

Date: October 31, 2005
To: Roger K. Deromedi, Chief Executive Officer
From: Christopher Laden, Corporate Affairs Officer
Subject: Public Relations Strategies to Improve Kraft's Image

Kraft currently has the potential to become a food industry leader in promoting nutritional value. Although the media has thus far portrayed Kraft in an unfavorable light, it has also given us the perfect opportunity to develop a public relations campaign that will generate widespread positive publicity regarding our dedication to good nutrition and keeping America healthy. We can use the media's spotlight to illuminate the generous and patriotic aspects of Kraft.

Rather than respond to our situation in a defensive manner and simply react to the opposing publics, the best course of action for Kraft is to take a proactive stance by turning those publics into our advocates. To do this, I suggest we implement the Healthy America Campaign outlined below. This campaign focuses on tactics to reach three critical publics: Public Schools, Current Health Critics, and the Media.

Public Schools

Kraft can sponsor annual essay contests at the elementary school, middle school, and high school levels that offer scholarship prizes. The prompt of these essays should initially focus on the value of nutrition and benefits of a healthy diet. Not only will this contest promote health research, but it will also work to counter our losses from the in-school marketing programs that we are phasing out. We will shift the focus of this audience from our products to our health-promoting efforts, all while keeping the Kraft name fresh in the youths' minds.

Another significant benefit of the essay contest is that we can alter the prompt of the essay to fit the shifting trends of our publics. As a result, we can utilize the contest to be proactive in future trends and capture the praise of those publics. And we can prevent some future situations in which we are forced to react to unfavorable media by spearheading the trend as it develops.

Current Health Critics

Cooperation with our critics is essential. Our public relations department should meet with dominant members of our critical audience to further understand their opposition and generate ideas regarding how Kraft can effectively satisfy their concerns. Because this audience has the most unfavorable view of Kraft, developing goodwill among them will undoubtedly increase our credibility to other audiences as well.

Media

Transparency throughout the Healthy America Campaign is a necessity for extending our message to all of our publics. Providing the media with details of our cooperation with our critics and sponsorship of public school contests should generate some positive publicity for Kraft. We should also include the details of our Kraft Cares program, which provided \$71 million in funding and product donations in 2004, in our dealings with the media.

Kraft needs to maintain this positive image through its media contacts to prevent future unfavorable publicity. By maintaining a transparent and steady flow of information regarding our Healthy America Campaign and Kraft Cares program, we will enhance our credibility among our audiences and be less vulnerable to unfavorable media in the future.

Please approve the Healthy America Campaign so we may begin implementation as soon as possible.