

### Crisis Communication Management

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### Crisis Characteristics

- ⚡ Intensify
- ⚡ Media and government scrutiny
- ⚡ Interfere with business
- ⚡ Jeopardize image
- ⚡ Damage the double bottom line: trust and profit

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### Crises Happen Everywhere

- ⚡ Government -----> Katrina response
- ⚡ Business -----> Mattel toy recall
- ⚡ Education -----> Rider U. hazing suit  
VT shootings
- ⚡ Religion -----> Catholic church charges
- ⚡ Sports -----> NBA referee point shaving/gambling, Michael Vick, Operation Slap Shot

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**Evolution of a Crisis**

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- ⌘ Non-existent
- ⌘ Potential
- ⌘ Dormant
- ⌘ Imminent
- ⌘ Current
- ⌘ Critical

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**Crisis...**

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An issue or issues confronting an organization that have reached the critical stage.

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**Crisis Golden Rule**

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**ANTICIPATE!**

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**Anticipate – Classify Crises**  
**Simple Banana Index**

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- ⚡ Green
- ⚡ Yellow
- ⚡ Brown

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**Anticipate – Classify Crises**

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- ⚡ Immediate
- ⚡ Emerging
- ⚡ Sustained

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**Anticipate – Crisis Warning Signs**

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- ⚡ Surprise
- ⚡ Insufficient information
- ⚡ Events escalate
- ⚡ Lose control
- ⚡ Outside scrutiny increases
- ⚡ Siege mentality
- ⚡ Panic

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### The Media in a Crisis

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- ⚡ Use the media as a conduit
- ⚡ Timely information to audiences
- ⚡ Communicate what went wrong
- ⚡ Communicate what you are doing to fix it

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### Common Crisis Mistakes

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- ⚡ Hesitate
- ⚡ Confuse
- ⚡ Retaliate
- ⚡ Avoid the truth
- ⚡ Pompous attitude
- ⚡ Confront
- ⚡ Fear of lawsuit

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### Crisis Planning – Be Prepared

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- ⚡ Define the risks
- ⚡ Describe actions to lessen the risks
- ⚡ Identify risks' causes
- ⚡ Demonstrate responsible management

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### Other Crisis Plan Elements

- ⚡ Share plan with others
- ⚡ Educate management
- ⚡ Identify one spokesperson
- ⚡ Create media center
- ⚡ Tell full story
- ⚡ Show concern
- ⚡ Be on call 24/7
- ⚡ Critique after the crisis

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### Crisis Communication No-no's

- ⚡ Do not speculate
- ⚡ Do not minimize problem
- ⚡ Do not let story out by pieces
- ⚡ Do not release information that violates personal privacy or places blame
- ⚡ "No comment"
- ⚡ Do not play favorites with media
- ⚡ Do not promote organization during a crisis

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### Crisis Example (or what not to do!)

- ⚡ Exxon Valdez
  - ⚡ 11 million gallon oil spill
  - ⚡ Alaska's Prince William Sound
  - ⚡ Contaminated 600 miles of shorelines
  - ⚡ CEO Lawrence Rawl:
    - ⚡ Did not go to cite
    - ⚡ Blamed government and coast guard
    - ⚡ Passed clean-up costs onto customers

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**Exxon Result...**

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- ⌘ 45,000 customers cancelled gasoline credit cards
- ⌘ Still suffering from identity and image perceptions

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**Crisis Example (or the real deal!)**

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- ⌘ Tylenol
  - ⌘ In 1982, tainted Tylenol Extra-Strength capsules killed seven people in Chicago area.
  - ⌘ Johnson & Johnson Board Chairman James Burke:
    - ⌘ Acted immediately
    - ⌘ Commitment to customer trust
    - ⌘ Pulled all product
    - ⌘ Reintroduced product w/ tamper-resistant packaging

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**Tylenol Result**

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- ⌘ Initially lost lead in pain reliever market
- ⌘ Rebounded to lead the pain reliever market

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Questions?

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