

**Reining in the Bulls with Michael Marx**  
**Interview with Pamela Wellner, Chief Strategist for Amplify Eco**  
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**Name:** Pamela Wellner  
**Current Title:** Chief Strategist  
**Current Organization:** Amplify Eco



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00:25 Michael Marx:  
Pamela Wellner of Amplify Eco, thank you for agreeing to this interview.

00:31 Pamela Wellner:  
You're very welcome, Michael. I'm glad to be here.

00:34 MM:  
And if I remember right, your website is [amplifyeco.com](https://amplifyeco.com)?

00:38 PW:  
That's correct.

00:40 MM:  
Great. Well, today we're going to talk about communications, which I think is just such a critical part of any corporate campaign. And I know that you go back as a campaigner several years, and then you really moved into the area of communications, managing media, et cetera. So I thought it'd be perfect to talk to you about this area of campaigns. Why don't we start at the beginning of a campaign. What should a group be thinking about in terms of writing a communication strategy?

01:21 PW:

Yes. I think even before you write a communication strategy, you really need to know what are your current assets? What do you have at your disposal? So first of all, you want to know from the very start, what are the goals of the actual campaign, because everything that you do communication-wise is going to fall from the goals of the campaign. And that even goes beyond the corporate target because you're only choosing a corporate target because you have a specific goal that you're pressuring that corporation for.

01:57 PW:

Secondly, before you write the campaign or a communication strategy, look at what your organizational assets are, your resources and your capacity. What internal staff do you have? What external consultants and resources and tools do you have at your disposal? And what of those are going to go into planning your communications? Do you have a social media manager? Do you have writers? Do you have field organizers? Do you have videographers? Do you have graphic designers? All of these can be already existing staff or consultants you hire. Then you want to look at your communication channels, websites, and social media platforms. Do you have electronic newsletters?

02:50 PW:

Beyond that, do you have a project management system? Because all of this is, when you're doing communications, you're also doing project management. Do you even have a membership list because your membership will help you with your corporate campaign? Do you do regular action alerts and an action alert list? Do you have customer relationship management software? Then, you're going to look at your current press relationships because you want to make sure that your communications are going to get picked up by the media. And then, in your media, you will want to focus on who the target audience is. That's very important. And then, from knowing your target audience, you will refine the press that you will be reaching out to. Then you want to know if you have any kind of in-house research that can help you inform your strategy and communication strategy, especially with your messaging and your narrative. If not, can you hire a communication firm or consultant? And then, do you have a sense of what your organization's reputation is, and what is the brand personality of your organization. What is it that your organization portrays to the external world? And especially, what do you think the corporation might know about your organization? And is your organization well-known or not? How does the public perceive your organization? Is your organization engaging in the campaign alone or are you part of a partnership or a coalition as part of this effort? Those are questions that are part of an initial survey of a landscape before you start going into communication planning.

05:06 MM:

So that looks a lot at kind of the internal composition of the campaign, the organization, et cetera. How about the external environment, and what are the factors there you might need to consider?

05:21 PW:

Right, so one of the things is, what are your timing constraints? What else is happening in the world at the time. From the start of planning a campaign and then, the highlights of the campaign, whether they be a big demonstration or civil disobedience, what else is happening around the time that you might be planning that? Is it around a shareholder meeting or a quarterly earnings meeting?

05:55 PW:

What is it that you're planning within a year's time span, and what else is happening externally that would take the media's attention, like an election? And also what is happening not only on a regional level or wherever the corporation is located, because, if you're talking purely on a media basis, most likely journalists that will cover a particular corporation are the ones where that corporation is located.

06:28 PW:

And you'd also want to know what other organizations you will work with on this issue. It's very rare that you would be working alone because there are likely other organizations, and it might be on a different issue with a campaign against an organization. It could be labor, it could be another environmental issue, but you'll want to either be in tune with those organizations or working with them. Then, you'll look at the barriers that you might face in getting people to take action on the issue.

07:07 PW:

And then how complicated are any of the issues to explain that you're engaging in? Are they more local, national, and/or international based on the corporate misbehavior? How complicated is it going to be to explain and get people to want to be engaged with your campaign? And you want to make any kind of messaging as simple as possible, even if it's complicated. You really want to address any misconceptions with any myth, misinformation, or disinformation that would hinder your communication efforts. Try to perceive what kind of obstacles you might encounter along the way and what are the opportunities you might encounter. And then, what are some natural communication opportunities that you could leverage that would advance your strategy? And these might be something that would happen along the dateline or the timeline of your campaign. Then they might just pop up, and you might have to be very spontaneous and take advantage of that.

08:29 PW:

So that's where something unexpected happens, and you have to act quickly because it might be something that happens on the corporate side, or it might be something that happens in the news that is very aligned with what you're already doing that you want to take advantage of. And so, the other thing you want to do before you start landing on a communication strategy is to conduct a SWOT analysis, looking at the strengths and weaknesses and opportunities and threats. And a lot of times, you're doing that both on an internal level of your organization and also externally.

09:09 MM:

I know the communication strategy has always got to be linked to and serve the goals of the campaign. And when we talk about strategy in communications, there's always the source, the speaker, the message, the channel, the audience. And I recall from coursework in graduate school, that audience is really critical. So what is it about the nature of the audience that they need to take into account as they develop this strategy?

09:46 PW:

Well, it's almost like the number one thing because once you know your audience, there's going to be more than one because of course, your audience is usually going to be the decision maker that you're trying to move. However, the decision maker could be moved by another set of people. And that could be the shareholders or another entity that is an influencer. Those could be your secondary target audience.

10:17 PW:

And that's usually where the campaign is going to focus the most. Also you have the people that you're trying to mobilize; that's another target audience to put the pressure on. So you want to understand the motivations behind the target audiences, and you want to tailor your message to that target audience and audiences. And then comes the channels to reach that target audience. So that's where it's really important, once you develop the message, your spokespeople need to stay on that message and don't get deviated from it because you need to keep having that message, the same one, resonate throughout, throughout, throughout and make sure it's clear.

11:09 PW:

Then, you need to ensure that your audiences are going to those channels that will see that message. So it's going to vary. But for instance, when it comes to social media, if none of your audience tends to skew on the young side, it's not going to do you much good to use TikTok exclusively or to put a lot of money into TikTok or maybe even to put a lot of money into Instagram. But if you know that it's mostly an older business-oriented audience, then you should put more of your effort into LinkedIn and put some money behind it. You should even do a lot of tagging of business folks and corporate folks. You need to start honing into who the different audiences are, both your primary and your secondary and perhaps your third audience.

12:14 PW:

And if you're trying to get your membership involved, you will have a different engagement level. You're going to have to engage with your social media manager because they're going to know your membership target audience a lot more than perhaps your media and communication consultant or staff member will. And that's where it becomes important for all the different parts of your communication team to work very closely together. Because it depends on how big your organization is. Sometimes it's one or two people, sometimes it's five or six, but no matter how many it is, everybody needs to bring those great minds together and

their analytics together and what they know about their audience and where they come into play.

13:24 MM:

So let's drill down on that a little bit more. You know what the audience is, you have a sense of what the channels are, how do you develop a list of media contacts? Remember that was always a kind of a critical phase in a campaign process saying, these are the ones we're really going to reach out to and really develop.

13:45 PW:

Well there's no one answer because, again, it's going to matter who you think is the most important media to get. But there are several different ways. So the easiest way is always to have a subscription with a database, something like Meltwater, MuckRack or Cision. And of course, those are expensive. So if one of your campaign partners is a different organization and very well resourced and they have it, then that's great. That's fantastic. If not, hopefully, you've been building a media list through the years. But again, let's say you're focused on a corporation in a particular town. Let's say it's Walmart, so you're going hone down into Bentonville, Arkansas and develop a relationship with journalists in that area.

14:48 PW:

And, when it comes to a particular issue, if it's a climate issue, then you'll start researching all the climate reporters of all the major newspapers, whether it's New York Times, the Washington Post, and most of those journalists have their emails listed in those digital papers. A lot of them do, when you click on their name, you can find their email. The other way to do it is to follow them on Twitter. And a lot of times, they will list their email in their Twitter profile and then if they don't, many of them will keep their direct message link open. So that's another way to contact them. And I do advise not only sending a press release by email, or if you do use it, by email I think is the best way individually, but you can also copy and paste it and send it as a direct message. The other way is to LinkedIn with journalists. Again, it's easy to start to follow different journalists by the subject matter that they cover, whether it's business, whether it's climate, whether it's a particular environmental issue, whether it's a labor issue, it really depends on why you're targeting a particular corporation.

16:21 PW:

Then you start to build the list. You can also keep a Google alert of a particular topic or corporation and then you'll get notified when there's an article written about that corporation or the particular issue at hand. Then, you start to see who's covering that issue or that corporation. And you can start building a list. And then, you'll also ask people in other organizations. So I would say that those are some of the least expensive ways that take a little bit of time, but are very doable.

17:16 MM:

Great. So we've talked in terms of the audience. We've talked in terms of channels and the media contacts that will help you access those channels. Let's move now into the message and

really shaping the message and of course in a number of campaigns, but certainly not all, polling, some kind of a national survey or regional survey is what they'll invest in to try to help them shape the message. What is the role of the polling in your experience?

17:52 PW:

I think polling in general provides objectivity really. When you're thinking about messaging, you're very close to a campaign. It's hard to be objective, it's hard to be the everyday person on the street or it's hard to be that target audience you're trying to move and get more than an arm's length distance. A quantitative survey, ideally, provides a representative sample of the audience that you're trying to reach. So that's where the messaging helps come in to help form the message. You try to gain information on what people understand about a particular issue and what they don't understand. And then even who they might be regarding the target audience.

19:01 PW:

Then you start to have questions that start to hone into first, starting with what their awareness is, what their knowledge might be, and then you could even test out various phrases to see what they understand about that. And then, you what resonates more than others. And then even terminology. Back when I used to work on energy efficiency and we used that term 'energy efficiency' and if we used it in a quantitative survey, we realized that people didn't use that terminology. People used 'energy-saving' and as experts we didn't use energy-saving light bulb. We were using energy efficiency, but people didn't talk like that. We found that out in a quantitative survey. But, it is expensive. It's hard to do a representative sample in an inexpensive way, but you can try to see if you can find a firm that might have a pro bono for nonprofits or discounted pricing for nonprofits.

20:23 MM:

Okay. There is another option, too, I know campaigns have used focus groups. What are focus groups and how can you do them without spending a huge amount of money? Or can you?

20:40 PW:

In my experience, you do the quantitative survey first to get your objectivity, to get to understand more of who your target audience is. And then you start to develop a message. And then once you have a couple of messages, maybe three, then you bring together a focus group and the focus group would be representative of your target audience, in terms of demographics.

21:14 PW:

Then, you would test out some of those messages and see what resonates more than others. And that gives you the ability to play around. And sometimes you're even rearranging those messages as you're testing them and asking the people in the room, you usually use a firm that specializes in putting together those demographics that you want to test the message on and include visuals as well.

21:47 PW:

Again, you could ask for and see if they have a pro bono because they deal a lot with private companies and they might have a nonprofit rate or provide it for free. But you could also, at that point, if you have several messages you might want to ask family and friends who know nothing about the issue, that's another inexpensive way to do it. I don't necessarily suggest asking your membership just because I think there's already a bias because they're your members, but you might be able to get some sort of feedback from them if you feel like it's a new issue that your membership might not know anything about.

22:33 MM:

Okay. So, the focus group really gives you a chance to take the quantitative results that come out of the poll and really dive more deeply into people's reactions. Maybe even explaining why people have those attitudes or why something is persuasive and really refine the message. Which takes me to that next question about the framing of the campaign, which is that really condensed way of talking about what the campaign's about that is really extremely powerful. Could you talk a little bit about what are frames and why are they so important?

23:20 PW:

Frames are, for me, they're largely based on some values, and values for the most part are universal. And, they resonate across people no matter who you are. They resonate across different kinds of people and can unite people despite their political differences. Everybody wants clean air, everybody wants clean water, most people want good paying jobs. They want to be healthy, they want their children to be healthy, they want good education for their children. They want housing, they want safety, they want a place that they love. They have certain places maybe in their neighborhood or places nearby or places that they visited that they cherish and love. And if your campaign can find the right frame, then that value resonates with people and it resonates with your target audience.

24:32 PW:

I can give you a couple of examples. The most classic example that's used over and over is what finally made a difference with the anti-tobacco campaign. For years and years smoking is bad for your health, and you'd see a healthy lung and then this tar-infested black lung, but it wasn't making a difference. I even think there might have been a commercial about a man smoking a cigarette through the hole in his tracheotomy, but it wasn't making a difference in terms of tobacco sales.

25:15 PW:

But the thing that, and this was an advertising company, finally broke through again, but it was quantitative surveys and focus groups, and a lot of money was spent. But that's okay, it made a big difference when they found out that secondhand smoke, once they started focusing on secondhand smoke, was almost as dangerous as being a smoker yourself. So, it was like, wow, I don't even smoke and I could get cancer or I could get lung disease. And that made a big difference once the anti-smoking campaigns really started messaging about that. Another one

is some of the climate change campaigns. It wasn't as much like doom and gloom, how horrible it is, but some of the campaigns that resonated were showing video and photographs of places that people really loved and would spend time with their children outdoors, maybe camping, maybe a playground. And then those same places after a hurricane or a tornado had come through. So, people were like, wow, yeah, that was where I spent a lot of time with my family and now look at it. So those are some of the frames I think, how do you place a message within some of those values that we all have in common.

26:56 MM:

So again, pulling it together and then I want to move into the actual campaign piece of it because this is all kind of that critical prep, general rules of persuasion to keep in mind as you're going through this process.

27:14 PW:

Some general rules of persuasion and what marketers use a lot is that you're starting out with trying generally to raise awareness. So that's assuming that somebody does not know anything about the issue you're bringing to them, even if it is your target audience. You first have to just tell them what the issue is. You're just trying to raise awareness. Once they have awareness, then you're basically increasing their knowledge of that issue, then you can dive a little bit deeper with educating them, then you're motivating them. The next step would be to motivate them to take action. And then you're really trying to inspire them to be an evangelist, which is where they're going to tell their friends, their families, "Hey, did you know this is happening? You can do something about it. We can do something about it. We can take action." And they're doing your work for you. So again, it's awareness, knowledge, education, action evangelists, and it actually should be this really nice circle persuasion.

28:38 MM:

It's a nice way to summarize that whole prep process with the polling, giving us a sense of how aware people are with the issue. What do they know about it and also what are certain phrases that they find particularly persuasive or motivating for them to change? So good. Let's take this into the outer world. Press release. How do you write a compelling press release that'll generate interest coverage of the event or a report or whatever it is that the campaign is going to launch with?

29:21 PW:

Well, there are some basic rules of thumb and I'll go over those, but I think what I would like to share is over the years, there are less and less journalists out there in the world and they're very pressed for time. There are less journalists having to cover more and more issues. A lot of climate and environment journalists are losing their jobs. So one of the things that you want to do with a press release is almost like you're writing the article for the journalist.

29:58 PW:

And it doesn't mean you have to write a long article. You still want to keep in mind that a press release should follow the basics of who, when, where, what form it really should be. I like to



keep my press releases at two pages. If you have a lot of quotes, it could be three and perhaps if there's multiple quotes of your coalition or your organizational partners, you would have those quotes on a third page along with the about of each organization. There's different styles where you could put some of the main bullets at the very top again so it's easy for a journalist to pull those out.

30:48 PW:

But I think one of the main things is you want to remain completely objective with your press release. You would keep the subjectivity of what you're trying to say to the quotes. And then, everything will be digital, so you want to have links to the source of your facts. You want to have links to the organizations that are representative. You want to have links to any reports that you're releasing. And certainly, you can have any facts that you're stating would cite the source in the press release. Those are some of the basics of a press release. You can have a headline that would grab their attention, but it has to be based on the facts of what's happening and have it draw the journalist in. Something unique -- it might be pertaining to a direct action that you're having, maybe it's a protest, something that's unique to it that would make them want to cover it. But certainly, if it's about a launch of a report, you want to get straight to the point in your headline about that. And you do not want to have a lengthy press release, it just won't get read. And so, you want to have most of the information in the first two paragraphs.

32:31 MM:

Okay. So that's kind of the essence of a press release. Now are there tricks to really get major news media to cover the story in print, video, social media but are there certain tricks to really get them to act on it?

32:55 PW:

That's an interesting question. That depends again on your target audience. Do you need a major outlet to cover it or not? Let's say back to Walmart, maybe it's just the Arkansas news to cover it. But in terms of something like the New York Times or whatnot, some of that is really the relationship you might have with a particular journalist, but investigative pieces where you're going to be revealing some sort of research that may not have been known before that. And you can develop a working relationship with the journalists where you've already told them what you investigated, you've told them a little bit of background of how you found the information and so you brought them around with them. So it's not a surprise. They might want an exclusive on it.

34:02 PW:

They might not. It's getting I think less and less where an organization news media might want an exclusive, but it never hurts to try. If it's something more visual, I do think celebrities getting arrested is still a really good tactic. And when you have multiple actions happening across multiple cities, if you can get more than one celebrity in each of those cities, it is also good for local and regional press.

34:41 PW:

And certainly the rule of thumb with anything television is that it has to be visual. You have to have a photo opportunity, and there's no reason for television to cover something unless it's something creative or visual. I think when you're launching a report, it's always, is it unique information that has never been released before? And it's going to be of interest. Some things that the press has been interested in are if it's about a corporation, how will they compare to a similar corporation, the same sector? If it's a climate policy, is it unique to that particular corporation in that sector? Had they done something far in advance of another corporation in the same sector? Are they breaking ground? That's going to be of something of big interest because they either were the first or they're doing something very novel or they're doing something really bad, but how do they compare? And I think in general, this is not just for communications, but it's kind of human nature. If you have a ranking, it's only human nature; you want to be the best in that ranking.

36:10 PW:

So it's always a good tactic, not just for communications, but for campaigning. Also, for metro reporters, you might be a metro reporter, but you're still going to get into the New York Times. Sometimes a metro reporter will want to know, well, is this only one protest or are you going to be doing this on a regular basis? It's likely that they can cover the issue if it's going to be something that happens monthly or weekly. And then I've also found that if it just so happens that you can have your protests near an office of a major news outlet, it's more likely and easier for them to cover it. And some of this is just logistics. If you're doing a report, the more well-known a partner institution might be, the more reputable, more likely or more independent it might be viewed as, that will be coupled with your own organization.

37:35 MM:

Okay, good. So on the flip side, what are some of the biggest mistakes to avoid when you're dealing with media and or social media as well as traditional and social media?

37:50 PW:

Well, with traditional media, you need a good spokesperson. That spokesperson has to go through a lot, some media training, or be already very media experienced. They need to stay on message. They need to look reputable. You want your message to come through. You don't like the person to be a distraction. They need to be trained to always be able to pivot, not to get flustered if a question is meant from a journalist to fluster them or to keep them off track. And it doesn't mean that you must always avoid a question because that kind becomes very obvious, but you need to be able to bridge to your message. And social media, you've got to limit the text. We're in an attention-deficit world right now. So, depending on the platform -- LinkedIn certainly you can have a lot more text -- but on things like Instagram and whatnot, it's going to be much more visual. But on most social media, you limit the text. You want to be more visual, you want to draw people in, and you want to have short-form video and great graphics. The thing that irks me is if you're posting from a MailChimp, you don't want to use the graphic that MailChimp will serve you. You want to make sure that if you're posting a news article the graphic that might come along with the news article is good. If not, then use your

own. Sometimes there's like a gray box, you never want to do that. Also on any platform such as Instagram, you need to use a platform like LinkTree and say 'Go to bio for a full article' and have the clickable link.

40:09 PW:

Those are some really basics. And then, things for LinkedIn, you want to be able to tag the corporation, tag the CEO, tag the C-suite, and the PR, the public relations media spokesperson. You want to get to the media spokesperson or media relations people of any corporation. They're paying attention and they're going to report to the C-suite. And I think the thing that I find that often gets neglected, either because a nonprofit doesn't have the budget for it or just because they're not thinking about it, is that you do have to put some money behind your social media.

40:53 PW:

The beauty of it is that then you can start to target your demographics more so that they see your posts just because of the way the algorithms work these days, less and less of your posts are seen by the people that you want to be seen or seen at all to get engagement. But, that's where working with other partner organizations that might be working on the same campaign comes into play because they can help also either re-tweet or sorry, re post and also just providing toolkits so that your membership or other activists can join in on the campaign with the graphics, with what you want them to say so they stay on message. There's different ways to accelerate and expand your campaign.

41:58 MM:

Related to this, how about if you want to do a press conference? I know a number of campaigns either launched the campaign with a higher visibility press conference or at a critical point in the campaign, they might have a press conference. When should you organize a press conference and what goes into that?

42:21 PW:

A lot of work goes into a press conference. Now more and more press are used to virtual press conferences. So, I advise on those, unless you know that the press are already going to be somewhere where you could have a press conference. That would be an annual shareholder meeting where the press is already in attendance and then you could have a press conference nearby. So if that's the case, then you would pick a location nearby and time it so that they won't be at whatever time this shareholder meeting. It would probably have to be the day before or, depending on the timing of the shareholder meeting, if it's in the morning, it would have to be usually the day before I think.

43:15 PW:

But, not all the press would be there, but that's why virtual is a lot easier. But if you're going to have it in person, there's things that do have to go into it. I would make sure that there's going to be some food there that's a big draw, light snack or beverages. You want to make sure that the press knows exactly who the speakers are, what their role is, and what they'll be speaking

and addressing. You want to make sure there's a press liaison and provide an overview of the topics to be discussed. You want to have digital one pagers of the issue writ large, bios of everybody, you want to make sure that the press has pre-registered, then when they're there, that they sign in, they show their press credentials. You want to have name tags for the speakers and for the press.

44:24 PW:

Then you want to make sure that everybody knows the order of speakers, they're introduced, there's a time limit for each speaker, there's a moderator for q and a, and also that it's timed so that then everybody knows when the last question will be and that there's a wrap up for the press, and it's somewhat similar for a virtual, but for a virtual, you're going to send out a press advisory, which is just like the date and the timing and who will be there. It goes in a little bit of the 'what' and then closer to the date, you'll send out a press release that would be much more detailed. And then if you're releasing a report, you'll be sending out the report a couple of days, like maybe a day or two before the virtual press conference.

45:23 PW:

And then you'll want to contact journalists ahead of time to see if they'll actually be attending the virtual press conference. And then there's a lot of practice that will go on before with your spokespeople, the attendees, and the press conference speakers. You have also a designated monitor of the press conference and then both the moderator and the speakers will join the virtual press conference about 15 minutes beforehand.

46:03 PW:

Everybody will greet each other. You have a tech check -- that's very important -- so everybody knows just to check to make sure everybody's audio and video are working properly. Everybody's names and titles are spelled correctly. Also, the moderator is going to be controlling when the press is allowed to speak and ask questions. And sometimes, only questions are submitted via chat. Sometimes, it's through audio and then you'll go over the housekeeping rules. Journalists will be asked to say their name and outlet before asking the question. So there's several different ways you can moderate the virtual press conference but overall, I recommend those more than an in-person one.

47:08 MM:

And if you're doing an event like a rally, for example, or there's going to be civil disobedience or something where there's going to be some major action and it's not a press conference now, the campaign has launched. What are some of the prep things that you need to do and things that you need to do during that event just to make sure that it gets covered as well as it could be?

47:38 PW:

Well, that's tricky. A lot of times, that really involves knowing a journalist very well, one that is not going to give anything away but wants to cover it. But also, you have to have somebody that morning calling people right away after everything's in place, just calling the press and

putting out the press release so that they're there before, let's say before the police can dismantle anything. And then you have people on site, that press liaison, and you take people to people who are your spokespeople.

48:37 MM:

Social media. So that's often the more traditional press, but how about on social media? Are there certain social media that campaigns should really be cultivating in order to maximize exposure of the campaign? And particularly with relevant audiences to that campaign as you talked about earlier?

49:05 PW:

Yeah, again, you want to match your social media platform to your target audience demographic. So you need to decide is it more advantageous for me to use LinkedIn versus TikTok versus Instagram, versus X versus Blue Sky, or Facebook, you need to know where along the line is my secondary target audience is more exposed and is more on any of these platforms than the other? And where is my primary target audience? That's where you really need to hone in and spend more money on ads or boosted posts than you would on another platform. If it's a younger demographic and it's a younger demographic that is your secondary audience, then you should spend more time on TikTok. TikTok because you're going to do more videos but you can also be using a lot more videos on Instagram as well. LinkedIn is a good platform for shareholders and the board of directors, and also the C-Suite.

50:28 MM:

Alright, well, so now we've talked about kind of the prep and developing your communications strategy overall. Now we've talked about being in the field, so why don't we pull it together and I'll ask you kind of the last big question is what are some of the big lessons learned over the years with all the campaigns that you've been involved with? Positive and negative ones about how to manage communications during a corporate campaign?

51:01 PW:

This is so true, like just across the board, whether it be a political campaign, a climate campaign, any campaign really, is to stay on message. It's so hard, and sometimes people just veer off. But it's really important. Stay on message, keep it simple, the acronym: keep it simple stupid - KISS.

51:35 PW:

If it's possible, use the same spokespeople as much as possible. But everybody in the organization needs to be trained on the same message. Anybody who might speak on the campaign needs to stay on message. So media training is really important. Role playing is really important. And don't get lulled into saying something off message. Don't get tricked into saying something on a different topic. And, I think it's really important to know that there's so many things that we have in common versus things that we have that are different. People want a healthier world for their children, for themselves, for the planet. Most people really want that. A lot of people know how big corporations are ripping them off. There's a lot of common ground. There's more common ground than there are differences. I also feel like people can

sense when somebody's angry on camera or as a spokesperson. And there's really no need to be that way. Sometimes, TV journalists will try to be angry and instill anger in the spokesperson. So don't get stoked by that. And if you can be compassionate and know your facts and be relatable, those things will benefit you.

53:23 MM:

Great. Why don't we wrap it up there. Thank you very much. A great interview on such a critical part of a campaign and one that it takes time to really learn how to do this piece of campaigning well.

53:38 PW:

I know, right? A lot of mistakes, right?

53:41 MM:

A lot of mistakes.

53:41 PW:

I can't say that I didn't have any for sure.

53:44 MM:

Yeah. I think we all have. Alright, Pamela Wellner, Amplify Eco. Thank you very much. I really appreciate it.

53:51 PW:

Thank you, Michael. I'm excited for your book and to see where it all goes.

53:55 MM:

Thank you.

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