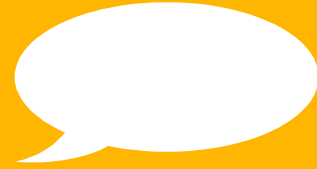


# Welcome to

# Crisis Communication



- 9.15                      Session 1
- 10.45                     Coffee break
- 11.00                     Session 2
- 12.30                     Lunch break
- 13.30                     Session 3
- 15.00                     End

# Hello!



I am Emma Ewing

You can find me @LinkedIn

Happy to answer questions after today

A business card for Emma Ewing. At the top is a circular profile picture of a woman with blonde hair. Below the photo is the name 'Emma Ewing' in bold black text. Underneath is the text 'Specialist training for public relations (PR) and ...' in a smaller black font. At the bottom of the card is a large blue QR code.





*A significant threat to operations that can have negative consequences if not handled properly*

Institute for Public Relations



# Areas of **threat**



## Safety

- injuries
- loss of life,
- harm to people, animals, environment

## Financial loss

- ability to operate
- profitability
- shareholder value
- lawsuit
- data breach

## Reputation loss

- brand value slip
- broken trust
- hack
- fake/malicious news
- leader failure

**BBC**

Sign in



News

Sport

Weather

iPlayer

Sounds

US & Canada

## Fisher-Price recalls millions of baby sleepers after fatalities

13 April 2019



Share



CYBER SECURITY NEWS

## Largest Leak in History: Email Data Breach Exposes Over Two Billion Personal Records



Scott Ikeda — On Apr 8, 2019



Share



Tweet



Share



Pin it



Sometimes a crisis  
is obvious



## Issue to be managed

- Embargo broken by journalist
- Negative press coverage
- Competitor gets great coverage
- Competitor criticises client in media
- Prices are raised
- Redundancies are made
- Early draft document released to media by accident
- Office is to be closed
- Senior spokesperson does not deliver messages well

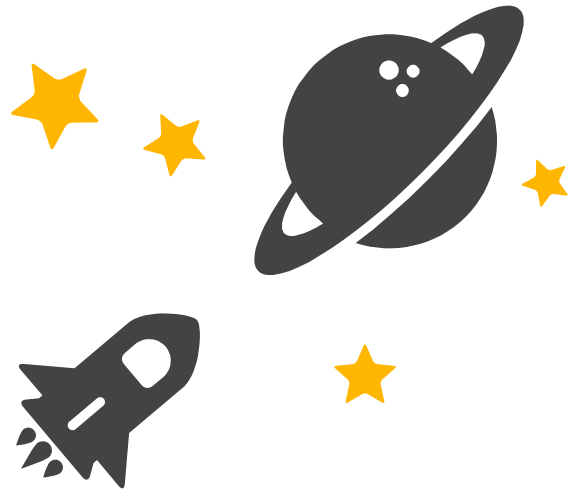
## Crisis

- Flood causes power outage and IT downtime
- Company is sued for IP infringement
- Database breach: customer details released online
- Chief exec resigns unexpectedly
- Angry employee leaks details of redundancies
- Client and competitor accused of price fixing
- Website hacked and defaced
- CEO makes damaging comments in public

# Your role

Help your client or organisation to success by

- Staying calm
- Viewing the situation objectively
- Advising whether or not to **GO** into crisis mode





# How to decide if a threat is credible?

Use the resource that journalists  
use!



[http://verificationhandbook.com/book\\_cr/chapter1.php#](http://verificationhandbook.com/book_cr/chapter1.php#)



## Preparing for a crisis

Good preparation makes success more likely

No preparation makes failure more likely

“

*By the time you hear the thunder,  
it's too late to build the boat*



anon

**What**

might happen?

**Who**

do you need to inform?

**How**

to get to total success!



**Content**

materials to ensure  
speed and accuracy



# What can you **prepare** in advance?

Who

Content

What

Content



Media trained execs

Likely scenarios

Sample holding statements

Stakeholder map

Crisis 'dark site' & fast facts

Crisis management manual

Content

How



# Stakeholder mapping

External		Industry	Internal	
Media	People affected, customers, agencies and partners		Leadership & internal stakeholders	Employees



External		Industry	Internal	
Media	People affected, customers, agencies and partners		Leadership & internal stakeholders	Employees
<ul style="list-style-type: none"><li>• Traditional media</li><li>• Social Media</li><li>• Website</li><li>• Internal channels</li></ul>	<ul style="list-style-type: none"><li>• People affected (&amp; their families)</li><li>• Customers</li><li>• Suppliers</li><li>• Partner organisations</li><li>• Site administrators</li></ul>	<ul style="list-style-type: none"><li>• Government</li><li>• Peers</li><li>• Competitors</li><li>• Industry bodies</li><li>• Regulators</li><li>• Financial markets</li><li>• Analysts</li></ul>	<ul style="list-style-type: none"><li>• Directors</li><li>• Board of directors</li><li>• Trustees</li><li>• Shareholders</li><li>• Legal team</li><li>• Privacy/data officer</li><li>• Safety officer</li><li>• HR team</li><li>• IT team</li></ul>	<ul style="list-style-type: none"><li>• Directly impacted employees</li><li>• Wider employee base</li><li>• Contractors</li><li>• Site administrators</li></ul>



**Your stakeholder map helps  
you answer the following  
question:**

**Who do we need to inform  
and how do we need to  
inform them?**

**Crisis  
comms in  
action**





fastFT Food & Beverage [Add to myFT](#)

## CO2 shortage close to 'critical' for British chicken producers

The CO2 shortage threatens meat as well as beer and fizzy drink production

Camilla Hodgson JUNE 21, 2018

The British Poultry Council warned on Thursday that a "severe lack" of carbon dioxide was threatening meat production in the UK and said one poultry factory had only a day's supply remaining.

Booker Group PLC [Add to myFT](#)

## CO2 shortage takes toll on business

Food wholesaler Booker rations beer and cider sales, while abattoirs trim production

Scheherazade Daneshkhu and Jonathan Eley in London JUNE 20, 2018

The Europe-wide shortfall of carbon dioxide has forced Booker, the food wholesaler, to ration beer and cider sales, while operations at Scotland's biggest pig abattoir were to be abandoned on Wednesday, as the gas shortage that has disrupted supply chains at fizzy drinks manufacturers and poultry producers entered its second week.

FINANCIAL TIMES

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Subscribe to the FT

Supply chains

China drug scares highlight global supply chain risks

Trade war fears dampen Apple suppliers' joy

No deal Brexit fears spark UK car crash

Supply chains [Add to myFT](#)

## Threat from CO2 shortage spreads to food producers

Government 'working' with industry to stave off potential supply chain problems



Each of the slaughterhouses struggling with the shortage process around 10,000 chickens every hour, according to the British Poultry Council © Bloomberg

Camilla Hodgson and Laura Hughes and Scheherazade Daneshkhu in London JUNE 21, 2018

**Financial Times – 1m readers**  
CO2 shortage, 21 June 2018



## CO2 shortage: Food industry calls for government action

21 June 2018

First beer, now chicken! Shortage warnings as CO2 stocks fall

Carbon dioxide shortage could affect a range of food and drink staples as a weather surge drives up demand



No chicken tonight: After fizzy drinks and beer now Britain could run out of **POULTRY** in days as country faces worst carbon dioxide shortage in decades

- Nine of UK's biggest chicken farms are facing severe carbon-dioxide shortage
- Gas is needed to make sure the meat is protected from germs when packaged
- Been described as worst supply situation to hit Europe's CO2 levels in decades

By ALEXANDER ROBERTS FOR MAILONLINE  
 PUBLISHED: 12:04, 21 JUNE 2018  
 UPDATED: 12:04, 21 JUNE 2018

### NEWS CO2 shortage could mean animals suffer more at slaughterhouses, campaigners warn

Lobbyists say animals could suffer due to Europe-wide problem.

By George Wood

**The Independent, BBC News, Sky News  
 CNBC, The Huffington Post, Daily Mail  
 CO2 shortage, 20-29 June 2018**



**BBC RADIO 4 TODAY**  
Weekdays 6-9am and Saturdays 7-9am

Home Episodes Highlights Podcasts Student Awards Thought For The Day

Sorry, this episode is not currently available on BBC iPlayer Radio

**27/06/2018**  
Morning news and current affairs. Including Sports Desk, Yesterday in Parliament, Weather and Thought for the Day. 3 hours

**BBC RADIO 4 Farming Today**

Home Episodes Clips Galleries Podcast Food and Farming Awards

**CO2 shortage, Cow deaths, Flower foraging**

There's a CO2 shortage and it could affect chicken supplies by the end of this week. Richard Griffiths from the British Poultry Council tells Charlotte Smith what the industry is doing to address the problem. 26 days left to listen 13 minutes



## Today Programme – 7m weekly reach

CO2 shortage, 27 June 2018

## Farming Today

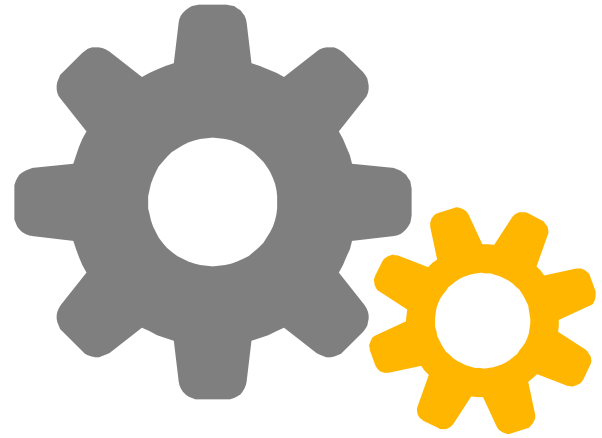
CO2 shortage, 22 June 2018



# How might you get stung?

## Scenario planning / Q&As

# Use your scenarios



1. to media train the CEO and important spokespeople
2. to design a rough process outline of how you would handle it



# We are **responsible** for ensuring leaders

- are equipped to speak to the press
- communicate as human beings and not corporate robots
- don't get aggressive, defensive or flippant
- tell the truth

# The crisis comms manual



Crisis organisation	Tools & instruments	Basic information	Scenarios & outline plans
<ul style="list-style-type: none"><li>• Crisis team roles &amp; responsibilities</li><li>• Procedures and reporting lines</li><li>• Checklists, forms</li><li>• Contact lists (including out-of-hours)</li></ul>	<ul style="list-style-type: none"><li>• Hotline details</li><li>• Possible hashtags</li><li>• Dark site</li><li>• Social media log in details</li><li>• Monitoring tools</li><li>• Media lists &amp; platform</li></ul>	<ul style="list-style-type: none"><li>• Fast facts</li><li>• Background information</li><li>• Maps/diagrams</li><li>• Messages</li><li>• Company Q&amp;A</li><li>• Company values</li></ul>	<ul style="list-style-type: none"><li>• Stakeholder map</li><li>• Scenarios &amp; outline processes</li></ul>



# Preparing a 'dark' site

A ready-prepared section to replace the front page or flagged from the front page with up to date information for media and stakeholders

Remove current promotions, anything clashing with the current narrative, anything that could be insensitive





## UPDATES ON MALAYSIA AIRLINES FLIGHT MH370

[Read more here >](#)



**Malaysia Airlines** ✓

@MAS

This is the official twitter of Malaysia Airlines.  
Kuala Lumpur, Malaysia - malaysiaairlines.com

FOLLOWING  
1,700

FOLLOWERS  
394K

[Follow](#)



Golden Lounge Operations to Qantas Lounge at Sydney



One Way
  Return
  Multi-city

From

To

Departure  
 Return

Adults Children Infants

[More than 9 passengers?](#)

Cabin

Coupon

[Find Flights >](#)



# Useful **elements** for your dark site

## Latest statements

Responses, announcements, videos, hashtags.

## Media Photography

Supply the press with what they need. Photos of products, people, logos., locations, maps, incident headquarters (if appropriate).

## Fast facts

Brand/company description, company history, key personnel.

Who, what, when, where and how.

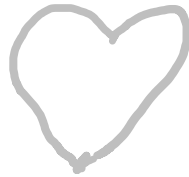


# Holding statements



## Acknowledgement

What happened/  
what do we know?



## Empathy

How do we feel  
about those  
affected?



## Approach

What have we  
done / what are  
we going to do?



## Commitment

What can  
stakeholders  
expect?



*“Everyone here at the Walt Disney World Resort is devastated by this tragic accident. Our thoughts are with the family. We are helping the family and doing everything we can to assist law enforcement.”*

*“We are conducting a swift and thorough review of our processes and protocols. This includes the number, placement and wording of our signage and warnings.”*

**Jacquee Wahler, vice president of the Walt Disney World Resort**



# Useful phrases

- The situation is evolving, and we will keep everyone updated as we receive more information...
- Information is still arriving, and we will have another update by [time]...
- This is what we have confirmed, and more details may emerge as the investigation continues...
- We are committed to [...] and will cooperate with all authorities during the investigation...
- We place the highest priority on the health and safety of [...]
- Our hearts and minds are with those who are in harm's way, and we will continue to seek answers as the investigation continues...
- We are working to understand the extent of the issue...



## Help your client to show their human side

*There are no words to convey the profound sorrow we feel for the family and their unimaginable loss. We are devastated and heartbroken by this tragic accident and are doing what we can to help them during this difficult time.*

*On behalf of everyone at Disney, we offer them our deepest sympathy.*

# 3

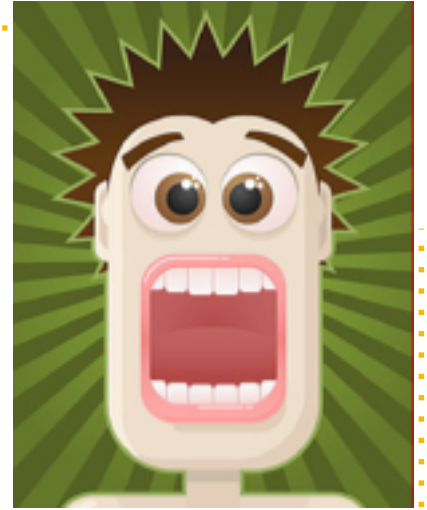
## During the crisis

What can and should you do to survive?

# Panic is the enemy

What people experience in a crisis

- Ultra-compressed timescales
- Lack of clear information
- Rumour and speculation
- Events unfolding out of direct control
- Decision-makers unavailable
- Dealing with media who don't know you very well





# The **crucial** first hour

You need to respond quickly but too fast and you could make everything worse

You typically have between 20 and 60 minutes - less if it's a major public safety incident





# Within the **first** hour

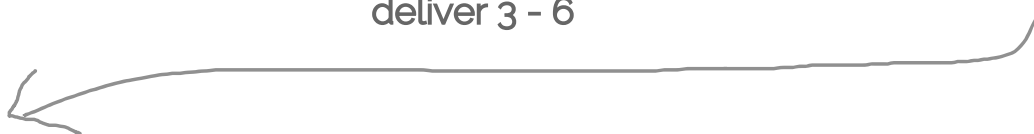
1. Verify & assess



2. Notify key people, set up crisis chain of command, share plan to deliver 3 - 6



3. Develop holding statements for external and internal audiences



4. Identify potential communication issues



5. Approve then release across all official platforms:

- Holding statement
- CEO/spokesperson

Dark assets go live



6. Announce communication timetable

Stick to it!

7. Enact your crisis plan

# Dealing with the media

## Don't!

Disclose anything but confirmed facts

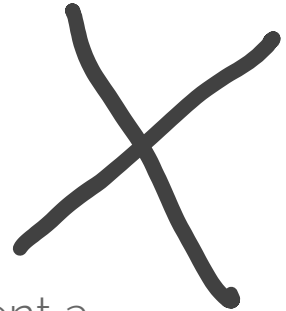
Guess, estimate or hypothesise

Distribute any external statements until fully approved

Have multiple people serve as spokespeople or fail to present a united and coordinated voice

Relax control of information coming from the client

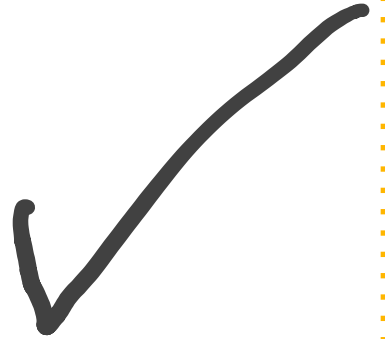
Use unprepared spokespeople



# Dealing with the media

Do!

- Put the customer at the heart of the communications: think through the impact
- Stay visible and interactive both with media and internal stakeholders
- Acknowledge there is an issue
- Make sure information is accurate before releasing
- Disclose only confirmed facts
- Speak with one voice
- Control the flow of information



# Social media



- Main role to correct or clarify misinformation or to end speculation and rumours
- Stop any marketing content
- Name one spokesperson to track and respond to relevant posts/stories
- Use social to direct traffic to official company resources
- Know your influencers in advance: pay attention to posts from influential customers, monitor levels of activity in your 'usual' channels and be alert for new hotspots

# A developing story...



Kelly Bone

8 February at 03:58 · 🌐

I need you to all do me a favor. This is my little fur baby, Duncan. I am sure most of you have seen my posts that Duncan recently died, and I found out two days ago that the cause was that his food, z/d dry and wet dog food, had too much vitamin D in it and caused renal failure. I have spoken to Hills twice. They explained that they were using a 3rd party supplier who did not adequately test their product. When I asked "what quality controls does your company have to ensure the products you receive from suppliers meet quality standards". The response was "we are putting those into place now. Well, Hills Nutrition....it is too late for my little Duncan. This is inexcusable.

Over the last 2 days there have now been over 4000 posts on the Hills Nutrition page of people indicating their dogs have died of the same symptoms over the past 90 days. Some cats as well. It doesn't seem to matter if it is wet or dry dog food. Also, today alone I have received two phone calls from a neighbor and a friend indicating their dogs had the same symptoms and died and were using the same dog.

My ask is this.....if you love pets or someone you know does, please share this if you can. It may not have the share button, but you can cut and paste my message or do a screenshot and repost it on your page.

Do not be fooled if you use Hills Nutrition Food if it is not on the recall list. They do not check their suppliers work and have no quality controls. They do NOT deserve to be in business.

Also, a large corporate law firm in Chicago reached out to me two days ago and has started a class action suit. If you know of anyone impacted by this who is interested in joining it, have them contact me.



## Voluntary Canned Dog Food Recall

Find out if your products are affected below.

**Consumer contact:**  
Hill's Consumer Affairs  
1-800-445-5777  
[Click here to email us](#)

**Media contact:**  
Karen Shenoy  
785-221-1187  
[mediacontact@hillspet.com](mailto:mediacontact@hillspet.com)

2/8/19: We have extended our call hours on Saturday and Sunday from 9am to 3pm CST.

[View the press release](#)

SKU NUMBER

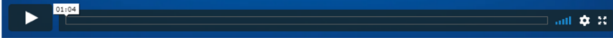


DATE CODE / LOT CODE



## FREQUENTLY ASKED QUESTIONS

How can I tell if I have an affected can?



New Information - February 8, 6:00 pm CST:  
Hill's® Pet Nutrition is voluntarily recalling a specific set of canned dog food products. Please [click here](#) to learn more.



Nutrition has the power to transform pets' lives

[Sign Up & Save](#)

[Find a Product](#)




## Still have questions?

- [Frequently Asked Questions](#)
- [Quality & Safety](#)
- [FDA Press Release](#)
- [How to Return Recalled Products](#)
- [Signs of Elevated Vitamin D](#)


Crisis rapidly becoming global



 **Kelly Bone** I just heard from my attorney. They are increasing their list of foods in the recall. At this point, the last thing I saw about my post is that I had 2898 shares of my post, and now 16 people have taken their dogs to the vet today as a result. 3 were euthanized when they took them, and 2 were ok....theoths the others are waiting results. Those are only the people who sent a note to me privately and asked for advice. I have over 300 message in my messenger to respond to. I have heard from people in the UK, Scotland, Poland, Germany, and Australia. Glad it is getting around. If I see info I think will help others, I will post so you can share. Help me save the pets in Duncan's honor!

Like · 1d 👍👎🗨️ 218

 Elizabeth Harley and 16K others 61 comments 54K shares

 **Kelly Bone** As of this AM it has been shared by 1,942 people and I have about 100 messages in my box. Two people have people have taken their dogs to the vet...both had elevated Vitamin D and they hope they can reverse it. My goal is to put them out of business.

Like · 2d 👍👎🗨️ 432

To add insult to injury, during my conversation with Hills they offered me coupons off of new food in the event I get a new dog. This company needs to be put out of business. Switch immediately to another dog food like Royal Canine or make your own food.

Duncan, Mommy loves you and I am so sorry I trusted this company. RIP my love.

Huge mistake...







# Social media simulation

- Polpeo
- [Www.polpeo.com](http://www.polpeo.com)

**Good luck!**

