

# Using Strategic Industry Research to Teach Sustainability and the SDGs Through Regional Engagement

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UN PRME Conference  
Rutgers Business School  
Newark, New Jersey  
October 26<sup>th</sup>



"Transforming Business Education & Practice, 2020" Oct. 26-29, 2020

# Three Organizational Sectors: Private, Public, Plural (Mintzberg 2015) (SDG 17)



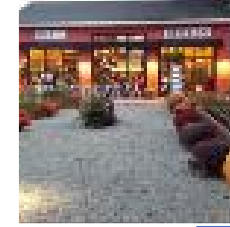
## Private Sector

- Privately Held
- Publicly Held
- Small Businesses to Multinationals
- Start-ups



## Public Sector

- Local
- State
- Federal
- Elected Officials
- Appointed Officials
- Staffers



## Plural Sector

- NPOS
- NGOs
- Social Enterprises
- Professional Associations
- Unions
- Cooperatives
- Foundations



# Communication Processes, Practices & Tools

<u>Communication Processes</u>	<u>Communication Practices</u>	<u>Communication Tools</u>
<p>The communicative steps or actions through which meaning is constructed or negotiated to achieve organizational and interorganizational outcomes.</p> <p><b>Examples:</b> Your College (Macro-level), Your Program/Major (Meso-level), A required course (micro-level), Your specific class or section (Group Interactions)</p>	<p>The formal and informal means of interaction in an organization to share information, negotiate meaning and values, create consensus, and make decisions.</p> <p><b>Examples:</b> Hallway conversations, texts and chats, Strategic Plans, Quarterly &amp; Annual Reports, Course/Class Assignments, Grades/Grading</p>	<p>Specific communication activities and technologies to inform, persuade, make decisions, create consensus, negotiate meaning, engage stakeholders, and participate in civic life.</p> <p><b>Examples 1:</b> Surveys, Focus Groups, Town Halls, Meetings, Listening Sessions, White Papers, Reports, Memos, Talking Points, Email/Slack/Whats App/Signal/</p> <p><b>Examples 2:</b> Earned, Owned &amp; Paid Media, Websites, Social Media, Slideware/Slideshows (PPT, Prezi, etc.), Podcasts, Radio, TV (Cable, Broadcast)</p>



Communicating  
Sustainability  
Using  
Community  
Engagement &  
Applied  
Problems





# SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



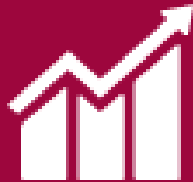
6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



# Phillies Bridge Farm & Hudson Valley Food Systems (New Paltz & Ulster County NY) (Fall 2019)



- Fall 2019 Project
- Semester Long Group Project in Introductory Strategic Communication Course
- 65 Acre Nonprofit CSA, Six Acres in Production for Vegetables
- [Mid-Hudson Region under significant development pressures](#)

*“If New Paltz were a Tinder profile, a lot of people would be swiping right.”*

*New York Times, September 30, 2020*

**SDGs 13, 15, 3, and 11**



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# Quercus Cooperage --- Industry & Regional Ecosystems (High Falls, New York) (Spring 2020---Planned)



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# SDGs and The American Craft Barrel Industry

## SDG 8: Decent Work & Economic Growth

- Promote sustained, inclusive and sustainable economic growth, full and productive employment & decent work for all

## SDG 9: Industry, Innovation & Infrastructure

- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

## SDG 15: Life on Land

- Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss

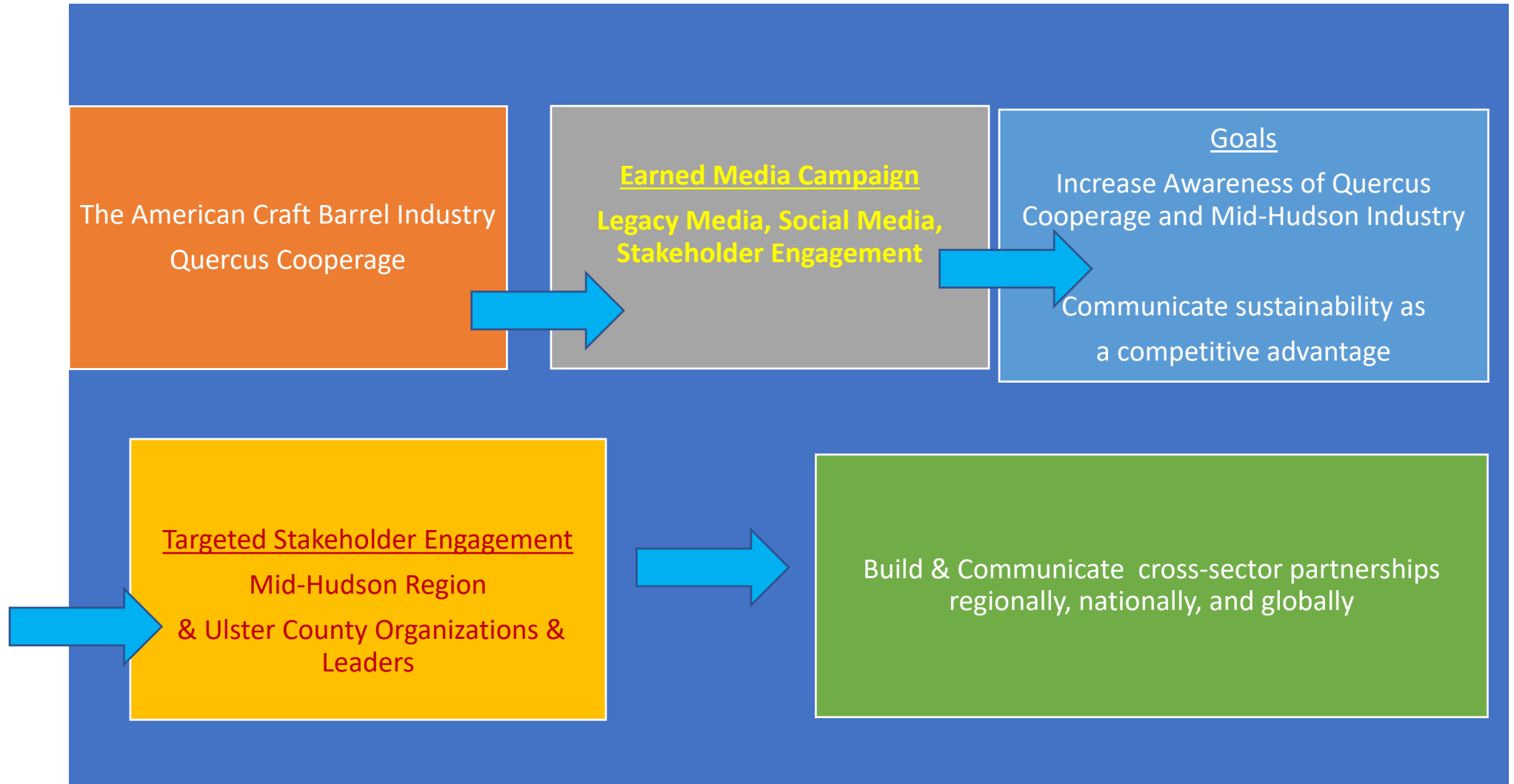
## SDG 17: Partnerships for the Goals

- Strengthen the means of implementation and revitalize the global partnership for sustainable development





# Using Strategic Industry Research to Create an Earned Media Campaign & Promote the SDGs at the organizational and interorganizational levels



# Using Strategic Industry Research to Create an Earned Media Campaign

Who?

What?

Where?

Why?

When?



# Earned, Owned, and Paid Media in Brief

<u>Earned Media</u>	<u>Owned Media</u>	<u>Paid Media</u>
Public Relations	Public Relations, Corporate Communications, Marketing	Advertising, Marketing
Influence	Influence and Persuasion	Persuasion
Journalists, Influencers, Bloggers, News & Media Organizations, Events (Gatekeepers)	Websites, Social Media Channels, etc.	Selling a Product or Service, Paying to Place an Ad



# Types of Communication Channels

Radio, Podcasts

Print

Cable/Broadcast  
TV

Social Media  
(Earned, Owned, Paid)

Large Groups/Town Halls/Round  
Tables/Public Testimony

Small  
Groups/Meetings

Face to Face



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Write down 2-3 examples of effective earned or owned media that quickly come to mind...



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**New Jersey** 🇺🇸 | 4,526 Tweets

**New Jersey** 🇺🇸 @NJGov  
Official Twitter of the Garden State. All New Jersey, all the time. Let's agree to disagree.  
New Jersey, USA | NJ.gov | Joined April 2018  
557 Following | 176.9K Followers  
Followed by Lindsey M. McDougale, Rutgers School of Communication and Information, and 2 others you follow

**Tweets** | Tweets & replies | Media | Likes

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**Governor Phil Murphy** 🇺🇸 @GovMurphy · 52m

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# Communicating an organization's or industry's sustainability to key stakeholders

## Industry

- Regional Impact
- SDG 9

## Organizations

- Community Partnerships
- Stakeholder Relationships
- SDG 17



# Developing Earned Media: Communicating organizational or industry sustainability

## Environment

- Relationship with the land and other natural resources
- SDG 15

## Jobs/Careers

- Skilled Jobs
- Job Growth
- Regional Impact on jobs and household income/wealth
- SDG 8

## Education/Training

- Apprenticeships
- Transferable Skills
- Basic and applied research and education
- SDGs 8 and 9





# SDGs and The American Craft Barrel Industry

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## SDG 17: Partnerships for the Goals

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# Student Teams for Quercus Cooperage Project

**Understanding Quercus and The American Craft Barrel Industry through the SDGs (Communicating Sustainability)**

**The American Craft Barrel Industry**

**Hudson Valley and the Craft Barrel Industry**

**Communication Audit and Assessment (a) Quercus Cooperage (b) The overall American Craft Barrel Industry)**

**Quercus Cooperage and the Ulster County Economy**



# What are some social impact organizations or efforts in your own city or region?

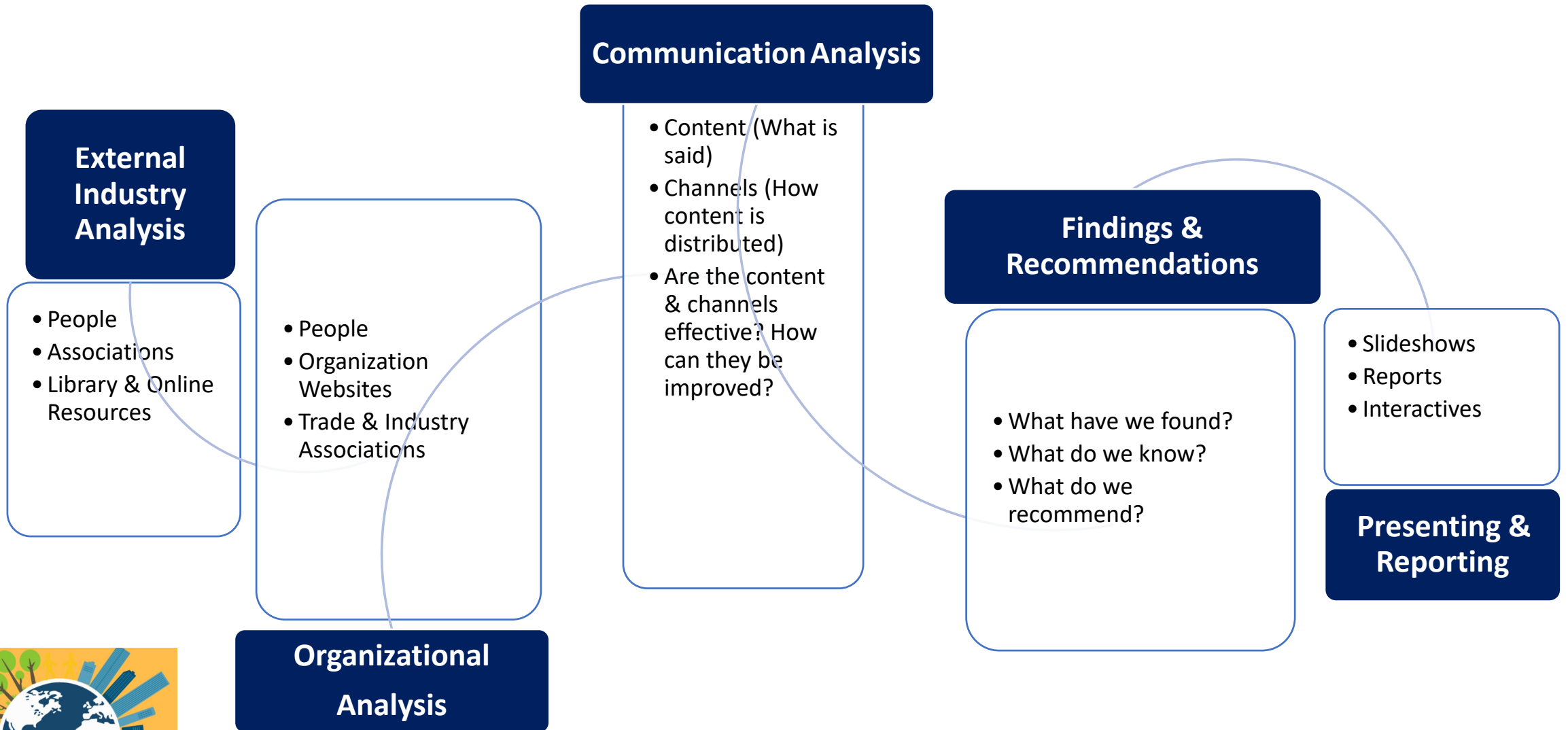


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Building  
Strategic  
Industry  
Research  
Skills  
Through the  
SDGs



# The Strategic Industry Research Process



# Sources for Strategic Research

Library Resources & Sources	Academic Reports & Studies	Independent Research Centers & Think Tanks	Government	Industry & Consulting Reports
<p><b>Your first stop to help understand the landscape of the industry you are analyzing</b></p>	<p>Reports generated by Universities &amp; University Centers</p>	<p>Non-affiliated organizations specializing in a specific area like food, hunger, agriculture, etc..</p>	<p>Government agencies with oversight for a particular area (Reports, Studies, Statistics, etc..)</p>	<p>Business &amp; Trade Associations, Consulting Firms, Global PR &amp; Media Agencies</p>
<p>Databases such as Nexis, EBSCO, etc.. for general news, trade press, specialty publications</p>	<p>SUNY New Paltz Benjamin Center</p>	<p>Food Tank</p>	<p>USDA</p>	<p>Organic Trade Association (<i>this is a fraught field---dig deeper---</i>)</p>
<p>Library collections such as government, food, agriculture, media, etc..</p>	<p>UC Davis Agricultural Sustainability Institute</p>	<p>Institute for Agriculture and Food Policy</p>	<p>NY State Department of Agriculture and Markets</p>	<p>Deloitte, BCG, McKinsey, Edelman, FleishmanHillard, WPP, Omnicom, Interpublic, etc..</p>

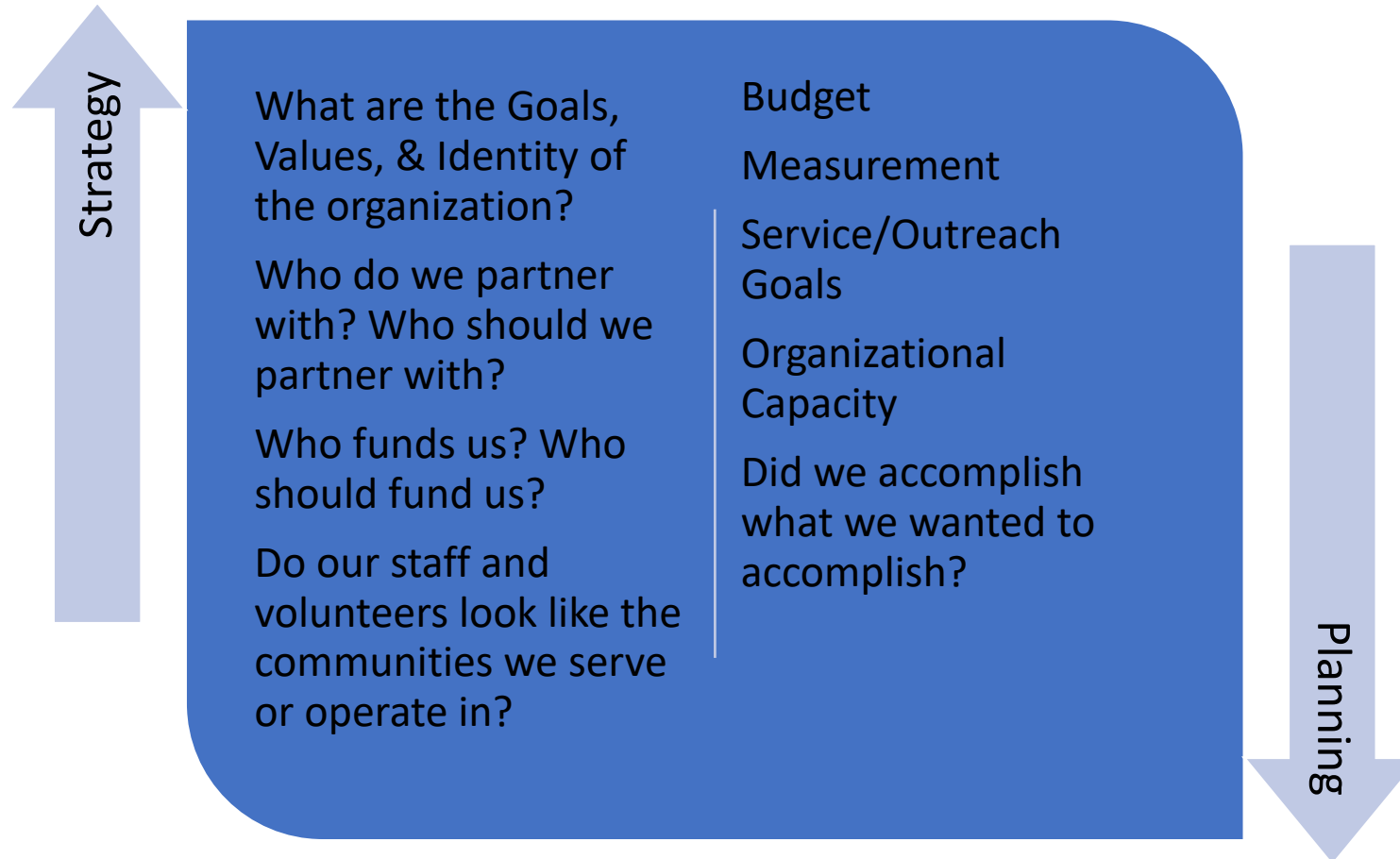


# Organizational Analysis 101 (Key Research Questions)

- What is **goal** of the organization?
- Does the goal differ from the **mission** or **purpose** of the organization?
- What is the **culture** & **values** of the organization?
- Who do they **serve** (“Service”)?
- Who do they think they serve?
- How big is the organization? **\$\$, People, Clients, Population, Geography, etc..?**

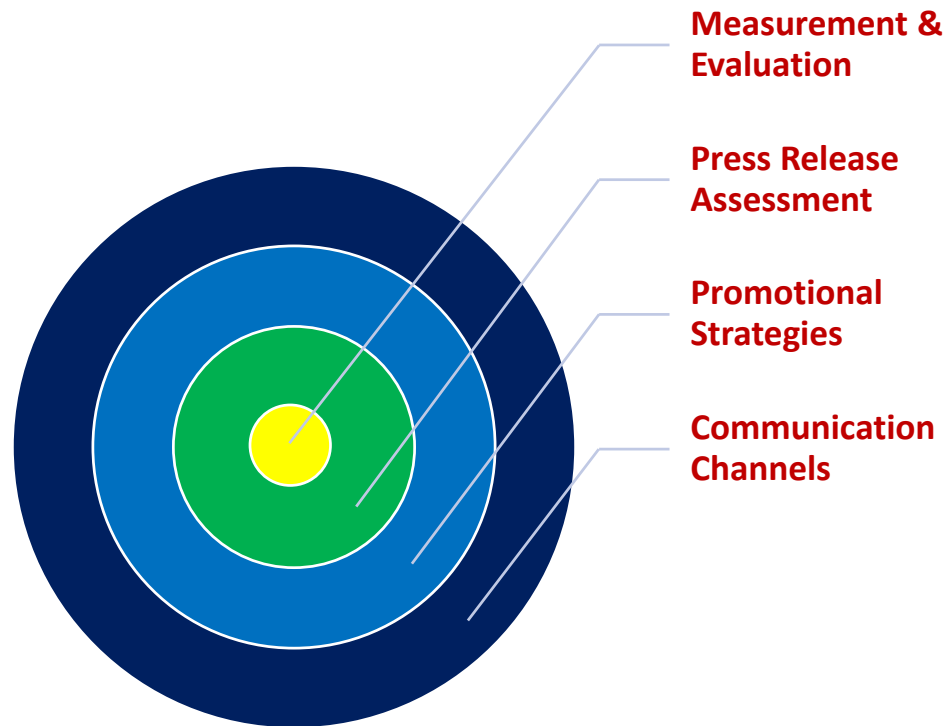


# Ask students to differentiate between strategy and planning





# Assessing Communication Strategies and Tactics



## Communication Channels

- Which communication channels does the organization or sector use? Is there a difference in channels used by for-profit and non-profit firms? Why?
- Can you identify a clear earned or owned media strategy?
- What are the primary communication elements employed as part of their web and

## Press Release Assessment

What information do they typically provide?

How are they typically formatted?

What services or channels do they usually use for press release distribution?

## Promotional Strategies

Can you identify any recent strategic campaigns conducted in the sector or by your organization?

Does a) the organization and/or b) the sector as a whole use outside or external promotional agencies? (public relations, advertising, marketing branding, etc..)

Does the sector use cross-sector or cooperative promotional strategies?

## Measurement & Evaluation

- How do they measure success or effectiveness?
- What are common performance measures in the sector/industry?



# Engaging Publics....

## Key External Stakeholders

Buyers/Consumers

Suppliers

Community & Organizational  
Partnerships

Media Professionals

Public Officials

## Communication Strategies & Channels

Stakeholder Engagement

Legacy Media

Social Media

Personalized/Targeted

## Message/Story

Overall Narrative

Specific  
Messages/Promotions/Contestations



# Communicating Sustainability in the Hudson Valley



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