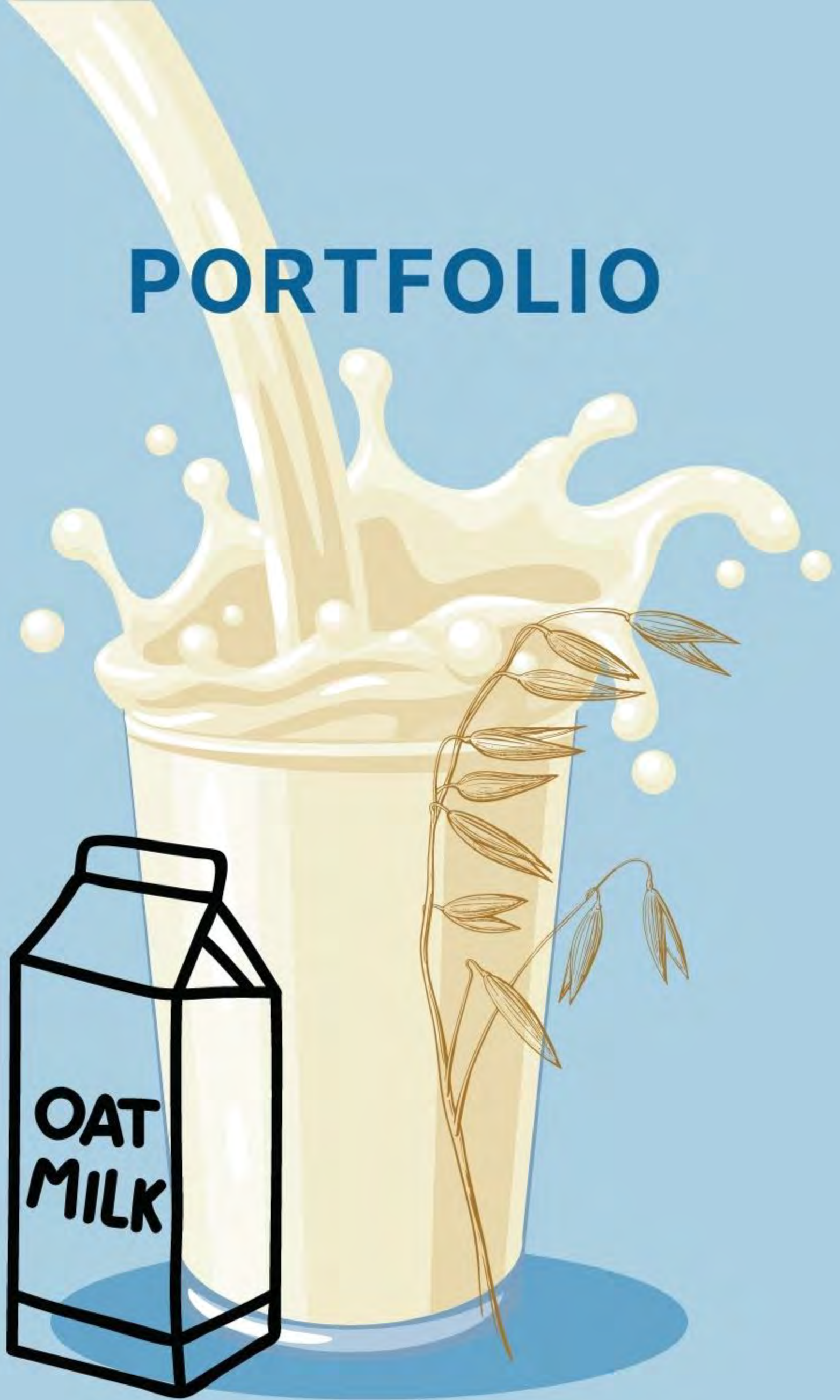


PORTFOLIO



STRATCOM 305-70
SPRING 2022

Group 2

Areesha Khan Lodhi

Laiba Mubashar

Mishaal Hasan Shirazi

Sudesh Baniya

Muhammad Wasay Mir



BACKGROUND RESEARCH REPORT

Table of Contents

2 CLIENT

4 BEHAVIOUR PROMOTED

6 TARGET AUDIENCE

20 TPB ANALYSIS

22 MESSAGE STRATEGIES

35 PR TACTIC 1

40 PR TACTIC 2

48 PR TACTIC 3

50 APPENDIX

Client

Our client is Plantaro, a non-governmental organization dedicated to creating awareness about plant-based products and environmentally-sustainable behaviors.

Behavior Promoted

We aim to encourage Education City students to replace half the dairy milk they buy with oat milk for the next three months.

Target Audience

The target audience is primarily students in Education City, Doha. They include both local citizens and residents who are expats. The age range is between 13-26 years old. Students from eight international universities and one local high school and university make up the bulk of our target audience. We have a special emphasis on students who are looking to pursue a healthy lifestyle and have certain reservations with oat milk (like taste, price and nutritional value).

Our analysis is based on formative interviews with students from Northwestern University in Education City and sampling the general student population for our survey. We gained qualitative feedback which helped us narrow down the beliefs we wish to test and gave us insight into the behaviors of our target audience.

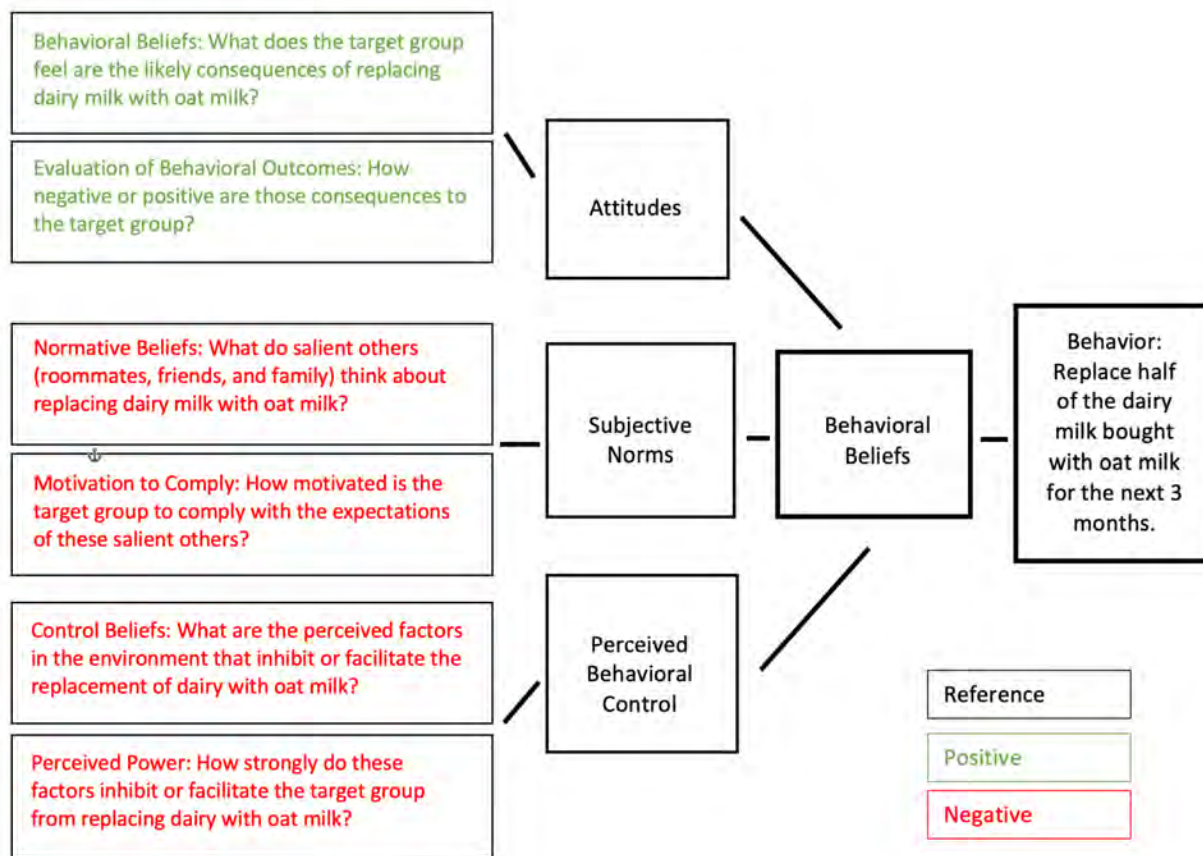
From the demographic, there is a mix between local Qataris and international students who reside in the student housing complexes. As most students are not completely financially independent, they have a big consideration for the price and taste of oat milk. As most students are used to drinking dairy milk, there is also a reliance on the product with a hesitancy in trying a new plant based substitute. We observed these features for the majority respondents in our survey and these are the behaviors that we intend to change.

TBP Analysis

Encouraging people to consume oat milk instead of dairy milk is a behavior that requires altering certain beliefs. When a behavior requires planning and considerations, the psychological factors that influence this process need to be gauged. One of the ways in which these factors can be understood is through the Theory of Planned Behavior. This is a framework developed through decades of research in health communication studies. It takes into account six key factors that determine whether or not someone will engage in a promoted behavior. These factors are i) behavioral beliefs, ii) evaluation of behavioral outcomes, iii) normative beliefs, iv) motivation to comply, v) control beliefs and vi) perceived power.

We determined the relevance of each factor through two-stages of our research. The first was a formative stage that involved interviews with a few individuals from the target group. This enabled us to determine the major behavioral beliefs, referent groups, and inhibitors and facilitators of replacing dairy milk with oat milk. The second stage was an extensive online survey through Qualtrics to see whether the larger target group endorses the beliefs of the interviewees.

We decided to focus our campaign on students in Education City, Doha as this is a group that is more accessible to us. We would be able to carry out more reliable research and measure the effectiveness of our campaign better. Moreover, this is also an attractive target group due to the reasons mentioned above in the target audience section.



Behavioral Beliefs

Behavioral beliefs are the target group’s attitude about the consequences of engaging in the promoted behavior. In our case, it refers to what people think are the likely consequences of replacing half the dairy milk they buy with oat milk for the next three months.

We discovered some of these beliefs through the formative stage of our research. In order to test whether these beliefs were held by a larger group of people, our survey consisted of five such beliefs, and the respondents were asked to choose in a scale from 1 to 7, with one being unlikely to 7 being likely. According to our second survey, here are some commonly held behavioral beliefs among the

respondents of Education City about substituting half of the dairy milk they buy with oat milk:

- Replacing half the dairy milk with oat milk will make me feel healthier. **(Mean: 3.86)**
- Replacing half the dairy milk I buy with oat milk will increase my grocery expenses. **(Mean: 5.65)**
- Replacing half the dairy milk I buy with oat milk will help me meet my nutritional requirements. **(Mean: 3.79)**
- Replacing half the dairy milk I buy with oat milk will have a positive impact on the environment. **(Mean: 4.23)**
- Replacing half the dairy milk I buy with oat milk will have a positive impact on animal welfare. **(Mean: 4.69)**

The survey result, as well as the interviews that we conducted, demonstrate that the target audience is not convinced about substitution of oat milk making them feel healthier. Despite 23% of the respondents strongly believing that it doesn't make them feel healthier, the mean was 3.82 – short of the average. The target group held varied beliefs about substituting dairy milk with oat milk making them feel healthier, since a lot of respondents either thought it was highly likely to make them feel healthier or unlikely to do so.

Similarly, the survey showed that the respondents believed in increment of their grocery expenses if they decided to engage in the promoted behavior. 41% of the total respondents strongly believed that it would increase their grocery bills, and the mean was 5.65 on the same scale as mentioned above.

The respondents believed that the promoted behavior will have positive impacts on the environment and animal welfare, with their means exceeding 4 on the scale same as the aforementioned one.

Evaluation of behavioral outcomes

The evaluation of behavioral outcomes indicates whether the outcomes of the promoted behavior are positive or negative. This helps shape the attitude of the consumers.

There were both positive and negative evaluations. About 20 respondents (the highest number) felt that it would be really bad for them if they have an increase in grocery expenses by purchasing oat milk. The positive indicators were that most of the respondents (about 97%) value their health and believe it is a good thing to feel healthier. Majority of the respondents also believe that it is good to have a positive impact on animal welfare and the environment.

Maneuvering around what are the desirable and undesirable evaluations for the consumer will help shape the messaging strategy. It is important to promote the behavior in light of the positives and handle the negative evaluations in a way that minimizes its effect on the decision to follow the promoted behavior.

Normative beliefs

Normative beliefs are perceptions about what a referent group (people who are important to the target group when it comes to the promoted behavior) might say or do about engaging in that behavior. They have two aspects, injunctive and descriptive. Injunctive beliefs refer to what relevant others say about the behavior. Descriptive beliefs refer to whether relevant others engage in the behavior themselves.

In the formative research phase, when speaking to university students in Education City, we determined referent groups to be roommates, friends, and family. These

groups came up when people were asked about what social factors might influence whether they buy dairy or oat milk.

The survey questions on normative beliefs aimed to judge whether people are more likely to buy oat milk if their roommate, friends, or family drink oat milk as well. However, when it came to the larger group of people surveyed, it seems there is not a strong correlation between the target group's own oat milk consumption and their perception of the referent groups oat milk consumption.

20 respondents stated they have a roommate. For these people, descriptive beliefs leaned towards the roommate not consuming oat milk. Only 33% of the respondents to this question seem to have a roommate who consumes oat milk. Only 1 respondent has a roommate who consumes oat milk regularly. Most respondents feel their roommates do not think they should replace dairy milk with oat milk.

For the referent group of friends, most respondents do not believe their friends think they should substitute dairy milk with oat milk, nor do the friends tend to drink oat milk themselves.

Within the referent group of family, there was the lowest perception that the family believes one should substitute dairy milk with oat milk, or that the family drinks oat milk themselves.

Friends are the referent group which have the highest rate of oat milk consumption. Moreover, respondents are more likely to feel their friends think they should engage in the promoted behavior (compared to other referent groups). Family leans towards oat milk the least, followed by roommates. Overall, however, there is not a significant perceived level of oat milk consumption or inclination towards it in any of these referent groups.

Motivation to comply

This section analyzes how motivated the targeted group is to comply with the expectations of the particular referent groups when it comes to replacing half the dairy milk bought with oat milk for the next three months.

Respondents seemed to be most motivated to comply with the expectations and actions of their family. This may be explained by answers given in the formative stage of the research, that living with others influences behavior when it comes to buying milk. Respondents had a similar level of motivation to comply with roommates and friends. Overall, however, respondents do not seem to be particularly motivated to comply with the expectations of referent groups when it comes to buying milk. This indicates that consuming oat milk is not a socially driven behavior.

Control Beliefs

These are some factors that either facilitate or hinder students from substituting dairy milk with oat milk:

Facilitators: Facilitators are factors that contribute to students potentially substituting half the dairy milk they buy with oat milk for the next three months.

- Switching to oat milk will give the same nutritional value as dairy milk for most students. 77.8% of total respondents answered this question. On a scale of 1 to 7 (1 being oat milk will not give the same nutritional value as dairy milk and 7 being that oat milk will give the same nutritional value as dairy milk) the mean was 3.84 and the standard deviation was 1.74. This indicates that most respondents feel that oat milk will give them the same nutritional value as dairy milk. There is not that large a perception that oat milk cannot be as nutritious as dairy, thus making nutritional value a neutral

factor or facilitator as it the mean response is close to the midpoint of the scale.

Inhibitors: Inhibitors are factors that hinder students from potentially substituting half the dairy milk they buy with oat milk for the next three months.

- Switching to oat milk might be too expensive for most students. 87.3% of total respondents answered this question. On a scale of 1 to 7 (1 being oat milk will not be more expensive than dairy milk and 7 being that oat milk will be more expensive than dairy milk) the mean was 6.11 and the standard deviation was 1.32. The average response being above the midpoint of the scale indicates that the price is an inhibiting factor for many.
- Switching to oat milk might not be as tasty as dairy milk for most respondents. 79.4% of total respondents answered this question. On a scale of 1 to 7 (1 being oat milk will be tastier than dairy milk and 7 being oat milk will be less tastier than dairy milk) the mean was 5.12 and the standard deviation was 1.97. The average response being above the midpoint of the scale indicates that the taste is an inhibiting factor for quite a few people.

Seeing more social media content about oat milk on social media does not contribute as a facilitator or inhibitor for most respondents. 74.6% of total respondents answered this question. On a scale of 1 to 7 (1 being there will be lesser oat milk content on social media and 7 being that there will be more more oat milk content on social media) the mean was 4.17 and the standard deviation was 2.08

Perceived Power

Perceived power defines the power of each factor amongst control beliefs to actually facilitate or inhibit the promoted behavior. According to our survey, price and taste were the stronger factors followed by nutrition while social media exposure was the

least powerful factor in facilitating or inhibiting respondents from substituting dairy milk with oat milk.

The respondents were asked if having to spend more will discourage them from substituting dairy milk with oat milk with 1 being "least discouraged" and 7 being "most discouraged." Fifty-two respondents answered this question, out of whom more than 40 percent chose 7 while the mean was also 5.15 and the standard deviation was 1.92. This shows that expenses as an inhibitor has a very strong influence on the respondents' ability to engage in the promoted behavior.

The respondents were also asked how strongly oat milk's taste will discourage them from substituting dairy milk with oat milk, with 1 being "least discouraged" and 7 being "most discouraged." Thirty-nine percent chose 7 while the mean was also 5.19, making taste a powerful inhibitor too. However, this question was answered by 48 respondents which may have resulted in a higher mean than the previous question.

Using the same scale, the respondents were asked if getting less nutrition through oat milk will prevent them from engaging in the promoted behavior. For this question, the mean was 4.58, standard deviation was 1.99, and 50 respondents answered this question. This shows that nutrition is a less strong barrier than taste and price.

When asked if exposure to social media content featuring oat milk will encourage respondents to buy oat milk with 1 being "least encouraged" and 7 being "most encouraged", the mean was 3.39 and the standard deviation was 1.82. Forty-six respondents answered this question and a total of 17 respondents answered between 3 and 4 on the scale. This shows that exposure to social media content is the least powerful factor.

Message Strategies (2-5):

Message Strategy 1

In the survey results, 73 percent of respondents expressed the belief that oat milk is not as tasty as dairy milk. 79 percent of respondents said oat milk not tasting as good as dairy milk will discourage them from substituting dairy milk with oat milk. This shows that taste is a powerful barrier to our promoted behavior. Hence, the first message strategy will address the issue of taste as an inhibitor to our promoted behavior. This will be done through our online giveaway and lucky draw ahead of our event, "Time to Oat."

Using social media, we will ask people to enter our lucky draw by following Plantaro's instagram, tagging three friends in the comments and making sure they follow our account, and sharing the post on their stories. This type of engagement will ensure our message is spread wide across our target audience. The giveaway in the lucky draw will include boxes of oat milk. Through this sales promotion technique, the winners of the lucky draw will try out oat milk which will challenge their belief that oat milk is not as tasty as dairy milk.

Moreover, the results of the lucky draw will be announced at our "Time to Oat" event on World Plant Milk day where free sampling and taste testing games will make attendees try out oat milk. The event will also feature world-renowned chef, Nigella Lawson, who will share dessert recipes using oat milk. These activities will counter the concern many have regarding the taste of oat milk although they may or may not have actually tried it in the past.

Message Strategy 2

In our survey, 81.67% of respondents believed that replacing half the dairy milk they buy with oat milk for the next three months would increase their grocery

expenses. 78.72% of our respondents felt that having increased grocery expenses is a bad thing. So considering the results, this is a big barrier towards our promoted behavior.

The second message strategy will focus on the price barrier that may hinder people from substituting dairy milk with oat milk. This will be executed using social media campaigns (Twitter, Instagram, Facebook). The message that will be perpetuated using these mediums is that the product is worth the price. The extra 5 Qatari Riyals that the consumers will be spending is a good deal for them. The benefits of substituting dairy milk with oat milk (nutritional, environmental etc.) outweigh the cost and that is the narrative we wish to put forward using our digital platforms.

Message Strategy 3

In our survey, 37.7% of respondents believed that replacing half the dairy milk they buy with oat milk for the next three months would have a positive impact on the environment. 92.86% of our respondents felt that having a positive impact on the environment is a good thing. So considering the results, this has the potential to be a big facilitator towards promoting our behavior if we are able to convince the consumers of this impact.

The third message strategy will stress the environmental impact of substituting dairy milk with oat milk. We will use the occasion of "Dairy Free Day" in Education City to build a community around using oat milk and build the reputation of our product as a potential benefactor to the environment. The occasion will also increase the importance of oat milk in the consumer's cognition as it will lead to a domino effect (If others are doing it, why not us?). It also has the added benefit of tackling the taste inhibitor as people will be encouraged to try oat milk.

PR Tactics

PR Tactic 1: Contest

Title: Online giveaway and lucky draw

Promoted Behavior: We are trying to promote students of Education City to substitute oat milk instead of dairy milk in their routine.

Goal: The specific goal of this contest is to raise awareness about oat milk among university students in Education City and to eventually encourage them to substitute it instead of dairy milk in their routine by providing them with facilitators such as Plantaro gift basket giveaways.

Target Audience: The target audience are university students of Education City more specifically those who are more open to incorporating healthier food options in their routine.

Target Persona: Eaint is a 21 year old sophomore at Carnegie Mellon university, studying Biological Sciences. She works 12 hours a day, including taking classes for 4 hours. In the morning she eats cereal with dairy milk. For lunch she eats out but prefers making her own dinner. She wants to be healthy but does not have the time to incorporate healthy food in her routine.

Psychographics:

Students who want to incorporate healthier options into their diet as well as those who are open to trying different kinds of milk.

Demographics:

Age: 18 to 25 year olds

Gender: Male, Female, Non-binary

Geography: students attending campuses in Education City, Doha, Qatar

Location: Virtual event.

We plan on doing this event online so that it reaches a larger audience and is accessible to those who do not have time to come to physical events.

Date/Timeline:

Aug, 20 2022, two days before our event, Time to Oat, to create hype about the event and so we can give the giveaway hampers on the day of the event.

Details/Execution:

We will release a sneak peak of the giftpack online on our instagram account on August 18, 2022 and tell our viewers to guess the surprise in the comments. This will create a buzz and hype and get people engaged in our content. It will also increase our comments and engagement.

On August 20, 2022, we will release the giveaway and ask people to enter the luckydraw by following Plantaro's instagram, tagging three of their friends in the comments and making sure they follow our account, and sharing the post in their story.

Through this strategy there will be an increase in our engagement and awareness and our brand message will get promoted.

We will end the lucky draw on Aug 22, 2022, the day of our event Time to Oat and we will announce the winners at our event. This way people would be more inclined to come to the event.

Gift Packs:

- The giveaway gift pack will be a stimulus to get them in the habit of drinking oat milk and will include:

1. A 1 liter pack of oat milk
2. A 50g box of cereal
3. A bowl with Plantaro's icon
4. A spoon with Plantaro's icon
5. An informative brochure with the advantages of oat milk
6. A recipe with oat milk signed by Nigella Lawson

Measurement of Effectiveness

The effectiveness can be measured through post and account analytics which shows the increase in followers, likes and comments from Aug 18 to Aug 20.

PR Tactic 2: TikTok recipes with oat milk

Goal: Minimizing the relevance of oat milk's price being higher than dairy milk.

Target Audience:

Psychographics:

These users may be following the #FoodTok hashtag or see food related TikToks due to their algorithm. They may cook their own meals and also be open to experimenting with different ingredients.

Demographics:

Age: 17 and above

Gender: Male, Female, Non-binary

Geography: People inside Education City, Doha, Qatar.

Location: Online on social media app TikTok.

Date/Timeline: Between 1st August till 22nd August.

Details/Execution:

This PR tactic will include videos between 15 - 60 secs that show a number of recipes with oat milk (homemade oat milk, oatmeal, pasta, and smoothies). The content team of Plantaro will create these videos and tell audiences how the flavor and nutritional value of these recipes can be enhanced when using oat milk (compared to dairy). They will also communicate how recipes made out of oat milk stay fresh for longer and how oat milk itself can be more long-life as fresh dairy milk yet just as healthy. The first video will demonstrate how to make oat milk at home. This is a process that can be carried out with basic ingredients and tools, thus making it an even cheaper alternative than dairy milk or commercial oat milk. For the pasta recipe, the team will communicate that this ingredient is ideal for those who do not want their pasta sauce to be too thick. You can save time that would have otherwise been spent adding water and other thinning liquids by simply using oat milk. In the smoothie recipe, users will be told that using oat milk enhances the flavor of the smoothie and balances out the sour flavor and thickness of fruits. Moreover, oat milk makes their smoothie even more nutritious.

Viewers will be encouraged to use the 'duet' feature for the videos i.e., stitching the original TikTok with one of their own in which they make the same recipe.

The videos will be posted weekly starting August 1st and leading up to World Plant Milk day (on 1st August, 8th August, 15th August, and 22nd August). Hashtags such as #FoodTok, #EducationCity, #QatarFoundation, and #Doha will also be used to reach the target audience.

Measurement of Effectiveness

Effectiveness for this PR tactic can be measured by looking at post analytics such as views, likes, comments and shares. Moreover, TikTok also provides information on where most of the viewers are located (city). It can also be measured by the number of duets people do with the video.

PR Tactic 3: Dairy-Free Day

Promoted Behavior: We are trying to promote and create awareness about plant-based milk alternatives – oat milk in particular – among students of Education City.

Goal: The specific goal of this event is to give people a taste of dairy-free life, with alternative, but equally good, plant-based alternatives. In particular, oat milk will be focused.

Target Audience:

Target Persona:

Enna is a 22-year-old engineering senior at Texas A&M University in Qatar. She pursues an internship at Qatar Foundation head office, and normally relies on the cafes in her campus and LAS building for her daily breakfast and lunch. For dinner, she prefers light intake, such as smoothies, or light bread. As someone passionate about contributing towards the environment, she's open to exploring vegan options, yet has not been able to do so because of her busy routine.

Psychographics:

The target audience are the Education City students, specifically those who consume dairy milk and/or products that require dairy milk like coffee, tea, and milkshakes. Similarly, this tactic will also look to target staff working inside Qatar Foundation, University faculty and staff, and all the other concerned individuals working inside Education City, like the Student Center staff. Some additional psychographics include:

- Milk drinkers that are open to trying plant-based alternative (including those that have never tried before)
- Individuals that are inclined towards contributing to the environment and animal welfare

Demographics:

Age: 17 and above

Gender: Male, Female, Non-binary

Geography: People inside Education City, Doha, Qatar.

Location: Education City, Qatar Foundation.

The dairy-free day will be conducted inside the Education City, and will include third-party vendors like Starbucks (situated at the LAS Building), and coffee shops inside the HBKU student center.

Date/Timeline:

June 1, 2022, World Milk Day

Details/Execution

Before the event:

Social Media:

- Start teaser posts on Qatar Foundation, Education City, and Universities' student life social media accounts 15 days prior to the day.
- Share reels, and posts of student representatives explaining the dairy-free day and encouraging everyone to participate.

Traditional Media:

- Release a media kit about the dairy-free day, emphasizing on the "first of its kind" nature of the occasion in Qatar.

PR Package:

- A PR Package consisting of boxes of various plant based milk, and a recipe book consisting of plant-based desserts, and the dairy-free day merchandise to be distributed to influencers like Hassan Al-Haydos, Captain of the Qatar National Football team, Mutaz Essa Barshim, high-jumper and Olympic gold medal winner, and Mohammed Saadon Al Kuwari.

On the day of the event:

Activities:

- All the digital screens inside the Education City, including ones at the Student Center, will display facts related to plant-based milk, as well as its advantages.
- Photo booths will be placed all over EC. Participants will be able to interact and will gift hampers by posting their pictures in the photo booth with #DairyFreeDay.
- Visitors and residents will be able to attend an event in the Oxygen Park, with interactive games constructed around dairy-free themes, with a surprise celebrity appearance.

Post-event activities:

- A news release will be rolled out, informing the completion of the day, and how a city went dairy-free for a day.
- Complimentary recipe books consisting of plant-based milk recipes to be made available online for free.
- A news release will be rolled out, informing about the one-of-a-kind achievement, and how Education City continued normally event without dairy milk.

Measurement of Effectiveness

A survey will be conducted before the dairy-free day, to know the amount of dairy milk sold inside Education City. This will include the retail sales from Student Center's Al Meera Mart, as well as the milk consumed by cafes and restaurants inside Education City to prepare dairy-based products. Then a similar survey will be done at the end of the day, to determine how the consumption compares to a normal day.

A survey will be conducted after June 1, directed towards the milk drinkers in EC to determine their experience with plant based milk on the day, especially oat milk. The survey is intended to be distributed using the Student Housing and Residence Life (SHRL)'s email, the Education City app, and relevant social media accounts inside EC. The survey will ask them if their attitude towards plant based milk, and the likelihood of them considering it as a substitute to dairy milk has increased after the dairy-free day.

Similarly, the traction that the event gets on social media will also be tracked to measure the effectiveness of the dairy-free event. The number of likes, shares, and engagement on pictures, posts, tweets, and reels related to dairy-free day will be observed.

Appendix A: Survey

Behavioral beliefs:

Replacing half the dairy milk I buy with oat milk for the next three months will make me feel healthier.

unlikely : __1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : likely

Replacing half the dairy milk I buy with oat milk for the next three months will increase my grocery expenses.

unlikely : __1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : likely

Replacing half the dairy milk I buy with oat milk for the next three months will help me meet my nutritional requirements.

unlikely : __1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : likely

Replacing half the dairy milk I buy with oat milk for the next three months will have a positive impact on the environment.

unlikely : __1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : likely

Replacing half the dairy milk I buy with oat milk for the next three months will have a positive impact on animal welfare.

unlikely : __1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : likely

Evaluation of behavioral outcomes:

Feeling healthier is:

bad :__1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : good

Having higher grocery expenses is:

bad :__1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : good

Meeting my nutritional requirements through oat milk is:

bad :__1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : good

Having a positive impact on the environment is:

bad :__1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : good

Having a positive impact on animal welfare is:

bad :__1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : good

Normative beliefs:

Do you have a roommate?

Yes/No

My roommate tends to consume oat milk instead of dairy milk

false :__1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : true

My roommate thinks that I _____ replace half the dairy milk I buy with oat milk for the next three months.

I should not :__1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : I should

Most of my friends tend to consume plant based milk

false :__1__ : __2__ : __3__ : __4__ : __5__ : __6__ : __7__ : true

My friends think that _____ replace half the dairy milk I buy with oat milk for the next three months.

I should not: ___1___: ___2___: ___3___: ___4___: ___5___: ___6___: ___7___: I should

My family tends to consume oat milk instead of dairy milk

false : ___1___: ___2___: ___3___: ___4___: ___5___: ___6___: ___7___: true

My family thinks that _____ replace half the dairy milk I buy with oat milk for the next three months.

I should not : ___1___: ___2___: ___3___: ___4___: ___5___: ___6___: ___7___: I should

Motivation to comply

When it comes to buying milk, I want to do what my roommate thinks I should do

disagree : ___1___: ___2___: ___3___: ___4___: ___5___: ___6___: ___7___: agree

When it comes to consuming milk, I want to follow what my roommate does

disagree : ___1___: ___2___: ___3___: ___4___: ___5___: ___6___: ___7___: agree

When it comes to buying milk, I want to do what my friends think I should do

disagree : ___1___: ___2___: ___3___: ___4___: ___5___: ___6___: ___7___: agree

When it comes to consuming milk, I want to follow what my friends do

disagree : ___1___: ___2___: ___3___: ___4___: ___5___: ___6___: ___7___: agree

When it comes to buying milk, I want to do what my family thinks I should do

disagree : ___1___: ___2___: ___3___: ___4___: ___5___: ___6___: ___7___: agree

When it comes to consuming milk, I want to follow what my family does

disagree: ___1___:___2___:___3___:___4___:___5___:___6___:___7___: agree

Control beliefs:

I expect that oat milk will be more expensive than dairy milk

unlikely : ___1___:___2___:___3___:___4___:___5___:___6___:___7___: likely

I expect that oat milk will not taste as good as dairy milk

unlikely : ___1___:___2___:___3___:___4___:___5___:___6___:___7___: likely

I expect that oat milk will not have the same nutritional value as dairy milk

unlikely : ___1___:___2___:___3___:___4___:___5___:___6___:___7___: likely

I expect to see social media content featuring oat milk.

unlikely : ___1___:___2___:___3___:___4___:___5___:___6___:___7___: likely

Perceived power:

Having to spend more will discourage me from buying a liter of oat milk for every one liter of dairy milk for the next three months

false : ___1___:___2___:___3___:___4___:___5___:___6___:___7___: true

Oat milk not tasting as good as dairy milk will discourage me from buying a liter of oat milk for every one liter of dairy milk for the next three months

false : ___1___:___2___:___3___:___4___:___5___:___6___:___7___: true

Getting less nutrition through oat milk compared to dairy milk will discourage me from buying a liter of oat milk for every one liter of dairy milk for the next three months

false : __ 1 __ : __ 2 __ : __ 3 __ : __ 4 __ : __ 5 __ : __ 6 __ : __ 7 __ : true

Having more exposure to social media content featuring oat milk will encourage me to buy a liter of oat milk for every one liter of dairy milk for the next three months.

false : __ 1 __ : __ 2 __ : __ 3 __ : __ 4 __ : __ 5 __ : __ 6 __ : __ 7 __ : true



BASIC MEDIA KIT

Table of Contents

2 MESSAGE PLANNING FORMS

4 NEWS RELEASES

6 FACT SHEETS

20 EMAIL PITCH

22 PROMOTIONAL FEATURE

35 MEDIA ALERT

40 TOP 10 LISTS

48 APPENDIX

Message Planning Form 1

Type of Publication: WhatsGoinOnQatar is a Qatar-based digital media company that keeps audiences up-to-date on the latest events and breaking news in Doha. It has a website and strong social media presence on Facebook, Instagram, and Twitter which enables it to attract attention towards events happening in the country. Its social media reach makes it particularly popular among young, university going people. The release would go in the lifestyle section of their website.

Message Planning Form 2

Type of Publication: Time Out is a leading global media and entertainment business operating across 39 countries. Time Out Qatar is a lifestyle magazine that covers previews for big events, restaurant reviews, hotel profiles and much more. It features brands, local businesses and major events for the wider public. It has a strong social media presence on Instagram, Facebook and Twitter. The news release will target the news category for the Food and Drinks section in the magazine.

PROMOTIONAL NEWS RELEASE PLANNING FORM

WHAT IS THE MAIN PROMOTIONAL GOAL OF THIS NEWS RELEASE?

Getting Education City students to participate in contests and learning activities related to oat milk.

WHAT ARE THE ELEMENTS THAT MAKE IT NEWSWORTHY?

Conflict: Not many people have considered or are open to having oat milk.

Proximity: High as it is being held for a focused group of young people in Qatar.

Prominence: Prominence is not that high since few people are interested in oat milk.

Impact: Large impact because many people will come to socialize or win prizes and can be encouraged to consider oat milk in the process.

Oddity: Such a large-scale event about any plant-milk has not occurred in Qatar before.

Timeliness: It is timely because the event is occurring soon, that too World Plant Milk Day.

(Human interest): There is a human interest because students may have a lot to say about this especially for an event that is the first of its kind.

Is it News: Yes

WHAT ARE THE 5WS:

Who: Plantaro and Education City students.

What: 1-day event on oat milk.

Where: Ceremonial Court, Education City.

When: Aug. 22, 2022

Why: To encourage these students to drink oat milk instead of dairy milk.

(How): By getting them to realize its benefits or by facilitating them in trying oat milk.

SO WHAT (WHAT IS/ARE THE BENEFITS FOR THE READER)?

The reader can become aware of and join a first of its kind event in Qatar. They will have the opportunity to participate in fun activities and socialize all while getting a learning experience as well.

PLANTARO



Al Fareej Tower, West Bay
Doha, Qatar, 3452-7903

Dean Smith
Account Executive
Plantaro
T: (+974) 3318 5508
Deano@plantaro.net

Anjali Sharma
Creative Executive
Plantaro
T: (+974) 5665 7667
Anjalis@plantaro.net

TIME TO OAT: Qatar’s First World Plant Milk Day Event

A Day Dedicated to Encouraging Education City Students to Consume Oat Milk

FOR IMMEDIATE RELEASE

DOHA (August 13, 2022) – “Time to Oat!” On Aug. 22 all Education City students will have a day to come together and celebrate World Plant Milk Day for the first time in Qatar. Students will learn about the benefits of drinking oat milk in particular, all while participating in interactive activities and contests.

The event will take place at Education City’s Ceremonial Court between 9:30 a.m. to 6:00 p.m. Activities include quizzes on oat milk’s benefits, nutritional values, and ingredients. Winners of the trivia will get prizes. There will also be a ‘DIY oat-milk’ station to teach people how to make oat milk at home.

Seeing that flavor can be a concern with oat milk, taste testing games and free samples will give students a chance to try oat milk and possibly add it to their next grocery run.

“With their busy schedules students often forget to look after their diet,” said Mariam al Shirazi, president of Plantaro. “We hope “Time to Oat” will make them drink oat milk since it is so healthy.”

Plantaro is a non-governmental organization based in Doha, Qatar that specializes in raising awareness about plant-based food alternatives in the country. It has created campaigns on plant-based meat alternatives and has supported numerous plant-based milk companies with market research in Qatar.

###

PROMOTIONAL NEWS RELEASE PLANNING FORM

WHAT IS THE MAIN PROMOTIONAL GOAL OF THIS NEWS RELEASE?

Getting more students to attend the event by raising awareness about a special celebrity guest appearance.

WHAT ARE THE ELEMENTS THAT MAKE IT NEWSWORTHY?

Conflict: Many people have misconceptions about oat milk and refuse to try it.

Proximity: High proximity as the guest will be in the same locality as the target audience.

Prominence: High prominence as this will be the first time the celebrity guest will visit Qatar.

Impact: Large impact as many fans of the celebrity will attend the event and be influenced to participate by her presence.

Oddity: It is a first for Doha in terms of Nature of the event and the celebrity guest attending.

Timeliness: It is timely as it is creating hype for the upcoming plant milk day event.

(Human interest): There is a human interest element as the guest will bring their own personalized recipes and experiences with oat milk.

Is it News: Yes

WHAT ARE THE 5WS:

Who: British Chef Nigella Lawson.

What: Guest appearance for the 1-day event on oat milk.

Where: Ceremonial Court, Education City.

When: Aug. 22, 2022

Why: To encourage these students to drink oat milk instead of dairy milk.

(How): By attracting more attention to the event and legitimizing the benefits through a guest appearance and endorsement by Nigella Lawson.

WHAT IS/ARE THE BENEFITS FOR THE READER?

The reader can become aware of Nigella Lawson's visit and register to see her for the very first time in Qatar. They will have the opportunity to learn her recipes and pose questions to her in the Q&A session.

PLANTARO



Al Fareej Tower, West Bay
Doha, Qatar, 3452-7903

Dean Smith
Account Executive
Plantaro
T: (+974) 3318 5508
Deano@plantaro.net

Anjali Sharma
Creative Executive
Plantaro
T: (+974) 5665 7667
Anjalis@plantaro.net

Plantaro Brings Nigella Lawson To “Time To Oat” Event

For Release At 09:00 GMT

DOHA (August 15, 2022)- British chef Nigella Lawson will be making a guest appearance at the “Time To Oat” festival taking place on World Plant Milk Day on Aug 22. Lawson will share her recipes for desserts using oat milk and participate in a moderated discussion with the attendees.

This will be the first time that the chef will be visiting Qatar and around 500 people have signed up for the event. Lawson strongly vouches for how oat milk can enhance the flavor and textures of food and will be cooking some of her best recipes with it such as queso dip, live in front of the audience.

“If there’s one person I’ll listen to when it comes to food choices, that’s Nigella Lawson. If oat milk is better than dairy, I need to hear it from her,” said Nibba Naibi, a student from Education City, where the event will be taking place.

Plantaro is a non-governmental organization based in Doha, Qatar that specializes in raising awareness about plant-based food alternatives in the country. It has

created campaigns on plant-based meat alternatives and has supported numerous plant-based milk companies with market research in Qatar.

###

FOR IMMEDIATE RELEASE

Dean Smith
Account Executive
Plantaro
T: (+974) 3318 5508
Deano@plantaro.net

Anjali Sharma
Creative Executive
Plantaro
T: (+974) 5665 7667
Anjalis@plantaro.net

➤ **Name and sponsor of event**

Name: Time to Oat

Sponsor: Plantaro, Doha-based non-governmental organization

➤ **Location**

Ceremonial Court, Education City, Al-Rayyan, Doha

➤ **Date and Time**

Date: August 13, 2022 on World Plant Milk Day

Time: From 9:30 a.m. to 6:00 p.m.

➤ **Purpose of event**

Promote oat milk as an alternative to dairy milk and create awareness about its nutritional value

➤ **Expected attendance**

- The event is open to Education City students
- 500 people have already signed up

➤ **Unusual aspects that makes the event newsworthy**

- British chef Nigella Lawson will be present. She will share dessert recipes which involve oatmilk and engage in a moderated discussion with the attendees.
- Fun activities will be carried out: an interactive quiz on the nutritional value of oat milk, a "Make your own oat milk" competition, and a blind testing challenge where blindfolded participants will choose between oat milk and dairy milk. Winners will receive gift packages with oat milk,

nuts, fruits, and laptop stickers, and customized keychains on oat milk-related puns and memes.

FOR IMMEDIATE RELEASE

Dean Smith
Account Executive
Plantaro
T: (+974) 3318 5508
Deano@plantaro.net

Anjali Sharma
Creative Executive
Plantaro
T: (+974) 5665 7667
Anjalis@plantaro.net

Fun Facts about Oat Milk

- Oat milk is the most eco-friendly out of all plant-based milk substitutes. For example, it takes six times as much water to prepare one carton of almond milk as it does oat milk.
- Experts estimate that about 68 percent of the world's population is lactose intolerant. Oat milk or other types of plant-based milk are the only way they can consume milk.
- Unlike most other plant milk substitutes which originated as far back as the 13th century, oat milk was first developed in the 1990s by the Swedish scientist, Rikard Oste.
- Between 2017-2019, worldwide oat milk sales increased three folds while in the US the increase was ten folds. Today, oat milk is the second most popular plant-based milk substitute in the United States after almond milk.
- Oat milk contains a high amount of fiber which promotes digestion and helps regulate cholesterol levels. In fact, one 250ml glass of oat milk is enough to fulfill a third of our recommended daily fiber intake.
- Oat milk can make your hair and nails shinier and stronger as well as promote faster growth due to its high content of B2 vitamins.
- Despite its numerous health benefits, oat milk is higher in carbohydrates and calories compared to other plant-based milk substitutes.

Email Pitch

(See Appendix for Email Printout)

To: Hala Abdallah, Doha News Reporter

Subject line: **World Plant Milk Day Event for Education City Students**

Dear Hala Abdallah,

I read your stories that followed the dairy industry and Baladna operations in Qatar with quite some interest. I believe a piece on the first World Plant Milk Day event in Qatar would now be a compelling extension of that work. The event is being hosted by Plantaro, a local NGO, for students in Education City, Doha. It will take place on Aug. 22 in Education City's Ceremonial Court.

The event will include engaging and informative activities. Participants can make their own oat milk, compete in quizzes, and will be surrounded by engaging digital displays of oat milk facts. Students from EC universities and leaders of Plantaro will be available to speak about their experience with oat milk.

Moreover, we have a celebrity guest attending: British chef, Nigella Lawson. She will share her experience of how replacing dairy with oat milk has made some of her recipes even better in terms of flavor and consistency. Students are anticipating her attendance and observing how her live cooking show and talk impacts their perception of oat milk could be something to explore.

I will be following up with you in 3 days. Until then, you can contact me on the details below for any more information.

If you would like to know more about Plantaro, you can access our media kit [here](#).

Best,

Anjali Sharma

Creative Executive, Plantaro

T: (+974) 5665 7667

Email: Anjalis@plantaro.net

Website: www.plantaro.net

Instagram: @plantaro

Twitter: @plantaro

Promotional Feature

As Mohamed Ibrahim packs his duffle bag after an intense hour of workout, he instantly gulps on his “mysterious” drink.

“I live for a good post-workout drink like this,” he says as he reaches out for the next sip of the mixture. The Egyptian fitness enthusiast makes sure he stocks up his bag with at least half a liter of milk daily for his pre and post-workout supplements, ever since he started working out two years ago. The milk is not regular dairy milk, but oat milk. Now, nothing describes his love for oat milk than the word “addiction” itself.

However, things were not as pleasurable for the 21-year-old. “I was 12 when I found out that I was lactose intolerant,” he says. “That’s why I have had to supplement my protein shake with water, instead of milk, for the last two years even though I disliked its taste in water.”

Lactose-related conditions are fairly common – about [65 percent of the world population](#) has a reduced ability to digest lactose post-infancy. While only a few lactose intolerant people experience severe symptoms, the condition is often linked to abdominal pain, vomiting, and bloating.

As a part of his diet that is easy on his stomach, meets his dietary needs, and tastes good all at once, Ibrahim now drinks oat milk everyday. Despite trying out several other plant-based options after the diagnosis, it was oat milk that felt the best.

Ibrahim also uses oat milk for baking, since dairy products tend to make him feel unwell. Avoiding dairy milk also helps regulate his blood sugar levels.

It was in a vegan-based stall in the Torba Farmer's market that Ibrahim tried oat milk for the first time. "It tasted better than the other options, and I was curious to know if I could make it my go-to drink," he shared.

Similarly, dairy milk can also cause discomfort for anyone with gluten and saturated-fat absorption troubles. Polycystic Ovary Syndrome (PCOS) is considered to be one such condition.

While the existing research linking dairy milk and PCOS is very limited, many women have reported a reduction of symptoms [after switching to oat milk](#). Samantha Haller, a junior at Carnegie Mellon University in Qatar, is one of them.

Haller's journey, like Ibrahim's, made her a regular oat milk consumer. Both of them were not convinced by other plant-based alternatives but were satisfied with oat milk because of its taste. Now, Haller uses oat milk with her milkshakes, smoothies, and her breakfast coffee.

"I first tried oat milk because of a free sample at the store, and I feel much better since I started drinking it daily," said Haller, adding that it is an environmentally-friendly option, in addition to being good for her health. Contrary to other plant-based options – almond milk in particular – oat milk's manufacturing process uses less water, making it more environmentally friendly.

Lately, there has been a trend towards plant-based products inside Education City, such as the [inclusion of vegan cheese pizza](#) at the Papa John's in Multaqa Student Center. Following the wave, Plantaro, a plant-friendly organization in Qatar, will be organizing an oat milk promotion event on Aug. 22, to celebrate World Plant Milk Day. The event titled "Time To Oat" will feature blind taste-testing stalls, with engaging activities and quizzes. Chief guest Nigella Lawson, award-winning celebrity chef, will also be making student-friendly and easy recipes with oat milk live at the venue.

“Sometimes that first sip of oat milk is all you need to change your mind,” says Haller. “Once you start drinking it, there’s no going back.”

Media Alert

August 15, 2022 09:05 AM

Celebrity Chef Nigella Lawson to attend World Plant Milk Day event at Education City

FOR IMMEDIATE RELEASE

What Education City will host Nigella Lawson for the “Time To Oat” event organized to create awareness about oat milk as an alternative to dairy milk. The event is organized by Plantaro, and will have stalls for tasting, quiz, and other interactive activities.

Why To raise awareness about oat milk as an alternative to dairy milk.

Who Nigella Lawson, Chef, English Food Writer, and Television Cook.

When Monday, August 22, 2022 from 9:30 a.m. to 6:00 p.m.

Where Ceremonial Court, Education City.

Interview Journalists will get to interview Nigella Lawson during the event, followed by a mediated discussion.

Photo Opportunity Journalists will be allowed to take photos of the stalls and Nigella Lawson throughout the event.

About Plantaro is a non-governmental organization based in Doha, Qatar. That specializes in raising awareness about plant-based food

alternatives in the country. It has created campaigns on plant-based meat alternatives and has supported numerous plant-based milk companies with market research in Qatar.

Dean Smith

Account Executive

Plantaro

T: (+974) 3318 5508

Deano@plantaro.net

Anjali Sharma

Creative Executive

Plantaro

T: (+974) 5665 7667

Anjalis@plantaro.net

TOP 10 LISTS



BENEFITS OF OAT MILK FOR YOUR BODY

TEN REASONS WHY YOUR BODY
LOVES OAT MILK





10. SUITABLE FOR MOST DIETS

Oats are gluten-free,
lactose-free, dairy-free,
and nut-free.

9. GREAT FOR BONE HEALTH

Oat Milk is good for healthy bones as it is fortified with calcium and vitamin D.

An 8oz cup of oat milk contains 300 to 400mg of calcium, which is important for strong bone formation and health.



8. KEEPS YOUR GUT HAPPY AND HEALTHY

Oat milk is also good for the gut – as eating foods that contain beta-glucan has also been linked to gut health.



7. HIGH IN FIBRE

High fiber prevents constipation.



6. REDUCES CHLOESTEROL

Oat milk provides around one-third of your recommended daily beta-glucan intake

There's around 25% of your daily recommended calcium intake in a cup of oat milk and around 20% of your recommended Vitamin D intake too, provided your oat milk has been fortified with Vitamin D.





5. REDUCED RISK OF HEART DISEASE

Oat milk's beta-glucan content may reduce your cholesterol levels, it can also decrease the risk of developing heart disease.

4. HEALTHIER HAIR AND NAILS

Oat milk can help make your hair and nails stronger and shinier, as well as encourage them to grow faster.

This is due to the B vitamins that are present in oat milk.



3. GOOD FOR YOUR SKIN

Oat milk helps protect the skin from daily wear and tear, UV rays, pollution, and other free radical damage due to its high anti-oxidant levels.





2. HELPS MAINTAIN GOOD EYESIGHT

Oat milk helps maintain good eyesight due to the high levels of vitamin B.

1.HELPS IN THE GROWTH OF RED BLOOD CELLS

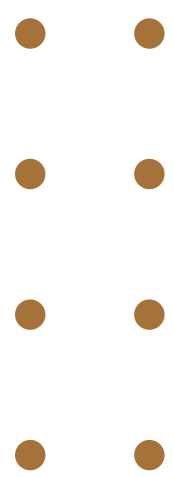
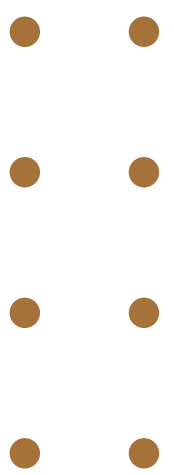
Red blood cells are essential in carrying out everyday functions of the body. The growth of red blood cells is facilitated due to the high levels of vitamin B in oat milk.



1. Target audience: Students who are not sold on the idea of drinking oat milk and so this survey will help make them aware of the benefits of drinking oat milk for their body.
2. Purpose: To inform the reader why drinking oat milk is good for your body and why they should switch
3. Timeline for release: Ten days before the event.
4. Why list will receive media attention and will be shared: This list compiles only the health benefits of oat milk which is not something that is commonly seen. This list will also spark an interest in the culture of switching to plant-based milk and in the upcoming world plant-milk day.
5. How to distribute the list and why: The list will be distributed through our social media accounts to initially get the message out there. We would also tag different Education city accounts such as @students_qatar, @qatarfoundation so that they can repost our posts and help spread more awareness within the general EC population. Then to further increase awareness to specific groups we will send the lists to all university social media accounts and ask them to help us promote the lists so that students from all universities can gain awareness of the upcoming event. We believe this is the best way to promote our list since our target audience is mostly students who use social media.
6. How will you measure the impact: We believe the most effective way to measure the impact of this event is through the engagement we get on our social media profiles. If we get a significantly large number of likes and follows.

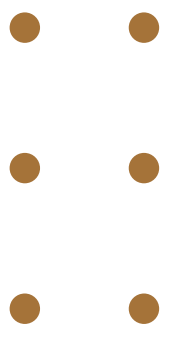
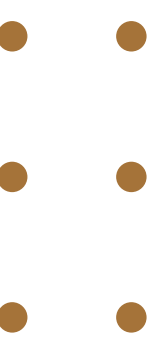
10 Reasons why
Oat milk is
Better
Than Cow
Milk

&
why you
should
switch



10. Better for the environment

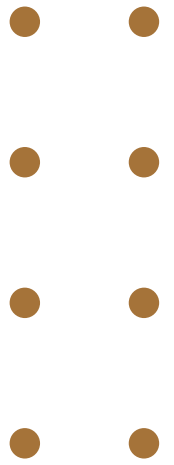
Production of oat milk uses way lesser water than cow's milk and also does not contribute to greenhouse gas emissions.

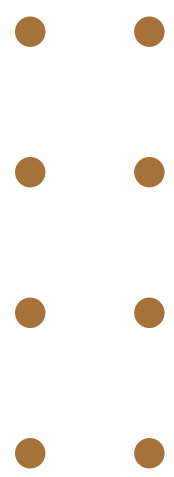


9. Lower in calories

Oat milk helps you fulfill your daily calorie intake from other foods.

240ml of oat milk provides 100 calories while 240ml of cow milk provides 130 calories.





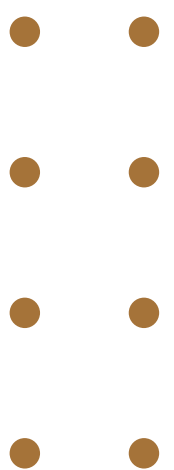
8. Less sugar content

Only 7g of sugar in 240ml of oat milk compared to 12g of sugar in 240ml of cow's milk.

7. Contains more fiber

Oat milk helps prevent constipation.

240ml of oat milk contains 2g of fiber while 240ml of cow's milk contains 0g of fiber while.





• • • •
• • • •

6. No cholesterol

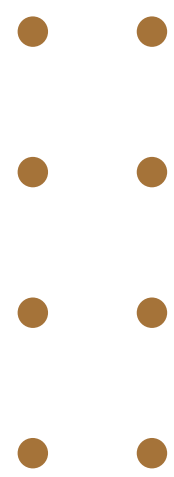
Consumption of oat milk contributes to no cholesterol intake while 240ml of cow's milk contributes to 7% of your daily cholesterol intake.

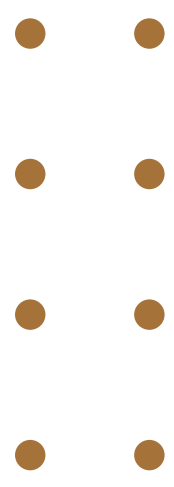
• • • •
• • • •



5. Less Fat Content

100ml of oat milk contains 1.5g of fat while 100ml of cow milk contains 3.6g of fat while.

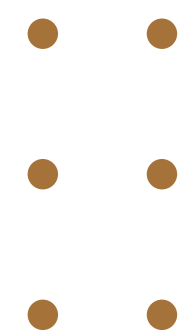


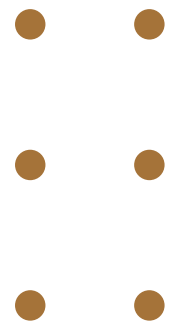


4. Higher source of Vitamin B

B vitamins are essential for optimal health and are linked to numerous benefits.

Oat milk contributes to 25% of your vitamin B daily value.



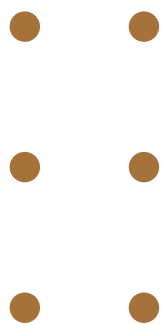


3. Higher source of Vitamin D

Vitamin D strengthens your bones. Oat milk contains 20% of your vitamin D daily value while cow milk contains 12% of your vitamin D daily value.

2. More Iron intake

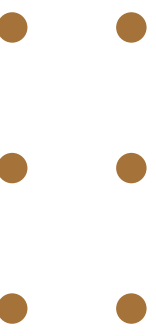
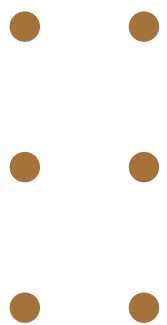
240ml of oat milk contains 2% of your daily Iron value while 240ml of cow milk contains 0% of your daily iron value.

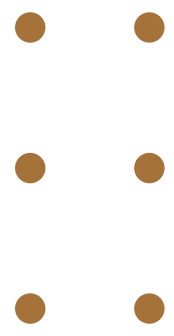




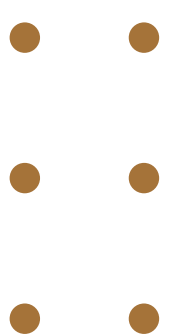
1. Creamier texture

Oat milk has a creamier texture, rich in nutrients.





1. Target audience: Students who believe that switching to oat milk will not give them the same benefits they receive from dairy milk.
2. Purpose: To inform the target audience that oat milk is just as healthy as dairy milk, if not more.
3. Timeline for release: Five days before the event.
4. Why list will receive media attention and will be shared: It will receive media attention as this list has never been made before. There is no such list on the internet that compiles all the reasons why oat milk is better than cow milk. This also increases its chances of being shared.
5. How to distribute the list and why: once again, the list will be distributed through our social media accounts to initially get the message out there. We would also tag different Education city accounts such as @students_qatar, @qatarfoundation, and all EC university accounts. Apart from that, we will ask the health and wellness team in all EC campuses to promote our list within the student body so that students actually believe oat milk is healthier (from an expert) and that it is not just a promotion tactic.
6. How will you measure the impact: We believe the most effective way to measure the impact of this event is through the engagement we get on our social media profiles. If we get a significantly large number of likes and follows.





APPENDIX

PLANTARO



Anjali Sharma <anjalis@plantaro.net>

World Plant Milk Day Event for Education City Students

1 message

Anjali Sharma<anjalis@plantaro.net>

Tue, Mar 15, 2022 at 3:22 AM

To: Hala Abdallah <halaa@doha.news>

Dear Hala Abdallah,

Plantaro, a local NGO, is hosting an event for students in Education City, Doha to celebrate World Plant Milk day for the first time in Qatar. The event will take place on Aug. 22 in Ceremonial Court, Education City. I read your stories that followed the dairy industry and Baladna operations in Qatar and believe this piece would be a compelling extension of that work.

The event will include engaging and informative activities. Participants can make their own oat milk, compete in quizzes, and be surrounded by engaging digital displays of oat milk facts. Students from EC universities and leaders of Plantaro will be available to speak about their experience with oat milk.

A feature article on the event and the information related to it would help pursue people to switch from dairy milk to oat milk. Doha News is particularly known for covering fresh stories that appeal to young readers through its content and visuals so this article would reach the university level target audience. This topic is also appealing because of the trend towards content including healthier foods on social media.

I will be following up with you in 3 days. Until then, you can contact me on the details below for any more information.

Best,

Anjali Sharma

Creative Executive, Plantaro

T: (+974) 5665 7667

Email: Anjalis@plantaro.net

Website: www.plantaro.net



EVENT PROPOSAL

TIME TO OAT

24 March 2022

Tara Al-Matti,
President of Community Development at Qatar Foundation,
QF Headquarters,
Al Luqta Street,
P.O. Box 5825 - Doha, Qatar.

Dear Ms. Al-Matti,

This letter is accompanied with a proposal that has been prepared by our team for the "Time To Oat" event scheduled for Aug 22. this year.

It provides context as to why holding the event is so important given the demographics of Education City, and also provides an analysis of our audience - 17 - 24 year-olds in high school and undergraduate universities. Along with that, our team has carried out a study about the nature of behavior of the target population, and this is also a part of the proposal. Also included are the proposed schedule and budget recommendations for your perusal and approval.

Moving forward, how do you feel about a meeting in the conference room at our offices on Apr 2. at 1:30 P.M. to finalize the proposal and to get things rolling? Till then, please feel free to email me at <Deano@plantaro.net> for any thoughts/questions/concerns you may have regarding the proposal, we look forward to hearing your feedback.

I will be awaiting your confirmation for a meeting on April 2nd.

Sincerely,

Dean Smith
Account Executive
Plantaro
T: (+974) 3318 5508
Deano@plantaro.net

Table of Contents

2	EXECUTIVE SUMMARY
4	CONTEXT ANALYSIS
6	STATEMENT OF PURPOSE
20	TARGET AUDIENCE
22	BENEFITS
35	SCHEDULE
40	BUDGET
48	CALL FOR ACTION

Executive Summary

Context:

Due to negative beliefs regarding different variants of plant-based milk alternatives, Education City students are skeptical about trying out and substituting dairy milk with oat milk. Oat milk, proven to have good taste, be eco-friendly, relatively cheaper than other plant-based alternatives and without hormonal side effects, can be promoted. This event aims to attract students, particularly those open to trying out alternatives.

Target Audience:

The main target audience are university and high school students in Education City. They are from all genders with ages ranging from 13 to 26 year olds. They are local residents who have homes in Doha and international students who live in the student housing complexes. They are mostly those who wish to follow a healthy routine and are open to trying new milk alternatives.

Benefits:

This event has benefits for Qatar foundation, for Plantaro, for our target audience as well as the wider community. It will generate publicity for Qatar foundation and for Plantaro and help create brand awareness for both. For the target audience and the wider community, it will encourage them to try out oat milk by creating awareness regarding its nutritional and environmental benefits as well as challenging previously-held beliefs about its taste and cost.

Schedule:

The event will last one day from 12 PM - 8 PM. It will include multiple interactive setups and activities such as screens displaying facts, quizzes based on the information and oat milk making and taste testing. It will also include a 2-hour long sub-event of celebrity chef and guest Nigella Lawson making oat milk based recipes in front of the audience.

Budget:

For the budget, we are requesting QAR 78,404 for the event. The total cost of the event is QAR 95,329, the rest QAR 16,925 (17.8%) has been covered or sponsored, as specified later in the body of the proposal.

Call for Action:

The first proposal review session is arranged for April 1 at 11:00 a.m. Room 303 at Plantaro's Headquarter is booked for the meeting.

Context Analysis

While people have generally relied on dairy when buying milk, plant-based milk have come up as alternatives recently around the world. We aim to move towards this trend in Qatar as well, particularly the student community which requires a healthy diet amidst their schedule. For this reason, promoting oat milk consumption is our focus leading up to World Plant Milk Day 2022. Not only is oat milk healthier, it is also sourced in a way that burdens the environment and animals less than dairy.

Reduced ability to digest lactose after infancy is a fairly common condition among humans. It affects approximately 65% of the total human population¹, and often results in conditions such as bloating, nausea, stomach ache, and diarrhea. A large chunk of the population that experience faint side effects after consuming dairy milk/ dairy-based products go undiagnosed. As a result, those undiagnosed continue to consume dairy milk, simply because they've never been aware about their condition.

However, amongst those that are aware about the availability of plant-based milk alternatives, certain beliefs act as a barrier in switching from dairy milk. While almond milk is associated with high water usage and hence environmental costs, soy milk is often disliked for its taste and high cost. Overall, there is a belief that plant-based milk is not as good as dairy milk.

According to our formative interviews and survey as well, most respondents believe oat milk is expensive, does not taste as good as dairy milk, and is nutritionally deficient. These negative beliefs have prevented vegans and the general population from switching to and/or trying oat milk.

On the contrary, oat milk is proven to be relatively similar in taste, eco-friendly and without hormonal side effects, and is suited for people that have inflammatory reactions to lactose (people with PCOS, for example). Hence, in order to debunk negative beliefs regarding switching to plant-based alternatives and make people try out a healthier lactose-free option, promoting oat milk inside Education City is a must. We believe the best way to do that is through an event that allows people to try out and learn about oat milk's benefits at the Ceremonial Court – a place easily accessible to EC students

Statement of purpose

This proposal presents a plan for an event called "Time to Oat" which will create awareness among students in Education City regarding the nutritional and environmental benefits of using oat milk. This will help Plantaro achieve its objective of encouraging students in Education City to replace half the dairy milk they buy with oat milk for the next three months.

Target Audience

The target audience is students in Education City, Doha. They include both local citizens and expat residents. The locals reside in homes in Doha while the international students mostly live in the student housing complexes. The age range is between 13-26 years old. Students from eight international universities and one local high school and university are our target audience. We have a special emphasis on students who drink milk, are looking to pursue a healthy lifestyle or milk consumption routine and have certain reservations and preconceived notions with oat milk (like taste, price and nutritional value).

From the demographic, there is a mix between local Qataris and international students who reside in the student housing complexes. As students do not earn much, they are sensitive to the price of the milk they consume. They also care about the taste of oat milk. As most students are used to drinking dairy milk, there is also a reliance on the product with a hesitancy in trying a new plant based substitute. We observed these features for the majority respondents in our survey and these are the behaviors that we intend to change.

Most of our target audience, according to our survey, are motivated to make their diet healthier and open to trying new products instead of sticking to the conventional ones. We are also targeting those who have a regard for animal welfare and environmental protection.

Benefits:

For the target audience:

This event will encourage university students to buy oat milk or to at least try it. Quizzes and blind tasting activities at the event will challenge past beliefs of the target audience regarding the taste and nutritional value of oat milk. Dessert recipes involving oat milk with celebrity chef Nigella Lawson will show the target audience that oat milk can be used the same way as dairy milk. This event will be especially helpful for students who are interested in pursuing a healthier lifestyle.

For the organization:

As one of Qatar Foundation's primary target audiences is university-going students, this event will be great for publicity. It will help Qatar Foundation create brand awareness among university students from different ethnic demographics and different universities within Education City. This event will also help Qatar Foundation build a brand image as an environment-friendly organization.

For Plantaro:

This event will help us achieve our goal of encouraging Education City students to replace half the dairy milk they buy with oat milk for the next three months. It will help us reach our goal of promoting a healthier lifestyle within at least 50% of the people who attend the event. This event will also help us build our brand image and help us gain more brand recognition.

For the wider community:

This event will increase public awareness regarding the nutritional and environmental benefits of oat milk. It will also address concerns people have regarding the taste and cost of oat milk.

Schedule

The event is a one-day event that will take place from 12 PM till 8 PM on World Plant Day. This falls on August 22nd, 2022. It will take place in the Ceremonial court of Education City where Torba Farmers Market is usually held. It has a combination of continuous interactive setups throughout the day, as well as activities that will take place for only a few hours in between. The event contains 6 main aspects:

- Screens displaying oat milk facts
- Make your own oat milk
- Oat milk vs dairy milk taste test
- Quizzes and prizes
- Celebrity chef guest, Nigella Lawson, makes oat milk recipes
- Short survey stall at exit/entrance

Further details of the event are organized in the table below.

Table 1: Event Schedule

<u>Activity</u>	<u>Time</u>	<u>Location</u>	<u>Notes</u>	<u>Purpose</u>
Screens displaying oat milk facts	Continuous from 12 PM – 8 PM	The 4 screens are placed around Ceremonial Court.	20 facts slides will be prepared to play on the screen.	This will make attendees aware of the benefits of oat milk.
Make your own oat milk	1:30 PM – 8 PM	Right wing of the court.	2 tables will be set together with each having its own supplies and one team member to manage it. Using ground oat, water, a blender and muslin cloth, attendees will make their own oat milk with the help of team members.	This will allow attendees to learn how to make their own oat milk in a way that is more fresh, cost-effective, and gives them more control over changes they may want to make (i.e., sweeter, flavored etc.)

<p>Oat milk vs dairy milk taste test</p>	<p>12 PM – 8 PM</p>	<p>Left wing of the court.</p>	<p>One table with dairy milk (full-fat, and skimmed) as well as oat milk in mini paper cups. Participants will be given a sip of each milk and asked to guess which one is oat milk. One team member will provide the milk whereas another team member will ask each participant to rate the taste and record their response.</p>	<p>Blind Taste-testing oat milk may make people realize that it does not taste as bad as they may think. Each milk served has a slightly different taste. This will also allow us to gauge how good or bad people think oat milk tastes.</p>
<p>Quizzes and prizes</p>	<p>1 PM – 8 PM</p>	<p>A closed booth at the left wing of the court.</p>	<p>Participants will be asked 10 questions about oat milk based on the facts being displayed on screen. Below is the prize scheme for participants: 8 correct answers: oat milk keychain 9 correct answers: 3-set pack of oat milk pun stickers. 10 correct answers: Plantaro tumblr cup with straw.</p>	<p>This will allow us to gauge how much knowledge people have of oat milk or how much they may have been paying attention to the screens. It will also allow people to learn more about oat milk. Carrying it out in a booth will help ensure people do not hear the questions/answers beforehand or look at the screens during the quiz.</p>

<p>Nigella Lawson cooks</p>	<p>2 PM – 4 PM</p>	<p>North wing of the court.</p>	<p>The setup will be on the platform of the north wing. Audience will be seated on benches placed on the steps in front. Lawson will make three different, easy recipes: oat-milk pancakes, oat milk alfredo pasta, oat milk, oat milk rice pudding. One team member will host the event and a co-chef will be assigned to help Lawson.</p>	<p>This aims to encourage people to buy oat milk by demonstrating its uses. Having Lawson cook can give more credibility to the recipes and overall benefit of oat milk.</p>
<p>Short survey stall at exit/entrance</p>	<p>12 PM – 8:30 PM</p>	<p>Exit/entry point of the event.</p>	<p>Two team members will stand there with iPads to record attendees’ answers after asking them the following two questions: 1) Did the event increase your knowledge of oat milk? 2) Has this event made you consider buying oat milk?</p>	<p>This will help us gauge how the event has changed their perceptions of oat milk and inclinations towards it.</p>

Budget

The event requests a fund of QAR 78,404.

While the total budget of the event is QAR 95,329, the rest QAR 16,925 (17.8%) has been covered or sponsored, as specified below.

Table B1 calculates and breakdowns the total budget of the event. All below-mentioned costs are in the currency of Qatari Riyals. Table B1 breaks down the overall budget by pre-event and during the event time periods and provides a detailed description of the total cost, the covered cost and the requested cost. The following pie chart gives a quick and simplified overview of the event's aggregate budget before the table presentation.

Time to Oat Budget Funding

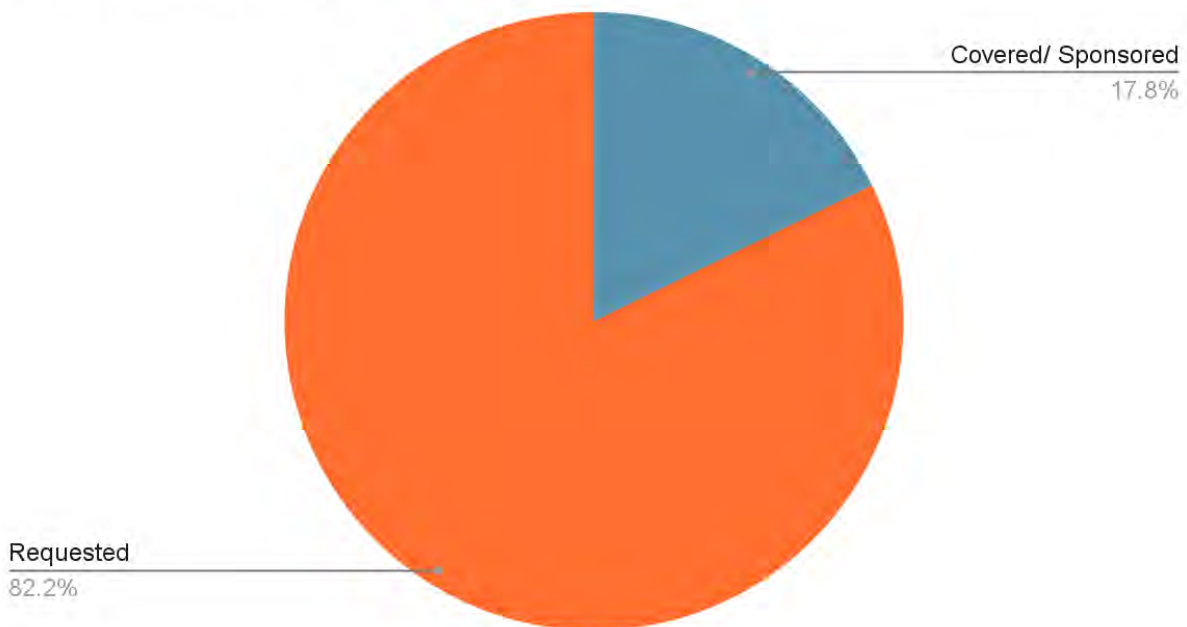


Table B1:

Stage	Activity	Item	Total Cost	Covered/ Sponsored Cost	Requested Cost
Pre-event					
	Invite	Printing	5 x 500 = 2500	500	2000
	PR Package	<ul style="list-style-type: none"> • 1-liter sample of oat milk • Plantaro symbol glass • Recipe • Customized box and packing 	14.25 x 10 = 142.5 12 x 10 = 120 5 x 10 = 50 35 x 10 = 350 142.5 + 120 + 50 + 350 = 662.5	662.5	0
During event					
	Location	Booking Booth and stalls Decor <ul style="list-style-type: none"> • Lights • Balloons • Other (miscellaneous costs) 	35 per hour 35 x 10 = 350 50 per hour 50 x 10 = 500 20 per hour 20 x 10 = 200 2 x 200 = 400 1000	850	1600

			350 + 500 + 200 + 400 + 1000 = 2450		
	Transportation	Rental bus	200	200	0
	Refreshments	Snacks: <ul style="list-style-type: none"> • Water • Oat milk • Granola bars 	0.5 x 1000 = 500 14.25 x 50 = 712.5 3 x 500 = 1500 500 + 712.5 + 1500 = 2712.5	712.5	2000
	Stalls and games	Make your own oat milk: <ul style="list-style-type: none"> • Oats (500g) • Water (6 x 1.5L) • Hand blender • Storage bottles • Tissues • Muslin Cloth Taste oat milk: <ul style="list-style-type: none"> • Oat milk • Dairy milk - full-fat and skimmed. (6 	12.75 x 20 = 255 7 x 20 = 140 125 x 10 = 1250 5 x 500 = 2500 5 x 200 = 1000 500 255 + 140 + 1250 + 2500 + 1000 + 500 = 5645 14.25 x 50 = 712.5 9 x 10 = 90 5 x 5 = 25	0	11679

		<ul style="list-style-type: none"> x 200ml) Paper cups Blindfolds 	<p>10</p> <p>$712.5 + 90 + 25 + 10 = 837.5$</p> <p>1000</p> <p>Nigella Lawson's live cooking:</p> <ul style="list-style-type: none"> Utensils Ingredients Induction stoves 	<p>500</p> <p>$1000 + 500 = 1500$</p> <p>$3 \times 99 = 297$</p> <p>$5145 + 837.5 + 1500 = 7779.5$</p>		
		<p>Prizes for quizzes:</p> <ul style="list-style-type: none"> Keychains 3-set pack of Plantaro stickers Plantaro tumblr cup with straw 	<p>$25 \times 50 = 1250$</p> <p>$15 \times 50 = 750$</p> <p>$70 \times 20 = 1400$</p> <p>$1250 + 750 + 1400 = 3400$</p>			
	Workers	20 student workers	$20 \times 700 = 14000$	14000	0	
	Merchandise	<p>Promotional gift pack cost:</p> <ul style="list-style-type: none"> Packaging Flyers Cereal box (50g) 	<p>$50 \times 500 = 25000$</p> <p>$2 \times 1000 = 2000$</p> <p>$10 \times 500 = 5000$</p>	0	56125	

		<ul style="list-style-type: none"> • Oat milk • Bowl • Spoon • Recipe 	$14.25 \times 500 = 7125$ $30 \times 500 = 15000$ $20 \times 500 = 1000$ $2 \times 500 = 1000$ $25000 + 2000 + 5000 + 7125 + 15000 + 1000 + 1000 = 56125$		
	Miscellaneous	E.g., technicians and technology: renting iPads, TV etc.	5000	0	5000
Total Cost	N/A	N/A	95,329	16,925 (17.8%)	78,404 (82.2%)

To sum up, as the table below shows, the total cost of the event is QAR 95,329 and QAR 16,925 (17.8%) has been covered or sponsored. To be specific, QAR 14,00 is covered mostly by NU-Q Department of Business & Finance and some by Qatar Foundation as regular salaries. QAR 2,925 is covered by donations made to Plantaro.

The event requests an additional fund in the amount of QAR 78,404.

Call for Action

We suggest that the first review and discussion of the proposal be held at 11:00 a.m. on April 1, 2022. The meeting will be held in Room 303, inside Plantaro Headquarter, located at Al Luqta Street.

Please suggest another date, in case of your unavailability, before March 28. For any queries related to the proposal or the event, feel free to reach out to Dean Smith, Account Executive of Plantaro, via his email address deano@plantaro.org or phone number (+974) 3318 5508.



a



Amazon Warehouse Collapse 2021

GA3 - Analysis of Mismanaged Crisis

Group 2

Areesha Khan Lodhi

Laiba Mubashar

Mishaal Hasan Shirazi

Muhammad Wasay Mir

Sudesh Baniya

SC305-70
Spring 2022



Table of Contents

2 COMPANY BACKGROUND

4 CRISIS SUMMARY

6 TIMELINE

20 ANALYSIS

22 ASSESSMENT

35 RECOMMENDATIONS

40 APPENDIX

48 REFERENCES

The crisis we are analyzing is the deadly collapse of an Amazon warehouse in Illinois on 10 December, 2021. This involved the instantiation of a risk because there had been reports of faults in the warehouse since 2019. It could have been anticipated because it followed a tornado alert.

Background information about the company and its organizational/brand image

Amazon is an American multinational technology company founded by Jeffrey Bezos in 1994. Its brand value currently stands over [350 billion](#) U.S. Dollars. The main focus of the company is internet retail sales of consumer products, sales of Amazon Web Services – a cloud computing platform – to other websites and the production and sale of electronic devices like Kindle¹. It is a go to brand for the consumers as it has built trust through reliable shipping, cheap prices and a wide selection of products and services. Amazon has the largest workforce among internet companies worldwide with approximately [1.6 million](#) employees in 2021. According to their website, Amazon aims to be, “the world’s best employer and safest place to work².”

Amazon’s brand values are closely linked to quality of service and commitment to operational excellence. Amazon portrays consumer satisfaction as a big part of its ethos and its brand personality revolves around sincerity with customers and competence in delivering their products and services. Since the start of COVID-19, the company has reinforced the idea that the health and safety of

¹ Kindle is a portable and wireless electronic reading device (e-reader) made by Amazon.

<https://www.britannica.com/technology/Kindle>

² <https://www.aboutamazon.com/news/company-news/2020-letter-to-shareholders>

their employees is their top priority. Amazon has been scrutinized for its corporate culture and unsafe working conditions in the past.

Summary of the Crisis

On Dec 10, 2021 six employees died after a tornado destroyed an Amazon warehouse in the US state of Illinois. Despite a prior emergency notice that a tornado attack was imminent, workers were not sent home in time. The company's spokespeople responded with their "thoughts and prayers" and Jeff Bezos, then CEO of the company, released a statement 24 hours after the event. Dave Clark, Amazon's logistics chief, was one of the first to respond to the crisis and shared that Amazon would be giving out one million dollars for relief efforts. The spokespeople thanked the first responders and deflected any blame by reiterating that the team worked quickly and did their best to ensure that employees reached shelter.

Amazon received huge backlash on social media as it had built a reputation for poor working conditions and questionable labor practices in warehouses in the past. Many labor unions also came out to criticize Amazon and blame them for the loss of life. Some members of Congress also sent a letter to Amazon to inquire about allegations of poor labor policies that may prioritize profits over worker safety. The company has since increased employee wages and run video campaigns focusing on individual worker stories and how Amazon has helped lift them from poverty. There were no major economic repercussions for the company as it was undergoing a boom in business due to the pandemic and subsequent social distancing rules.

Detailed Timeline of Crisis

In early 2019, reports of faults and maintenance issues at Amazon's warehouse emerged but little was done to rectify them. Therefore, when on December 10, 2021 the deadly collapse in the Amazon warehouse occurred, the company received a large amount of backlash. At around 8 PM on Dec 10, Friday, a tornado came through Kentucky and plowed straight into the Amazon warehouse in Edwardsville. This resulted in the death of six people and a total of 45 injuries.

The blame of the incident fell on Amazon and its evidently poor maintenance measures as the tornado ripped off the building's roof and two 40-foot high concrete walls came crashing down. Dave Clark, logistics chief of Amazon at the time, was the first to comment³ but simply said Edwardsville was in their thoughts and prayers, and that he is thankful to the first responders. Later in the day, he tweeted again⁴ solely focusing on the storm. Both times there was no mention of the warehouse collapse or details on Amazon's response to the crisis.

On December 11, 2021, a full 24 hours later, Amazon CEO Jeff Bezos finally issued a statement (Appendix A). This was only after he took to Instagram⁵ to cheer on his aerospace company Blue Origin's flight to space on Dec 11 instead of first expressing regret for the lives lost the previous day. The same day, Amazon announced (Appendix B) that they will donate \$1M to support relief work in Edwardsville.

On December 12th, one of the deceased worker's girlfriends shared texts from⁶ her partner saying that Amazon would not allow the workers to leave the

³ <https://twitter.com/davehclark/status/1469535803160379393>

⁴ <https://twitter.com/davehclark/status/1469767353760202755>

⁵ <https://www.instagram.com/p/CXWLFkxr5td/>

<https://nypost.com/2021/12/11/jeff-bezos-ripped-for-ignoring-amazon-warehouse-tornado-collapse/>

⁶ <https://nypost.com/2021/12/12/amazon-worker-texted-girlfriend-he-wasnt-allowed-to-leave-warehouse/>

warehouse until the storm passed. Workers also began speaking up about lack of adequate emergency training,⁷ pre-crisis.

Assessment of Crisis Management by the Company

Amazon's crisis management lacked not only during the response to the warehouse collapse, but also in terms of their preparation. This would have been a preventable crisis had they done enough for worker safety, especially after reports about warehouse faults arose in 2019. Moreover, delays and inadequacies in statements and compensation schemes showed that they did not have a thorough enough crisis communication plan from beforehand.

Furthermore, considering this incident involved death, injuries, and a tornado that was already creating chaos and fear about how to cope, this crisis required proactive communication with higher levels of compassion, concern, and quick announcements of clear action items.

In the crisis communication stage, Amazon's first mistake was that the person who mattered most issued a statement too late. As CEO of the company and a man with billions of dollars of net worth, Jeff Bezos had all eyes on him to make an empathetic and considerate comment. Responding to the crisis 24 hours later and that too only after celebrating his space tourists made it seem like he was very detached from the tragedy. Even Amazon's Twitter statement about committing money towards relief efforts came quite a while after the incident and should not have required that much thought, especially if they had planned for such an event prior to the onset of the crisis. We would have made Bezos send out an initial

⁷ <https://theintercept.com/2021/12/13/amazon-illinois-tornado-safety-protocols/>

statement less than an hour after the incident and announced relief aid within 3 hours at most.

Bezos' statement also lacked in terms of the content. While the second tweet in his thread provided some reassurance, in the first and hence more visible tweet, his statement was quite generic. The phrase "thoughts and prayers" is particularly overused. There was much more that Amazon could have been doing such as investigating the situation. We would have rephrased the first part to say: *"The news from Edwardsville is tragic. Amid our pain for our workers and their families, we are carefully looking into what went wrong and how we can prevent weather conditions from impacting our team this way again."*

We feel that this still protects them from liability by directing the blame towards the weather, but at least expresses more concern and commitment towards safety.

Amazon's response also lacked consistency and accuracy. Their statements differed from what was being put into practice. Firstly, many workers complained about the ineffective emergency response training, being made to seek shelter in bathrooms and assembly areas being surrounded by heavy items. Issues like this made the crisis even more competence-based and indicated that Amazon was responsible for the severity of the incident.

However, the company took a denial-based approach. They did not respond when asked about why some workers were sheltered in bathrooms or about the dangerous placement of heavy items. Alisa Carrol, Public Relations manager at Amazon, stated that "emergency response training is provided to new employees

and that training is reinforced throughout the year.⁸ However, workers heavily contested this and said they had not received any such training in months, and even in cases where they did, it was not comprehensive. One spokesperson maintained that workers were directed to shelter in a designated assembly area, and that one of the areas was simply near a bathroom. This was inappropriate because in a time where they should care for their employees, they are trying to make them seem untrustworthy. It also made Amazon seem inauthentic. In cases where Amazon did not respond at all, it seemed like they were shying away from their responsibilities and mistakes. Even Dave Clark's statements seemed to emphasize an avoidance strategy.

Lastly, John Felton, senior vice president of Amazon's global delivery services, said "There was a tremendous effort that happened that night to keep everybody safe." This again indicates a high level of denial and unsound perception of people's mood because there were clearly huge flaws in Amazon's response to the emergency.

On December 12th, Amazon spokesperson Kelly Nantel said the building was constructed according to code. She gave a strong statement (Appendix C) in terms of aiming to learn from this incident, however, this was still 2 days after the event and may not have been as prominent as statements by Bezos or higher personnel.

With Amazon's negligence in the event, stock prices did go down in the days following it. However, they were still benefiting from increased sales during the

⁸https://www.business-standard.com/article/companies/amazon-warehouse-policies-have-put-workers-at-risk-says-report-121121600886_1.html

holiday. On another level, the effects played out particularly within employees as they expressed that they could no longer rely on Amazon to keep them safe.⁹

Strategic Recommendations

In case of this crisis, Amazon used a denial strategy although they should have provided at least a partial apology-since the get go. Although the warehouse collapsed due to a natural disaster, which would usually entail minimal crisis responsibility for the company, Amazon workers' experiences revealed the company's failure to comply with safety standards, thereby creating strong crisis responsibility. Below are our specific strategic recommendations based on the Amazon's shortcomings during the crisis response:

- "Stealing the thunder," and controlling the narrative to minimize the reputational damage that this incident caused. By the time the company and its CEO commented, news organizations had already reported on the crisis. An official statement would be issued in less than an hour with follow-ups every 8 hours for the next 3 days.
- Working with local authorities to know more about what is happening. External and internal communications will then include more information about how we are following up. Amazon should particularly communicate that all centers must hold emergency training within the next 3 months and also have an internal team revise the emergency strategies as needed.

⁹ <https://twitter.com/MorePerfectUS/status/1470514524361003019>

- Share some of the key steps or pointers in Amazon emergency training through graphics. These should be posted to social media to show Amazon has safety plans in place.
- They should also track and inform people about what specific things the relief money has successfully been used for.
- Get local department heads to personally reach out to Amazon employees in Edwardsville, check up on them and express support either via email or phone call.
- Few weeks after the incident, Amazon should reach out to the contracting company that made the warehouse and create a short video or photo-based Twitter thread on human stories of the contractors. For example, center an employee who is hard-working and with strong family values. Someone who thinks of his loved ones as he's building sites for others and cares for their safety just as much as his own family.

Appendix A: Jeff Bezos' Statement



Jeff Bezos ✓
@JeffBezos



The news from Edwardsville is tragic. We're heartbroken over the loss of our teammates there, and our thoughts and prayers are with their families and loved ones. (1/2)

4:59 AM · Dec 12, 2021 · Twitter for iPhone

445 Retweets **289** Quote Tweets **5,497** Likes



Tweet your reply

Reply



Jeff Bezos ✓ @JeffBezos · Dec 12, 2021
Replying to @JeffBezos



(2/2) All of Edwardsville should know that the Amazon team is committed to supporting them and will be by their side through this crisis. We extend our fullest gratitude to all the incredible first responders who have worked so tirelessly at the site.

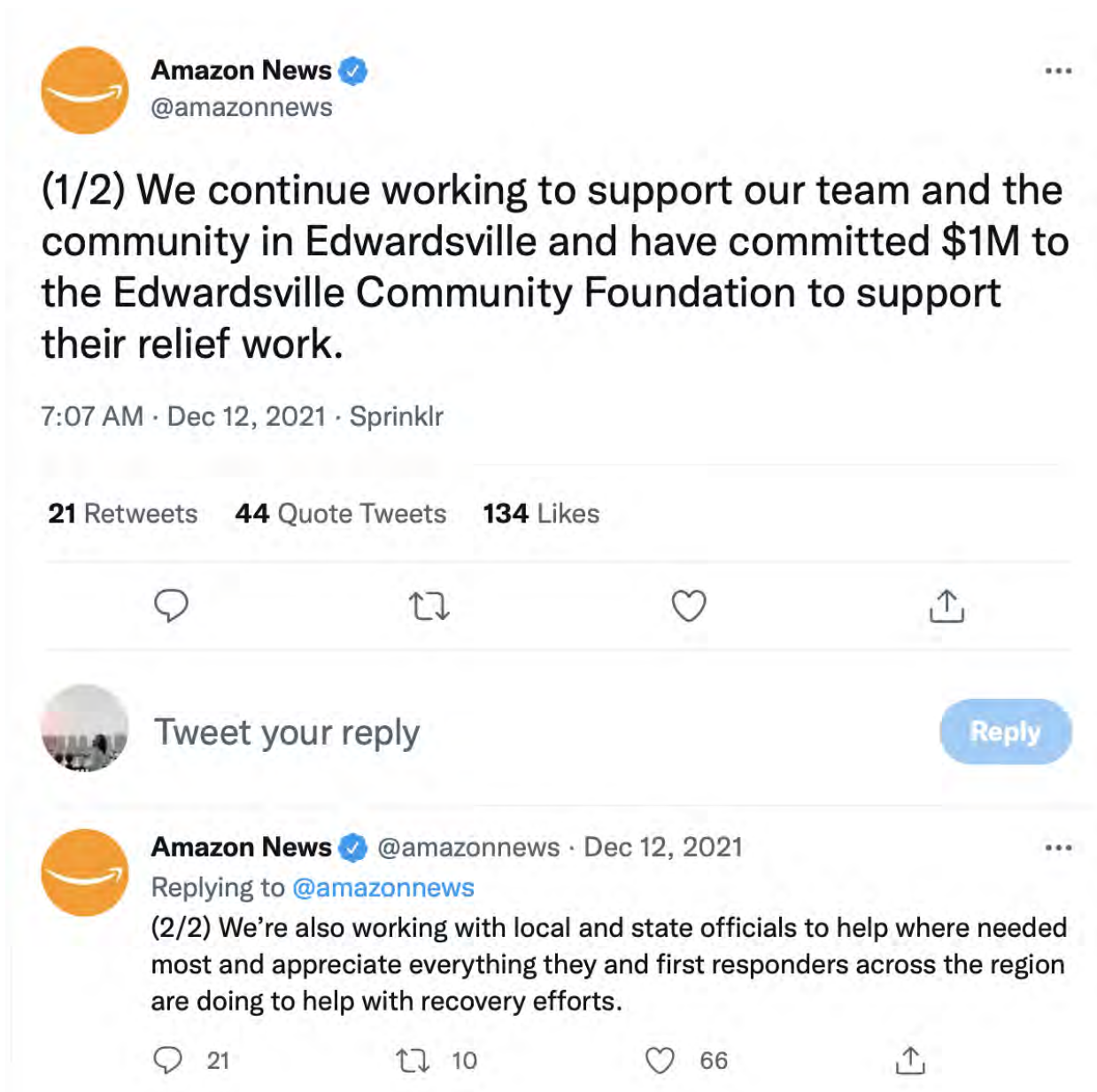
1,350

314



2,930



Appendix B: Amazon's Statement







The image shows a screenshot of a Twitter thread. The top tweet is from Amazon News (@amazonnews), posted at 7:07 AM on Dec 12, 2021, via Sprinklr. The tweet text is: "(1/2) We continue working to support our team and the community in Edwardsville and have committed \$1M to the Edwardsville Community Foundation to support their relief work." It has 21 retweets, 44 quote tweets, and 134 likes. Below the tweet are icons for replying, retweeting, liking, and sharing. A "Tweet your reply" section is visible with a "Reply" button. The second tweet is a reply from Amazon News (@amazonnews) on Dec 12, 2021, replying to @amazonnews. The text is: "(2/2) We're also working with local and state officials to help where needed most and appreciate everything they and first responders across the region are doing to help with recovery efforts." It has 21 replies, 10 retweets, and 66 likes.


 **Amazon News** 
@amazonnews



(1/2) We continue working to support our team and the community in Edwardsville and have committed \$1M to the Edwardsville Community Foundation to support their relief work.

7:07 AM · Dec 12, 2021 · Sprinklr

21 Retweets 44 Quote Tweets 134 Likes





   

 Tweet your reply Reply

 **Amazon News**  @amazonnews · Dec 12, 2021

Replying to @amazonnews

(2/2) We're also working with local and state officials to help where needed most and appreciate everything they and first responders across the region are doing to help with recovery efforts.

 21  10  66 

Appendix C: Amazon Spokesperson, Kelly Nantel's Statement

“We want to go back and look at every aspect of this,” Nantel continued.

“There’s always going to be tremendous learnings from any type of catastrophic event like this and we want to make sure our policies, our practices are consistent with any learnings that we have from this event and with all best practices.”

Source: Palmer, 2021 (CNBC)

References

AJ Connelly, E. (n.d.). *Jeff Bezos ripped for ignoring Amazon warehouse tornado collapse*. Retrieved April 20, 2022, from <https://nypost.com/2021/12/11/jeff-bezos-ripped-for-ignoring-amazon-warehouse-tornado-collapse/>

Amazon Crisis Response Lacks Humanity, Increases Labor Practice Scrutiny. (2021, December 13). *PRNEWS*. <https://www.prnewsonline.com/amazon-crisis-response-lacks-humanity-increases-labor-practice-scrutiny/>

Lyons, K. (2021, December 15). How Amazon warehouse policies put workers at risk. *The Verge*. <https://www.theverge.com/22836393/amazon-warehouse-tornado-collapse-illinois-disaster>

Palmer, A. (2021, December 20). Amazon drivers sought safety at warehouse as tornado hit but found only death and destruction. *CNBC*. <https://www.cNBC.com/2021/12/20/amazon-warehouse-in-illinois-hit-by-tornado-killing-6.html>

Weise, K., & Berger, E. (2021, December 12). At Amazon Site, Tornado Collided With Company's Peak Delivery Season. *The New York Times*. <https://www.nytimes.com/2021/12/12/technology/amazon-tornado-edwardsville.html>