

# Effective Messaging During Business Upheavals

AAPA Public and Government Relations Workshop  
February 21, 2013



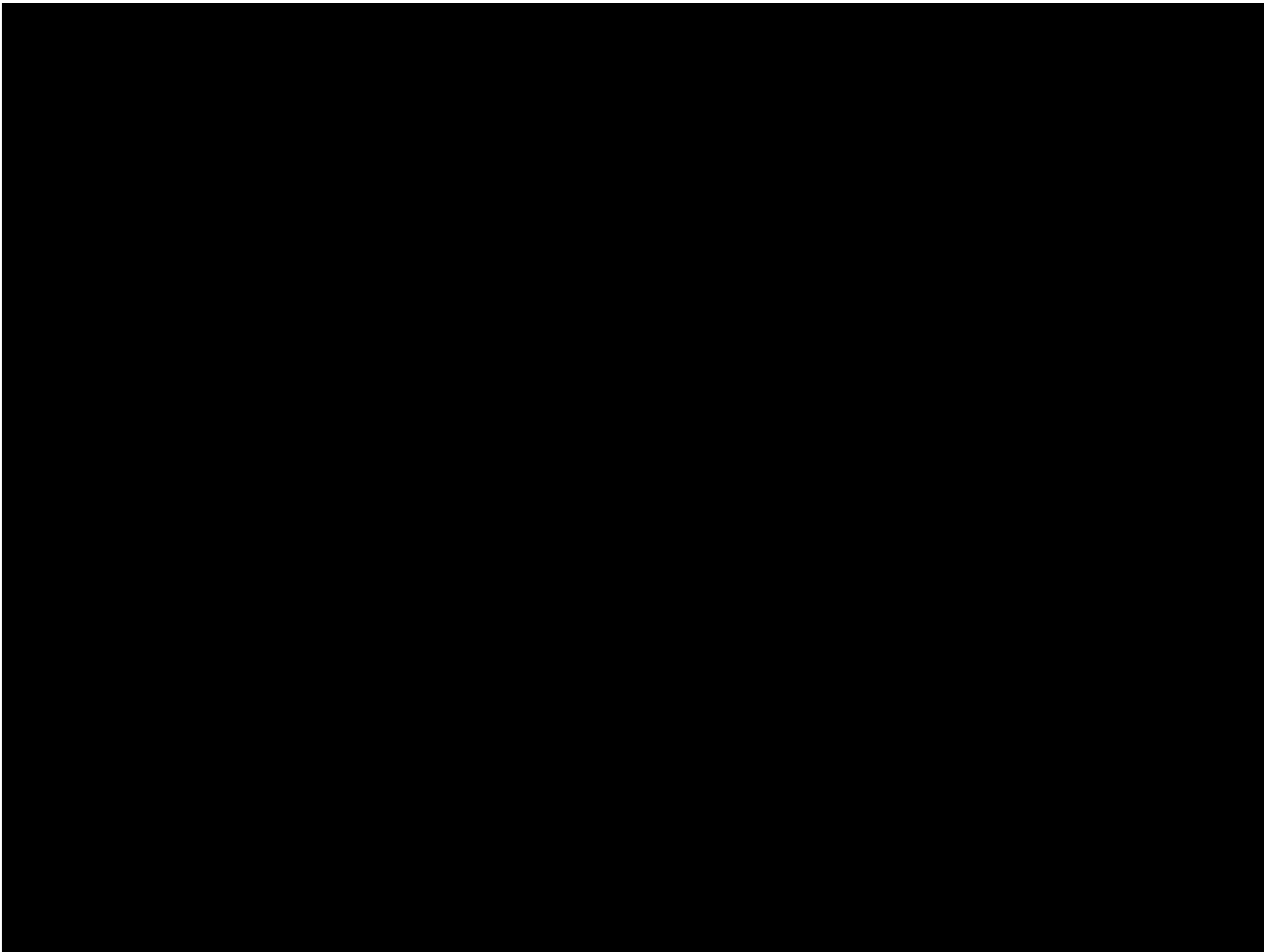




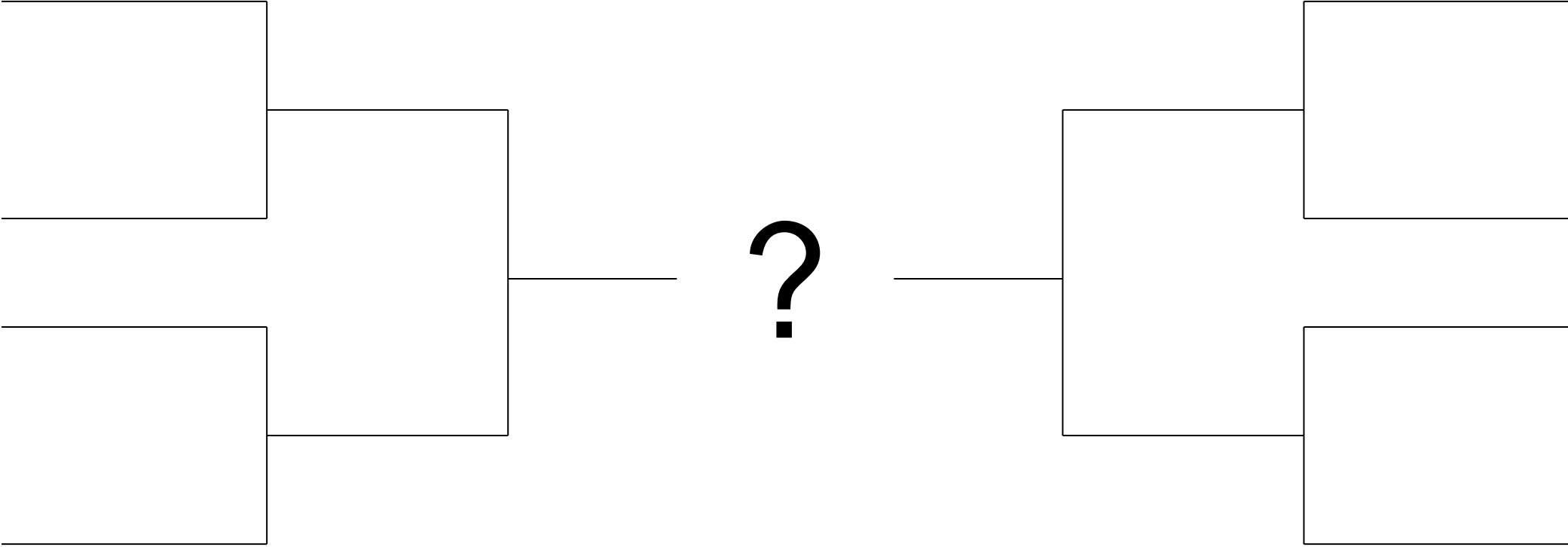
- **Three airports, including Portland International**
- **Four marine terminals**
- **Five industrial parks**







# March Sadness – Ports Edition



*Who has it worse?*



# Exhibit A: Occupy Shut Down the Ports Day



## Occupy Portland mother places 4-year-old child on train tracks

OCCUPY PORTLAND  
DECEMBER 16, 2011  
BY: JOE NEWBY  
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# Hundreds of occupied jobs

If nothing else, port protests demonstrate Oregon's deep reliance on trade

It's not exactly what the Occupy movement hoped to accomplish by picketing West Coast ports, but the protesters produced a clear demonstration of how strongly Oregon's economy is linked to international trade and drew attention to how many family-wage jobs lie at the water's edge of this state.

So, no, the Port of Portland didn't do much business Monday because of the Occupy disruptions, which kept a handful of ships from being loaded and blocked dozens of delivery trucks. But it couldn't have asked for a more instructive 24 hours of media coverage about the enormous role that trade plays in the Oregon economy. Thanks, Occupy.

As the picketers meandered from one terminal to the next, they took a day's pay away from almost 400 International Longshore and Warehouse Union workers who were told to avoid the protests and stay home on Monday. It's doubtful that large exporters and ship-owning companies such as Goldman Sachs were affected in any way by Monday's protest — but hundreds of Oregon families took a holiday hit to their paychecks.

Moreover, the picketers interfered with the deliveries of dozens of locally based companies trying to get their products to the port — and to markets beyond — costing them and their Oregon employees many thousands of dollars. That probably didn't win a lot of new converts to the Occupy movement.

Still, if you glanced at the news coverage of the protests you got an unusual peek at a typical day of economic activity at the port — workers managing loads of animal feed and straw from Willamette Valley ryegrass fields, aircraft parts from Aurora and shipments from Oregon's major international companies, including Columbia Sportswear, Intel and Nike.

By coincidence, on Tuesday a South Korea trade officer, Juseong Lim, was in Portland to speak to Oregon business and government leaders about the recently approved Korean free trade agreement. Lim said the agreement will erase high tariffs in his country and clear the way for more Northwest products — everything from beef, blueberries and other Oregon agricultural products to knives,

backpacks and other equipment produced by this state's cluster of outdoor equipment-makers. "Oregon should be a big supporter of this agreement," Lim said.

So should everyone on the West Coast. Every day, on average, seaports from Seattle to Portland to Los Angeles and San Diego generate more than \$700 million a day in economy activity creating more than 260,000 employment hours and more than \$9 million in wages. Every day.

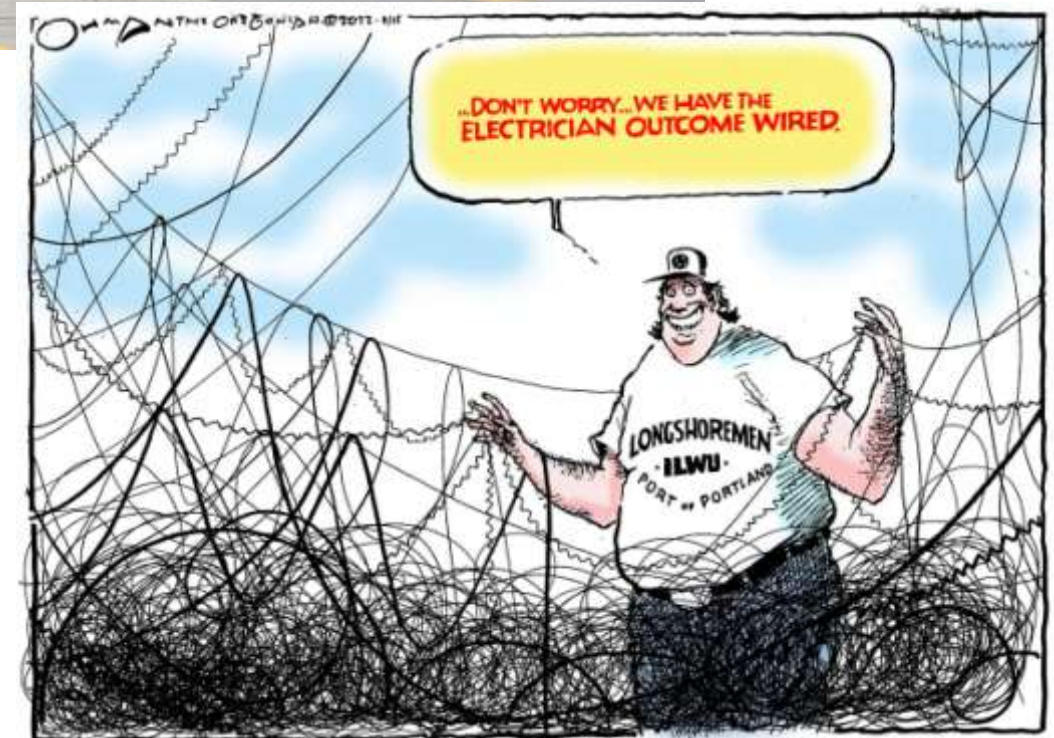
The Korean free trade agreement will spur still more economic activity. So will efforts such as Gov. John Kitzhaber's recent trade mission to Korea, China and Japan. Oregon already exports nearly \$1 billion in goods to Korea and has even larger trading relationships with China and Japan.

The Occupy movement shut down the port on Monday apparently to make some kind of garbled statement about big financial companies that contributed to the global economic meltdown. What they demonstrated, instead, is that if you're looking for the beating heart of Portland's and Oregon's economy, you'll find it down on the docks.

“a clear demonstration of how strongly Oregon's economy is linked to international trade and ... how many family wage jobs lie at the water's edge of this state.”



# Exhibit B: ILWU/IBEW Jurisdictional Dispute





# Exhibit C: Marine Security Officers strike threat





# Exhibit D: Pacific Northwest Grain Handlers Association





## Lessons Learned:

- Turn negatives into positives
- Speak to the audience
- Remember who you speak for
- Inform your employees
- Monitor rumblings
- Don't underestimate the little things
- Consider the do nothing option
- Build relationships
- Play devil's advocate
- Preserve morale and perspective





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# Thank you.



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