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On-Target Complete Solutions

We are experts in providing Integrated Marketing Communications by applying classic disciplines and leading-edge techniques of advertising, public relations, research, creative and direct marketing to both traditional and new media companies. Duke Marketing combines a full range of services, on-target strategies, fresh ideas and creative concepts to offer complete solutions.

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DUKE MARKETING TEAMS UP WITH MARIN BREAST CANCER WATCH

Duke Marketing™ provided public relations efforts to the Marin Breast Cancer Watch, a grassroots organization dedicated to finding the causes and stopping the epidemic of breast cancer, for their 3rd annual fundraising event, Honor Thy Healer.

Honor Thy Healer, was held Saturday evening, May 4th at Fireman's Fund in Novato. The event recognized breast cancer healers and advocates in the community and included a silent and live auction, dinner and live music, as well as an awards program.

"With the staggering rates of Marin breast cancer and all the media attention focused on it, we needed to work with the press and Linda Duke agreed to work with us," said Janice Barlow, Executive Director of Marin Breast Cancer Watch. "We are very fortunate to work with Linda and her firm to help us get public awareness in our efforts to finding the causes and stop this terrible epidemic."

The Marin Breast Cancer Watch was formed in the fall of 1995 by a group of women who were alarmed that, according to the Northern California Cancer Center,

women living in Marin County now have a 1-in-7 lifetime risk of developing breast cancer. The organization's commitment to pursuing community-based research and education along with their environmental research to explore possible environmental links to breast cancer right here in Marin

County has received major attention from the media.

"I am honored to be chosen to work with the Marin Breast Cancer

Watch and support the efforts being made to find the causes and educate the community on breast cancer," stated Linda Duke, CEO and Principal of Duke Marketing. "My parents have been very involved with the American Cancer Society for years and I felt that it was important to focus some of my efforts and skills to support the breast cancer organization and my community in the fight against cancer too."

Duke Marketing provided the organization with public relations efforts to increase their visibility in the press and community to support their recent event Honor Thy Healer.



MBA Students to put Advertising Plans together for Bay Area businesses

Golden Gate University MBA students taking the master's level course, Advertising Strategy, from professor Linda Duke, will provide advertising and marketing plans for several Bay Area businesses.



"I wanted to let the students get a taste of what it is really like to put together advertising and marketing plans for real-life situations and top notch companies," said Duke.

The students will be split into groups and each group will focus on a different project. Chevys Fresh Mex® restaurants, Insulair Cup Company, See's Candies, Il Fornaio Restaurants and Breast Cancer Awareness in diverse populations, will be their assigned business projects.

"Not only will this give the students a fantastic experience, they will probably come up with some great ideas that these companies can actually implement," said Duke.



NEWS

On-Target Complete Solutions

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GETTING IN THE PRESS

Duke Marketing provides top notch public relations services. From creating your press kit, to developing newsworthy feature articles and press releases, to pitching the press your story.

"We have a database of over 1,000 trade publication editors, local, national and international publications televi-



sion assignment editors and more, that we stay in contact with to get the best media placements for our client's," said Linda Duke.

Media relations is another aspect of getting press that Duke Marketing provides. "It is about pitching the press. Developing a press release is just the tip of the ice berg. Getting the editors interested and giving them ideas about how they can incorporate the subject into their upcoming stories and editorial calendars takes lots of practice and good relations with these editors," says Duke. Try us out, we get our clients' great results!

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Crisis Communications: when every minute counts and silence can cost you everything.

Does it seem like there is a new crisis every day? First the government, then business and now religion. As we put this issue to press, Governor Gray Davis fired his CTO for taking and illegal contribution check for \$25,000 from an Oracle lobbyist during his campaign, a priest is arrested for 6 counts of rape, the pope is trying to decide the fate of future molestation crimes, and the giant Enron scandal continues to unfold as well as the sentencing of Sotheby's chairman for their price fixing scandal.

These crisis situations are not easy to handle. Ask any public affairs, media, public or investor relations person right about now and they are sure to agree, crisis communications is the name of the game these days.

So what do you do in case of a crisis? How can you prepare and what should you do to smooth things out during one? Here are some tips from Duke Marketing.

Crisis communications is one of the most critical areas of the public relations field. It takes incredible instincts, street smarts and a cool head under pressure to turn a crisis situation around. Crisis communications: when every minute counts and silence can cost you everything.

The public relations industry generally refers to the basics of crisis management as the Four R's: **Regret, Responsibility, Re-**

form and Restitution.
Recommendation #1: Create a crisis management team. It's vital to bring people from many areas onto the crisis-management team. A crisis-communication plan is about communication, but also needs to be a diversified team approach that represents different aspects of the company, including quality assurance, operations, claims and communications. A team approach can bring perspectives that one person alone wouldn't necessarily be able to think of.

Recommendation #2: Create a crisis management plan. The primary benefit of such a plan is preparedness. Then you have some groundwork laid about making decisions, how you will communicate with the community, who needs to be involved. Then, if a crisis hits, you have the freedom to deal with the specific situation. Without a practiced plan, you have to start at ground zero, which is an awful time when time is of the essence.

Recommendation #3: Establish good relationships. Establishing good relations with local media before a crisis ever hits is good business. If the media knows that you're the kind of business that takes things seriously, that you pride yourself on thorough employee training, following guidelines, and doing the right thing, that will affect the media's attitude during a crisis.

Crisis Communications is one of the most crucial areas of public relations.

It takes incredible instincts, street smarts and a cool head under pressure to turn a crisis situation around.

-Linda Duke.

From the DUKE



Branding and Crisis Communications, the hot topics of the year.

Linda Duke,
Principal/CEO,
Duke Marketing

One of the hot topics of this year is **Crisis Communications**. With that in mind, this issue delivers a crisis communications overview and plan that could possibly save your business or at least help you prepare for times of trouble. (See page 1 and 3)

The other hot topic is **Branding**. There are so many different definitions of branding and no one really agrees. Actually creating a brand and maintaining one that lives and breathes in the minds of the target customer is something that is not easy to accomplish. With the right plan and strategies, branding can be accomplished and set your business apart. (See this page)

The hot topic at Duke Marketing is making our clients even more successful. We look for ways to get client's press, increase their sales, build their brand, and generate awareness. It's what makes us tick!

MULTI UNIT NEWS

"What Drives Profit in Franchising?"

The International Franchise Association Foundation has conducted a study on franchise system profitability and has discovered four key issues that differentiate high-profit firms from other franchise organizations. The 2001 Benchmarking Report, based on participation of 42 IFA members, found franchise **focus, economies of scale, employee productivity, and location productivity** of franchise units to be the profit drivers of high-profit firms, franchise organizations that were among the top 25 percent in profitability. High-profit firms obtained most of their revenue from franchise fees and royalties, while other franchise organizations appear to be more concerned about selling products and services to franchisees.

The study found that high-profit firms are twice as large as other franchise organizations, and they also have lower operating expenses. What is more, high-profit firms generate more revenue per employee and more revenue per location. The firms appear to do a much better job of selecting sites, training managers, and providing support. Franchise organizations should look to improve profitability by focusing on these factors, although firms should not be overly concerned about their size at the outset. By improving the bottom line every year, the typical franchise organization should develop into a high-profit firm in five years.

Franchising World (04/02) Vol. 34, No. 3, P. 46; Bates, AI

Creating Brand Success

Today consumers are more diverse and demographics are more fragmented than ever before. How do you build a sustainable competitive advantage in this challenging, but highly profitable environment? The answer, comes down to your brand. Not just your logo or your name—although they are critical aspects of your brand—but the overall set of expectations you create in the minds of your customers.

While advertising primarily focuses on "getting the word out," branding is a process of carefully matching the promises you make with the promises you keep. It's about finding and fixing the gaps between how you actually operate and what your ideal consumers want, taking into account your existing culture, operation processes, product offering, sales promotions and marketing communications.

To be sure, building your brand is not easy. It takes time to research your existing attributes and scout your target markets. It takes a willingness to change "the way things work around here." It takes discipline and commitment over time. But if you have the foresight and guts to do it, you will enjoy five advantages over your competitors: **1) Market Share:** When you truly understand what makes your product or service unique and compelling to your customers, you will get even better at it. The better you get, the more compelling you will become. It will be come difficult, if not impossible for others to copy your "secret formula." **2) Ease of translation.** As you get better at keeping your brand promise, you will be able to apply the "spirit of your brand" to new ventures successfully. **3) Common ground.** Making the

transition from "survival mode" to "living by the brand" can be tough for employees. But if your organization accepts and can stand the commitment, the cultural rewards are well worth it. Decisions are easier for management to make and communication all around is simplified. **4) More time for strategy.** With the competitive landscape clear and the brand's response to it well defined, your leadership can avoid getting lost in the details. **5) Higher acquisition value.** Today truly relevant and differentiated brands are the industry equivalent to rare jewels. The



fully developed brand is like an insurance policy that stems from an ability to deliver a valued experience that goes beyond the product or service itself.

Though there are

many ways to go about building your brand, here is one step-by-step approach: **Step 1: Assess the situation.** When you get right down to it, who are you? How do others perceive you? What kinds of promises are you making? **2) Develop a plan.** In the end, it's all about focus. Once you boil down the essence of your offering, leverage it by creating a strategic approach to your situation. **Step 3: Communicate your intentions.** Get internal buy-in before trying to affect the outside world. Every interaction inside the organization, between your employees and the outside world, effectively creates the brand. **Step 4: Measure the results.** Once you have defined what your brand means, it will be possible to create benchmarks and indicate if your brand is achieving its potential.

Crisis Communications: Cont'd from page 1

Recommendation #4) How to Handle the Media. All experts agree that companies should decide whether to contact the media about a possible crisis on a case-by-case basis. But, if the media will find out about it anyway, or, more important, if some customers may unknowingly be at risk, you have no choice but to alert the press. It's a matter of doing the right thing. And doing the right thing happens to be the tactic that will minimize brand damage.

A lot of company executives will go into denial mode, see the situation as an us vs. them. That won't work. Other people are shaping the media story, and if you're not in there giving your side of what's going on, if you're not quickly and decisively correcting what's wrong and helping those who were affected, that creates more of a crisis mentality. Instead, if you present the facts forthrightly to the press and begin taking corrective actions, you'll get through the first 48 hours okay, and then you'll come out of the entire situation all right.

Your customers have to trust you. The message you present to the press must be very clear, very straightforward, very candid. Go through exactly what happened and exactly what you've done to prevent any further incidents. How you talk to the media is crucial. When done properly, handling media interviews can be excellent for communicating what you want to communicate during a crisis situation. Crisis is by its very nature chaotic, and you

really can't manage a crisis. But you can manage the communication element. Don't do an interview as soon as the media calls. I suggest staffers be coached to hand the phone to a manager or executive, and that person should ask the reporter the following questions:

- * What's your deadline?
- * What is it that you want to know?
- * Who have you talked to?

On the first call, you're asking the questions. You



have a right to know what it is the reporter wants to talk to you about and who else he's talked to. That will give you some idea of what the angle of the story is. The reporter has probably researched your business, talked to the competition and maybe even some of your customers, so you're entitled to be as prepared as he is.

Never be belligerent, be warm. Avoid confrontation with the media at all costs. We've all seen TV footage of the slammed door, the hand on the camera. Avoid that. It is very important to educate front-line employees to say calmly, 'Can I

ask you to wait right here while I get the manager?' Then, have a manager or corporate spokesperson politely do the talking. I would suggest you usher all members of the media outside. If there's a camera crew in your business, say calmly, 'I'd be happy to talk to you, but for the sake of customers' privacy, we don't allow filming inside the business, so I'll be happy to talk to you outside.' This also allows the manager time to gather his thoughts. Treat an aggressive camera crew the same way you would an irate guest.

What to Say

The crux of how to talk to the media involves deciding what messages you want the world to hear. Never go into the media interview without knowing what it is that you want to say. First ask yourself, 'What do I want people to remember about my company, or about me and my business?' "Then think of simple ways to make those points. Think of what you want the headline to be." These are the typical points that would be most effective:

- "We take this situation very seriously." Back this statement up by having -- and mentioning -- policies and procedures already in place that exceed complying with the law.
- "We care." "If you don't say it, people won't hear it." You might phrase this, "Our first concern right now is with the people or environment that are affected."
- "We will do better from now on." In other words, you will reform your procedures so this will never happen again. You do not need to

mention specifics at this time. Make sure they know that as soon as you know exactly what happened, you will do everything possible to make sure it doesn't happen again. When handling the public relations for an oil spill once, clients were advised to say, "We will be here as long as it takes [to clean it up]." It was not necessary to state when that would be.

- It's not as important to have all of the answers to the questions, as it is to have the commitment to do the right thing.

- Most important, do what you promise. Public relations is no substitute for doing the right thing.

- We'll take care of those who were harmed. Don't discuss specific monetary compensation. Just assure the world that you will take care of the affected and/or their families.

- And don't say anything -- anything! -- off the record, experts agree. There is no such thing.

Follow those simple steps -- having excellent safety procedures in place; putting together a crisis-management team and plan; nurturing good relationships ahead of time with government agencies, and the media; and being honest but savvy when talking to the press -- and you can weather any crisis.

You have two choices: You can prepare or you can react. If you're prepared, you will be more successful than if you react, guaranteed.