



How Do We Communicate in an Animal Health Disease Crisis?

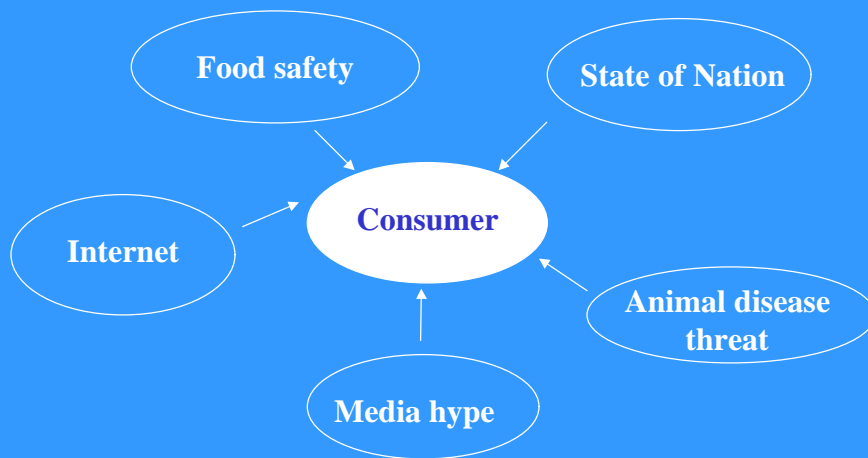
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New Environment




Our Goal: Protect Dairy Demand

- Maintain confidence in dairy products and producers in an environment of media misinformation, consumer skepticism

Crisis Management

Operations  Must immediately be *controlled*

Communications  Must immediately be *undertaken*

Our Three-Phase Strategy

**Lead the
coordination
of a unified
effort**

**Build an
industry
response plan**

**Train
Test Plan**

Crisis Preparedness: Phase I

Coordinate a unified effort

May 2001 - Ongoing

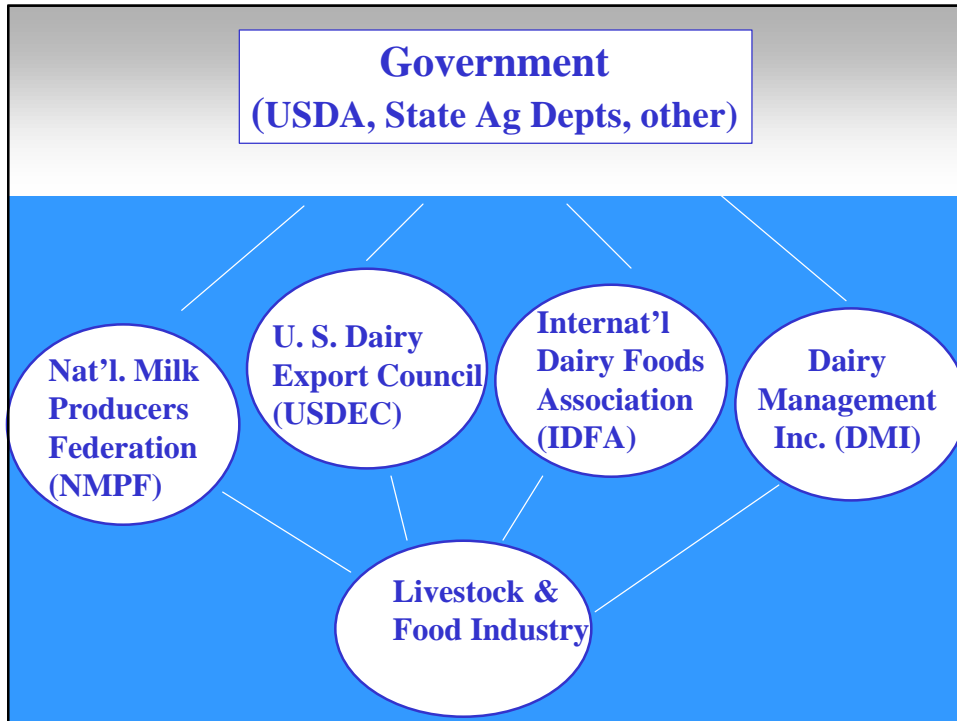
- ✓ Message testing: development and refinement
- ✓ Measurement: consumer attitudes, purchase intent (overnight polling)
- ✓ Crisis preparedness, planning and training
- ✓ Industry spokespersons: Science Advisory Panel

Most Effective Pre-Crisis Messages for FMD

- Foot-and-Mouth Disease (FMD) is an animal health issue, not a human health concern.
- The U.S. Department of Agriculture has used aggressive surveillance and prevention measures to keep FMD out of the United States.
- The U.S. has been free of FMD since 1929.
- Farmers, veterinarians, and government officials are on the alert for any signs of FMD.

Crisis Preparedness: Phase II

- ✓ Crisis plan for industry action:
 - Supports federal emergency guidelines; complements other industry plans
 - Defines industry roles and responsibilities
 - Identifies national and local action steps
 - Specifies industry spokespersons (internal, external)



Crisis Preparedness: Phase II

- ✓ Develop industry Emergency Response Web site: central point of communication during crisis (now in advanced test phase)
- ✓ Develop consumer and media “dark site” (to be activated only during a crisis)

Crisis Preparedness: Phase III

- ✓ Briefings, trainings for communication staffs and select dairy producers on animal diseases, messaging, media techniques
- ✓ Relationship-building with key industry groups

Crisis Preparedness: Phase III

- Broader industry rollout – DMI's member state/regional organizations, co-ops, food and ag organizations
- Phased crisis drills - tabletop review, industry-wide simulation

End Result

Dairy and Livestock Industry
Preparedness



ONE VOICE



**Building a Positive Image
for
the Dairy Industry**

Numerous Challenges to the Dairy Industry

- Animal diseases in spotlight
- Growing consumer food safety concerns
- Threat of new links to human health
- Media quick to cover controversy
- Increasing activity of special interest groups
- Today's consumers are bombarded with messages from a variety of sources

Challenges

- A recent Roper Starch survey shows that, while most consumers cite dairy farmers as one of the top three contributors to society, their confidence in dairy farmers' on-farm practices is limited. In fact, of consumers surveyed, 57 percent think there should be more regulations for water quality, 49 percent think there should be more regulations for air quality, and 47 percent think there should be more regulations for milk quality.

Challenges

- Dairy farmers are being called on to talk to the media more and more
- With the threat of major animal issues like Foot-and-Mouth Disease, it is conceivable that a camera crew could just show up on your farm or at your plant



Benefits of a Dairy Industry Spokesperson Network

- Provide a face for the industry
- Bridge disconnect between urban society and the farm
- Add relevance and credibility to messages
- Develop positive image of dairy production
- Minimize impact of negative incidents
- Empower the industry



The Current Issues

- Dairy product safety and quality
- Animal health and care
 - Foot-and-Mouth Disease
 - Bovine spongiform encephalopathy (BSE or mad cow disease)
 - Johne's disease
 - Bovine somatotropin (bST) or bovine growth hormone (BGH)
 - Antibiotics
- Environmental concerns

What To Say – Maximizing Messages

- It's important that the industry speak with one voice
- Convey consistent, concise key messages
- Conduct a positive media interview
- Control the direction of the interview



The Dairy Industry's Key Messages

- General dairy consumption and safety
- Nutrition and value
- Foot-and-mouth disease*
- Mad Cow Disease or BSE*
- Johne's Disease*
- bst/BGH*
- Antibiotics
- Environment



Media Tips

- Be yourself – you are the expert!
- Keep answers to three or four short sentences
- Look at the interviewer; use good eye contact
- Watch your body language
- Take off your cap!

Media Tips

- Message impact:
 - Verbal 10%
 - Vocal 35%
 - Visual 55%



Things to Avoid

- Saying “No Comment”
- Speculation
- Repeating the negative
- Nothing is off the record!



Seven Steps to Successful Interviews

1. Know your key messages and support them with material (make them memorable).
2. Clearly state your key messages early in the interview – control it from the beginning.
3. Stick to your agenda, control the interview and bridge to your key messages.

Seven Steps

4. Use your communication skills – be lively and articulate.
5. Keep your voice from becoming monotone. Use inflection, confidence and talk enthusiastically about your topic.
6. Be confident! Visualize yourself in the interview beforehand.
7. Use short sentences and be direct.

Useful Techniques

- Bridging
 - “Yes...” (the answer), “and in addition to that...” (the bridge)
 - “No...” (the answer), “let me explain...” (the bridge)
 - “I don’t know...but what I do know is...” (the bridge)
 - “That’s the way it used to be...here’s what we do now...” (the bridge)
 - “Yes...but the important point is...” (the bridge)

Useful Techniques

- Flagging
 - “The most important point to remember is...”
 - “I’ve talked about a lot of things today. I think it boils down to these three points...”
 - “The heart of the matter is...”
 - “I can’t underscore enough...”
 - “If you can remember one thing...”
 - “Fact is...”

We Need You!!

