



# UNMADE IN AMERICA: INDUSTRIAL FLIGHT & THE DECLINE OF BLACK COMMUNITIES

Cedric Brown



# INTRODUCTION

- **The Agency: McKinney & Associates**
  - A boutique PR firm specializing in social justice and civil rights issues.
- **The Client: Alliance for American Manufacturing (AAM)**
  - A non-partisan, non-profit organization that advocates for fair trade and public policies to strengthen the nation's manufacturing industry.

# WHAT REALLY HAPPENED?

- **ROLE**

- Communications Consultant

- **GOAL**

- To promote the AAM's report through eight weeks to five target cities with significant African American populations heavily devastated and disproportionately impacted by industrial flight. The intention of raising the report's awareness was to encourage more African-Americans in the five cities, and nationally, to pursue STEM-related training programs in preparation for the next generation of manufacturing jobs.

- **BUDGET**

- \$100,000

# RESEARCH

**McKinney & Associates' and AAM's efforts found opportunities existed to engage with cities still suffering from the effects of deindustrialization using the following methods:**

- **INFORMAL PRIMARY**

- Key Informants – qualitative
- Field Reports – qualitative

- **FORMAL SECONDARY**

- Report authored by doctoral candidate – qualitative and quantitative
- Cision database to locate proper media contacts – quantitative
- Labor statistics database searches for regional data – quantitative

# AUDIENCES

- **FIVE TARGET CITIES:**

- St. Louis, MO
- Baltimore, MD
- Chicago, IL
- Pittsburgh, PA
- Birmingham, AL

- **AUDIENCES**

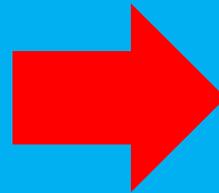
- Primary intervening
  - African American media
    - National
    - Local
- Secondary intervening
  - Public affairs media
  - Business media
  - Major metropolitan newspapers

## OBJECTIVES & OUTCOMES

**Over a period of eight weeks between October through November 2016, McKinney & Associates and AAM sought to achieve desired outcomes through certain objectives.**

### ■ OBJECTIVES

- Contact African American, public affairs and business-related media outlets in our five target cities with the intention of securing four placements in each, receiving positive coverage about the report.
- Contact African-American and public affairs national media with the outcome of securing one placement with the intention of receiving positive coverage about the report.



### ■ DESIRED OUTCOMES

- Begin conversations about American trade, infrastructure investments and the impact of trade policies on our nation's deflated industrial sector.
- Introduce AAM to new audiences.
- Set the foundation for a sustained conversation with African American media, opinion leaders and stakeholders.

# STRATEGIES & TACTICS

- **STRATEGY: Individualize each of the five target cities' stories as it relates to their history with manufacturing.**
  - TACTIC: *A Tale of Many Cities* article series
  - TACTIC: Data and research support
  - TACTIC: Drafted tweets
  - TACTIC: Regional spokespersons
- **STRATEGY: Position the *Unmade in America* report author as an expert on deindustrialization and its impact on African-American communities.**
  - TACTIC: Author commentary article
  - TACTIC: 12 short videos with author commentary
  - TACTIC: Three-part blog post series hosted on AAM's website
- **STRATEGY: Provide information on current organizations that are involved with STEM-related education programs geared towards training for manufacturing jobs.**
  - TACTIC: "Green Shoots of Hope" fact sheet
  - TACTIC: Explainer video with main report findings

# EVALUATION

- **PLACEMENTS IN TARGET CITIES:**
  - St. Louis – 1
  - Baltimore – 3
  - Chicago – 2
  - Pittsburgh – 2
  - Birmingham – 2
- **NATIONAL PLACEMENT:**
  - Secured with NPR's *All Things Considered* weekend show

# WHAT I WOULD DO DIFFERENTLY

- **ROLE**

- Senior Communications Associate

- **GOAL**

- To use the findings from AAM's report for encouraging African Americans to pursue manufacturing jobs as one way of improving the economic condition of their cities.

- **BUDGET**

- \$1,000,000

# RESEARCH

- **FORMAL SECONDARY RESEARCH**

- Report findings based on data compiled from various sources

- **INFORMAL SECONDARY RESEARCH**

- Data analysis correlating labor/employment rates, poverty/crime rates, and population change to determine five cities with populations over 250,000 (top 65 media markets)
- Social media listening tools and online searches to recognize potential partners

- **PRIMARY FORMAL RESEARCH**

- Harris Poll Interactive's On Demand service to develop and distribute pre- and post-program surveys

# OBJECTIVES

- **From September 2016 through December 2017**
  - Increase positive attitudes towards AAM
    - by 10 percent among national African American publics.
    - by 25 percent among African American publics in target cities.
  - Increase the number of African American skilled workers for manufacturing jobs within the five target cities
    - through boosting student enrollment in trade schools specializing in manufacturing training by 20 percent.
    - through boosting student enrollment at STEM-related programs at community colleges by 10 percent.
    - through boosting student enrollment in STEM-related programs at universities within home states by 5 percent.

# AUDIENCES

- **ACTIVE:**
  - African Americans with a vested interest in the manufacturing industry
  - Organizations with missions focused on increasing African Americans in STEM fields and/or manufacturing careers
- **AWARE:**
  - Target cities' Chambers of Commerce
  - Trade schools specializing in training for manufacturing careers
  - STEM-focused programs at community colleges and state universities
- **LATENT:**
  - African American high school students
- **INTERVENING:**
  - Primary: national and local African American-focused media
  - Secondary: public affairs media, business media, major media outlets in within five target cities

# STRATEGIES & TACTICS

- **STRATEGY: Collaborate with identified national opinion leaders and organizations in encouraging African Americans to pursue STEM-related training programs.**
  - TACTIC: Hold national panel event livestreamed on AAM's social media channels.
  - TACTIC: Purchase social media advertising on Twitter and Facebook to drive audiences to AAM's short video summarizing the report's findings and recommendations.
  - TACTIC: Schedule media appearances to speak on AAM's report.
- **STRATEGY: Collaborate with identified local opinion leaders and organizations in encouraging African Americans to pursue STEM-related training programs.**
  - TACTIC: Hold panel discussion events in each target city after the national event.
  - TACTIC: Establish speaking opportunities with high schools to speak with rising juniors and graduating seniors.
  - TACTIC: Schedule media appearances to speak on AAM's report.
- **STRATEGY: Develop relationships with trade schools, community colleges, and universities and their STEM-related programs.**
  - TACTIC: Publish blog series highlighting each target city's schools and programs on AAM's website.
  - TACTIC: Obtain data on African American student enrollment for the 2017-2018 school year.

# DESIRED OUTCOMES

- **OUTCOME 1: Introduce AAM to new audiences.**
  - OBJECTIVE: From September 2016 through December 2017, increase positive attitudes towards AAM
    - by 10 percent among national African American publics.
    - by 25 percent among African American publics in target cities.
- **OUTCOME 2: Foster interest in STEM-related careers among teenage and young adult African Americans.**
  - OBJECTIVE: From September 2016 through December 2017, increase the number of African American skilled workers for manufacturing jobs within the five target cities
    - through boosting student enrollment in trade schools specializing in manufacturing training by 20 percent.
    - through boosting student enrollment at STEM-related programs at community colleges by 10 percent.
    - through boosting student enrollment in STEM-related programs at universities within home states by 5 percent.

# CONCLUSION

## PROGRAM SUMMARIES

### ■ What really happened?

- Program goal was written based on achieving an objective
- Program did not evaluate adequacy of the background information
- Program objectives were not tied to outcomes
- Program only intended to raise awareness, not influence attitudes or behaviors

### ■ What should have happened?

- Program needed to conduct more formal research
- Program needed longer timeframe to be able to measure attitude or behavior change
- Program needed evaluation of all steps