

Crisis Mitigation

Peter Hirsch May 22, 2012



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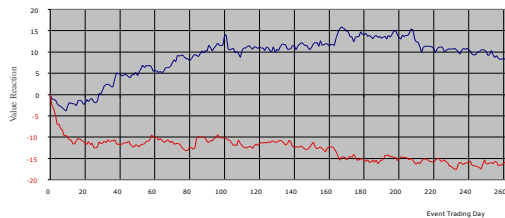
Telling the right story well has measurable impact

- > Successful crisis management reinforces the brand and enhances reputation
- > The impact is measurable and quantifiable
- > Data from analytics firm Oxford Metrica show that successful communications separates reputation "winners" from reputation "losers"



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Reputation winners vs. losers



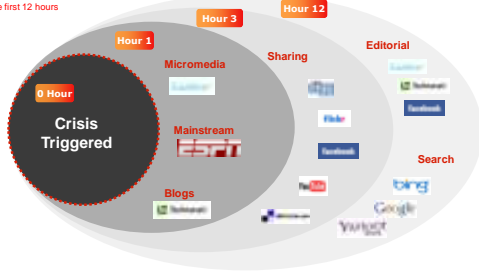
Data from Oxford Metrica



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Speed is of the essence

A "classic" social media crisis
The first 12 hours



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Crisis management best practice principles

- > Preparation
- > Alertness/monitoring
- > Influencer identification and engagement (pre-crisis)
- > Social media savvy
- > Speak to the "pain" as much as the "harm"
- > Speed/transparency
- > Two-way dialogue
- > Integrated use of paid, owned and earned media



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Reputation "winner" profile

- > Robust prevention and mitigation systems
- > Well-tuned crisis response execution
- > Balanced reputation recovery



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Prevention and mitigation

Careful preparation and practice help suppress our primal response to threat: freezing in response to a crisis. Understanding this propensity helps us overcome it.



H.S.Bracha; Rabson, TC; Matsukawa, JM; Williams, AE; Bracha, AS (2004) "Does 'Fight or Flight' Need Updating?" *Psychosomatics*



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Method

Effective crisis planning and the design of response infrastructure enables:

- > Crisis avoidance
- > Speed of response
- > Decisive decision making
- > Message consistency
- > Responses that are truly aligned with stakeholder expectations, thereby mitigating reputational damage and speeding recovery



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Method

Prevention and mitigation



- > Issue mapping process
- > Issue influencer and stakeholder mapping (on and offline)
- > Issue management infrastructure
- > Crisis response process
- > Crisis response logistics
- > Crisis response training and simulation

Ongoing baseline processes to contain issues and minimize escalation to crisis

Processes required to address issues that escalate into crises



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Issue mapping process

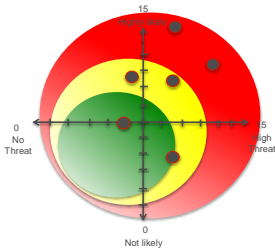
- > Process to identify principal and emerging reputation threats: Workshop to map a company's value chain against changes in four forces—demographics, technology, economics and culture—reveals threats and opportunities arising from changing employee base, macro-economic climate, behaviors changed by technology and shifts in public attitudes.



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Issue mapping process

- > Once identified, issues are categorized using an appropriate framework for your business



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Issues management infrastructure

Ongoing monitoring (traditional and social)

- > Capture evolving conversational clusters and identify potential issues early to limit the risk of escalation into crisis
- > Monitoring the entire social web -- consumer generated media, as well as traditional media and everything in between -- is key
 - > Establish regular social and traditional monitoring reports (daily or weekly)
 - > Search 'intent modeling' to establish baseline



Critical issues preparation

- > Taxonomy of critical issues, with position, draft messaging and supporting data
- > Stored online, with password-protection to enable real-time updating
- > For known/anticipated issues, more detailed draft messaging and Q&A prepared in advance

Issue escalation (pre-crisis)

- > Global Issues Management Protocol: helps determine appropriate level of issue resolution—national, regional global—to prevent crisis escalation



Crisis response process

- > Crisis Communications Council
 - > Cross-functional C-level + communications team, with roles and responsibilities clearly identified (ensure social media expertise)
- > Established crisis triage process
 - > Pre-planned work flows and protocols with assigned responsibility for data gathering, decision-making, communications content and delivery
- > Crisis 'playbook' including response grid, with specific consideration for digital/social media messaging and content strategies
- > Ability to launch real-time crisis-specific monitoring of mainstream and social media as soon as an issue is identified



Crisis response logistics

- > Continuously-maintained capability to conduct crisis response off-site:
 - Cloud-based database of key contacts for all stakeholders (industry, government, media)
 - Turnkey workspace to house crisis response team (web access, computers, copiers, TV, etc.)
- > Digital edit suite to create online content
- > Pre-approved "dark sites/tabs" to provide online stakeholder interface
- > Pre-selected space for stakeholder/media meetings



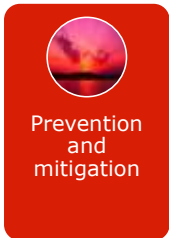
Crisis training and simulation

- > Regular scenario-based crisis simulations
 - C-level participation
 - Broad: multi-country, multi-stakeholder scenarios—consumers, employees, regulators, shareholders, communities
 - Simulation drills for multiple channels—media interviews, press conferences, digital, town halls
 - Social media training
 - Storylines based on phased escalations
 - Post-exercise analysis informs response system enhancements



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Prevention and mitigation



Deliverables	
> Risk audit (immediate risks)	> Crisis communications manual
> Issues map (longer term/emerging)	> Social media playbook
> Influencer map	> Draft messaging
> Monitoring system	> Crisis simulation
> Crisis systems and logistics	> Media-trained spokespeople



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