



Strategic Communication

Ms Heather Babb

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UNITED STATES SOUTHERN COMMAND
P A R T N E R S H I P F O R T H E A M E R I C A S



STRATEGIC COMMUNICATION DEFINITION

Strategic Communication:

1. **The White House: National Framework for Strategic Communication, 2010:**
 - a. The synchronization of words and deeds and how they will be perceived by selected audiences.
 - b. Programs and activities deliberately aimed at communicating and engaging with intended audiences, including those implemented by public affairs, public diplomacy, and information operations professionals.
2. **DOD: Joint Publication 1-02, DOD Dictionary of Military and Associated Terms, 2009:**
 - Focused United States Government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States Government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.





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STRATEGIC COMMUNICATION IS ...



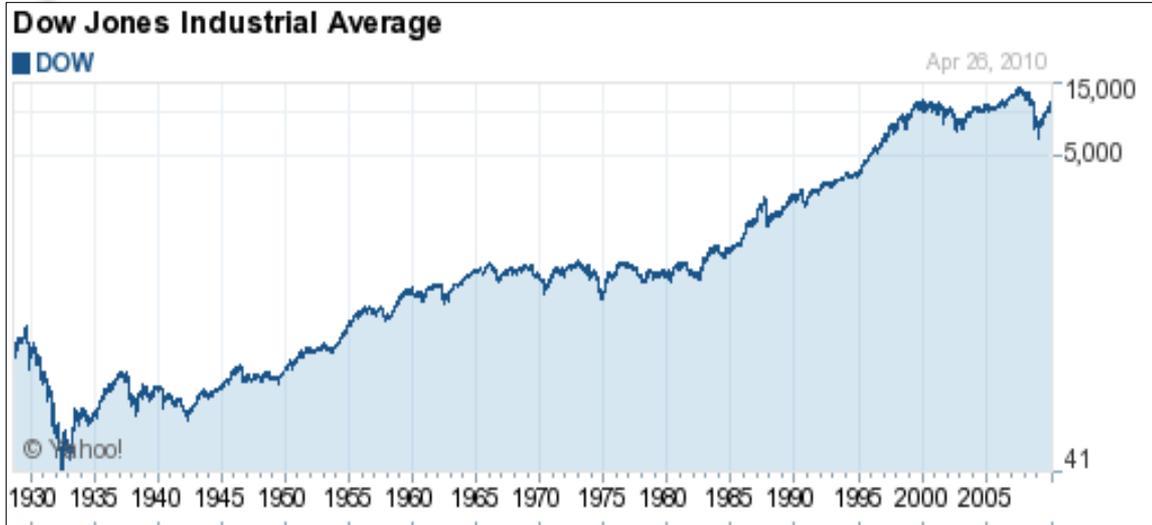
... A PROCESS

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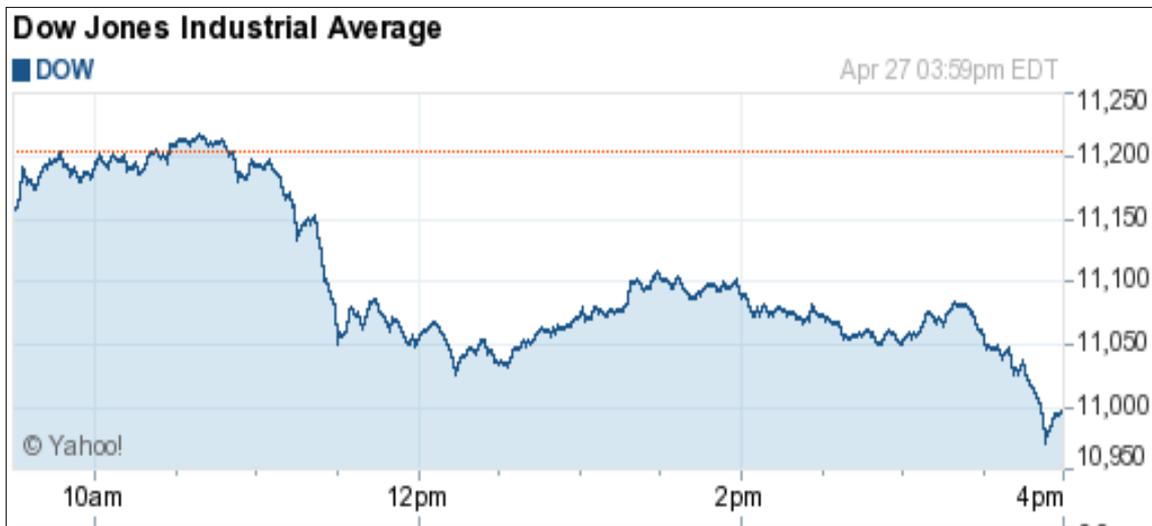




STRATEGIC COMMUNICATION FOCUS



Strategic Communication is focused on achieving long-term effects



Rather than on short-term individual transactions



"All the News That's Fit to Print"

The New York Times

Vol. CXLV, No. 53,428 NEW YORK, THURSDAY, JANUARY 14, 2010 ONE DOLLAR

BLOOMBERG SEEKS FURTHER CHANGES FOR CITY SCHOOLS

MORE SKY TO PRINCIPALS

Plan Aims at Inequities — Mayor Offers Proposals on Police and Taxes

By DIANE CARDWELL
Mayor Michael R. Bloomberg led not without new plans yesterday to overhaul the school system by giving principals more power and autonomy, requiring teachers to undergo rigorous review in order to gain tenure and retaining the school financing system that has allowed underperforming teachers to cluster in affluent areas.



Mayor Michael R. Bloomberg just before he delivered his State of the City speech yesterday. He called for further overhaul of the education system.

COURT TO OVERSEE U.S. WIRETAPPING IN TERROR CASES

SHIFT BY THE GOVERNMENT

Justice Dept. Cites Accord Speeding Warrants for Domestic Listening

By ERIC LICHTBLAU and DAVID JOHNSON
WASHINGTON, Jan. 12 — The Bush administration, in a surprise reversal, said on Wednesday that it had agreed to give a secret court jurisdiction over the National Security Agency's wiretapping of U.S. citizens.



Shiite Fighters Arrested in Crackdown, Iraq Says

Operating Cells Are Imperfectly Mastered

Although the announcement would "bring the bad news down," it is a sign of progress.



United States Southern Command Spotlight
Highlighting the mission and people of U.S. Southern Command
Volume 4, No 44 July 16, 2010

Mission Disclaimer Back Issues Feedback

People First AWARDS
Cory Stalder goes out to the following members of the SOUTHCOM team who were recognized for their superior performance: [Click...](#)

WELCOME ABOARD!
A warm welcome goes out to the following individuals who recently reported for duty at SOUTHCOM: [Click...](#)

FAREWELL
We bid farewell to the following personnel scheduled to depart SOUTHCOM: [Click...](#)

Let's Talk About It!
Here's a chance to get your complaint, compliment or suggestion about SOUTHCOM to the right place. Just click on the box below, we'll make sure it gets to the right people.

Let's talk about it
Click here to submit your comment

Senior Leaders Are Saying...
Gen. Douglas Fraser, Commander, U.S. Southern Command
Gen. Fraser says, I am committed to furthering our cooperation throughout my tenure as

NewsNotes
SAILORS RESCUED
Seven Guatemalan special forces sailors were rescued from their capsized vessel by High Speed Vessel Swift (HSV 2).... [Click...](#)

US TWO JIMA DEPLOYS
US Two Jima (LHD 7) departed Naval Station Norfolk July 12 in support of Continuing Promise 2010.... [Click...](#)

BIN LADEN'S Aide
Sudanese man pleaded guilty in a military commission today to conspiracy.... [Click...](#)

CAPTAIN CIMBRO PROMOTION
US SOUTHCOM Engineering Commander, COL Cimbrow swears in his daughter for promotion to Captain via VTC.... [Click...](#)

SOLDIER'S CITIZENSHIP
A Soldier from Joint Task Force Bravo became a naturalized U.S. citizen July 2 in Tegucigalpa, Honduras.... [Click...](#)





SOUTHCOM THEMES

Latin America, the Caribbean, and the United States share common interests and security concerns

Transnational challenges require cooperative action with and among nations

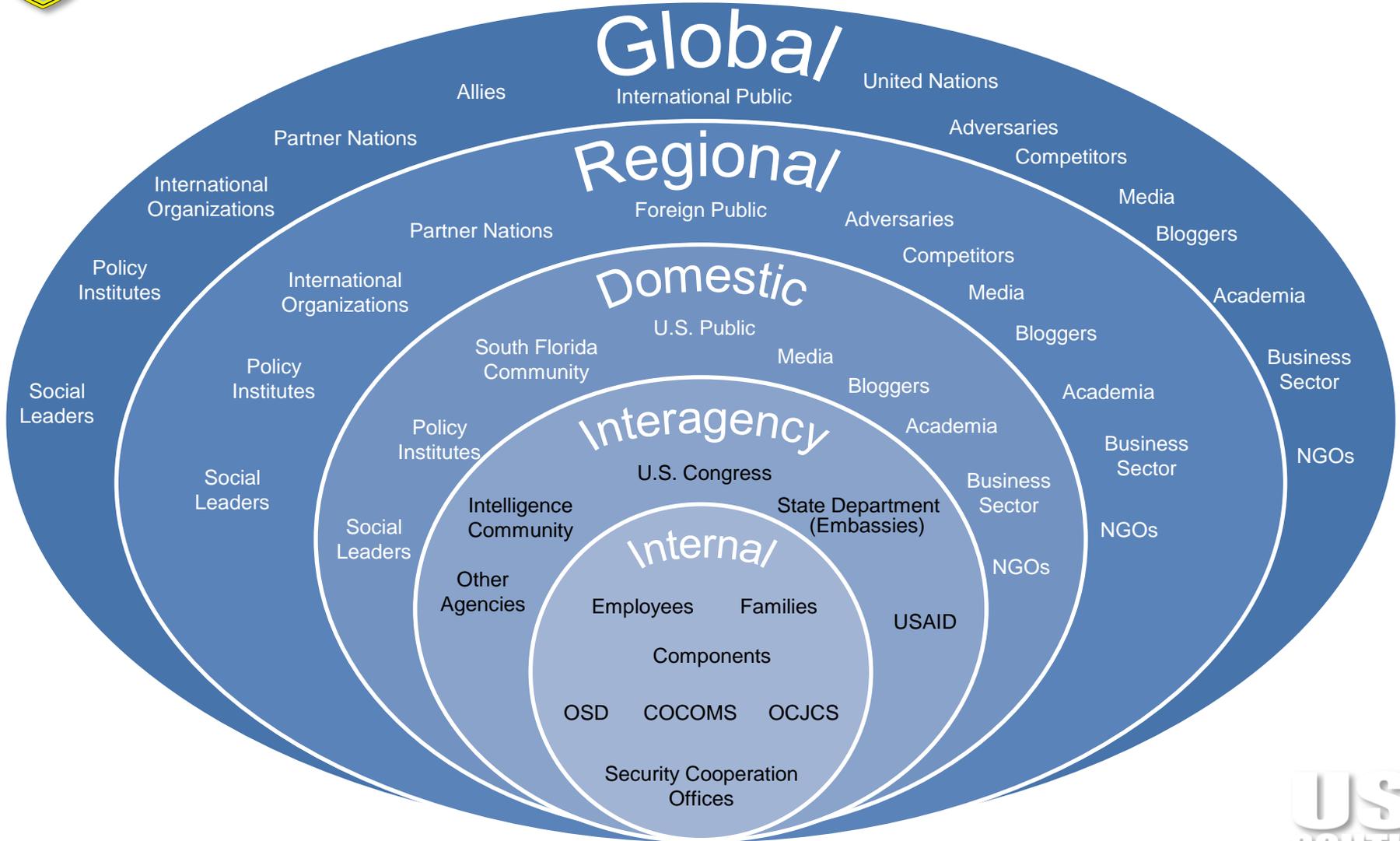
Security is the foundation for stable, prosperous and democratic institutions

SOUTHCOM is committed to building and sustaining enduring relationships

Illicit trafficking provides a possible nexus for transnational terrorism and the proliferation of weapons of mass destruction and a potential threat to the U.S. and our partners



STRATEGIC COMMUNICATION GUIDANCE – AUDIENCES





Basic Strategic Communication Precept

Actions are imbued with meaning, too

That which you do communicates loudly

**That which you don't do communicates
even louder**

Rebecca Weintraub, Ph.D.
USC Annenberg, School for Communication



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STRATEGIC COMMUNICATION - CREDIBILITY

Transparency + Time = Trust

*“Trust has to be built up over time.
You can’t surge trust.”*

Admiral Mike Mullen

Chairman of the Joint Chiefs of Staff



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CASE STUDY – 1982 TYLENOL CRISIS

- ***Pre Crisis – People trusted Tylenol.***
 - In 1982, Tylenol was the most successful over-the-counter product in the United States with over 100-hundred million users.
 - Tylenol was responsible for 19-percent of Johnson & Johnson's corporate profits during the first three quarters of 1982.
 - Tylenol was the absolute leader in the painkiller field accounting for a 37-percent market share, outselling the next four leading painkillers combined, including Anacin, Bayer, Bufferin, and Excedrin.





CASE STUDY – 1982 TYLENOL CRISIS

- ***Crisis – Tylenol was killing people!***
 - During the fall of 1982, someone replaced Tylenol Extra-Strength capsules with cyanide-laced capsules, resealed the packages, and deposited them on the shelves of at least a half-dozen or so pharmacies, and food stores in the Chicago area.
 - The poison capsules were purchased, and seven unsuspecting people died a horrible death.
 - Johnson & Johnson suddenly had to explain to the world why its trusted product was suddenly killing people





CASE STUDY – 1982 TYLENOL CRISIS

- ***Crisis – Tylenol took action.***
 - Johnson & Johnson chairman James Burke's guidance was first, "How do we protect the people?" and second "How do we save this product?"
 - Immediately alerted consumers across the nation, via the media, not to consume any type of Tylenol product, stopped the production and advertising of Tylenol.
 - Ordered a national withdraw of every capsule.
 - Introduced innovated tamper-resistant packaging.





CASE STUDY – 1982 TYLENOL CRISIS

- ***Post Crisis – People trust Tylenol.***
 1. Many experts said Tylenol was finished.
 2. But consumers viewed Tylenol as a victim rather than a perpetrator, and trusted the company after its reaction.
 3. Tylenol's share of the market, which had plunged to 7-percent from 37-percent, had climbed back to 30-percent in a short time.
 4. If you had invested \$1,000 in Johnson & Johnson just before the crisis in 1982 it would have been worth more than \$22,000 in 2002.





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CONTINUING PROMISE: IWO JIMA VISIT



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Who's in charge of the message?



“...the Secretary of State is the principal spokesperson for United States foreign policy. And once you get over that hurdle, the rest of it kind of falls into place.”

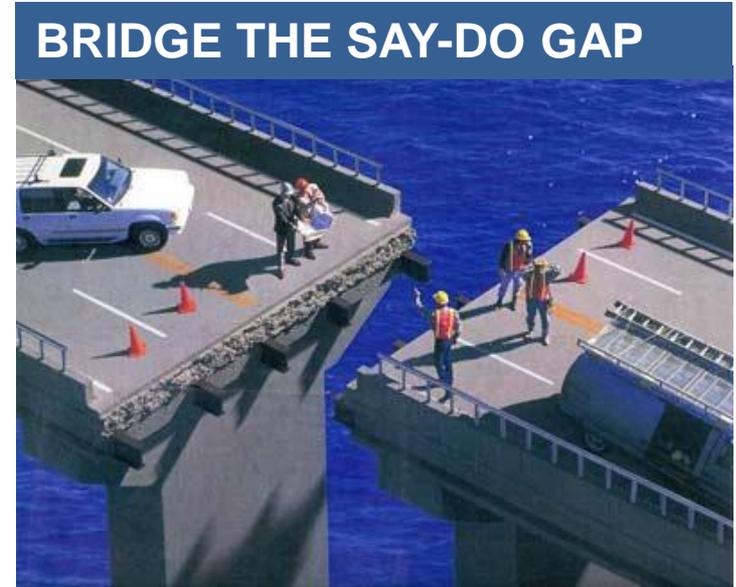
– Secretary Gates

Town Hall on “American Power and Persuasion”
Secretary of State Hillary Rodham Clinton
Secretary of Defense Robert Gates
George Washington University
Washington, DC, October 5, 2009



WE ARE ALL COMMUNICATORS ...

- Be clear, consistent, and appropriate
- Listen and trust each other
- Be open and direct
- Ask yourself, is we say what they hear?
- Everything we say *and* do sends a message





QUESTIONS?