

## Message

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**From:** Laura Fogelman [laura.fogelman@grow-marketing.com]  
**Sent:** 8/11/2013 7:14:47 PM  
**To:** Jeffrey Blickman [jblickman@theranos.com]; Christian Holmes [cholmes@theranos.com]; Daniel Edlin [dedlin@theranos.com]  
**Subject:** Media Training Deck

Best,  
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[2013 Ex Award, Best In-Store Event](#)  
[2012 Event Marketer "It List," The Event Industry's Top 100 Agencies](#)  
[2011 The Store Awards, Silver & Bronze Winners, Best New Product Introductions](#)

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# theranos

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grow  
marketing

## media relations as a leadership skill

tools, tips and techniques for getting your  
message clear, heard and acted on

# background and objectives

your press **experience** and **interactions**

your **general impressions** of working  
with the media

2-3 things you want to **learn** or  
**understand**

you will soon **tell the Theranos story** to a reporter  
“on the record” for the first time

what do you think will be your **biggest challenges?**

What do you think are the **keys to success?**

# agenda: plan, learn and practice

1. the launch

2. meet the press

3. messages/messenger

4. message box tool

5. interviewing skills

6. summary & next steps

let's get **started**

# situation: slow and steady launch

launch unfolds slowly over time

the whole is greater than the sum of its parts

offer Theranos story as an exclusive to a single publication first

no press release, story breaks, we field inquiries, pick and choose

launch continues a week later with Walgreens announcement

focus is on consumers, availability and affordability



# launch cadence: first 90-120 days

Phase	Preview	Company	Retail	National
Timing	July 29	Week of August 26	Week of September 3	October/November
Message focus	Theranos has powerhouse Board of Directors	Lab testing breakthrough: nation's first CLIA-certified lab for processing micro-samples, benefits to physicians and consumers, broader implications	Partnership with Walgreens brings breakthrough lab testing to consumers conveniently and affordably	Physicians nationwide can now take advantage of breakthrough lab testing
Delivery focus	Press release announcing new directors	Exclusive story to national publication	Joint press release + interviews	BCD press release and samples + interviews

# company launch objectives

establish and own the Theranos story (before big partners get involved)

present Theranos as breakthrough and credible

authentically introduce Elizabeth as revolutionary inventor

protect Theranos against competitive attacks

question: who should get the exclusive on the company launch?

answer: depends on the story we want to tell and how we can make it airtight for our target reporter

# keys to our success

compelling story matched up with publication and reporter's interests and areas of expertise

told clearly and memorably by you

backed by evidence

corroborated by others who will speak to the reporter on your behalf

# top candidates for the exclusive

Publication	Readership	Reporters	Pros	Cons
Wall Street Journal	3.6 million business leaders, investors and luxury consumers worldwide – 3 million in U.S. In U.S.: 82% male, 56% top management, average personal income \$217,300	<ol style="list-style-type: none"> <li>Dan Henninger, Deputy Editor, Editorial Page</li> <li>Joe Rago, Editorial Board Member</li> <li>Ron Winslow, Deputy Health and Science Editor</li> </ol>	<p>World's leading business publication</p> <p>One of just three* U.S. "national" newspapers</p> <p>Strong relationships with Theranos already exist</p>	<p>Always conservative, has taken hard right turn since Murdoch purchase, esp. op-ed</p> <p>Reporters we know focus on public policy</p> <p>Consumer healthcare focus is on affluent leisure mindset</p>
New York Times	< 1 million subscribers, 30 million unique visitors to website a month (largest in U.S.) – 52% male, 11% c-suite, median household income \$94,572	<ol style="list-style-type: none"> <li>Barbara Strauch, Health, Medical &amp; Science Editor</li> <li>Robert Pear, D.C. Correspondent covering h/c</li> <li>David Leonhardt, D.C. Bureau Chief</li> </ol>	<p>2<sup>nd</sup> largest general newspaper in U.S.</p> <p>More Pulitzer Prizes than any other newspaper</p> <p>Huge online presence</p>	<p>Considered liberal and elite</p> <p>Less strong relationships with Theranos</p>

\*Wall Street Journal, New York Times and USA Today are considered "national" newspapers.

first practice

pick one of the following reporters



# prepare and deliver your message

1. what audience(s) do you want to reach through this story?
2. what 1-2 burning issues, needs or concerns of the audience do you want to address?
3. what is one clear message you want to deliver?
4. what 1 action do you want your audience to take?

take 5 minutes to organize your thoughts – jot down a few notes –answer the following open-ended question in no more than 2 minutes:

Reporter: “Tell me about Theranos.”





# initial insights and lessons we can draw

## content:

was it appropriate for the audience, the focus of the publication and the reporter's areas of expertise? what made it sticky and compelling?

## delivery:

what worked and what didn't? what might have helped the reporter pay attention and understand without having to work at it?

## effectiveness:

did you get your one clear message across?

meet the press

being a great spokesperson is never  
about:

just telling your story  
or  
just answering a reporter's  
questions

it's about:

the right content  
for your audience(s)  
organized into one clear message  
with compelling examples  
as part of a story  
delivered with confidence.

first things first:

know the press

# reporters are just like anyone else

some are competent and professional – others not so much

some are seasoned veterans – others are newbies

many do their homework – some wing it

many want to write a story that is valuable to their readers – some only want to bring attention to themselves

most are honest and have integrity – some abuse their power

# a reporter's world today

shrinking newsroom staff with layoffs – intense competition for space

lack of reliable, interesting, ready sources

too much information, too little time

increasing demand for art, visuals, graphics

always on deadline



# keys to good coverage, consistently

be responsive and available on short notice

tell a clear, simple, compelling story

make it easy for the reporter to write it

be interesting and quotable

be willing to help a reporter even if it doesn't benefit you directly at that moment

# common misperception about media

media type

knowledge required (1-5 scale -  
5 highest)

live national TV/radio

local newspaper

national general press

national business press

national trade press

# common misperception about media

media type	knowledge required (1-5 scale - 5 highest)
live national TV/radio	1
local newspaper	2
national general press	3
national business press	4
national trade press	5

# common misperception about media

media type

Knowledge required (1-5 scale -  
5 highest)

live national TV/radio

local newspaper

national general press

national business press

national trade press

**reason #1:**  
**the less controllable the**  
**interview, the “simpler”**  
**you must be**

# common misperception about media

media type

knowledge required (1-5 scale -  
5 highest)

live national TV/radio

local newspaper

national general press

national business press

national trade press

**reason #2:**  
the more specialized  
the reporter, the  
“smarter” you have to  
be

# common misperception about media

media type

knowledge required (1-5 scale -  
5 highest)

live national TV/radio

local newspaper

national general press

national business press

national trade press

**reason #3:  
mainstream media look  
to trade press for  
background**

reporters are important...



... but they are gatekeepers

# real audience(s): NOT in the room

Who are they?

What do we want them to do?





message & messenger: inseparable



One clear message that tells a story / delivered with energy and presence

# 5 words about you as messenger

connect: 1 to 1 to many

listen: first and last

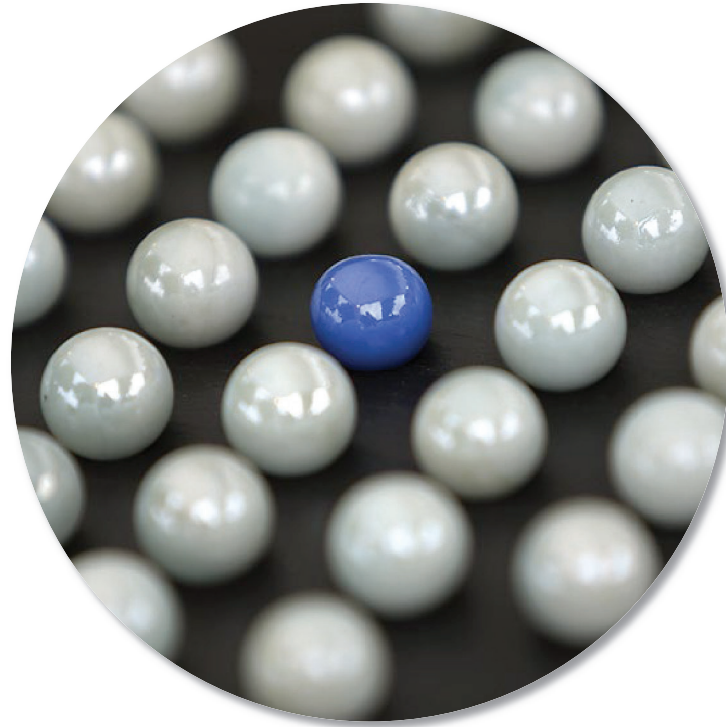
ask: clarify, confirm, reframe

talk: energy, interest

repeat: key messages, words, phrases



# the message



being heard, being followed, requires clarity, simplicity  
and being memorable

prepare, differently.



understand the reporter, your audience(s), your objectives  
and the story

there is no shortcut to excellence

headline



what's the **ONE** clear message we want to deliver in each interview?

Today, we're introducing a new portable music player that weighs a mere 6.5 ounces, is about the size of a sardine can, and boasts voluminous capacity, long battery life and lightening fast transfer speeds.

1,000 songs in your pocket



# storytelling



what makes us memorable?

details

tensions

lessons learned

stories within stories

vivid descriptions

emotions

heroes and villains

surprise endings

beginning, middle, end

soundbites

what makes us quotable?

colorful words or phrases

personal experiences

analogies

stats

specific examples

# what makes us credible?

an assertion with value relevant to a specific  
type of audience that  
is actionable and can be proven

(in other words, the “what” and the “so what”  
and the “what must I do now”?)

third-party evidence

# feature and value = what and so what

feature

value

all-wheel drive

go anywhere with confidence

more miles per  
gallon

save money and/or be green

side-door airbags

keep your family safer

7-speed double  
clutch gearbox

rapid shifting for high speed fun

# all-wheel drive: what matters to whom

customer

value

snow belt resident

necessary in bad weather

mom or dad

safer in unexpected conditions

off-road enthusiast

better traction on rough terrain

road rally driver

greater control at high speeds



# what is evidence?

third-party research

physician testimonials

consumer reviews/rankings

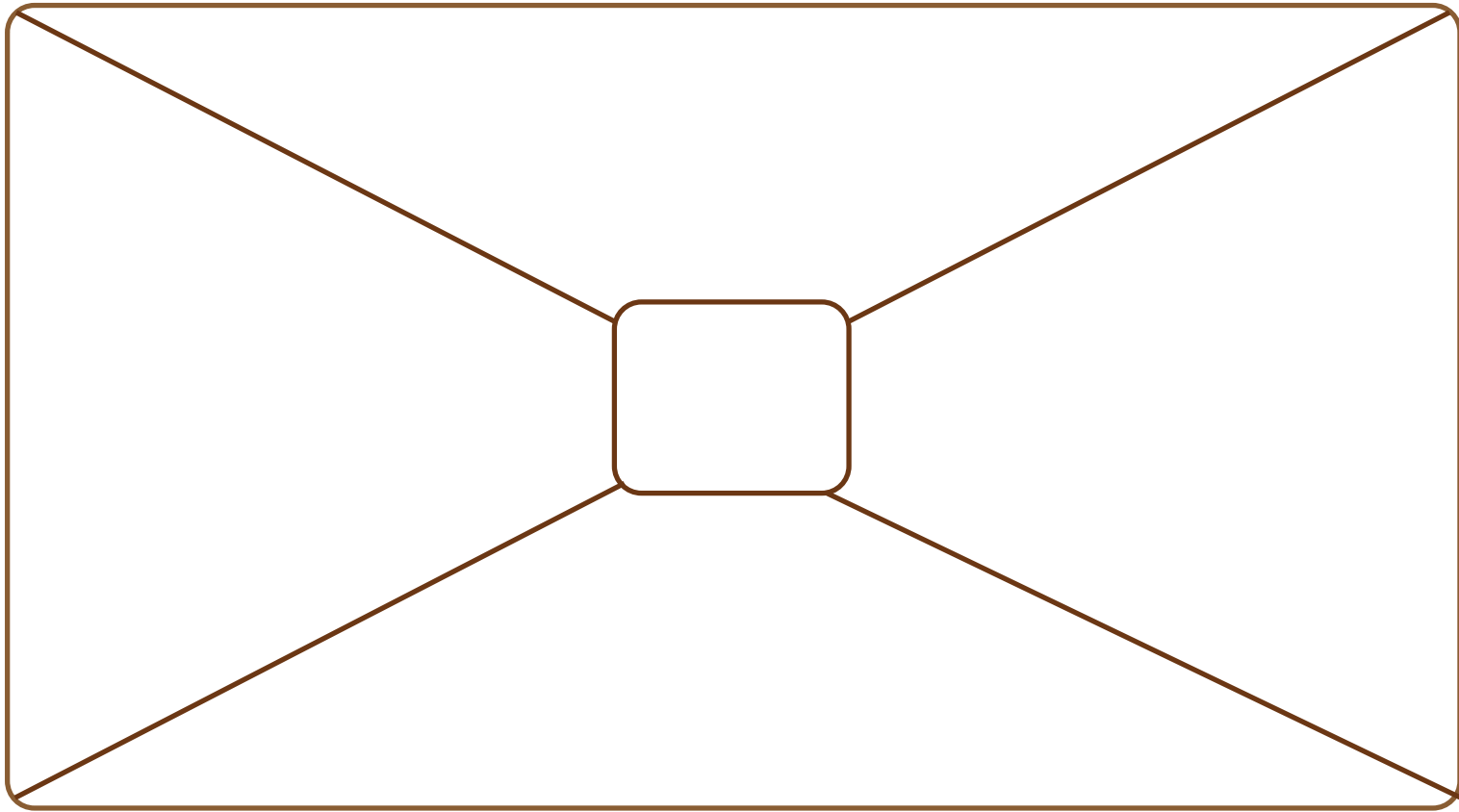
regulatory approvals

luminary endorsements

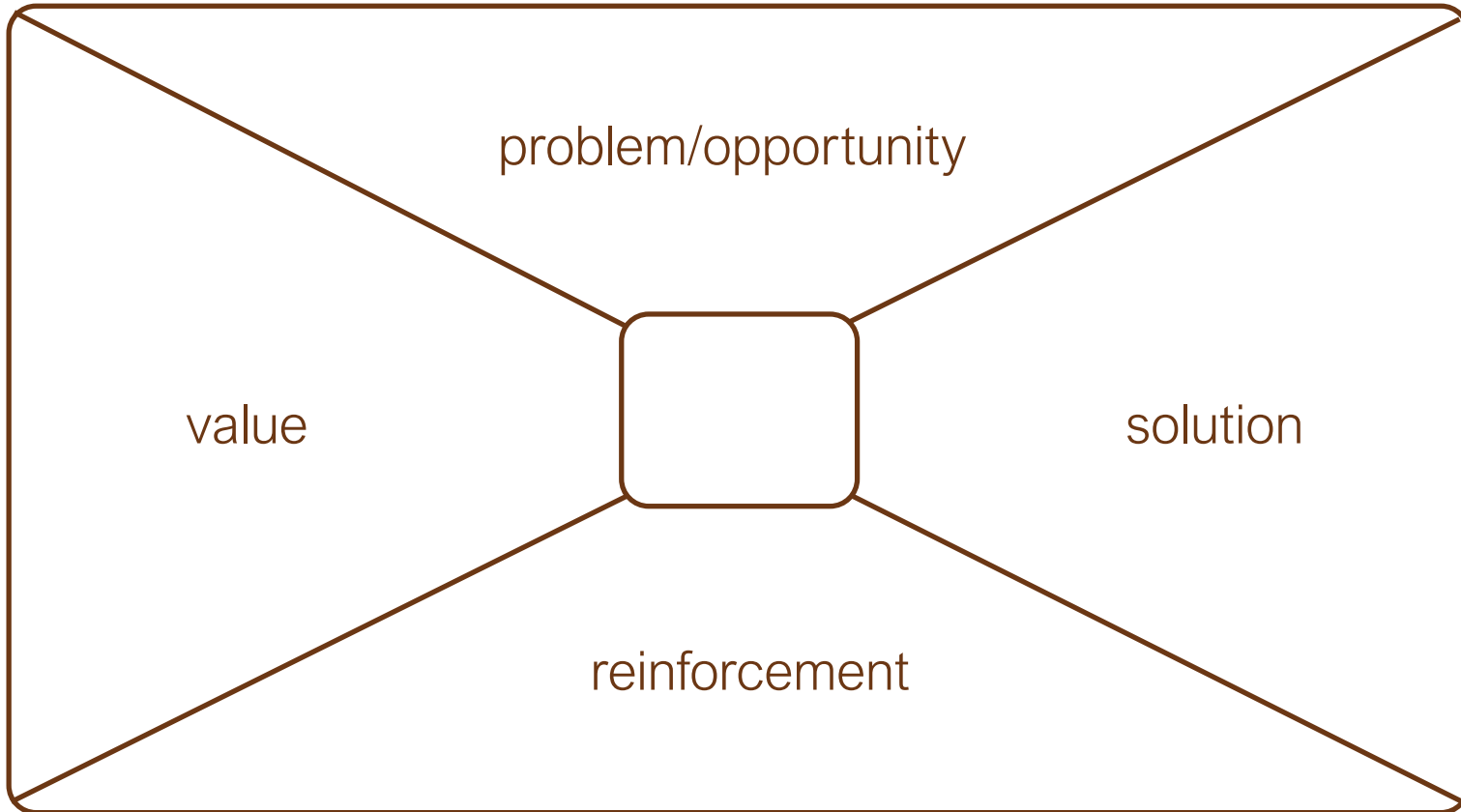
analyst reports

a tool for clear  
messaging  
and storytelling

# the message box



who is your audience? what do we want them to do?



for employers who want to be more effective at recruiting and hiring – use LinkedIn business tools



for employers who want to be more effective at recruiting and hiring – use LinkedIn business tools



for employers who want to be more effective at recruiting and hiring – use LinkedIn business tools



# for employers who want to be more effective at recruiting and hiring – use LinkedIn business tools





# second practice

pick a different reporter



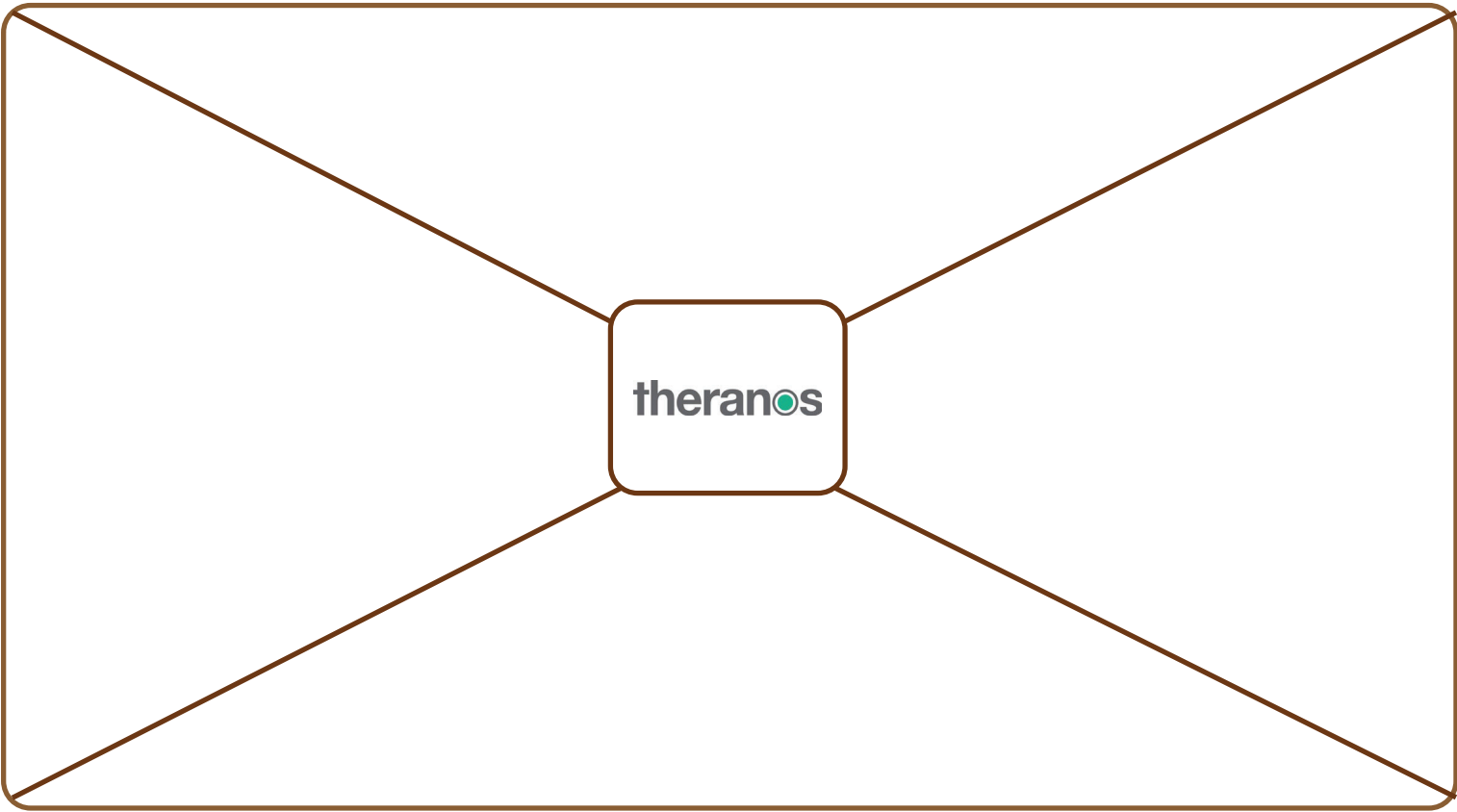
# message box: a practice

1. what audience(s) do you want to reach through this story?
2. what 1-2 burning issues, needs or concerns of the audience do you want to address?
3. what is one clear message you want to deliver?
4. what 1 action do you want your audience to take?

take the story you want to tell and turn it into a message box

you have 10-15 minutes to prepare your message box

when you are ready, read it out loud





# more insights and lessons we can draw

what are your impressions of the message box as a tool?

how did it help you?

how did it hinder you?

how did it feel to have to work with limited time and space?

key media  
interviewing skills

start by asking questions and listening

reframe question, if you need to

organize answers to complex questions

reinforce value to your audience(s)

check in every now and then and at the end

master blocking & bridging



✓ start by asking questions and listening

Asking questions and listening gives you insight into how the interview is going to go – lets you observe reporter – signals reporter that you are informed, engaged and not simply going to respond passively to questions – puts you in control

✓ reframe question, if you need to

Three reasons to reframe a question:

1. it doesn't make any sense the way it was asked
2. it's off-topic, irrelevant
3. you want to answer a different question
4. you don't want to answer it (more on this later)

## ✓ organize and number answers to complex questions

Organizing and numbering answers to complex topics makes it easy for the reporter to understand you and take notes:

There are 3 ways we have validated our accuracy.

First...

Second...

Third...

## ✓ reinforce value to your audience(s)

Reinforcing the value to your audience(s) ensures that you give the “so what” in addition to the “what” – and lets you speak to the audiences who are not in the room:

“What that means to a physician is...”

“What that means to a mother with young children is...”

“What that means to a pharmaceutical company conducting a clinical trial is...”

✓check in every now and then and at the end

You want to make sure the reporter is following and understanding you. Periodic check-ins allow him or her to ask follow up questions and you to gauge whether you are getting your message across

# master blocking & bridging

“blocking” is deftly avoiding an unwelcome or unproductive question

“bridging” is taking the discussion from unproductive to productive territory and getting back to what you want to say

# what is an unwelcome question?

needlessly controversial

asks about something you cannot or do not wish to disclose

hostile, skeptical or negative

off-topic, irrelevant, corner case, tangential

# how do you block & bridge?

either explain why you can't answer or respond to the direct question quickly and move on (avoid "no comment")

reframe the question to one you'd prefer to answer and bridge to it

shut down persistent questioning by asking the reporter to move on

only block a question when there is good reason to do so



# openers and connecting phrases help bridge

“As a privately held company, it is our policy not to disclose that information. However, what I can tell you is...”

“Our experience with X has been very different...”

“Your question raises an even bigger point...”

“We have found that what is more important is...”

“I can’t speculate on that. What I can do is tell you about...”

# blocking & bridging practice

choose 5 questions that you would prefer no one asks you

what would be good openers to blocking?

how would you reframe these questions?

what would be some connectors that would allow you to bridge?

if a reporter persists, how would you close down the question?

# third practice

pick another one of the following reporters



# prepare and deliver your message

take the message box you just created and tweak it for this interview - audience, issues, one clear message, action

you will have 2 minutes to tell the reporter about Theranos

then you'll be asked a series of questions – some you want to answer and some you don't



# more insights and lessons we can draw

## content:

was it appropriate for the audience, the focus of the publication and the reporter's areas of expertise? what made it sticky and compelling?

## delivery:

what worked and what didn't? what might have helped the reporter pay attention and understand without having to work at it?

## effectiveness:

did you get your one clear message across? how did you do answering questions?

based on what you've practiced today, what are 1-2 things you think you do well?

what are 1-2 thing you want to work on?



next steps



# your prep: for every interview

who is the reporter?

who are his readers?

what has she written in the past?

what does she really care about?

what do we want him to write?

what is the **ONE** clear message we want to deliver?

# theranos

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