

Master the Disaster

Community and Media Strategies

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J E N N E R & B L O C K

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Goals of Public Relations During Crisis

- ▶ Promptly disseminate honest, informative, concerned communications geared toward relevant audience.
- ▶ Reassure public – accept responsibility and establish credibility.
- ▶ Control media and message.
- ▶ Minimize legal liability – consider current and potential litigation.

Identify Key People

- ▶ Crisis Communication Team
- ▶ Spokesperson
- ▶ Backup Spokesperson and Other Support Persons

Designate Crisis Communication Team

- ▶ Possible Team Members
 - ✓ CEO
 - ✓ Public relations officer
 - ✓ Senior manager from business unit
 - ✓ Safety/security manager
 - ✓ Company's attorney
 - ✓ Spokesperson



Roles of Crisis Communication Team

- ▶ Identify what actions should be taken.
- ▶ Determine appropriate message to address the emergency.
- ▶ Support the designated spokesperson.
- ▶ Serve as technical experts or advisors.

Designate Spokesperson



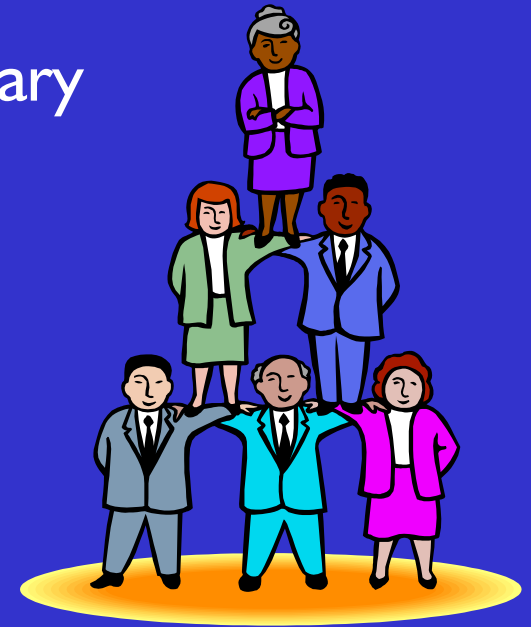
- ▶ Qualifications
 - ✓ Comfortable with reporters and various media (print, radio, video)
 - ✓ Knowledgeable about the company, its business, its mission
 - ✓ Access to company decisionmakers

Roles of Spokesperson

- ▶ Represent the company.
- ▶ Make official statements.
- ▶ Answer questions throughout the crisis.

Support the Spokesperson

- ▶ Designate Backup Spokesperson
 - ✓ Act as spokesperson when the primary spokesperson is unavailable
- ▶ Designate Other Helpers
 - ✓ Answer phone
 - ✓ Escort media
 - ✓ Collect information



Immediate Public Relations Response Steps

- ▶ Assess the Crisis.
- ▶ Identify Relevant Audiences.
- ▶ Prepare Message Specific to Audience.
- ▶ Determine the Communication Method.
- ▶ Ride Out the Storm.



Assess the Crisis

- ▶ What happened?
- ▶ What is current factual information?
- ▶ What are the known immediate dangers?
- ▶ What are the known impacts?
- ▶ What has been done to stop the immediate dangers?



Identify Relevant Audiences

- ▶ Outside Audience
- ▶ Inside Audience

Identify Outside Audience

- ▶ Media
 - ✓ Local
 - ✓ National
 - ✓ International



Identify Outside Audience

- ▶ Community
 - ✓ Facility neighbors (residents and businesses)
 - ✓ Community organizations
 - ✓ Environmental organizations
 - ✓ Chambers of commerce
 - ✓ Community where employees live
 - ✓ Local, state, federal government and elected officials



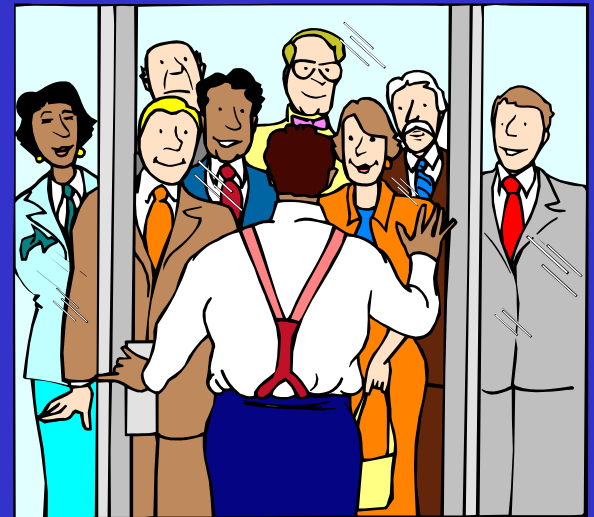
Identify Outside Audience

- ▶ Business
 - ✓ Suppliers, Distributors, Wholesalers, Retailers, Consumers
 - ✓ Competitors
 - ✓ Trade Associations



Identify Inside Audience

- ▶ Board of Directors
- ▶ Management
- ▶ Employees
 - ✓ Hourly/salaried employees
 - ✓ Unions
 - ✓ Retirees
 - ✓ Families
- ▶ Shareholders

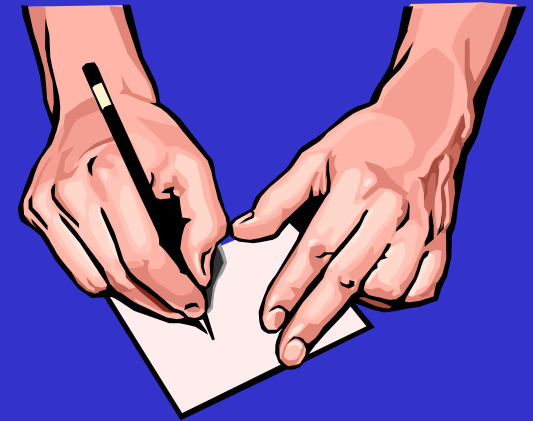


Prepare Message Specific to Audience

- ▶ Outside Message
 - ✓ Simple to understand and use
 - ✓ Targeted to identified audience
- ▶ Inside Message
 - ✓ Employees must be kept informed
 - ✓ Employees are your first line of defense

Tips for Content of Message

- ▶ Make clear and concise statements.
- ▶ Give facts of event and known impacts.
- ▶ Describe facts of company's response.
- ▶ Reassure by describing what you are doing to help and prevent.
- ▶ Protect trade secret and confidential information.
- ▶ Consider current and potential litigation.



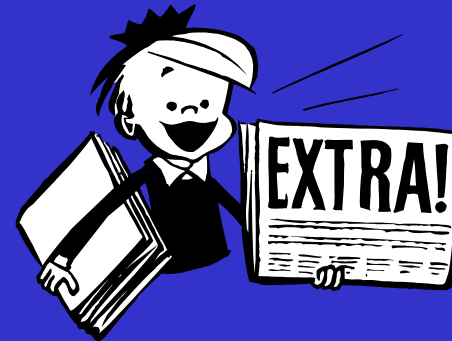
Determine Communication Method

- ▶ Tailor Method to Specific Audience
 - ✓ Media
 - ✓ Oral
 - ✓ Written



Communication Method

- ▶ Media
 - ✓ Press release
 - ✓ Interview
 - ✓ News conference



Communication Method

- ▶ Special media considerations
 - ✓ Controlling media process is key to managing crisis.
 - ✓ Promptly answer media inquiries.
 - ✓ Select a place to be used as a media center and determine locations for interviews and press briefings.
 - ✓ Prepare spokesperson such as by rehearsing prepared statements and answers to tough questions.
 - ✓ Spokesperson should be supported with competent people who can answer phones and escort media.

Communication Method

- ▶ Community
 - ✓ Written communications
 - ✓ Other printed materials such as fact sheets
 - ✓ Community meeting
 - ✓ Document repository (public library)
 - ✓ Hotline

Communication Method

- ▶ Inside communications
 - ✓ Written communications
 - ✓ Meetings

Riding Out the Storm



- ▶ Outside Audience
 - ✓ Update message as appropriate
 - ✓ Re-evaluate target audience and communication method
 - ✓ Follow through on items in prior communications
- ▶ Inside Audience
 - ✓ Keep employees informed
 - ✓ Identify loose cannons
 - ✓ Rumor control

Mistakes to Avoid

▶ Ostrich Tactics

- ✓ Relying on business reputation
- ✓ Assuming truth will triumph

▶ Delay Tactics

- ✓ Starting communications work after crisis is public
- ✓ Reacting to crisis rather than managing crisis

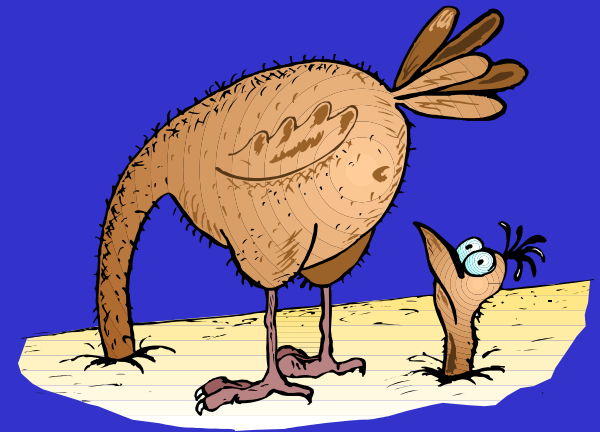


Mistakes to Avoid

- ▶ **Bad Communication Tactics**
 - ✓ Using language audience does not understand
 - ✓ Speaking without compassion
 - ✓ Poor internal communications/lack of training
 - ✓ Treating media as enemy/allowing media to manage communications

Advantages to Good Planning

- ▶ Prevent crisis from developing after event or reduce impacts.
- ▶ Improve response time.
- ▶ Identify and correct weaknesses.
- ▶ Reduce costs.
- ▶ Reduce liability.



Prevent the Event



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