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

Jack L. Harris

Assistant Professor, Strategic & Organizational Communication
Sustainability Faculty Fellow
Diversity, Equity, & Inclusion Faculty Fellow
State University of New York at New Paltz
harrisj14@newpaltz.edu

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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

<table>
<thead>
<tr>
<th>Communication Processes</th>
<th>Communication Practices</th>
<th>Communication Tools</th>
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</thead>
<tbody>
<tr>
<td>The communicative steps or actions through which meaning is constructed or negotiated to achieve organizational and interorganizational outcomes.</td>
<td>The formal and informal means of interaction in an organization to share information, negotiate meaning and values, create consensus, and make decisions.</td>
<td>Specific communication activities and technologies to inform, persuade, make decisions, create consensus, negotiate meaning, engage stakeholders, and participate in civic life.</td>
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**Examples:** Your College (Macro-level), Your Program/Major (Meso-level), A required course (micro-level), Your specific class or section (Group Interactions)

**Examples:** Hallway conversations, texts and chats, Strategic Plans, Quarterly & Annual Reports, Course/Class Assignments, Grades/Grading

**Examples 1:** Surveys, Focus Groups, Town Halls, Meetings, Listening Sessions, White Papers, Reports, Memos, Talking Points, Email/Slack/Whats App/Signal/

**Examples 2** Earned, Owned & Paid Media, Websites, Social Media, Slideware/Slideshows (PPT, Prezi, etc.), Podcasts, Radio, TV (Cable, Broadcast)
Communicating Sustainability Using Community Engagement & Applied Problems
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

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

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, sustainability 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

The American Craft Barrel Industry
Quercus Cooperage

Stakeholder Engagement
Mid-Hudson Region
& Ulster County Organizations & Leaders

Earned Media Campaign
Legacy Media, Social Media, Stakeholder Engagement

Goals
Increase Awareness of Quercus Cooperage and Mid-Hudson Industry
Communicate sustainability as a competitive advantage

Build & Communicate cross-sector partnerships regionally, nationally, and globally

Using Strategic Industry Research to Create an Earned Media Campaign

Who?  What?  Where?

Why?  When?

## Earned, Owned, and Paid Media in Brief

<table>
<thead>
<tr>
<th>Earned Media</th>
<th>Owned Media</th>
<th>Paid Media</th>
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<tbody>
<tr>
<td>Public Relations</td>
<td>Public Relations, Corporate Communications, Marketing</td>
<td>Advertising, Marketing</td>
</tr>
<tr>
<td>Influence</td>
<td>Influence and Persuasion</td>
<td>Persuasion</td>
</tr>
<tr>
<td>Journalists, Influencers, Bloggers, News &amp; Media Organizations, Events (Gatekeepers)</td>
<td>Websites, Social Media Channels, etc.</td>
<td>Selling a Product or Service, Paying to Place an Ad</td>
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</table>
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**
Write down 2-3 examples of effective earned or owned media that quickly come to mind...
Transforming Business Education & Practice, 2020" Oct. 26-29, 2020

@NJGov
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

Quercus Cooperage and the Ulster County Economy

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

Garden State Urban Farmers, Orange NJ

AeroFarms, Newark NJ
Building Strategic Industry Research Skills Through the SDGs
The Strategic Industry Research Process

**External Industry Analysis**
- People
- Associations
- Library & Online Resources

**Organizational Analysis**
- People
- Organization Websites
- Trade & Industry Associations

**Communication Analysis**
- Content (What is said)
- Channels (How content is distributed)
- Are the content & channels effective? How can they be improved?

**Findings & Recommendations**
- What have we found?
- What do we know?
- What do we recommend?

**Presenting & Reporting**
- Slideshows
- Reports
- Interactives

## Sources for Strategic Research

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

- What are the Goals, Values, & Identity of the organization?
- Who do we partner with? Who should we partner with?
- Who funds us? Who should fund us?
- Do our staff and volunteers look like the communities we serve or operate in?

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<th>Strategy</th>
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<tbody>
<tr>
<td>Budget</td>
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<tr>
<td>Measurement</td>
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<tr>
<td>Service/Outreach</td>
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<tr>
<td>Goals</td>
</tr>
<tr>
<td>Organizational</td>
</tr>
<tr>
<td>Capacity</td>
</tr>
<tr>
<td>Did we accomplish</td>
</tr>
<tr>
<td>what we wanted to</td>
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<tr>
<td>accomplish?</td>
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Assessing Communication Strategies and Tactics

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<th>Communication Channels</th>
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<tr>
<td>• Which communication channels does the organization or sector use? Is there a difference in channels used by for-profit and non-profit firms? Why?</td>
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<tr>
<td>• Can you identify a clear earned or owned media strategy?</td>
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<tr>
<td>• What are the primary communication elements employed as part of their web and digital presence?</td>
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<th>Press Release Assessment</th>
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<tr>
<td>What information do they typically provide?</td>
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<tr>
<td>How are they typically formatted?</td>
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<tr>
<td>What services or channels do they usually use for press release distribution?</td>
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<th>Promotional Strategies</th>
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<tbody>
<tr>
<td>Can you identify any recent strategic campaigns conducted in the sector or by your organization?</td>
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<tr>
<td>Does a) the organization and/or b) the sector as a whole use outside or external promotional agencies? (public relations, advertising, marketing branding, etc..)</td>
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<tr>
<td>Does the sector use cross-sector or cooperative promotional strategies?</td>
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<th>Measurement &amp; Evaluation</th>
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<tbody>
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<td>• How do they measure success or effectiveness?</td>
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<tr>
<td>• What are common performance measures in the sector/industry?</td>
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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

- Environment (SDG 15)
- Education/Training (SDGs 8 & 9)
- Industry (SDG 9)
- Jobs/Careers (SDG 8)
- Community & Organizations (SDG 17)
