Crisis Communication & Reputation Management

Preparing for and communicating through crisis events

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Today's Mission:

1. Explore strategic communication – particularly during crisis -- and organizational reputation.

2. Be better prepared to help the organizations with whom you communicate before, during and after a crisis to protect your reputations.

First, let's hear from you….

What types of organizations do you work in?

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Logistics

Pre-Crisis Planning

Essentials of Crisis Planning

Recovery & Reputation Management

Unexpected nature of events resulting in a **high-impact** situation that threatens the viability of an organization's **reputation, credibility, and market position**.

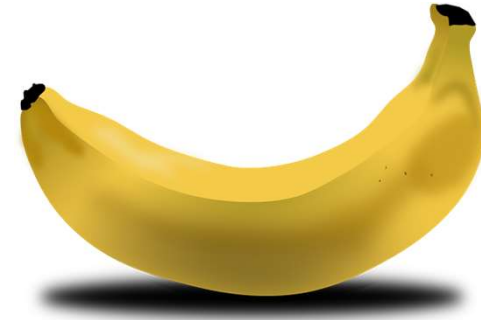A situation that can threaten the **integrity** or reputation of your organization.

*For most organizations, it is not a question of **if** a crisis will occur but rather **when***

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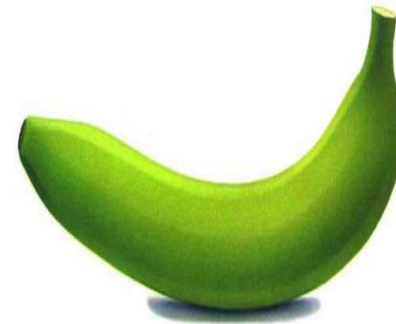
YELLOW: Ready now

GREEN: Emerging

BROWN: Hanging around

Shutterstock

Strategic Communication

Communication aligned with the organization's overall strategy, intended to enhance strategic positioning.

The Strategic Communication Imperative

"Organizations that continue to take a tactical, short-term approach to communicating with key constituencies will find it increasingly difficult to compete. Developing an integrated, strategic approach to communication is critical to success."

Paul Argenti

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Well Defined Core Values

Leadership that Serves as
Chief Brand Ambassador(s)

Planned & Practiced Strategy

Values

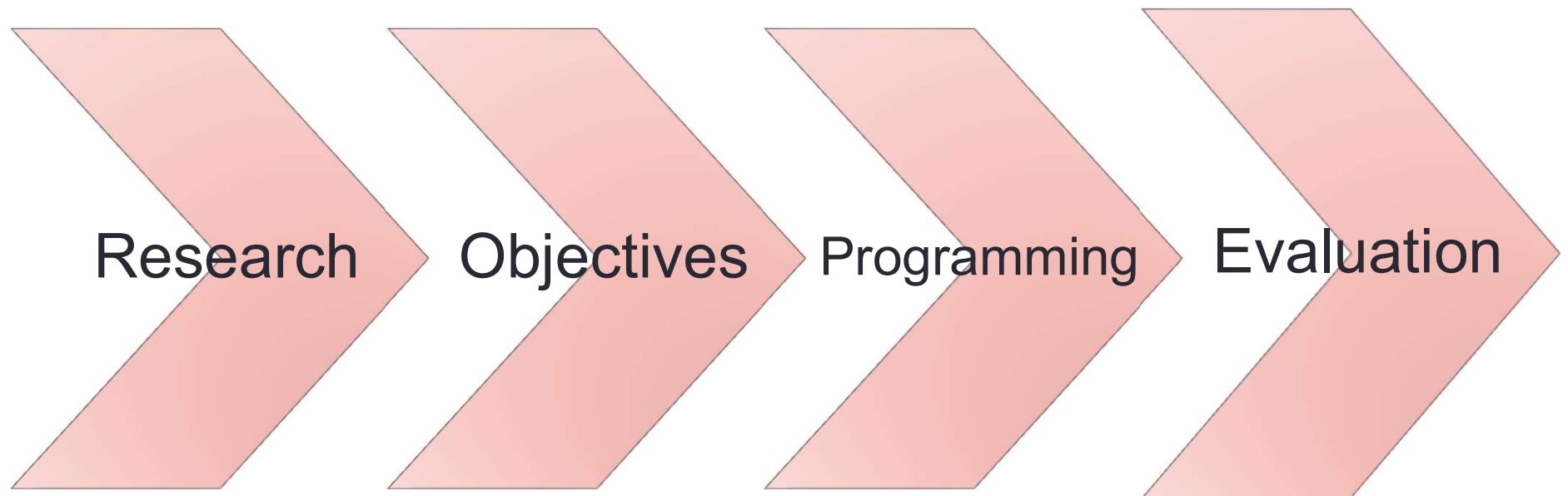Make up the **inherent, unchanging and distinct** character of the organization.

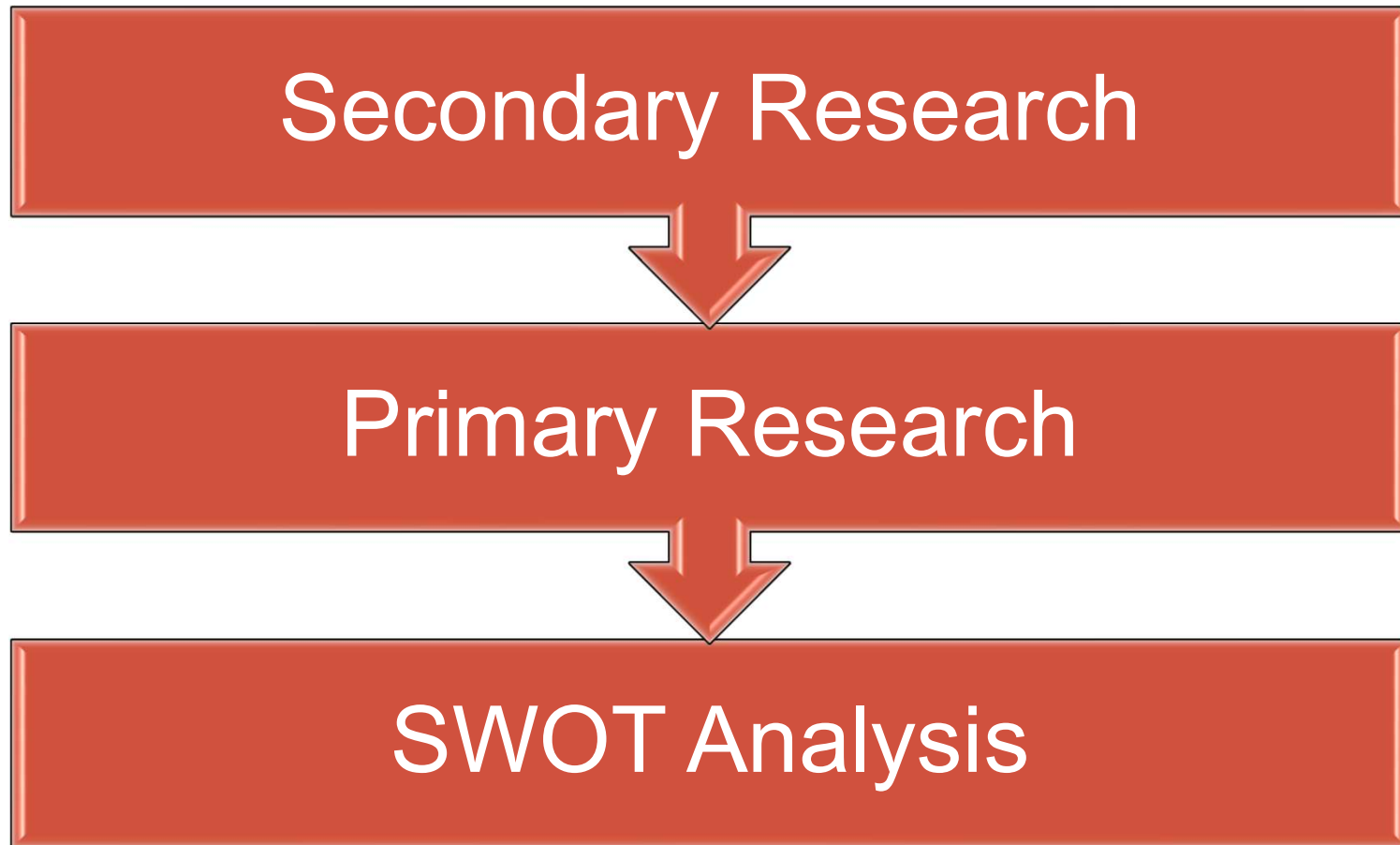Stakeholders are demanding organizations take a stand … what does your organization STAND FOR?

Core Values

A brand's never-compromised, deeply engrained cultural cornerstones that are "maintained at all costs."

Make up the inherent, unchanging and distinct character of the company.

The Strategic Communication Plan

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Research Objectives Programming Evaluation

Secondary Research

Primary Research

SWOT Analysis

The Strategic Communication Plan

Organizational Mission, Core Values → Business Goal → Strategic Communication Goal

Publics/Targets → Strategic Communication Objectives OUTPUT vs. OUTCOME → Strategy
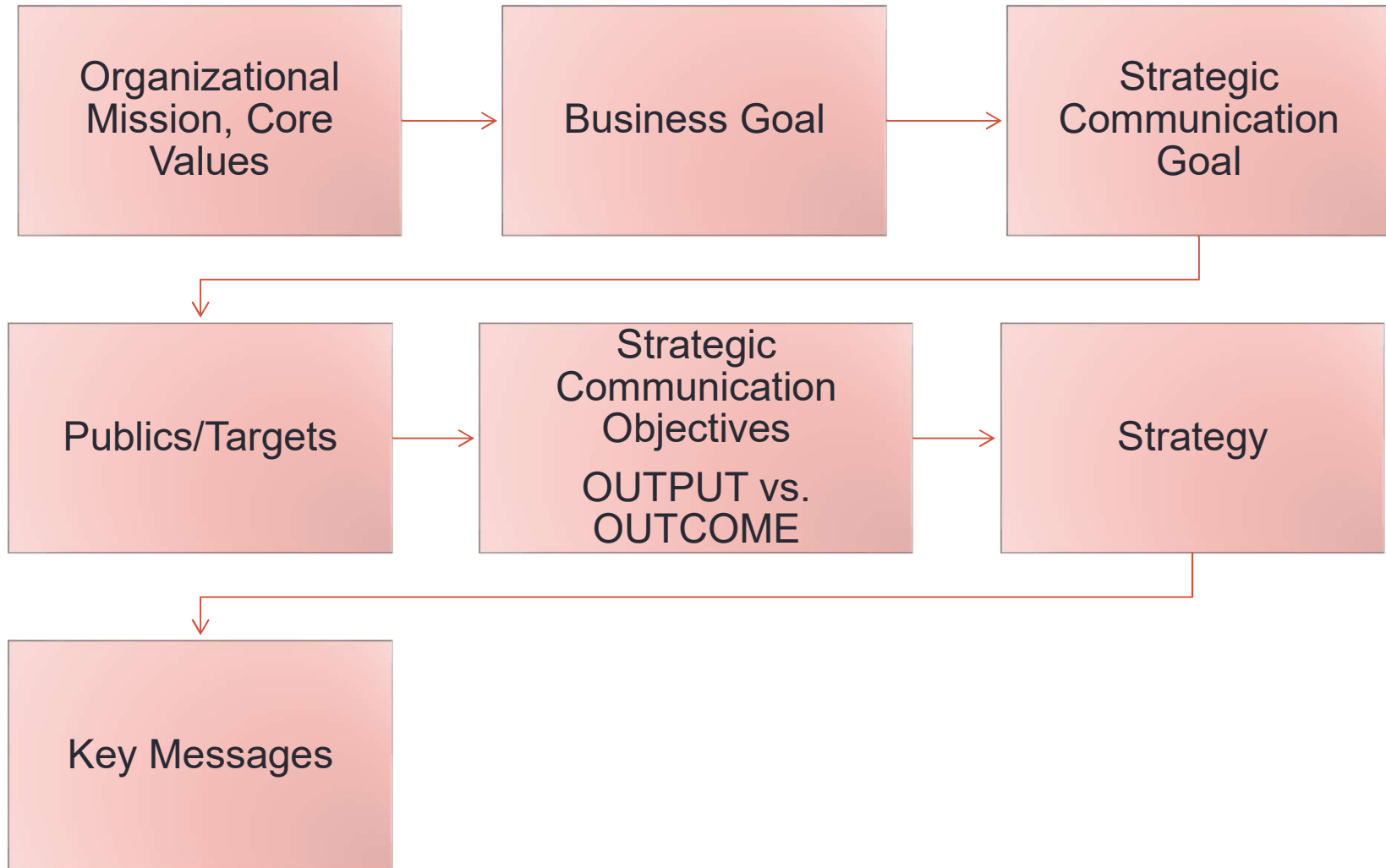
Key Messages

The Strategic Communication Plan

Reflects plan's strategy and objectives

Engages public(s) (CHECK research findings)

Links well to key message

Mirrors Organization's CORE VALUES

Can be expertly executed

Is creative

Were the plan's <u>communication objectives</u> reached?

- Organizations report an increase of 4% to 9% in their portions of their total budgets allocated to measurement & evaluation.

- Organizations that use outcome measures are more likely to have a good external reputation than those using output measures.

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Only 29% of corporate leaders are confident in their company's ability to weather a crisis.

Which type of crisis is more common?

❑ Internal

❑ External

Which group more commonly causes crisis?

❑ Management

❑ Employees

Which type of crisis is more common?

❑ Smoldering

❑ Sudden

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Which type of crises is more common?
- ❑ Internal 82%
- ❑ External 18%

Which group most commonly causes internal crises?
- ❑ Caused by management 49%
- ❑ Caused by employees 33%

Which type of crisis is more common?
- ❑ Smoldering 61%
- ❑ Sudden 39%

Brainstorm: What could go wrong?

Building problems

Weather

Social media

Bankruptcy

Building-related illnesses

Cancellations

Terrorism

Fire

Board/management dealings

Financial mismanagement

Hacking

Controversial performer/performance/installation

State politics

Disgruntled staff

National politics

Local politics

The Crisis Communication Plan

Manage relevant issues to prevent a crisis
Prepare the right people to handle the crisis
Speed recovery
Reduce uncertainty
Minimize liabilities
Protect organization's reputation
Allow organization to move forward

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Research 〉 Objectives 〉 Programming 〉 Evaluation

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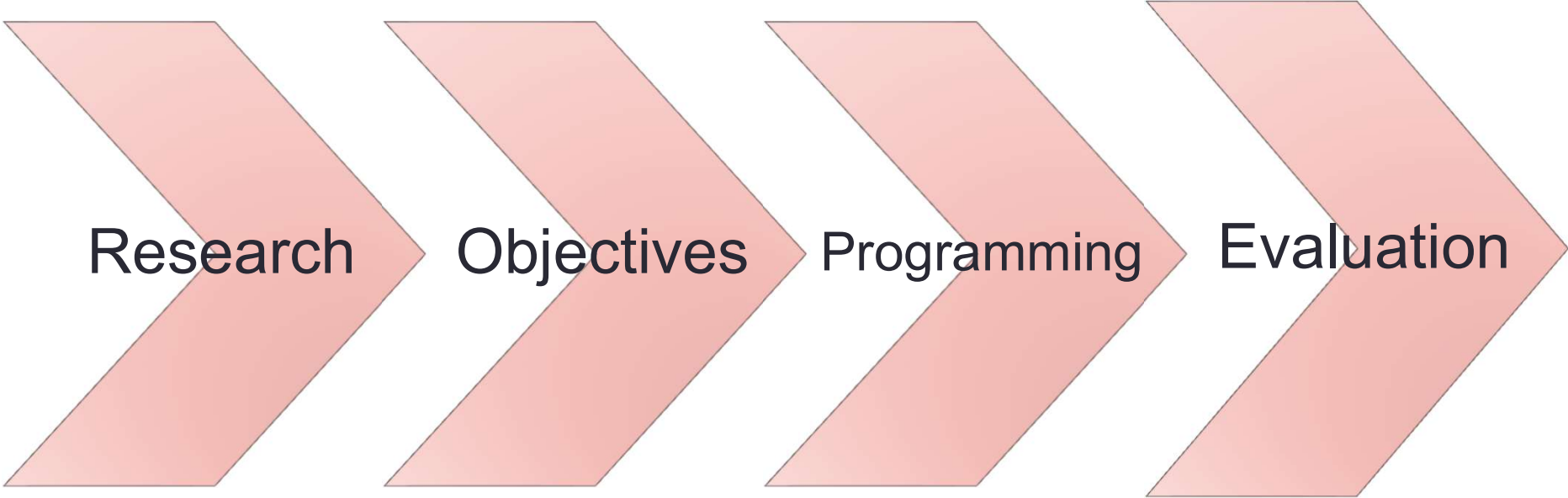
RESEARCH for Crisis Communication Plan

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Risk assessment findings

Core values

Worst case scenarios

Crises at organizations like yours/serving same publics

Your past crises

Key publics (internal and external)

Communication channels in place NOW that are crisis
response ready (website, social media)

First responders/other partners

Regulators

OBJECTIVES for Crisis Communication Plan

In crises, objectives will likely be *baseline, values-related* objectives for how you intend to communicate.

- to provide accurate, timely information to all internal and external publics
- to demonstrate concern for the safety of lives
- to maintain reputation as good corporate citizen
- to safeguard partnerships and sponsorships

Programming for Crisis Communication Plan

Two key categories: Communication LOGISTICS and VOICE.

Logistics:

Strategic Communication HQ

Media Information Center

Crisis Response Team Center

Community Partners

Updated Contact Information

Staff Roles

Programming for Crisis Communication Plan

Two key categories: Communication LOGISTICS and VOICE.

Voice:

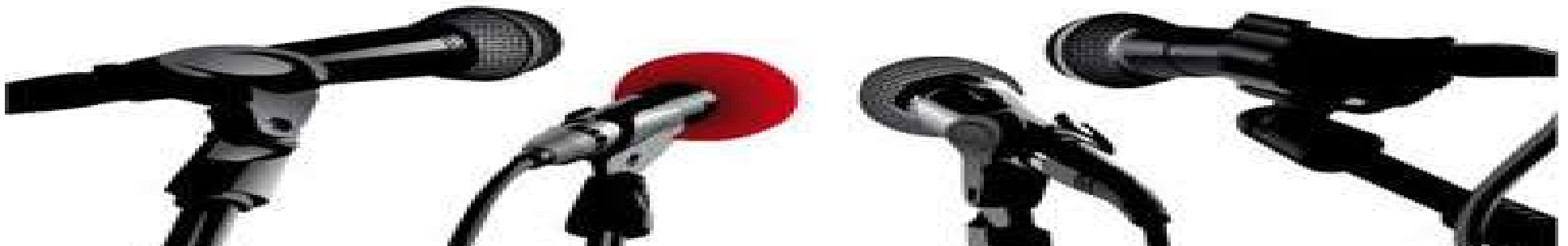Media Philosophy (see Core Values)

Media Training

Website

Collateral

Evaluation for Crisis Communication Plan

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Media Coverage

Key Messages

Spokespeople

"AFTER a crisis, **79%** of companies make tweaks to their plans. The most popular change is **MEDIA TRAINING.**"

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Recovery Communication

Empathy

Values

Corrective Action

Actively Solicit Concerns

Update Plan/Manage Risks

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A Proposed Roadmap in Crisis

Move Quickly

Stay True to Your Core Values

Seek Broad Buy-in

Be Laser Focused

Think Outside Your Walls

Even When You Plan, Expect the Unexpected

Questions and Feedback?

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