



National Institutes of Health
Office of Laboratory Animal Welfare

A 2020 VISION: STRATEGIC COMMUNICATIONS AND MICRO-MESSAGING

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COVID-19



Coronavirus Disease 2019 Outbreak

COVID-19

I HAVE NEVER MET a PhD, MD,
3-Star General, politician or a
Chancellor who – though an
expert in their own field – did
not believe they were also a
COMMUNICATIONS EXPERT.



**IF WE ARE ALL SUCH GREAT
COMMUNICATORS, THEN
WHY CAN'T WE MASTER
EMAIL?**

VIDEO: EXPERT COMMUNICATORS

Video embedded in [webinar](#) at 4:14

THE COMMUNICATIONS HIERARCHY

- ▶ PUBLIC RELATIONS (PR)
- ▶ STRATEGIC COMMUNICATIONS
- ▶ CRISIS COMMUNICATIONS
- ▶ DISASTER COMMUNICATIONS

PUBLIC RELATIONS

pub·lic re·la·tions

/ˈpəblik rəˈlāʃhənz/

noun

the professional maintenance of a favorable public image by a company or other organization or a famous person.

- the state of the relationship between the public and a company or other organization or a famous person.

“companies justify the cost in terms of improved public relations”

STRATEGIC COMMUNICATIONS

Scholars and communication professionals have adopted strategic communications as an umbrella term meant to include a variety of communication-related professions, such as public relations, brand communication, advertising, and more. Although the term is not new, scholars have only recently examined it as a cohesive paradigm. Hallahan et al. (2007) defines strategic communication as “the purposeful use of communication by an organization to fulfill its mission” (p. 3). It is multidisciplinary in that it draws from a variety of methods and subject areas.

HOW A CERTAIN SET OF AUDIENCE
ATTITUDES, BEHAVIORS, AND
PERCEPTIONS SUPPORTS YOUR
ORGANIZATION’S OBJECTIVES...

IS WHAT MAKES

COMMUNICATIONS...STRATEGIC!

CRISIS COMMUNICATIONS

A crisis is defined here as a significant threat to operations that can have negative consequences if not handled properly. In crisis management, the threat is the potential damage a crisis can inflict on an organization, its stakeholders, and an industry. A crisis can create three related threats: (1) public safety, (2) financial loss, and (3) reputation loss.

Effective crisis communications handles the threats sequentially.

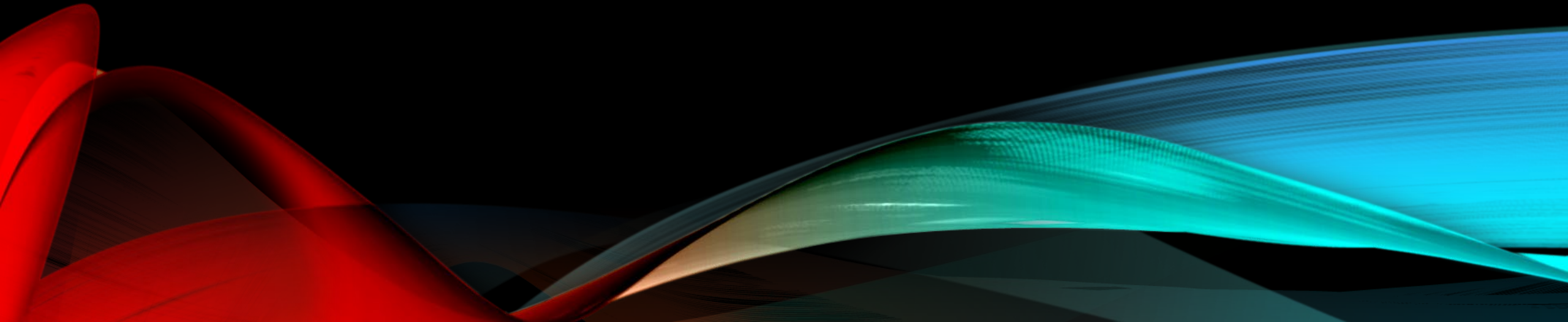
DISASTER COMMUNICATIONS

Communication during and immediately after a **disaster** situation is an important component of response and recovery, in that it connects affected people, families, and communities with first responders, support systems, and other family members.

**IF YOU DON'T
HANDLE A CRISIS
WELL, THEN YOU'LL
HAVE A DISASTER
ON YOUR HANDS.**

ALL COMMUNICATIONS SHOULD BE TARGETED

Stakeholders versus Audiences



STAKEHOLDERS & AUDIENCES

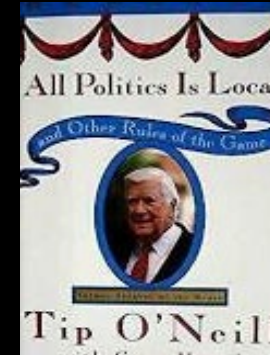
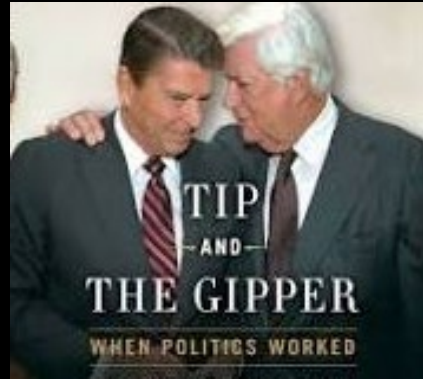
Audiences are the receivers of messages...
Our job as the **audience** is to **observe** the performance, not to participate in it.

Stakeholders, on the other hand, are groups or individuals who are **directly impacted** by the decisions and actions of an organization or company.

**BEFORE YOU CRAFT ANY MESSAGES... YOU MUST
WRITE OUT AND DEFINE YOUR **TOP THREE AUDIENCES**
AND YOUR **TOP THREE STAKEHOLDERS. PRIORITIZE**
ACCORDING TO:**

- ▶ **INDIVIDUALS**
- ▶ **GROUPS OF PEOPLE**
- ▶ **ORGANIZATIONS**

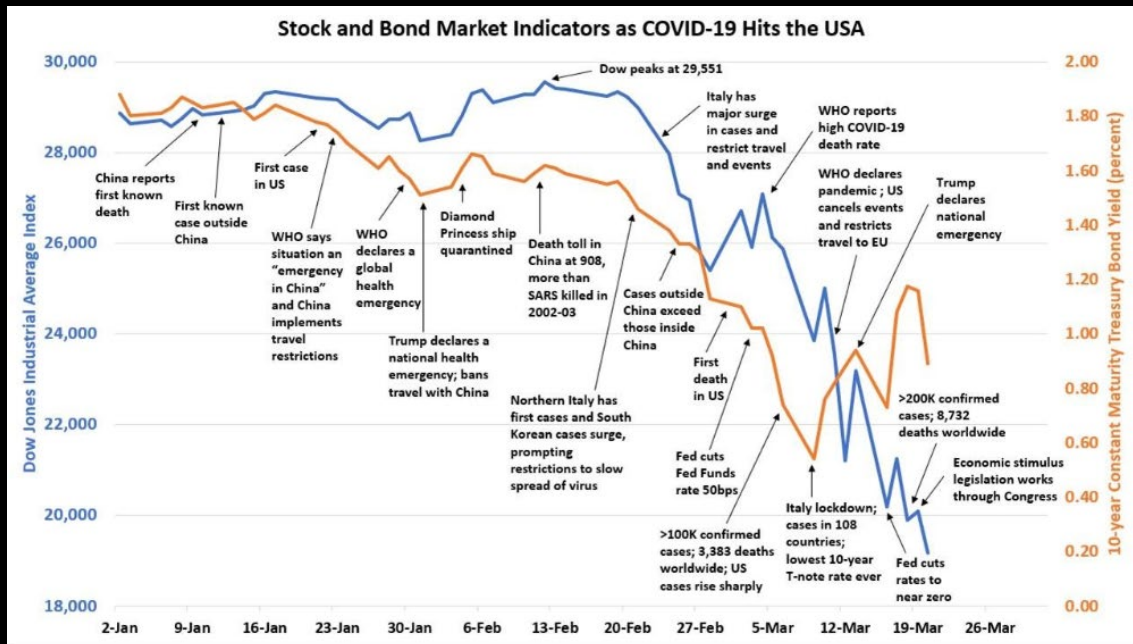
THE SECRET TO STRATEGIC COMMUNICATIONS IS THE SAME AS POLITICS...



**IF ALL POLITICS ARE LOCAL, THEN
YOUR MESSAGING SHOULD BE
TARGETED LOCAL, TOO.**

CASE STUDY: FINANCIAL DISASTER FOLLOWS GLOBAL HEALTH CRISIS

Market/Index	2019 Close	Prior Week	As of 3/20	Weekly Change	YTD Change
DJIA	28,538.44	23,185.62	19,173.98	-17.30%	-32.81%
Nasdaq	8,972.60	7,874.88	6,879.52	-12.64%	-23.33%
S&P 500	3,230.78	2,711.02	2,304.92	-14.98%	-28.66%



BY THE END OF THE DAY ON FRIDAY MARCH 20, 2020, THE AMERICAN STOCK MARKETS WERE IN A FREEFALL, DEATH SPIRAL AS FEAR AND HUMAN SUFFERING TOOK ITS TOLL AROUND THE GLOBE.



MARKETS

BUSINESS

INVESTING

TECH

POLITICS

CNBC TV

MARKETS

Stock market live Friday: Dow down 900, worst week in 11 years, oil craters

PUBLISHED FRI, MAR 20 2020•7:17 AM EDT | UPDATED FRI, MAR 20 2020•4:50 PM EDT

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SHARE





The White House STRATEGIC COMMS team worked throughout the weekend to develop a targeted message that would, 1) **stabilize the financial markets** (STAKEHOLDERS), and 2) **start to transfer FEAR to HOPE** among the public (AUDIENCES).

THE WHITE HOUSE MESSAGE

**DELIVERED TWICE ON
TUESDAY 23 MARCH 2020**

VIDEO: WHITE HOUSE STRATCOM

Video embedded in [webinar](#) at 17:12

MOST OF US WERE SHOCKED AND EVEN SOME WERE DISGUSTED BY THE MESSAGING...BUT IT WORKED!



MarketWatch

• Latest Watchlist Markets Investing Barron's Personal Finance Economy Retirement More ▾

May the 4th be with the stock market: After the best April for Dow, S&P 500 in 82 years, is 'sell in May' in coronavirus era a smart strategy?

Published: May 4, 2020 at 9:07 a.m. ET

By Mark DeCambre

215

It's shaping up to be the best monthly return for the Dow and S&P 500 since 1987

WHAT IS MICRO-MESSAGING?

Small, subtle **messages**, sometimes subconscious, that are communicated between people without saying a word. MIT researchers found that people send between 2,000 and 4,000 positive and negative **micro-messages** each day. These **messages** include looks, gestures, and tone of voice.

WHAT IS MASS MARKET MICRO-MESSAGING?

Mass market micro-messaging has come to refer to **marketing** strategies which are variously customized to either local **markets**, to different **market** segments, or to the individual customer. Micromarketing is a **marketing** strategy in which **marketing** and/or advertising efforts are focused on a small group of tightly targeted consumers.



SO, HOW COULD WE “MICRO-MESSAGE” THE MASS MARKET AUDIENCE OF THE GENERAL PUBLIC WITH A MESSAGE THAT:

1) ADVANCES AND SUPPORTS **THE ETHICAL USE OF ANIMALS IN RESEARCH**, AND ALSO

2) IMPROVES THE **PUBLIC PERCEPTION** OF ALL ANIMAL RESEARCH.

89.7 million dogs

According to a **pet** owners survey, **there** were approximately 89.7 million **dogs** owned in the **United States in 2017**. This is an increase of over 20 million since the beginning of the survey period in 2000, when around 68 million **dogs** were owned in the **United States**. Nov 27, 2019

VIDEO: SCOUT / UW-MADISON

Video embedded in [webinar](#) at 23:26

THE NEW ANIMAL RESEARCH COMMUNICATIONS TREND

- ▶ **Thanking animals**
- ▶ **Messaging the public about the role animals play in research**

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FOUR TIPS FOR SUCCESSFUL MESSAGING

- 1) ALWAYS START WITH THE **HUMAN CONDITION** – NOT THE ROLE OF ANIMALS
- 2) TARGET **LOCALLY** – HOW MANY PEOPLE SUFFER WITH “X” IN YOUR CITY / IN YOUR STATE. BE THE MEDIA’S “GO TO” SOURCE IN YOUR LOCAL AREA FOR THE “X” CONDITION YOU’RE DOING RESEARCH ON
- 3) IT’S ALL ABOUT **HOPE** – PAINT THE PROGRESS MADE ON THE CANVASS OF HOPE FOR TOMORROW
- 4) REALIZE NOW THAT ONCE A DRUG, THERAPY OR DEVICE IS APPROVED BY THE FDA, **NO COMPANY IS EVER GOING TO CIRCLE BACK** AND “THANK” ANIMALS FOR THE ROLE THEY PLAYED IN THAT DISCOVERY. IT DOESN’T SELL.



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AVMA GUIDELINES FOR THE EUTHANASIA OF ANIMALS: 2020 EDITION

OLAW Online Seminar
September 10, 2020