

*Strategic Corporate Communication Conference
Melbourne, July 2009*

Using The Corporate Business Plan To Redefine Communication Strategies

Presentation by Geoff Barbaro - Strategic Communications Manager - Delaware North Companies International



The Presentation


- My approach to Strategic Communications
- Brief on Delaware North
- Brief on Culinary Wellbeing
- The Business Strategy
- Potential options for the Launch
- Launch Strategy
- Results



Dr Peter Drucker

“And to this day, most institutions look upon public relations as their “trumpet” and not as their “hearing aid.” It’s got to be both.”

Dr Peter Drucker as quoted in an interview by Seitel (2004)



Four leadership influence arenas

Voice	Behaviour
<ul style="list-style-type: none">→ Authentic→ Quintessential	<ul style="list-style-type: none">→ Action→ Communication
Focus	Context
<ul style="list-style-type: none">→ Vision→ Objectives→ Themes	<ul style="list-style-type: none">→ Perception→ Setting, history→ Systems→ Relationships


Geoff Kelly, Kelly Strategic Influence



Characteristics of excellent communications departments

- Contribute significantly to the way business relates to internal and external publics
- Interpret the current and future social and political environment for strategic commercial planning
- Encourage the integration of responsibility for dealing with social and political matters with other management aspects


Mark Rayner, Chair of NAB, Mayne Nickless & Pasminco





Relationship Management Approach

The creation, maintenance and improvement of relationships
between organisations and the people they depend upon



- Two way communication
- Multifaceted relationships



About Delaware North

- A Global Leader in Hospitality & Food Service
- Almost a Century of Operations
- Privately Owned by the Jacobs Family based in Buffalo, New York

500
MILLION
GUESTS SERVED



50,000
EMPLOYEES

200
LOCATIONS



192
FORBES
500 RANKING

US\$2.3
BILLION
ANNUAL REVENUE



- Strategically driven company
- Emphasis on long term relationships
- Delaware North Companies International
 - The global arm of Delaware North
 - Responsible for all operations outside of the Americas
 - Brings Delaware North expertise to the world
 - Brings global experiences to Delaware North
 - Based in North Melbourne, Australia

Australia & New Zealand

- Etihad Stadium
- Melbourne & Olympic Park
- Every Australian State
Capital City Airport
- Sovereign Hill
- Sydney Central Railway
Station
- Wellington Airport, NZ
- About 30 other locations

UK

- Wembley Stadium
- Emirates Stadium (Arsenal
Football Club)
- Pride Park Stadium (Derby
County Football Club)

Opening in 2009

- Gatwick Airport
- Heathrow Airport
- Euston Railway Station
- Edinburgh Airport

“The essence of the Culinary Wellbeing program is a belief in the **nutritional value** and great taste of **fresh simply prepared, in-season, local ingredients**.

It is one of my **greatest professional pleasures** to be able to share this **exciting culinary experience** with Delaware North’s guests.”

Roland Henin, Master Chef

Culinary Wellbeing Principles



- ☞ Good Health
- ☞ Good Living
- ☞ Good Eating

- ☞ Corporate & Public
- ☞ Heart Foundation

- ☞ Light
- ☞ Appetising
- ☞ Sound nutrition
- ☞ Fresh and in-season ingredients
- ☞ Local produce
- ☞ Lower fat
- ☞ Lower salt
- ☞ Lower sugar
- ☞ Wholegrain
- ☞ Organic

- ☞ Genuine desire to be better global citizens
 - Can address high profile global issue as a leader
- ☞ Increasing demand for healthy food
 - Long term effects of education campaigns
 - Keep ahead of the trend
- ☞ New demographics
 - More women as business travellers, sports attendance
 - Appeals to Clients – new sponsorship, retail, marketing opportunities
 - Greater diversity of cultures and tastes
 - More knowledge of health and nutritional requirements
- ☞ Offering new challenges to chefs and staff

Strategic Priorities 2005 – 2008

1. Implementing the Master Brand Strategy
2. Implementing the Growth Strategy
3. Standardisation of menu processes
4. Enhanced performance management systems
5. Information Technology strategy
6. Enhanced customer and client relations
7. Implementing the GreenPath program
8. Risk Management Strategy




Potential Strategies/Tactics

Ideas Anyone???



Any media criticism or analysis is always simplistic by its nature and adversarial. You don't get a balanced view of things. It's either winner loser, hero-disgrace in the media. As we all know, that's not the way it actually is in the real world.

Eddie McGuire, CEO, Channel 9 (Australian commercial TV station)



The Strategy

- The Experience
- The Collateral
- The Implementation

- The Just between you and me bit
(aka the things that didn't work so well!)
 - The glasses
 - The vegetarian
 - The specialist coverage



- Culinary Wellbeing currently at Etihad Stadium and Melbourne Park
- About to be rolled out into other Australian venues and travel hospitality
- Will be introduced into Emirates Stadium and Wembley Stadium 2009 and 2010
- Enquiries from overseas and USP
- Client demand
- Customer demand
- Employment of overseer and appointment of Executive Chefs