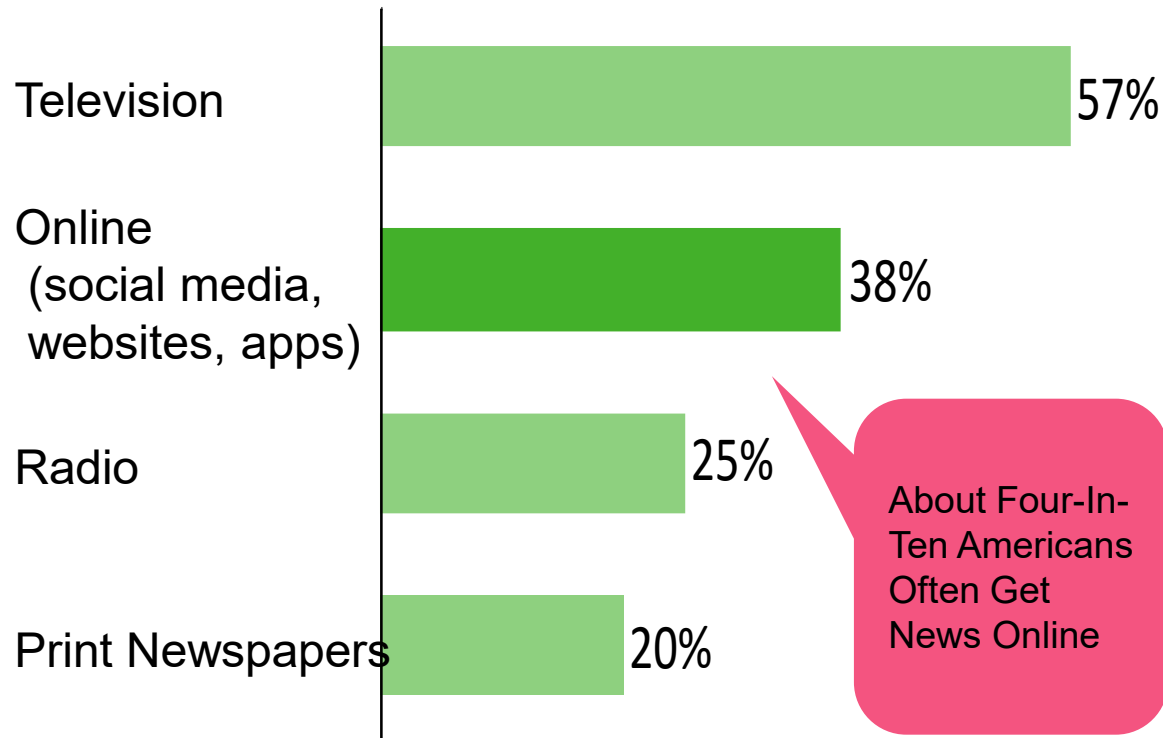
...To

- Digital
- Livestream
- 24-second news cycle
- 140 character coverage



How Americans Consume News

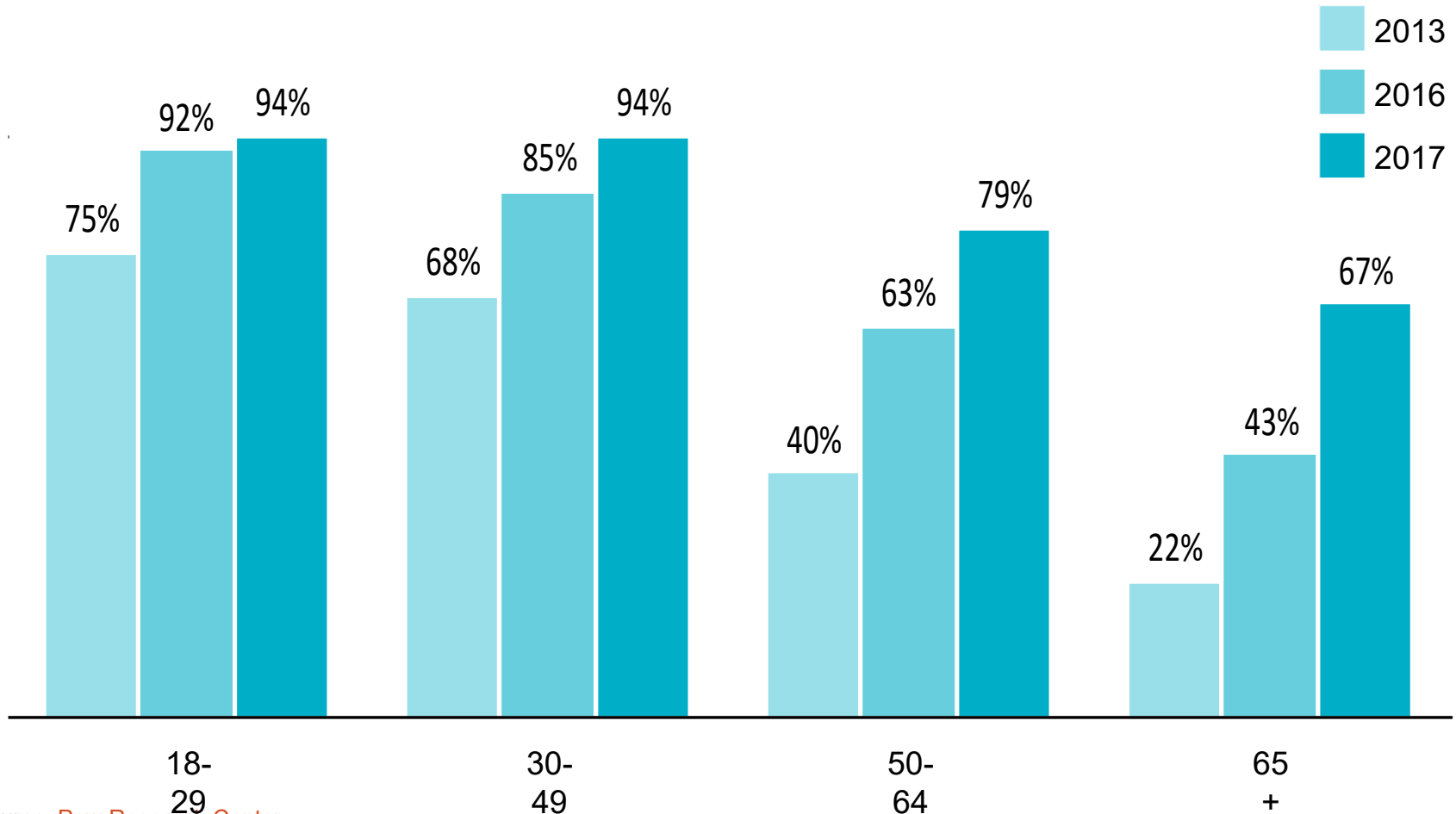
Percent Of U.S. Adults Who Often Get News On Each Platform



In 2016, Americans express a clear preference for getting their news on a screen – though which screen that is varies. TV remains the dominant screen, followed by digital. Still, TV news use is dramatically lower among younger adults, suggesting further shake-ups to come.

How Americans Consume News

Percent of U.S. Adults Who Ever Get News On A Mobile Device By Age, 2013-2017

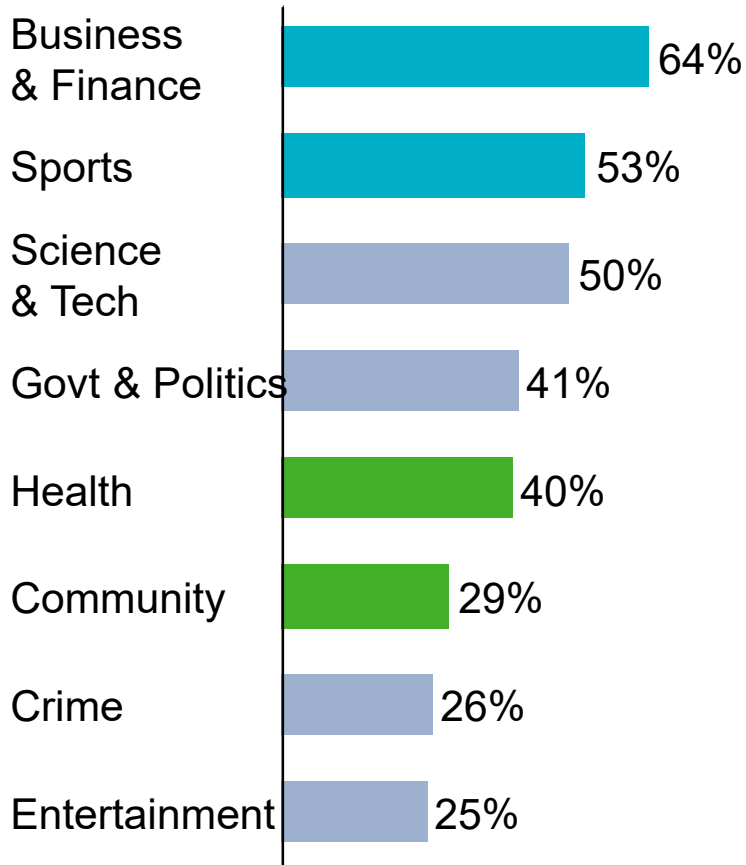


Source: [Pew Research Center](#)

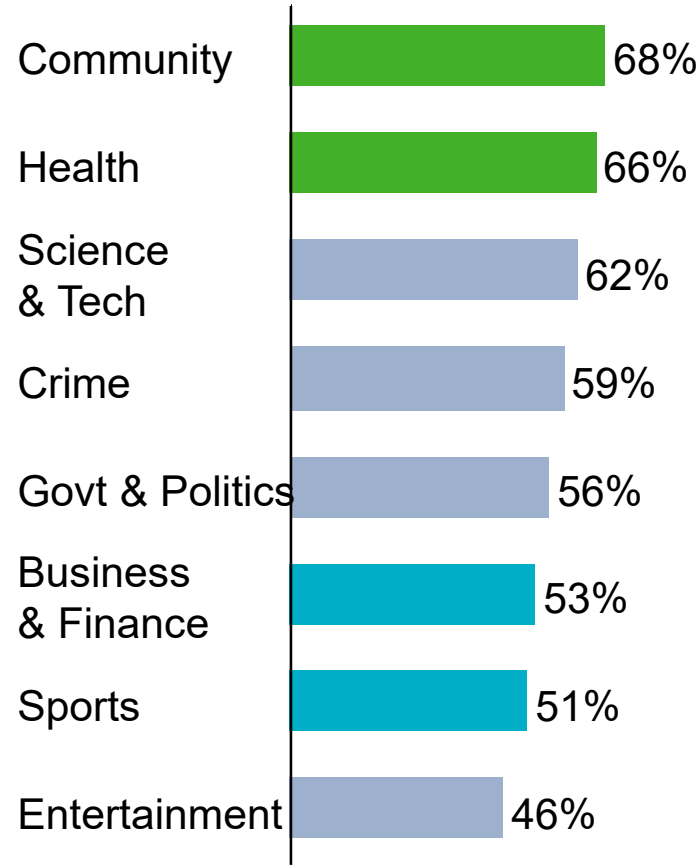
How Americans Consume News

Percent Of News Instances On Each Topic That Were...

Actively Sought Out



Acted Upon

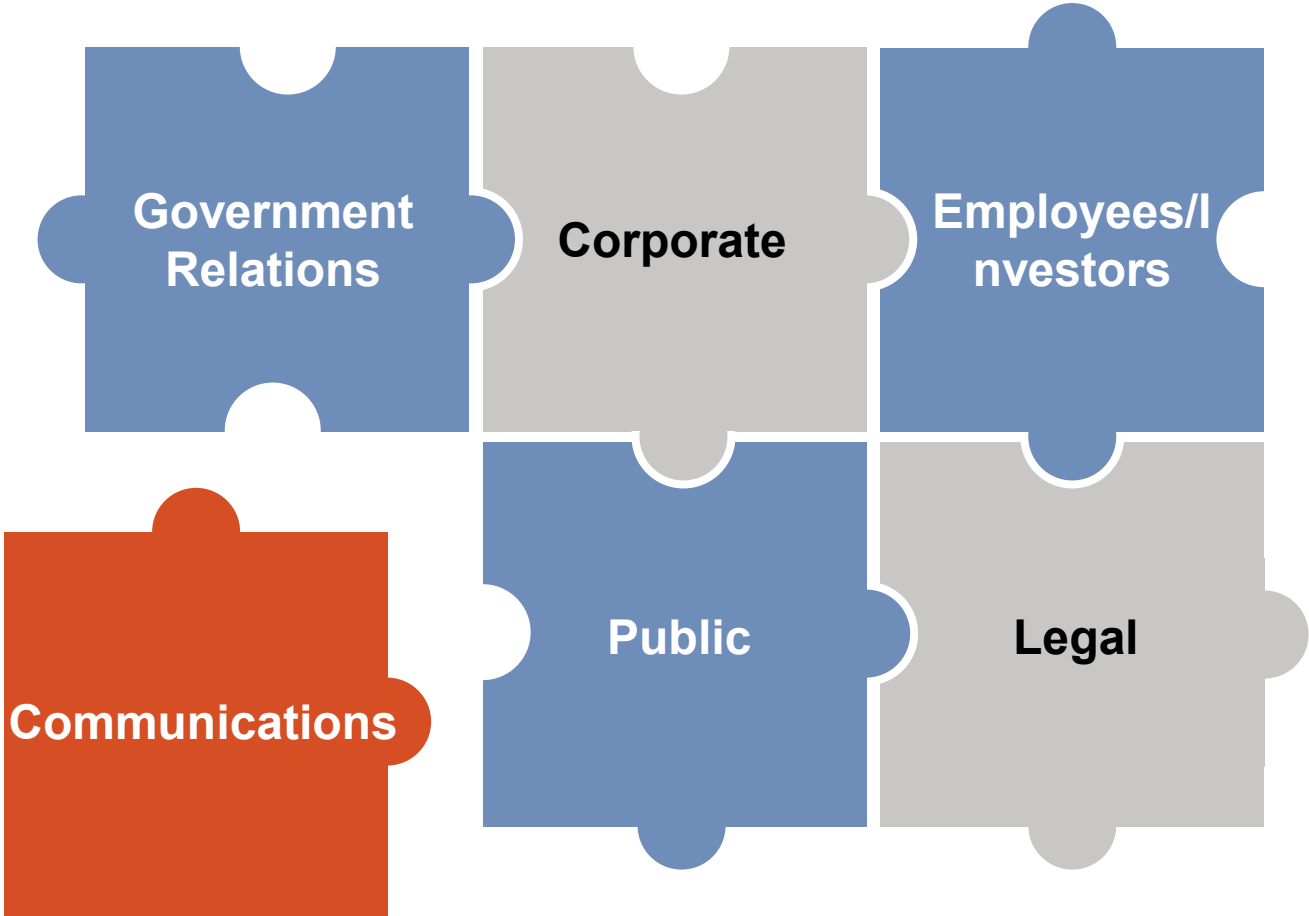


There is an inverse relationship between seeking and acting for some news topics

Communications

**Not Just a Department,
But A Philosophical Approach**

Communications Integration



Internal Communications

What is their value to the organization?

Do they have a seat at the table.

Sales is at the heart of any organization.

Are they communicating your organization's values?

External Communications

The way an organization communicates is often the difference between **success** and **failure**...

...between **navigating a challenge** or **being consumed by it**

How To Communicate In This New Landscape

- 1 Communicate Values**
- 2 Localize And Personalize**
- 3 Content Is King**
- 4 Be Proactive**

Communicate Values

Priorities

Goals

People

Vision

What Drives And Shapes Decision Making?

What Are NAR's "Values"?

Fabric Of The Community

Voice Of Local Business

Protector: Home Values, Investment

Solution-Oriented

Vision For The Future

Your Message: Localize & Personalize

- 
- **"Living Proof"**
 - **Demonstrate Impact Beyond Numbers**
 - **Bring To Life The People And The Facts About Your Presence In The Community**

Your Message: Localize & Personalize

Which Message Matters To Me?

Existing-Home Sales

↑ 1.1%

Latest News

Low inventory levels helped raise the median sales price to a new high while reducing the median days a home is on the market to a new low.

- [Read the full news release.](#)
- [View supplemental market data \(Excel: 40 KB\)](#)
- [See the summary of February 2017 Existing Home Sales Statistics \(PPT: 2.19 MB\)](#)

Vs.

REALTOR

I AM PART OF THE FABRIC THAT WEAVES NEIGHBOR TO NEIGHBOR.

I AM THE **POWER OF 'R'** — FOLLOW THE STORY
Learn more at realtor.org/PowerofR #PowerofR

Content Is King

Atomized Storytelling In An Atomized News Cycle

Visual, Shareable

Elevate Local Voices

Be Proactive

Hope Is Not A Strategy

Executive Communications

Leadership

Vision

Corporate Character

Communicating in Today's Information Marketplace

PART II

Media Engagement Lessons & Techniques

Media Engagement Lessons & Techniques

- Preparation

- Messaging Basics
- Print Interviews
- TV Interviews

The Media Landscape Today Is Different

The Bad News

- The media environment is increasingly cluttered.
- The media is increasingly rushed, ill-informed, simplistic.
- Reporters gravitate toward bad news, conflict, controversy.

The Good News

- There are some simple steps you can take to minimize errors and maximize opportunities.
- Preparation is within your control and it makes all the difference.
- Position you and your organization as a resource.

Q: What is the worst mistake you can make?

A: Assuming you can just "wing it."

How You Approach The Interview Is Crucial

Do you see the interview as a conversation or an interrogation?

- View the interview as an opportunity to have a conversation:
 - With the reporter
 - On the issues that matter the most
 - With the audience
- Avoid defensive postures
- You're an expert: act like one.

Understand How Reporters Work Before Engaging

The following is the process a reporter uses to create a story or segment:

Story Formulation	Gathering The Elements	Choosing Sources
<ul style="list-style-type: none"> • Ideas are considered during editorial meetings • Every story needs a "peg" or reason for existing • Pegs include: <ul style="list-style-type: none"> – Timeliness – Point of controversy – Audience interest 	<ul style="list-style-type: none"> • Producers are responsible for creating all parts of a segment • This includes: <ul style="list-style-type: none"> – Scripts – Research – Graphics – Video 	<ul style="list-style-type: none"> • Journalists typically have a stockpile of go-to sources on a variety of topics • Media outreach serves to deliver new ideas, as well as to maintain relevance for any given organization

Prepare For Every Single Interview

Preparation

Process

Research

- Research the reporter or television anchor; what did they write recently and in the past?
- Familiarize yourself with what's being said about the topic that you're scheduled to discuss, but do not cram
- Try to understand the angle and how it relates to your strategy

Prepare Answers

- Frame your answers so that they accomplish your main communications/messaging goal
- Write out your answers to determine the best wording and think more deeply on the questions

Mock Interview

- Practice in a mock interview to gauge comfort, speech style, and knowledge
- Anticipation: Think like a reporter
- What angle of pursuit may be used to “trip up” the interviewee?
- Beware of the pop quiz

Communicating in Today's Information Marketplace

- Preparation

- **Messaging Basics**

- Print Interviews

- TV Interviews

Developing Your Message

Four key points when developing your message:

1 What is your goal/what do you want to communicate?

2 How do you want—or *not* want—to communicate?

3 Do your points support your business/operational goals?

4 Are your points targeted at your key audiences?

Most Importantly, Tell A Story

- Use anecdotes and people to illustrate your point
- Utilize data and analysis to put concrete facts behind the story you are telling
- Walk the interviewer through your thought process

You Are The Expert, Control The Interview

Strategy

Action

Questions Are A Guide

- Acknowledge the question, but shift back to your message
- If a reporter asks you a long list of questions, select the one that gives you the best platform for your messages
- Repeat key talking points throughout

Flag Key Points

- "The most important thing for people to know is..."
- "The main point is..."
- "What I really want to make clear is..."
- "What it all boils down to is this..."

Bridge To Your Message

- "That is a good question; but, the key concern is..."
- "In addition to that..."
- "What I do know is..."
- "Let me put that into perspective..."
- "I believe more people are focused on the larger question at hand, which is..."
- "What's important to understand is..."
- "I don't want to speculate on that, but what I can say is..."

Avoid Common Mistakes

Problem

Examples

Negative Declarations

- Avoid negative declarations.
- Richard Nixon: “I’m not a crook.”
- Immigration: “This is not amnesty.”

Hypotheticals

- Don’t get baited by the absent-party ploy.
- “People are saying...” or “Some believe...”
- Never answer a hypothetical.
- “If X were to happen, would you agree to Y...?”

Anger

- Anger very rarely works.
- The interview was an invitation. You’re a guest.
- The interview is not over until the microphone is removed and you’ve left the studio.
- “No Comment” is no good.

Communicating in Today's Information Marketplace

- Preparation
- Messaging Basics
- **Print Interviews**
- TV Interviews

Understand The “Rules Of The Game”

Type	Definition
On The Record	<ul style="list-style-type: none"> All that is said can be quoted and attributed
Background	<ul style="list-style-type: none"> The information provided can be used, but is attributed to a non-specific source
Deep Background	<ul style="list-style-type: none"> Similar to "background," but no source will be cited
Off The Record	<ul style="list-style-type: none"> None of the information provided can be used or attributed in a story

Any interaction with a reporter, including a television anchor off camera, can be used if it is not explicitly off the record. It is important to clarify how the information you provide will be used prior to speaking to a reporter.

Print Interviews Characteristics

Characteristics

Explanation

Message & Concision

- Conveying a clear, simple to understand, and concise message is still important
- Take the time and opportunity to educate the reporter

Resource

- Given the interview is not timed, you can have resources and data at your disposal
- Feel free to offer to follow up on specific questions

Timing

- More lax time constraints mean that reporters can probe for answers more thoroughly and may ask the same question multiple times
- You are able to get back to the reporter about answers that you do not know off-hand

Communicating in Today's Information Marketplace

- Preparation
- Messaging Basics
- Print Interviews
- **TV Interviews**

Broadcast Interview Characteristics

Characteristics

Explanation

Time

- Tight time means limited opportunity for follow-up
- Anchors are often working from scripted questions and need to follow along

Appearance

- It's a performance for both you and the interviewer
- Demeanor and how you look are as important as what you say

Message & Concision

- Tight responses and conversational dialogue
- Rhetorical techniques are useful

Types Of TV Interviews

Live Stand-Up

- Arranged meeting, on-the-fly, stand-up location
- Not as common: campaigns; disasters; on-location reports
- Keep the engagement conversational, concise
- If paired with another participant, avoid confrontation or invading zones of personal space

Taped

- In studio, for later editing and broadcast
- Concentrate on your core message
- In 1992, network news producers attempted to use soundbites no shorter than 30 seconds; In 2011, the average soundbite was just under 8 seconds long.
- The interviewer/producer wants a solid soundbite just as much as you do, so take your time

Live In-Studio

- On set, in-person
- More control, equal access
- The element of surprise always exists
- Pivot back to your message
- Make your point and be concise

Satellite

- Straight to camera, in studio, stand-up
- Converse with the camera
- Beware of the “hot mic”
- Relax and smile

Be Natural

The Interview Conversation

- Converse, don't lecture
- Don't be overly familiar or casual
- Don't call interviewer by name, unless you know them
- Express thoughts in your own words
- Keep sentences simple
- Don't bury a good thought among too many words

Delivery Rules

Body

- Nod, gesture facially and with hands, but avoid excessive movement
- Maintain eye contact with the camera
- Relax mentally and physically
- Breathe out gradually to avoid sighing

Voice

- Fill your lungs with air to create power in your voice
- Do not be monotone. Be enthusiastic, but natural

Material

- Have brief, succinct answers – stick to the "30-seconds or less" rule
- Avoid jargon-laden, unclear answers
- Don't feel pressed into deviating from message
- Avoid personal opinions

Problems Arise, Remain Calm

Potential Issues

What To Do

Technical Problems

- Don't be afraid to say, "I'm having trouble hearing you"
- Without drawing too much attention, it's important to make sure the control room understands there is an issue

General Confusion

- Be patient and let the crew figure things out
- This is fairly typical and can come at any time

Sartorial Speaking: "Everything Communicates"

Accessories



Clothes



Grooming

Communicating in Today's Information Marketplace

PART III

Crisis Communications & Management

Crisis Management

Execution

Act Decisively: Hesitation invites aggression and crises create more competitive marketplaces

Actively Shape The Debate

Content

- Emails, updates, methodical flow of information

Surrogate Network

- Who will tell this story: you or your opponents?

Process Story

- Display confidence in your message and your strategy

Counter Communications

- Similarly disrupt the opposition's message

Crisis Management Planning

1

Anticipate Crisis Scenarios

2

Prepare Content, Synchronize Research

3

Sequencing: Daily, Weekly, Long-Term

4

Designate Your Crisis Team

- **Corporate Lead, Communications Lead, Legal Counsel, Research, Spokesperson**

5

Develop Your Network of "Friends And Allies"

Crisis Management Case Study

“Bridgegate”



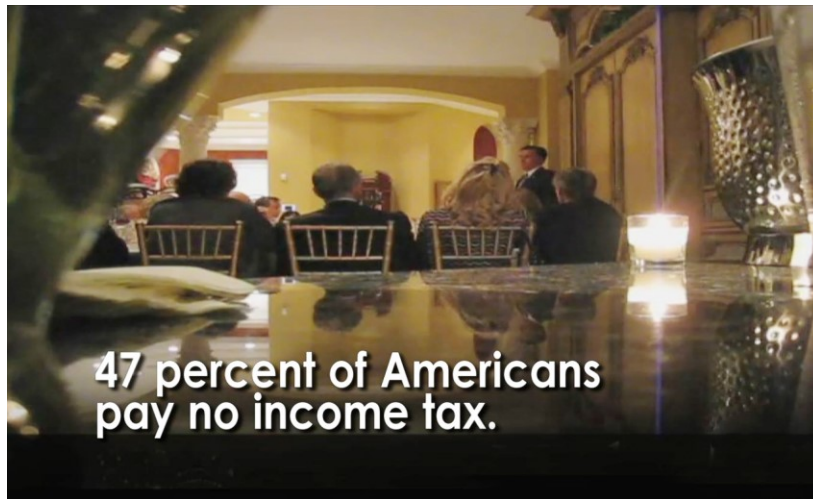
Lesson #1: Hesitation Invites Aggression

Lesson #2: Your Response Posture IS A Story

Lesson #3: If **YOU** Don't Tell Your Story, Your **OPPONENTS** Will

Crisis Management Case Study

“The 47% Moment”



Lesson #1: Admit You Have A Crisis On Your Hands

Lesson #2: Fight Bad Optics With Better Optics

Lesson #3: Counterattack

Crisis Management

Case Study

The Ebola Panic



Lesson #1: Chain Of Command

Lesson #2: Engage Methodically

Lesson #3: Bullpen of Surrogates

Crisis Management

Measure Impact

Media Monitoring

Precise, Rapid Response

The NAR National Narrative



NAR's Priorities = The Public's Priorities

The "Right Here At Home" Approach

"Skin In The Game"