



**ROADMAP FOR HIGH-PROFILE
OR CRISIS SITUATIONS**

Presenters

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Prepare In Advance

- Assemble crisis team:
 - Internal –
 - CEO
 - GC
 - Division Head
 - Customer service
 - Marketing
 - HR
 - Board
 - External –
 - Attorneys
 - PR
 - IR

Prepare In Advance

- Have team get to know each other, work together and understand each other now
- Role play and crisis drill at least once per year including all team members
- Understand how your company is perceived by the public (not necessarily how you would want them to be)
- Make or maintain media contacts you will want to use to get your message out.
- Have top execs/spokespersons take media training courses
- Prepare press release and talking points in advance of key events for both a good and a bad outcome at court
- Add items to contracts
 - Morals clauses and other events of default
 - Restrictive covenants
 - Indemnity backed up by insurance

Quickly Identify Problem & Impact on all Stakeholders

- Early detection methods
 - Customer service calls/emails
 - Data from distributors/suppliers/ key contactors
 - Enterprise risk management
 - Internet searches
 - Yammer or intranet
- Take into account the needs of all stakeholders :
 - Customers
 - Distributors
 - Suppliers
 - Employees
 - Shareholders
 - Competitors
 - Charitable foundations
- What can the brand withstand?
- Review key contracts

Jump into Action to Execute the Plan

- Stay calm – trust your plan and your team
- Manage perceptions (facts are secondary)
- Engage internal/external crisis management team – like a SWAT team
- Alert/direct other internal stakeholders
- Alert/direct external stakeholders.
- “Be quick but don’t hurry” – John Wooden.
- Set realistic goals – likely won’t have complete victory on all fronts so need to prioritize and “goal shift”
- Balance short and long term goals and don’t sacrifice a long term objective for a quick fix to the mini crisis of the day.
- Find out what happened, fix it and then move on.
- Focus on your business – most important constituencies are your customers, shareholders, distributors and employees.

Other Best Practices

- Assemble war chest to make reparations or weather downturn in sales.
- Be a generous before you are asked
- Apologize without admission
- Walk the land and shake the hand
- Close the matter in a dramatic fashion
- Write the conclusion a few months down the road

Q&A



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