

Starbucks and Breastfeeding Mothers

A public relations strategic program to repair reputational damage.

CCM 718 SBB: Strategic Communication Planning

Due: December 22, 2017

Instructor: Jeff Roach

Team members:

Beth Vrantsidis

Tanisha Smith

Janaya Thomas

Kunal Sharma

Table of Contents

Executive Summary	3
Summary of the Starbuck Corporation Breastfeeding Case	3
Situation analysis	5
Analysis of the situation and problem identification	5
Analysis of the organization	7
Identification of key stakeholders	7
Breastfeeding mothers	7
Starbucks employees	8
Starbucks customers / “loyal” customers	8
Goal	9
Objectives and strategies	9
Overview of all four objectives:	9
Objective A	10
Strategies to achieve Objective A	10
Objective B	12
Strategies to achieve Objective B	12
Objective C	13
Strategies to achieve Objective C	13
Objective D	15

Strategies to achieve Objective D	15
Messaging	16
Tactics	18
Tactics for completing Objective A	18
“Comfort Corners”	18
Campaign to align Starbucks with the mission of breastfeeding mothers	19
Tactics for completing Objective B	21
Employee awareness campaign	21
Customer-focused hospitality campaign	23
Tactics for completing objective C:	24
Group consultation	24
Implementation and Evaluation Timeline	30
Evaluation	33
Budget	36

Executive Summary

Summary of the Starbuck Corporation Breastfeeding Case

In Maryland in July 2004, a Starbucks employee received several complaints from customers who were offended by Lorig Charkoudian, a customer who was breastfeeding her child in public. The Starbucks employee asked Lorig to relocate to the bathroom or cover up while she breastfed her baby in the coffee shop. This incident garnered a global response that ultimately impacted the reputation of Starbucks' brand. It also opened up a larger conversation surrounding mothers rights to breastfeed in public. Lorig had also staged a "nurse-in" outside of a Maryland Starbucks to advocate for what she felt was not inclusive. Before the "nurse-in," Starbucks did not have an official breastfeeding policy, but the lack of a crisis communications plan affected the ways in which the organization could do damage control.

Starbucks has also experienced customer dissatisfaction in the past. In April of 1995, a customer named Mr. Dorosin purchased an espresso machine from a California Starbucks, which left him unsatisfied because of defects. Upon various attempts to resolve the matter, his complaint was never addressed appropriately. His complaint was filtered through various channels, supervisors and managers but still left no results. His perception of Starbucks as a brand did not align with how the issue was handled.

As a corporation that prides itself on diversity and inclusion, Starbucks missed the mark on how to respond to the customer. Ultimately the Lorig Charkoudian case, it is an opportunity for Starbucks to rebuild their brand and strategize ways to build stronger relationships with their loyal customers. By analyzing the research found in the case, we developed a strategic plan that takes a global approach on how Starbucks can repair any damage caused by this incident as well as strategies to rebuild the trust of their customers. With the goal to mitigate further reputational damage and rebuild the brand, our proposal consists of four main objectives reaching our main publics of breastfeeding mothers, employees, and loyal customers of Starbucks.

Situation analysis

Analysis of the situation and problem identification

In July of 2004, Lorig Charkoudian was asked by a Starbucks employee to relocate to the bathroom or cover up while she was breastfeeding her daughter. The incident drove the experienced leader and known activist to organize a 100-person “nurse-in” on August 8, 2004 at the Maryland location to protest the employees’, and by default, Starbucks’ reaction to public breastfeeding.

Customer response has varied, with some customers taking an opposition stance to that of the mothers nursing in public. One “regular, loyal customer” who was present inside the shop at the time of the demonstration was made uncomfortable by the situation. He responded by stating that Charkoudian’s actions were an “overreaction” and that in a place where he is eating or drinking, a “nurse-in” was the last thing he wanted to see. This customer viewpoint likely is held by more than this individual respondent and must be considered when planning a strategic response to the situation.

The law regarding public breastfeeding had already been established in Maryland. The state of Maryland had legislation in place as of 2003 dictating that people could not prohibit women from breastfeeding in public, but Starbucks had no official policy in place to address the issue. In fact, by 2005 Starbucks’ only response was to state that they abide by Maryland’s legislation on breastfeeding in public. While it is the

responsibility of Starbucks to abide by state legislation, customers expect more from the brand.

This response did not meet the expectation of Charkoudian, she called for a Starbucks nationwide policy allowing breastfeeding. At this point, reputational capital was damaged because Starbucks' reaction to public breastfeeding contradicts progressive and customer-oriented reputation. Starbucks has had a reputation of supporting and protecting their employees first and caring for their customers as a close second.

The lack of timely response is damaging to the brand that Starbucks has created. It implies that Starbucks does not stand by their employees' decisions, nor do they care about their customer concerns. If Starbucks responds to the situation flippantly, it further damages their reputation as a progressive company and damages their credibility as an organization that cares rather than a major corporation focused on financial gain. Customers may begin to choose other coffee shops which seem to stand by their values and respond to customer concerns in a timely and appropriate manner.

Fortunately, this situation presents many opportunities for repairing and strengthening the Starbucks brand in the United States. The issue gives the organization an opportunity to respond in a way that reinforces their position as a liberal and inclusive organization. They have the ability to set the bar globally in their support of a hot-button issue which has caused a massive public response. Charkoudian is using this incident as a support for lobbying a change in corporate legislation rather than an isolated

incident, and the Starbucks brand has an opportunity to change the narrative to one that recognizes Starbucks as setting the example for by making corporate legislation changed that puts them ahead of the curve.

Analysis of the organization

The following is a summary of our analysis of Starbucks' strengths and weakness in case:

- Because the company is so large (multinational), the brand reputation can recover from an isolated incident that happened in the states.
- Strong consumer base and company is very customer oriented.
- Have communications and public relations in place to respond.
- Took a year to respond to issue.
- Did not recognize emotion or human rights aspects of the issue, further angering the group.
- The response did not align with their reputation of being progressive and inclusive.

Identification of key stakeholders

Breastfeeding Mothers

The first group of key stakeholders in this issue, and the primary public the program will strive to reach, is breastfeeding mothers. While the public will be referred to as breastfeed mothers hereafter, this public is made up of those who are currently lobbying Starbucks to change policies nation-wide and those are standing in solidarity with the

activists. See Appendix 1 for approximate audience size. In short, the core of this public are the allies of Lorig Charkoudian. This is the primary public of this program because their anger with Starbucks' lack of a timely and appropriate response to the initial incident continues to taint the company's reputation.

Starbucks employees

The second group of stakeholders is Starbucks employees. While this public is made up of employees at every level of the organization, the priority subgroup is comprised of those who work in the retail stores. It is important to target communications towards employees in order to limit further reputational damage by establishing a company-wide understanding of appropriate responses to the issue. It is equally important to communicate with this public in order to avoid future controversy.

Starbucks customers / "loyal" customers

Finally, the third stakeholder public this program will target is Starbucks customers who are aware of the issue but are indifferent, and perhaps even against, the mission of Lorig Charkoudian. As it is difficult to target all US Starbucks customers, this public is better named *loyal Starbucks customers* and is defined as those who use the smartphone app. By defining the public in this way, we can measure the size of this public and accurately evaluate the implementation and impact of the program. If this public is overlooked in programming, there is the possibility of alienating this customer base and thus losing their repeat business. As these are loyal customers that likely

have high lifetime value, Starbucks' profitability could suffer if this audience is overlooked.

Finally, alienating this public and disregarding their possible concerns may create backlash that could reignite controversy and ultimately damage Starbucks' reputation.

Strategic considerations

Goal

Limit the possibility of further reputational damage, repair broken relationships with key publics and reinforce Starbucks' position as a progressive and inclusive organization.

Objectives and strategies

Overview of all four objectives:

- Reduce negative perception of Starbucks in the eyes of breastfeeding mothers by at least 60 per cent within one year by supporting their cause.
- 80 per cent of US-based employees fully aware of legislation and any in-house policies Starbucks will be implementing regarding breastfeeding in public by the end of 2018.
- Ensure all employees are aware of crisis prevention and chain of inquiry procedures by December 2018.

- 85 per cent of U.S.-based Starbucks app users are aware of updated policies and continued values of inclusion.

Objective A

Reduce negative perception of Starbucks in the eyes of breastfeeding mothers by 50 per cent within one year by supporting their cause.

Strategies to achieve Objective A

1. Support breastfeeding mothers through the creation of dedicated comforting in-store environments.

This strategy aims to position Starbucks as a supportive organization that provides comfort to breastfeeding mothers and their infants. It is a direct response to Lorig's call for nationwide change in Starbucks cafes. By creating a "comforting environments" that include the possibility for more private areas in combination with policies that protect the rights of breastfeeding mothers, Starbucks is not simply bowing to the demands of the activist group but instead welcoming them back into the cafes with open arms.

2. Partner with Every Mother Counts in order to gain credibility with the public and demonstrate Starbucks' support for mothers.

Through partnership with a non-profit organization that works to educate and protect the well-being of mothers worldwide, Starbucks can take the objective of supporting mothers and creating comforting environments beyond their US locations. A partnership with an organization such as this will provide third-party credibility to the new message of support and inclusion. If an *established* organization such as Every Mother Counts agrees to work in collaboration with Starbucks, it is more likely that any associated efforts will be viewed as genuine. This strategy also presents the opportunity to redirect the narrative to focus efforts on activating change on a larger scale and providing assistance to those who need it most.

Every Mother Counts is a non-profit organization striving to make pregnancy, childbirth and new motherhood safe for every mother around the world. With programs helping to educate and protect mothers from Florida to Uganda and from New York to Syria, this organization's programs truly embody its name and mission - to support every mother, because every mother counts.

3. Align Starbucks with the fight to normalize breastfeeding in public.

The strategy aims to position Starbucks as an ally of the breastfeeding mother audience in the fight to normalize breastfeeding in public. As part of this strategy, Starbucks will recognize breastfeeding mothers' call for change and communicate intended policy and physical changes. Messaging will then shift from communicating solutions associated with this issue to calling on the government for legislation change. In this way,

Starbucks will raise awareness of a larger issue and reinforce their image as progressive through their willingness to activate change for the sake of human rights. This strategy will include a crossover with the previously mentioned strategy but the specifics will be discussed below in the tactics section (see page 11).

Objective B

80 per cent of US-based employees fully aware of legislation and any in-house policies Starbucks will be implementing regarding breastfeeding in public by the end of 2018.

Strategies to achieve Objective B

1. Employee awareness campaign of State legislation and of the new policies and protocols Starbucks will be implementing.

As the front line forces, Starbucks' employees must be made aware of not only the legislation surrounding breastfeeding but also of other similar laws /rights that exist in their respective States. With this knowledge, employees can best serve the customers and know how to appropriately handle situations such as these to prevent future occurrences.

2. Customer focused hospitality campaign

Starbucks prides itself on its customer-focused initiatives, and as such employees must be reminded of hospitality etiquette focusing on the customers. The customer may not always be right, and it is important for baristas to know when to draw the line and step in for issues customers are having in order to foster an atmosphere of acceptance.

Objective C

100 per cent of employees are aware of the crisis prevention system and 70 per cent of employees demonstrate an applicable understanding of the system by December 2018.

Strategies to achieve Objective C

1. Develop a consistent grievance procedure and a specific chain of inquiry to be followed by all employees in the case of customer concerns or complaints in order to prevent potential crises. This will from here forth be referred to as the crisis prevention system.

The damage to Starbucks' reputation surrounding the breastfeeding incident would have been preventable had the employee been given the tools to deal with the issue in a way that aligned with the law and the brand. The incident necessitates the development of crisis prevention system for responding to customer complaints and/or concerns to prevent crises in the future. By establishing a consistent procedure for employees to follow we will prevent employees from making decisions that they uneducated about or unqualified to make. Further, by providing a specified chain of

command, employees will know exactly who to contact if they are unsure about a situation.

2. Implement supplementary crisis prevention system training program for employees at each level within the company to ensure timely and appropriate response to concerns or complaints.

Supplementary training must be provided to all employees once the new crisis prevention system has been established in order to guarantee consistency and adherence to policies. Training should be relevant to employee position and responsibility within the chain of inquiry. Training will ensure each employee is aware of changes and armed with the tools to respond to each situation appropriately.

3. Implement specific crisis prevention system training into new employee onboarding process.

It is essential to ensure new employee onboarding involves training to maintain policy effectiveness. Onboarding training must provide information consistent with the supplementary training of current employees holding the same position within the chain of inquiry.

Objective D

85 per cent of U.S.-based Starbucks app users are aware of updated policies and continued values of inclusion

Strategies to achieve Objective D

1. Inform loyal customers of new policies and continued values of inclusion without alienating breastfeeding mothers.

Loyal customers can be informed of new policies through a Responsibilities and Code of Business page. This information would be accessed through the Starbucks website and mobile app. These documents would outline the companies views on a variety of issues, including all mothers' right to breastfeed in public. To make the policy more appealing to customers, a strategy to ensure this communication is effective would be to create a campaign. A campaign and/or PSA should be featured digitally as well as in store. Furthermore, to make this campaign more personal, Starbucks could with mommy bloggers who are also Starbucks customers.

2. Include messaging surrounding policy in customer communication.

Accessibility is the most important factor in ensuring that policies are communicated to the customers. The more the customer is exposed to the policy without having to search for it, they are more likely to engage in the content. Customer communication should

include email, social, webpage and billing statements. Starbucks should also create incentives for loyal customers to go onto the mobile app and engage with the policy.

Messaging

Internal messaging is that the Starbucks organization has always put their employees first and we recognize that we did them a disservice by failing to provide them with a specific procedure to follow surrounding situations of a sensitive nature. We support our employees and we realize that the best way to support them when it comes to issues of policy or law is to provide sufficient training and access to appropriate avenues for accurate response.

As an organization, we identify ourselves as an ally and our stores as a safe haven for all people. We believe in the diversity of humanity, which is reflected in hiring practices. Starbucks believes in the purposeful inclusion and respect of all people regardless of sex, age, race, ethnicity, national origin, range of abilities, sexual orientation, gender identity, education, religion, creed or political perspective.

External messaging mirrors internal messaging with modifications to address specific audience needs. External messaging is that Starbucks supports the rights of all its customers, and further of all people. We align ourselves with supporting the marginalized and condemn discrimination of any sort in any area of our company. We will stand in support of a breastfeeding mother's right to feed their baby without fear of shame or condemnation. We identify ourselves as an ally and our stores as a safe

haven for all people. We believe in the diversity of humanity, which is reflected in hiring practices. Starbucks believes in the purposeful inclusion and respect of all people regardless of sex, age, race, ethnicity, national origin, range of abilities, sexual orientation, gender identity, education, religion, creed or political perspective.

Starbucks has recognized a hole in our training policies and will be working to create a standardized and specific avenue for our employees to support and respond to customer concerns in a timely and effective manner. We value our employees and our customers and we want to foster an environment of support and trust between the groups.

Tactics

Tactics for completing Objective A

“Comfort Corners”

The core tactic of the strategy to create a comforting environment for mothers is the installation of “comfort corners.” With these corners, we are striving to create a welcoming space that reinforces Starbucks as a social destination for mothers and their friends. These corners will feature comfortable seating, a community bulletin board dedicated to motherhood and related topics, and will be branded in partnership with Every Mother Counts.

Specifically, the corners will feature comfortable, cushioned armchairs. Chairs chosen should be average chair height, not lower, for ease of access. The corners will also feature sturdy round side tables, that are just above coffee table height, to provide a place for customers to set their beverage and other items.

The bulletin board will feature head-office chosen messaging from Starbucks and Every Mother Counts. In addition, any poster for local classes or events that may be of interest to mothers shall be taken from the existing community board and placed in this corner. As part of their daily duties, employees should quickly review what is on each board to ensure motherhood, family, or female empowerment postings are concentrated on the board in the comfort corner. This tactic is part of the supporting environment strategy as

well as the partnership strategy and aims to position Starbucks as an ally of women, mothers and human rights.

In states where breastfeeding mothers are not yet protected under legislation, small blankets to be used as cover-ups will be made available. While Starbucks should not request mothers to use the cover-up, mothers should be made aware of the service through signs posted in the corner.

These corners will eventually be put into every corporate-owned Starbucks in the US, but areas with high numbers of young families will be made a priority. We expect to have these corners set up in the priority locations within a year. However, we strive to have these corners set up even earlier, perhaps within six months, in Maryland locations.

Campaign to align Starbucks with the mission of breastfeeding mothers

As part of the strategy to align Starbucks with the mission of breastfeeding mothers and part of the strategy to partner with Every Mother Counts, we propose creating a television and online campaign that will include awareness advertisements styled as public service announcements. The target audience of the ad is primarily breastfeeding mothers, especially those who are still on maternity leave from work or stay-at-home mothers. However, the target audience does extend a little to those following the issue who may have developed a negative attitude towards Starbucks because of the initial incident.

These ads will communicate that Starbucks has heard the call for change and has created “comfort corners” to welcome and support mothers. The ads will emphasize new partnership with Every Mother Counts in order to support the well-being of mothers worldwide. The most important message of these ads is that Starbucks agrees with the need for change to legislation. The ad may almost act as a call to action for governments that do not protect breastfeeding mothers’ rights.

There will be a 30-second long and a 15-second long version of this advertisement. Media choice for this advertisement includes television channels relevant to the target market such as Food Network, local news stations, CBS, ABC Kids, PBS, PBS Kids and others. Other media choices for placement include streaming services such as Hulu and video platforms such as YouTube. Targeting considerations for online placement should be focused on “day-in-the-life” or “vlogs,” do-it-yourself, home decor, and other relevant content.

These ads will begin airing near the end of the program, about nine months after the start of implementation. This will allow for time to work with an advertising agency to design the creative plan, create the advertisement and buy media space. We recognize that some media space needs to be bought a year in advance for placement that reaches the largest audience. Given that the audience is large but rather defined and differs from the general public in that they are likely home during the day, we anticipate placement for late morning or early afternoon on hobby-specific channels will be easier to secure in a shorter time frame.

Tactics for completing Objective B

Employee awareness campaign

1. Educate employees that directly deal with customers on legislation regarding breastfeeding and communicate Starbucks values of inclusion.

It is imperative that frontline employees are aware of the legislation and policies surrounding breastfeeding in Starbucks' locations to prevent future incidents of this nature. Since a majority of the states already have legislation similar to that of Maryland, a refresher on the legality of the concern would serve us well.

Although Maryland Code Title XX, Subtitle XIII states that a mother may breastfeed her child in public locations without restriction by others, it does not clarify whether or not an individual has the right to request that a mother cover her nipple during breastfeeding. As such, employees must also be made aware of new policies and protocols Starbucks will implement. This will aid employees to best assist mothers and or other customers in situations where others may be comfortable.

This will be mandatory on the job training, conducted online through training modules as we are trying to educate employees across the United States. In order to ensure this is an effective method to use, training will start on the East Coast, where this issue arose,

so we can receive feedback on its effectiveness. The training will eventually move out West.

2. Educate upper management on the legislation concerning breastfeeding and similar human rights issues on how to handle employee concerns and mitigate damages.

Equally as important as employees that deal with customers directly, are upper management personnel. This set of employees must know how to properly react to such situations in order properly respond to such incidents in the future. There will be an emphasis on what constitutes an infringement of people's rights since this case became such an issue. Similar to tactic one above, this education will be provided online as a mandatory requirement.

3. Update in-house protocol manual to include social issues that may potentially arise.

It is not enough to simply train and educate employees on how to properly deal with such situations. Therefore an updated manual would provide employees with a source to refer back to should they not remember protocol in increasingly upsetting environments. Employees would be made aware of this update via memo across franchises.

Customer-focused hospitality campaign

1. Deliver an education course providing helpful tips on managing customer related concerns.

This course will aim to prepare and equip employees with the knowledge of what to do, when to do it and how to best proceed in a climate that may get hostile in an instant. With the target public being employees across the United States, an online mandatory course would be the most feasible.

2. Tip sheet added to in-house protocol manual of all Starbucks locations across the US

Similar to tactic three for strategy one, this serves as a go-to for employees to remind them of key elements of hospitality. This would be inserted in the already existing manual Starbucks locations should have. A note would be sent to ensure employees are aware of this addition so they can refer to it.

Tactics for completing objective C:

Group consultation

It is essential to ensure the crisis prevention system directs employees to the appropriate employee or department for each customer grievance. Members of the human resources, legal and communications departments will consult to establish the appropriate chain of command and responsibility for customer grievances. This group will be gathered immediately and given 90 days to do the appropriate research, make recommendations and come to an agreement.

Paid training

To ensure all employees are active in the implementation of the new crisis prevention system, employees will be required to complete a mandatory paid training program which includes written tests and practicals to evaluate understanding. Human resources will be responsible for creating an effective and measurable training program. This program should be ready for implementation within 90 days of crisis prevention system establishment.

Training shifts will be assigned to current employees and will be completed within one month of crisis prevention system training program implementation. Stores will be granted additional hours to their budgets to accommodate the time necessary for training.

New employees must complete the crisis prevention system training prior to commencing their on-floor or in-office duties. The new training protocols will be added to

the current online and on-the-job training program. Hours required for completion will be modified based on an evaluation of the training system needs.

Organizational chart

A chart reflecting the crisis prevention system will be posted in view of all employees in every Starbucks store and office, preferably in a back office where employees would receive important communications or amendments to procedure before commencing their work shift. The updated employee manual will include a copy of this chart. This chart will be sent out to every head office employee, district and store manager via email. The chart will be emailed immediately upon crisis prevention system training program creation and must be posted immediately upon receipt.

StarbucksNet

The introduction of a Starbucks intranet will be established to keep all employees apprised of updates to policy, submit inquiries and gain access to frequently asked questions. The intranet will have copies of the employee manual and handbook for easy reference. The intranet system will be monitored by the human resources and internal communications departments to ensure consistent brand appropriate messaging is being shared. The system will begin development immediately and will be implemented within 90 days of commencing the communications plan.

Swipe-cards

Employee swipe-cards for till operation, which they are required to have on their person at all times, will have the crisis prevention system organization chart printed on them for quick reference. Employees will be made aware of the new feature of swipe-card via StarbucksNet. Store managers will receive new swipe cards for all store employees within 30 days of StarbucksNet implementation.

Employee computers

To ensure all employees have access to the StarbucksNet system each store will have a computer for employee work use. Employees will be designated 15 minutes prior to the start of their normal shift to check StarbucksNet for any updates or communication. Once a month employees will be required to respond to a mock scenario using the crisis management system. If correct they will continue their shift, as usual, if incorrect they will be required to review the correct use of the crisis management system in that scenario. This 15 minutes will be paid and will be included in their shift start time. Most Starbucks locations already have an office computer, these computers will be linked to the intranet system. Stores that do not have an office computer will receive one within 30 days of StarbucksNet implementation.

Tactics for completing objective D:

1. Inform loyal customers of new policies and continued values of inclusion without alienating breastfeeding mothers.

Campaigns

A video PSA or in-store poster ad would be an effective campaign strategy to ensure customers are not only aware of new policies, but how it impacts them. Within the next three to six months, the marketing team should strategic a campaign plan that takes the focus off breastfeeding mothers and highlights the importance of creating a culture that is inclusive to all customers.

Connect with Mommy Bloggers

Within the first month, have your communications teams connect with mommy bloggers. Having mothers at the forefront of future campaigns normalizes the responsibilities of motherhood. Having mommy bloggers controlling the narrative of campaigns would be effective in regaining the trust of these breastfeeding mothers.

Surveys

Within the next month, the channel development team should roll out a year-long research study using surveys. Surveys are a great tactic to gauge how well customers understand the policy, as well as what experience customers are having in store. This feedback could be used to readjust how information of new policies are presented.

Surveys could strategically target loyal customers who are mothers, and we would ask

them how their experience is when they bring their child to Starbucks.

2. Include messaging surrounding policy in customer communication.

Accessibility

The communications team will partner with the marketing team to revise how customer communications are made accessible. Metrics should be used to track the right engagement with these communications. Therefore the updated communications should be made available within the next three months. The following communication platforms are the following:

- Email - Most efficient way to reach the maximum amount of customers.
- Socials - effective for customer engagement and interaction. Easily allows feedback.
- Web page - Effective to share alerts =in changes to the policy. Can be displayed through a banner headline.
- Billing statement - Quick note on an e-receipt or physical receipt that helps reinforce any policy changes.

Incentives

An incentive to ensure loyal customers are engaging with communication material would be to create a reward or prize for those who read the policy. In addition, there

could be incentives given when using a social media hashtag. These hashtags filter the conversation to direct customers to your key message. The incentive program would roll out once the updated policies are shared across all communication platforms. This would be administered by the marketing team within the next six months.

Implementation and Evaluation Timeline

Timeframe	Tactic
Month 1 Baseline Evaluation	<ul style="list-style-type: none"> → Education training course created → Gather perceptions of Starbucks in the eyes of breastfeeding mothers through surveys → Begin working with the advertising agency to create a creative plan → Begin sourcing and requesting comfort corner furniture and signage → Begin media purchasing process for PSA placement
Month 2	<ul style="list-style-type: none"> → Education course finalized → Begin editing PSA → Decide upon priority stores to install first comfort corners
Month 3	<ul style="list-style-type: none"> → Crisis management system created → StarbucksNet implemented → Education courses started on the East Coast → Continue finalizing PSA
Month 4	<ul style="list-style-type: none"> → New computers delivered → New employee swipe-cards delivered → Education courses completed in East Coast

Month 5	→ Education courses started on the West Coast
Month 6 Midpoint Evaluation	<ul style="list-style-type: none"> → Organizational chart is accessible in all Starbucks offices and stores → Education courses completed in the West Coast → Priority locations officially open their comfort corners
Month 7	→ Crisis management system training completed
Month 8	<ul style="list-style-type: none"> → Follow up on education courses through intranet quiz, assessing whether employees retained information → Continued intranet assessment of crisis prevention system understanding
Month 9	<ul style="list-style-type: none"> → Analysis of follow up quiz and implementation of any retraining that still may be required → Continued intranet assessment of crisis prevention system understanding → PSA advertisements air on television and online
Month 10	<ul style="list-style-type: none"> → Final report preparation → Continued intranet assessment of crisis prevention system understanding → Gather perceptions of Starbucks in the eyes of breastfeeding mothers who visit locations with comfort corners. Compare will initial findings. Through surveys

Month 11	<ul style="list-style-type: none"> → Continued intranet assessment of crisis prevention system understanding → Gather perceptions of Starbucks in the eyes of breastfeeding mothers through surveys
Month 12 Final Evaluation	<ul style="list-style-type: none"> → Continued intranet assessment of crisis prevention system understanding → Gather perceptions of Starbucks in the eyes of breastfeeding mothers through surveys - compare with month one and with month 11

Evaluation

Evaluation of objective will be done in three parts, consisting of initial baseline measurements, mid-point measurements, and final evaluations.

1. Initial baseline

Before the strategies and tactics can be put in place, baseline measurements need to be taken to use as points of comparison for parts two and three of the evaluation. These measurements will be gathered during the first month of the campaigns.

- Content analysis of online conversation surrounding the issue will be conducted to gather baseline measurements for Objective A. Online media has been chosen over traditional media forms because
- managers at Starbucks locations will gather the initial baselines for objective B via poll. A simple yes or no will suffice in whether or not employees are aware of legislation surrounding breastfeeding and similar laws/rights that may affect the customer experience.

2. Mid-point check-in: implementation evaluation and feedback loops

The reason to reassess at the halfway point is to ensure the strategies and tactics implemented are effective and getting our key messaging across to our desired publics. This mid-point check is not intended to measure the overall success of our strategies but rather to ensure our desired outcomes are starting to show.

For objective B, for example, our undertaking is to get 80 per cent awareness of policies, so if we notice more employees than baseline are starting to be aware of policies then our methods are working.

The success of objective C will be determined by assessing the timeliness of implementation of plan tactics creation of the US-wide crisis prevention system. Timelines may be extended at this point if there has been a stall in progress and development of the system.

3. Final assessment

The final evaluation will inform of us of whether we succeeded in reaching our objectives, failing to reach them, or even surpassing our expectations.

The success of objective C will be a pass or fail based on the following. Did all employees partake in crisis prevention training, is the crisis prevention system training consistent, is information on this system readily available and accessible for all employees? There will also be continuous evaluation of employee understanding of the crisis prevention system through the StarbucksNet intranet service. If employee understanding is consistently above 70 per cent pass rate, the crisis prevention system is working. If employee understanding falls below 70 per cent pass rate, the crisis prevention system will need to be reevaluated and the training system redesigned.

This final report is to be submitted sometime in December 2018, upon completion of all campaigns.

Budget

Tactic	Cost
Development of intranet ¹	\$200,000
Potential computer purchases ²	\$550,000
Training for all U.S employees ³	\$5 million
Comfort corners ⁴	\$30 million
PSA campaign ⁵	\$2 million
Mobile app development and website maintenance	\$1.5 million
Incentive Program	\$500,000
Surveys	\$15,000
Total	\$39,765,000

Things to consider when looking at budget

- Updates in the Starbucks app (costs for maintenance/ coder person(s))

¹ Based on the average cost for developing an intranet for an extremely large corporation

² 10 percent of 110,000 US Starbucks locations multiplied by \$500 average per computer

³ 238,000 Starbucks employees x 3 hour training time x \$7.25 minimum wage (rounded to closest million)

⁴ For every location, would not be spent all at once. See Appendix 2.

⁵ Based on an average spend of \$120,000 per year online and \$1.6 million estimate from the ad agency, plus wiggle room

- Additional training for employees (costs for online training and/or in person training)
- Creating a comforting environment for breastfeeding mothers (may require store renovations)

Appendix 1: Audience size

While we recognize that there are mothers who may disagree with public breastfeeding and may not be Starbucks customers, for the sake of simplicity we will start by assuming that all mothers age 15 to 50 in the US are part of the “breastfeeding mothers” public. This means the approximate size of this public is, at most, 43.5 million women, with 3.9 million having given birth within the last 12 months (Census Bureau). For simplicity, we will keep the 3.9 million as the majority and add 10 percent of 43.5 million to get an audience size that is in between the range.

$$43.5 \text{ million} \times 0.1 = 4,390,000 \text{ mothers}$$

Appendix 2: Comfort corners estimate

Chairs

Average of two armchairs per location at \$90 per chair

$\$180 \times 100,000 \text{ locations} = \$18,000,000$

Bulletin boards

One per cafe at \$1.5 per bulletin board

$\$1.5 \times 100,000 \text{ locations} = \$150,000$

Tables

Average of two tables per location at \$60 per table

$\$120 \times 100,000 = \$12,000,000$

Therefore, the entire expenditure to put comfort corners in *every single location in the US* is approximately \$30 million. However, only a small percentage of stores will get a comfort corner during this program. This \$30 million will be spent over the course of five years.

