

CISION INSIGHTS LABOUR CONFLICT MEDIA ANALYSIS REPORT

March 1 – June 10, 2018



OBJECTIVES & APPROACH

OBJECTIVES

Approximately 1,300 Company A workers were on strike since March 2018. The purpose of this study is to provide a detailed analysis of the media coverage surrounding the labor conflict, answer key communications questions and provide valuable recommendations for future reoccurrences.

The key questions this report intends to answer include:

- What was the impact of social discussions versus mainstream media coverage on the labour issue?
- What topics/themes emerged throughout the conflict and influenced the tone of discussions, on social in comparison to mainstream?
- Who were the most influential voices?

RECOMMENDATIONS & OPPORTUNITIES

- Step-into the conversation earlier.
- Corporate social accounts should be used to drive key-messages.
- Bring one really appealing condition to the first negotiation table.
- Be the driver of conversation, reach out to most influential media outlets before stories are written.

REPORTING PERIOD

- March 1 – June 10, 2018

MEDIA SOURCES INCLUDED IN ANALYSIS

- Canadian Television & Radio
- Canadian Print (Newspaper)
- Canadian Online News
- Public Facebook & Twitter



KEY FINDINGS

Below are answers to the key questions defined on page 2 of this report, based on findings of the media analysis.

What was the impact of social discussions versus mainstream media coverage on the labour issue?

- The impact of negative sentiment found in the overall content across all channels was more prominent in mainstream coverage (**48%**) than in social conversation (**34%**). Negative mainstream coverage was predominant in **radio** content, since workers were able to dial-in to conversations taking place on the air and give interviews about the social and economic shortcomings of the strike.
- Surprisingly, social discussions tended to be lean towards a neutral tonality (**51%**). The majority of neutral social conversation was seen on Twitter (**57%**) where journalists, politicians and the general public mostly posted and reposted factual information related to strike by sharing online news coverage. The negative tone of Twitter conversation (**29%**) involved unionized workers and lobbyist organizations such as the Federation of labor.
- There were more negative discussions taking place on Facebook than on Twitter (**44%** and **29%** respectively). Facebook was *the* social platform that hosted the frustrated workers and provided a forum for internal discussion through private groups.
- In general, social media was a channel used by unionized workers and labor lobbyists to gain local politicians' attention and seek their support. **#strike** was the most popular hashtag for the entire monitoring period.

What topics/themes emerged throughout the conflict and influenced the tone of discussions, on social in comparison to mainstream?

- In both social and mainstream media, the topics influencing the negative tonality directly correlated to the changes in pension and benefits plans, which also included coverage of the drug-cap and the medical benefits cut-off. The second most dominant topic that drove negative coverage the temporary workforce proposal that made workers go in strike.

- Another influential topic surfaced at around week 8 of the labor conflict: replacement workers. When Company A began hiring replacement workers, the volume of negative media coverage on both mainstream and social reached peaked. The level of frustration was notable in social discussions, especially on Facebook. This topic penetrated the political agenda, in the sense that the Company A conflict was used as an example by NDP leadership to underline the need for anti-replacement legislation in the province.
- Positive news coverage was largely driven by progress in negotiation, since this all parties involved to believe that an agreement would be reached and that there would be an end to the labor conflict. Positive coverage peaked at the end of May.

Who were the most influential voices?

- One of the most influential Company A's detractor during the monitoring period was **John Smith**, operator for Company A. Present in both social and mainstream coverage John Smith potentially reached **25.8K** readers on social discussions and **45k** in mainstream coverage.
- In the mainstream media, **Bill Newman**, journalist for the City's local newspaper, was the lead communicator for English media throughout strike with **198** hits and a potential reach of 3M of readers. Other influencers can be found on pages 7-9 (mainstream media) and on page 19 (social media).

SUMMARY OF COVERAGE

Below is a high-level view key performance indicators in relation to the Brand A strike (March 1st to June 10th , 2018)

TOTAL FOUND COVERAGE

2,058

**TOTAL IMPRESSIONS
386.3M**

AVG. COVERAGE/DAY

20

AVG. COVERAGE/WEEK

147

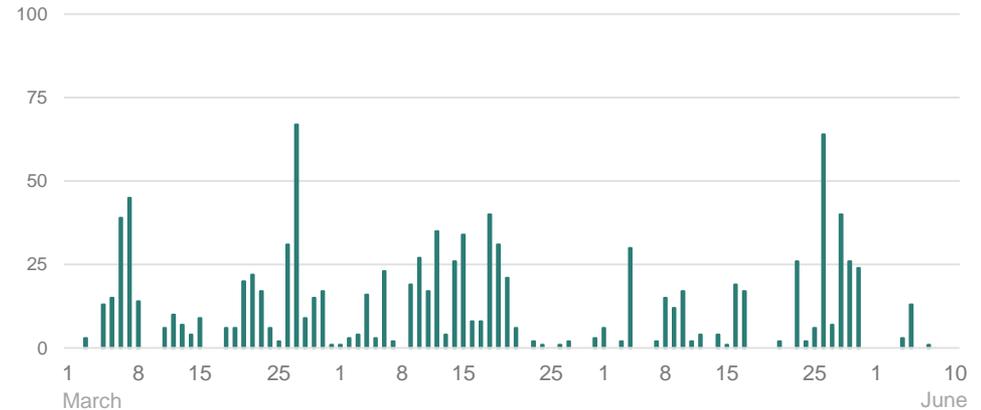
% OF POSITIVE COVERAGE

48%

% OF NEGATIVE COVERAGE

31%

DAILY COVERAGE VOLUME



SHARE OF COVERAGE



KEY FINDINGS

Throughout the monitoring period of the workers strike, a total of 2,058 articles were analyzed for coverage sentiment, most prominent topics, spokesperson mentions & key stakeholders involved in the discussions. Cision also evaluated the impact of the labor dispute on Company A's brand as well as for Company B's brand.

A total of 1,066 news items were attributed to mainstream media coverage (Radio, TV, Online, Print) representing roughly 52% of the total volume of media hits. 48% of mainstream coverage was negative in tonality which is slightly more than the social media coverage (34%). Overall negative mainstream hits came in at 51% from Radio, featuring dial-ins and interviews with frustrated workers. The topics that drove the most negative coverage were news about the changes in pensions & benefits programs. Combined, those two topics represented 73% of the overall mainstream negative coverage.

In terms of social media coverage, a total of 992 publications (or 48% of total media hits) were published in relation with Brand A work conflict. Replacement workers and changes in pensions & benefits plan are the topics driving negative coverage on social.

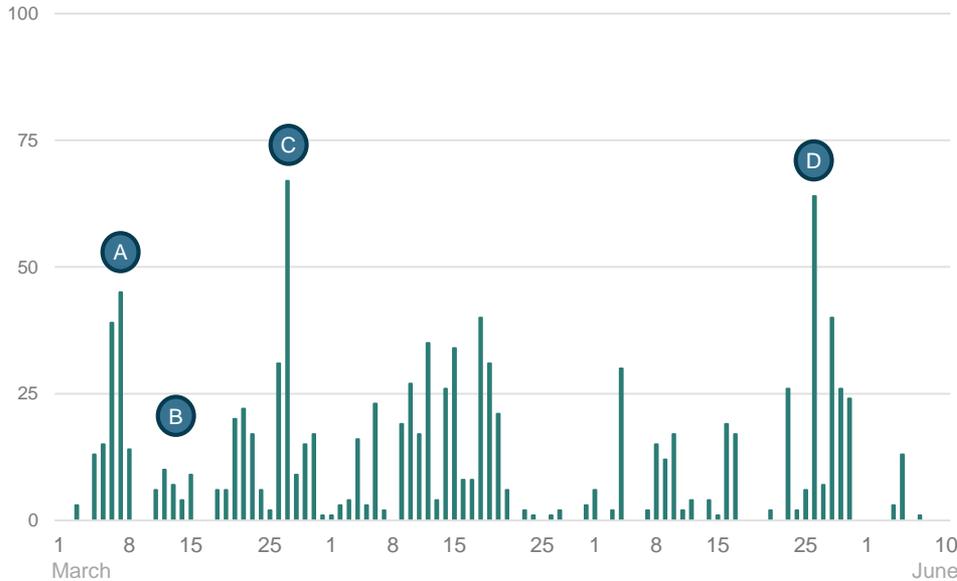
An aerial photograph of a city skyline, heavily obscured by a dark teal color overlay. The buildings are silhouetted against the lighter teal background, creating a high-contrast, monochromatic scene. The perspective is from a high angle, looking down on the city.

TRADITIONAL MEDIA COVERAGE

TRADITIONAL COVERAGE

Below are coverage trends over time, tonality, main topics and media type distribution for mainstream coverage of the Brand A strike.

DAILY COVERAGE VOLUME



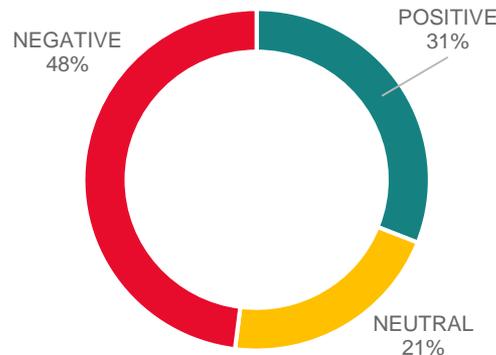
COVERAGE SPIKES

- (A) March 8: Two days after City 1 workers voted in favor of a strike mandate, City 2 workers also voted in favor (99,2%). The main issue mentioned is the retirement plan proposed by Brand A. 45 media hits were published on this day, two stories published by The Globe and Mail and CBC News generated the majority of the news. Coverage was 100% anglophone. Brand A's media relations had not yet commented publicly at this point.
- (B) March 19: First public commentary since the beginning of the monitoring period. Spokesperson Alicia Thomson spoke to the schedule of materials loading at the Brand A wharf saying that "as operator and owner the goal is to predict all scenarios and to ensure that all our facilities remain safe." Media coverage this day was negative at 83%.
- (C) March 27: Strike is on in City 1. Workers voted at 91,9% to go on strike and this time the issue that prompted workers to reject Brand A's offer is the temporary workforce proposal. This was the most active day of the monitoring period in terms of mainstream media coverage with 67 hits. Coverage was overpoweringly negative (91%).
- (D) May 26: Volume increased when the Union and Brand A presented the latest tentative agreement to workers. Union leadership recommended the acceptance of the deal. A total of 64 hits are recorded on this day and are positive in tonality (84%). On May 28th, workers vote 79% in favor of the collective agreement; the news generated 40 media pieces (positive, 70%).

TOP DISCUSSION TOPICS

TOPIC	HITS	NEGATIVE TONE (%)
Pension plan	427	50%
Benefits	324	50%
Temporary workforce	262	16%
Overtime	106	10%
Replacement workers	10	1%

STONE OF COVERAGE



TOP DISCUSSION TOPICS

AUTHOR	MEDIA	HITS
Robert Fife	Globe and Mail	52
Ian Bickis	The Guardian	14
Jane Stevenson	The Province	11
Ross Marowits	Canadian Press	8
Matt Kwong	CBC News	7

COVERAGE EXAMPLES

Below are earned media stories highlighting the key conversation drivers for the Brand A strike.

THE CANADIAN PRESS



Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore.

John Smith, March 3rd 2018

THE GLOBE AND MAIL



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Alicia Thomson, March 6th 2018



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Bill Newsman, March 7th 2018



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Julie Powell, March 9th 2018

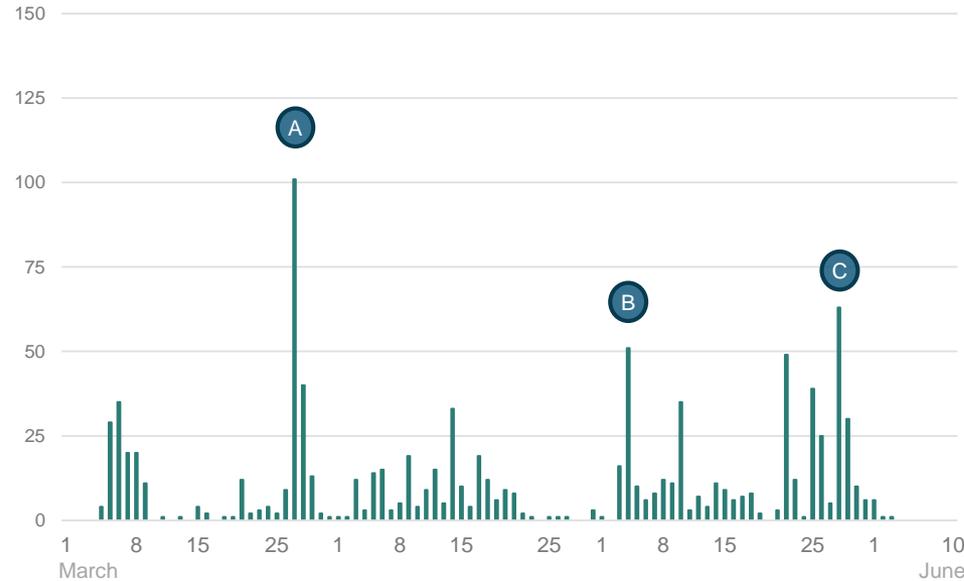
An aerial photograph of a city skyline, heavily obscured by a dark teal color overlay. The buildings are silhouetted against the background, creating a dense urban pattern. In the center of the image, there is a white rectangular border containing the text "SOCIAL COVERAGE".

SOCIAL COVERAGE

SOCIAL COVERAGE

Below is an analysis of coverage over time, KPIs, discussion spikes, tonality and channel composition for social media coverage.

DAILY COVERAGE VOLUME



COVERAGE SPIKES

- (A) March 27: City 1 workers are on strike. This day saw the highest volume of coverage for the entire monitoring period with 101 posts. The majority of social posts were negative in tonality (55%) and were mainly reporting the workers decision to go on strike. A significant amount of the negative content was driven conversation around temporary workers, which cause negotiations to fall apart. About half of the social conversation (45%) was neutral in tonality and was factually reporting the visit of the Union president Robert Gerber at the picket line.
- (B) May 04: volume of discussion increased to 51 posts the day after a Member of the House of Assembly raised the flag at the house of assembly about the need to implement an anti-replacement worker legislation, pointing out Brand A as an example. On the same day, The Federation of labor also joined the conversion. 86% of posts were negative on this day and the conversation mostly took place on Facebook where people expressed their frustration with the possibility the involvement of Scabs and the non-action of their Liberal representative on an Anti-Scab legislation. On the same day, a tweet published by an Brand A analyst alluded to the fact that the strike was beginning to have an impact on the global steel industry, especially in Europe. The tweet gathered 6 retweets and 5 likes.
- (C) May 28: the strike is over, 63 posts are published about the end of the labor conflict. Content is equally shared between Twitter & Facebook and is positive (87%).

SOCIAL KPI'S



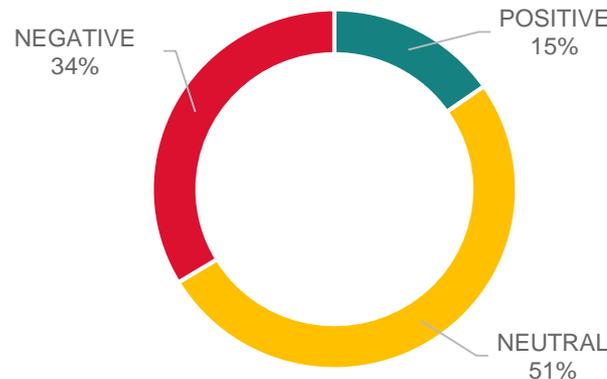
992
POSTS

5.2K
ENGAGEMENT

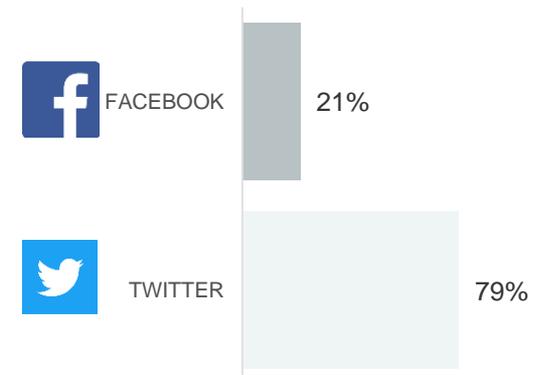
6.5M
POTENTIAL REACH

306
UNIQUE AUTHORS

STONE OF COVERAGE



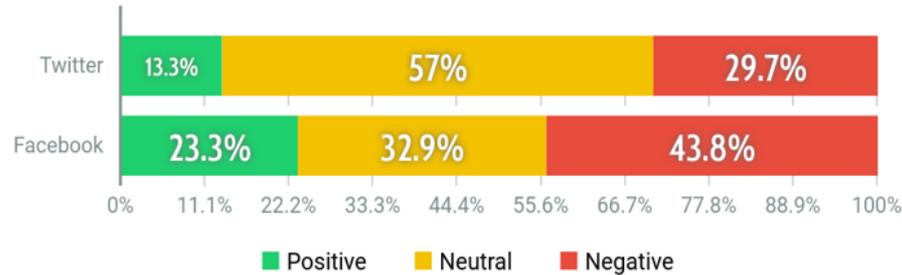
SOCIAL CHANNEL COMPOSITION



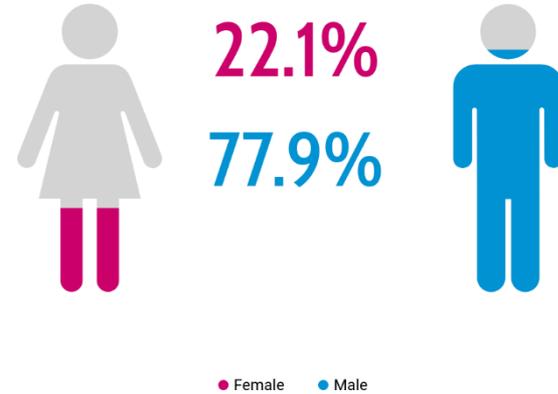
SOCIAL DISCUSSION ANALYSIS

Below is a breakdown of tonality by media type, gender demographics and share of media types for social channels.

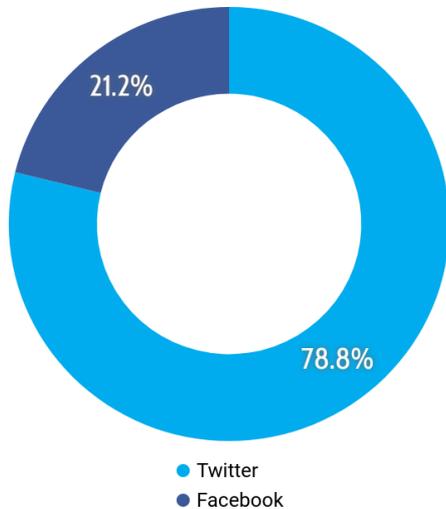
TONALITY BY MEDIA TYPE



GENDER DISTRIBUTION



SHARE OF MEDIA TYPES



KEY FINDINGS

Social media coverage represented 48% of total coverage for the monitoring period, and mostly neutral in tonality. Comparatively, Facebook saw a higher volume of negative posts than Twitter did. This is explained by the presence of strikers using Facebook as a forum to voice their frustrations. Twitter was generally used as a platform to share news articles and to obtain factual information about the labor conflicts. Social discussion was highly dominated by men.

The topic that drove the most negative coverage on Facebook was the rumor about Brand A involving replacement workers in City 1 at the beginning of May. Frustration hit a peak during this period and workers began asking their Liberal representatives for support. Positive coverage has been mainly driven by publications highlighting the progress in the negotiations as well as the posts announcing the end of the strike.

Twitter coverage was mostly driven by neutral content. Factual information about strike developments was shared by journalists. Negative posts were mostly shared by highly involved workers such as John Smith who tweeted 58 times and had a potential reach of 25.8K in followers. John Smith is the second most influential author with an engagement rate of 182.

TOP POSTS ON SOCIAL

Below are top posts Twitter and Facebook conversations surrounding the Brand A strike from March to June, 2018.



Restaurant & Bar Workers Union @RwUnite · 7h
 Out in solidarity with @UVWunion members. Striking cleaners addressing @RBKC councillors on the picket line this morning



2 replies 5 likes



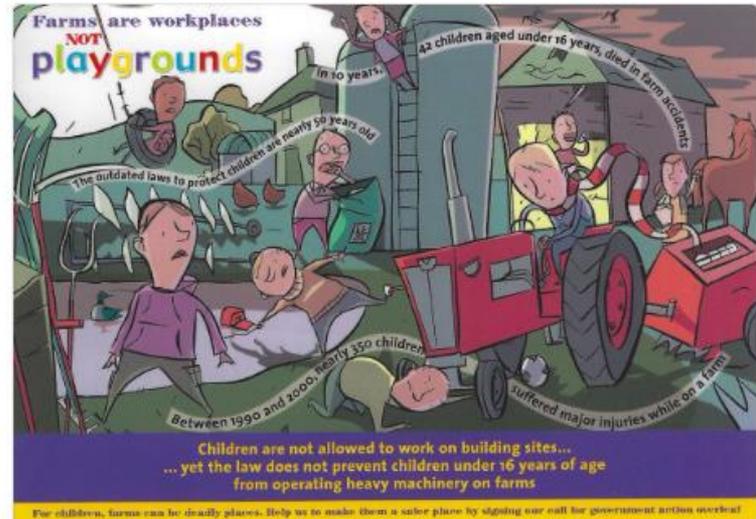
AFGE @AFGENational · Jul 30
 Thank you for standing with us as we fight to protect federal workers' union rights. #RedForFeds



6 replies 12 likes



BurstonStrikeSchool @Burston1917 · Aug 5
 @CountryStandard Farms are not playgrounds. A lessons for us all from the Transport & General Workers' Union.



3 replies 2 likes



Platform for Labour @pla_ug · Aug 2
 A work contract must clearly state the terms and conditions of employment such as duration of employment, place of work, hours of work, wages and termination. It must be read thoroughly well before signing. Legal advice may be sought from a lawyer or a workers union for clarity.

1 reply 8 likes



NUMSA @Numsa_Media · Aug 3
 NUMSA supports the Metal and Allied Namibian Workers Union on their call to #BoycottShoprite all over the African continent. Shoprite must withdraw the charges against workers and the demand for R4.5 million! .@NBCNamibia .@TheNamibian .@OneAfricaTV

9 replies 11 likes

An aerial photograph of a city skyline, heavily obscured by a dark teal color overlay. The buildings are silhouetted against the lighter teal background, creating a high-contrast, monochromatic scene. The perspective is from a high angle, looking down on the city.

SPOKESPEOPLE ANALYSIS

Individual Performance

Below is Julie Powell resonance between March 1st to June 10th.



Julie Powell
Director Communications & External Relations

Key Performance Indicators

Total Volume
48

Total Reach
597K

Positive Tone
69%

Key Insights

Julie Powell was mentioned in 48 articles between March 1st and June 10th 2018. In comparison to Alicia Thomson, Julie Powell's tonality of coverage was predominantly positive, given the fact that she was mostly mentioned in relation to tentative agreements reached.

15% of articles quoting Julie were negative in tonality. Those negative articles mostly featured news related to the rejection of the company's offers. In almost all of her statement, Julie used strong terms such as "fair" and "equitable" when referring to rejected agreements.

From a strategy standpoint, similar to Alicia Thomson, Julie reinforces the idea that the Company is in disagreement with the workers but is willing to work closely with the Union to reach an agreement suitable for all.

Individual Performance

Below is Bob Thomson's resonance between March 1st to June 10th.



Bob Thomson
Manager, Media Relations & Communications

Key Performance Indicators

Total Volume
25

Total reach
40M

Positive Tone
40%

Key Insights

Bob Thomson was mentioned in 25 media clips over the course of the monitoring period. The negative coverage in which Bob Thomson was mentioned was driven by the announcement of lay-offs in City 2.

Overall, the majority of articles in which Bob was mentioned or cited had a neutral tonality (such as Matt Kwong's article on CBC News, where he discusses both parties returning to the negotiating table). There is a clear correlation between a company spokesperson and the neutralization of negative media coverage. When Bob stepped-in to make a statement, media coverage tended to be neutral more often than not.

From a communications/PR strategy standpoint, reinforcing Company A/Brand A's disappointment with its workers but still willing to work closely with the Union to reach an agreement worked particularly well.

Thank you for purchasing this media analysis report.

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