

WHEN IT HITS....

*Effectively managing a crisis as an  
association. Are you ready?*

FAIB – 29 March 2018

# AGENDA

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- About Cambre
- What is a crisis?
- Dealing with a crisis
  - Before it hits
  - After it hits
- Case studies
- Crisis toolkit & checklist

# The changing face of crisis



# ABOUT US

# CAMBRE ASSOCIATES

**Multidisciplinary** team (30+) focused on European advocacy and communications.

**Collaborative** approach to government relations, public affairs and public relations.

Based in Brussels, with a **network** of partner agencies across Europe and beyond.

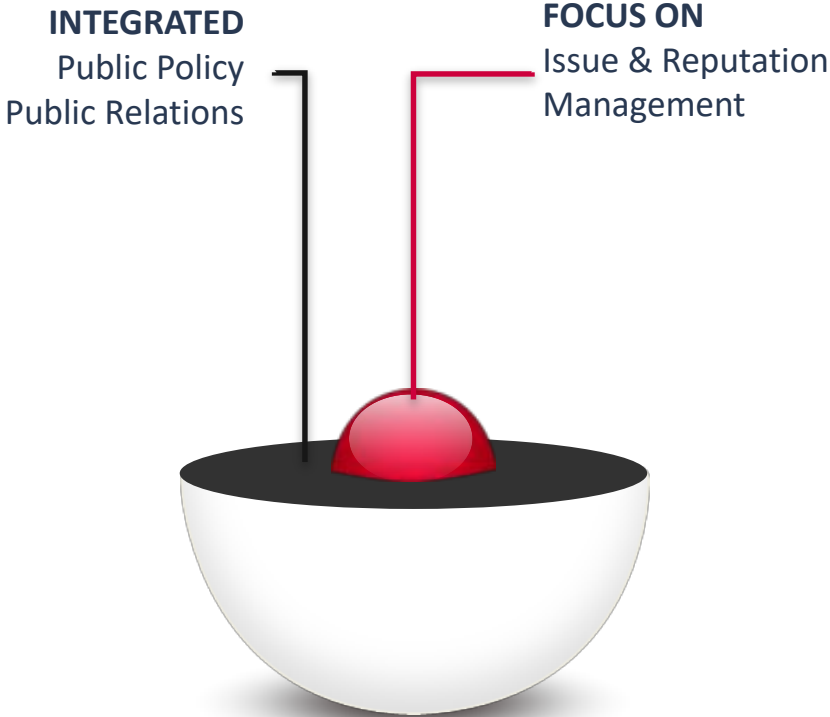
**Discipline-driven** thinking and dedicated teams organised by policy area, we bring solutions, not services.



# CAMBRE ASSOCIATES

Founded in 2000

30 consultants (12+ languages)



Government  
Relations

Public Affairs

Public Relations

Association  
Management

Health, Food &  
Wellbeing

Energy & Climate  
change

External Relations &  
International Trade

Internal Market  
Financial Services

Environment &  
Transport

ICT / Telecoms

# CAMBRE ASSOCIATES - Client portfolio (non-exhaustive)



# WHAT IS A CRISIS?



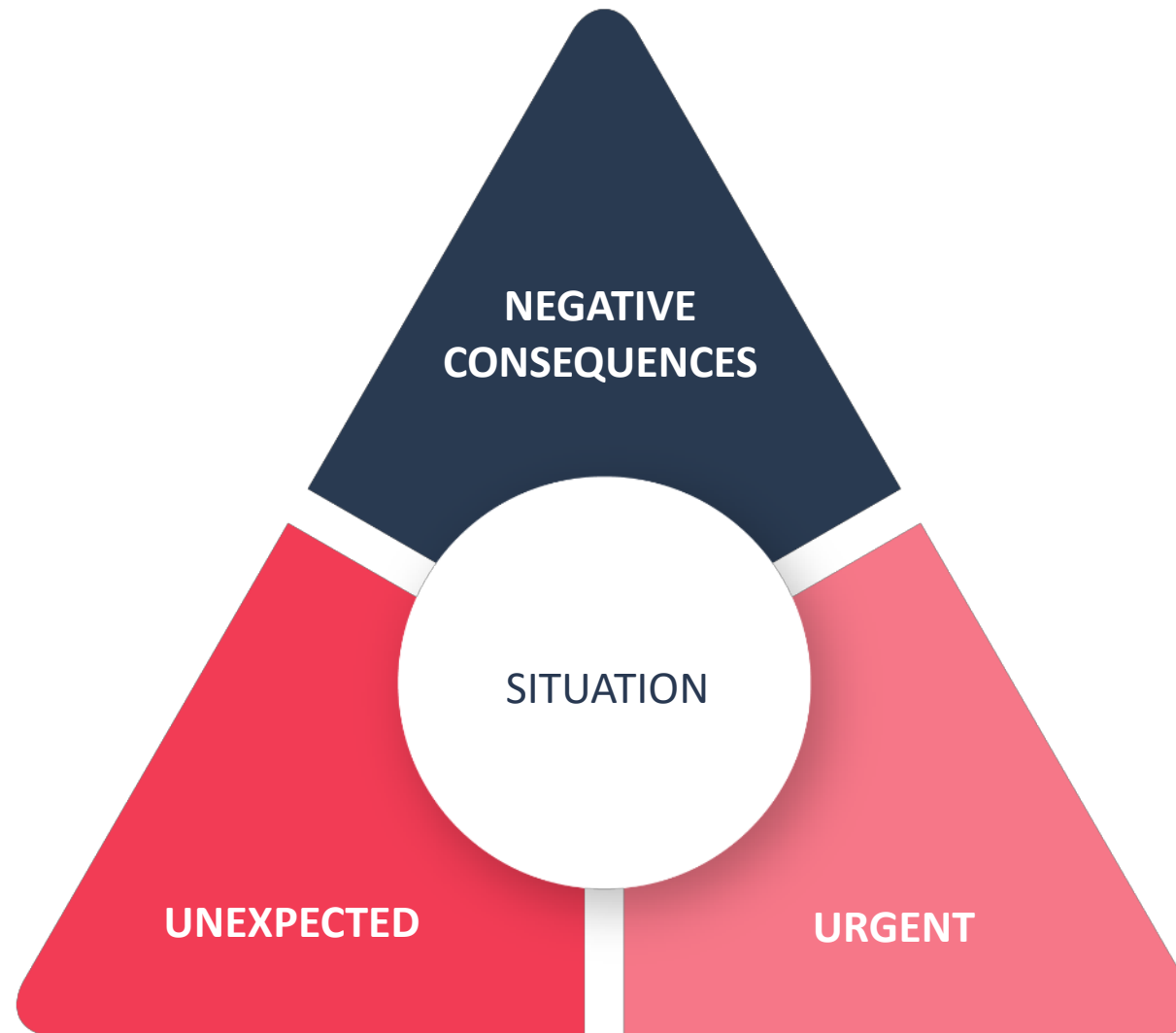
# Crisis within the context of reputation

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# WHAT IS A CRISIS?

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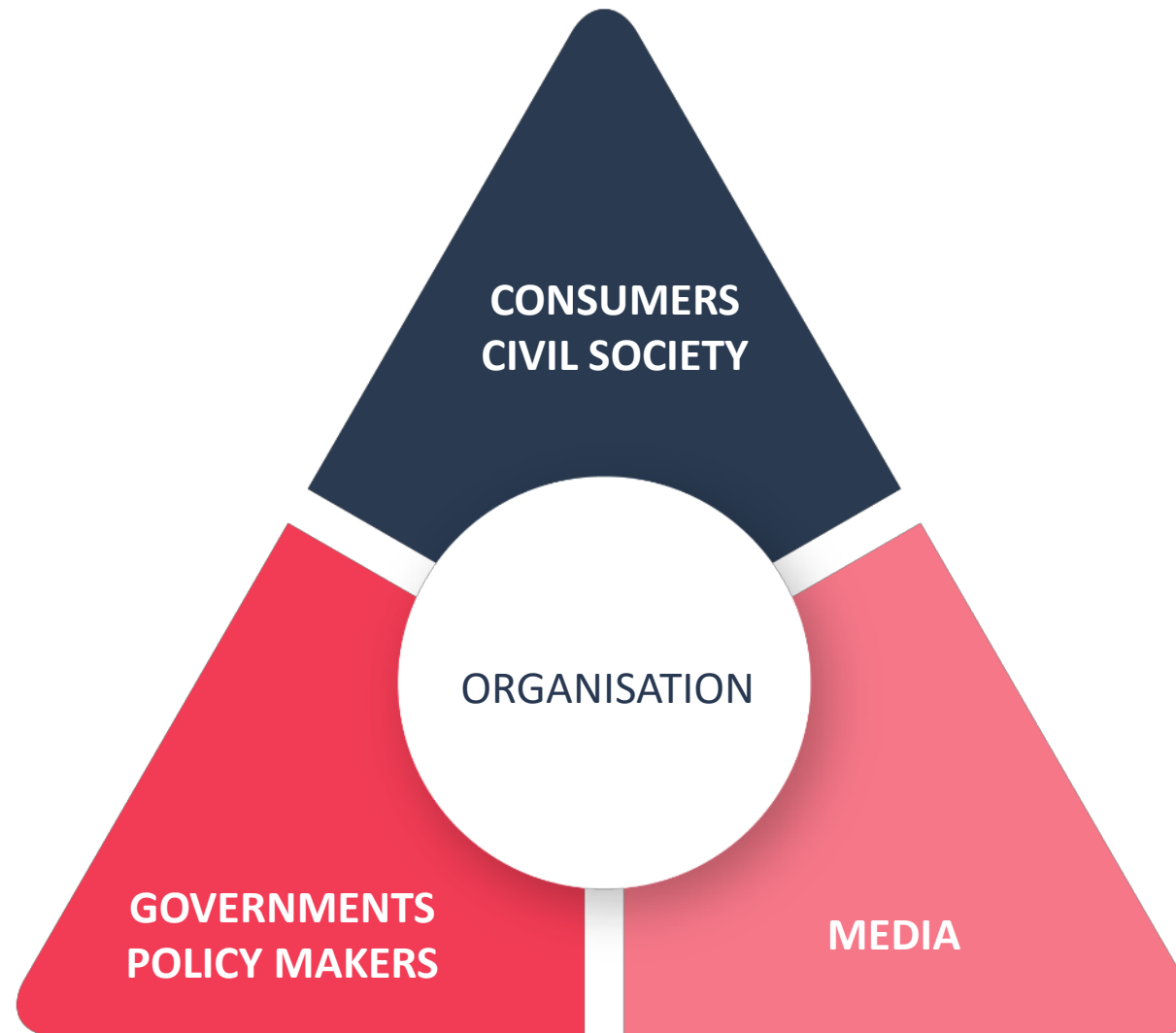


## REASONS/CAUSES

- Food safety
- Activists & protests
- Litigation
- Sexual harassment/misconduct
- Labour unrest
- Natural and man-made disasters
- Workplace health & safety
- Product recalls
- Environmental threats
- Facility closures/layoffs
- Financial (fraud, bankruptcy, etc.)
- Social media crisis
- Crime
- Corruption
- Cyber security & data breaches
- Public health threats
- Policy & regulatory threats
- Malpractice

# WHAT IS A CRISIS?

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## TRIGGERS/ACTORS

- Consumers & buyers
- Users
- NGOs
- Academia & research centres
- Media: regional, national, international
- Social media
- Politicians
- Regulators
- **Associations**
  - Their members
  - Their customers

# TYPES OF CRISES

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- Requires **rapid** deployment of **large** amount of resources
- **More actors** involved
- **Harder** to control

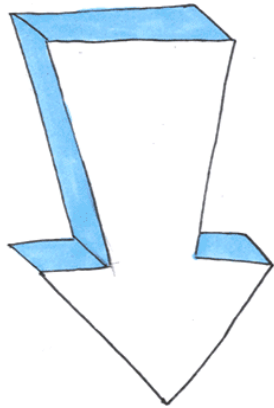


- Allows for more **preparation** and coordination
- **Risk of lowering guard** more present
- Can be **as damaging** as an acute crisis

# DEALING WITH A CRISIS

# DEALING WITH A CRISIS

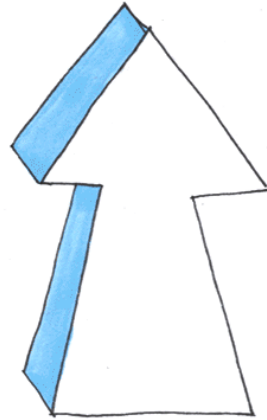
UNDERESTIMATE



how long projects will take

+

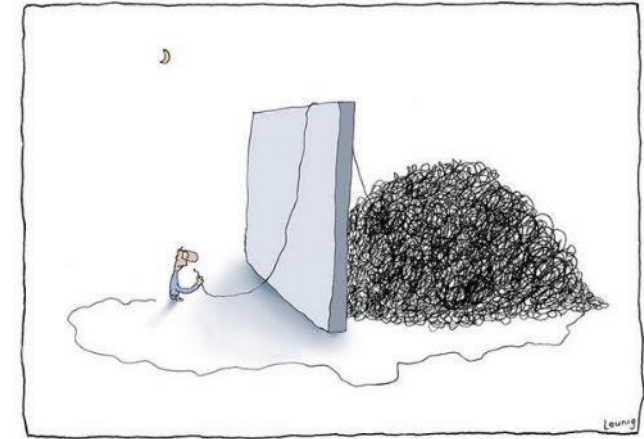
OVERESTIMATE



how quickly we can get things done

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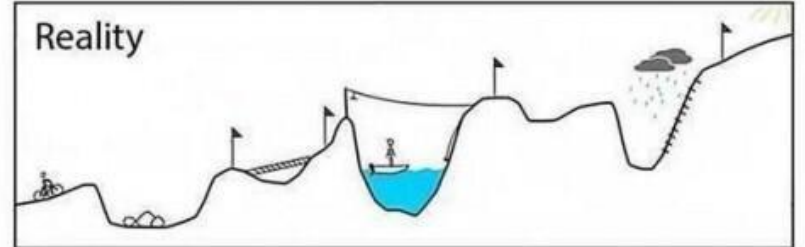
THE  
Planning  
FALLACY




Your plan



Reality

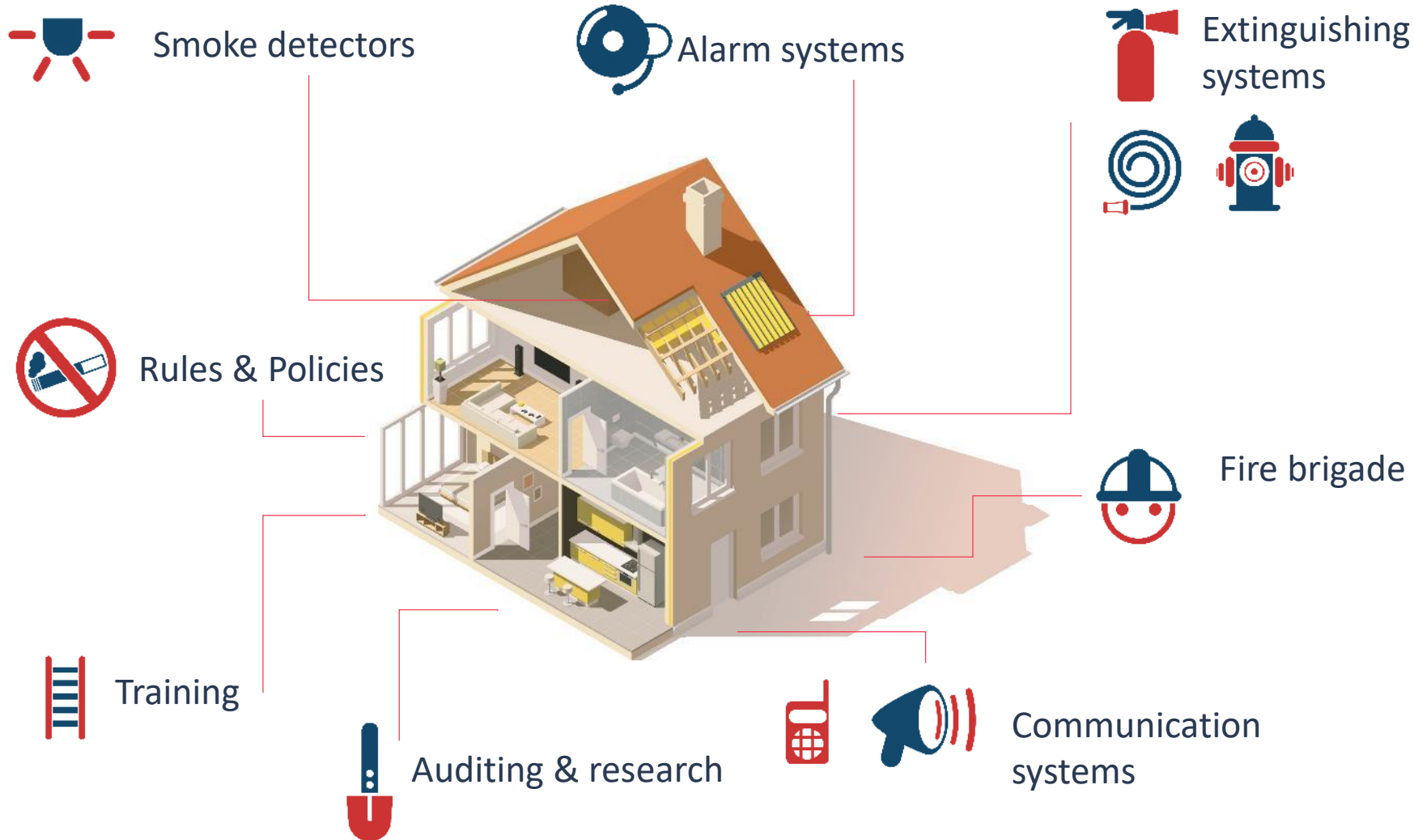


\*planio



**Hope for the best...**  
**Plan for the worst**

# DEALING WITH A FIRE





# DEALING WITH A CRISIS

## PREVENTION & PREPARATION



### Audits & Research

Vulnerabilities survey  
Scenario mapping



### Policies & Protocols

Manuals, check lists  
Issue prioritisation & strategy



### Monitoring & Alert systems

Industry news  
Policy & regulation



### Training

Media and public speaking  
Simulations



## MANAGEMENT

### Communications

Internal  
External



### Response mechanisms

Media response  
Online & social media



### Coordination

Crisis team  
Communications & media team

# DEALING WITH A CRISIS



# AUDIT

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- **Crisis scenarios mapping**
  - Identify vulnerabilities and weak spots
  - Gather records from previous crises
  - Look at related organisations and industries
- **Staff audit: Are employees prepared?**
  - Polls and surveys
  - Mock exercises – *fake traps & tests*
- **European Associations – main causes**
  - Ignited by members
  - Lobbying & corruption
  - Media & online
  - Office issues: accidents, financial, harassment, etc.



# STRATEGY

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- **Crisis plan**
  - Protocols: What's considered a crisis as well as when and how to react
  - Channels: What's already working? What may need to be activated?
  - Tone & messages: Cooperative, aggressive, defensive, apologetic, arrogant, realistic
  - Business priorities: Establish a desired outcome from the onset. Define what can be sacrificed, what can't, what should be protected at all costs.



# PREVENTION

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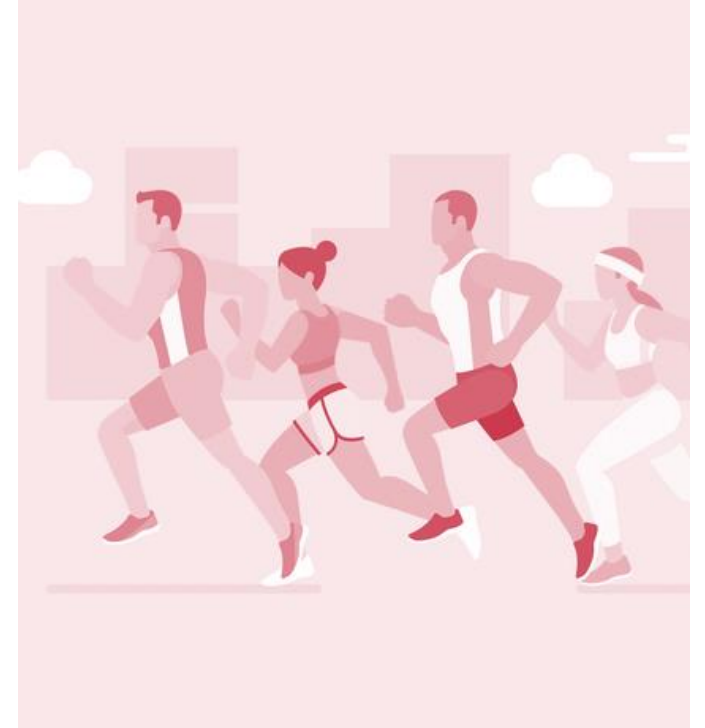
- **Anticipate crises**
  - Policy & Regulation
  - Business & markets
  - Internal politics
- **Notification and Monitoring Systems**
  - Media monitoring
  - Social media monitoring
  - Policy monitoring
- Tools & formats: Reports, alerts, dashboards, websites, smartphone apps, intranets, etc.



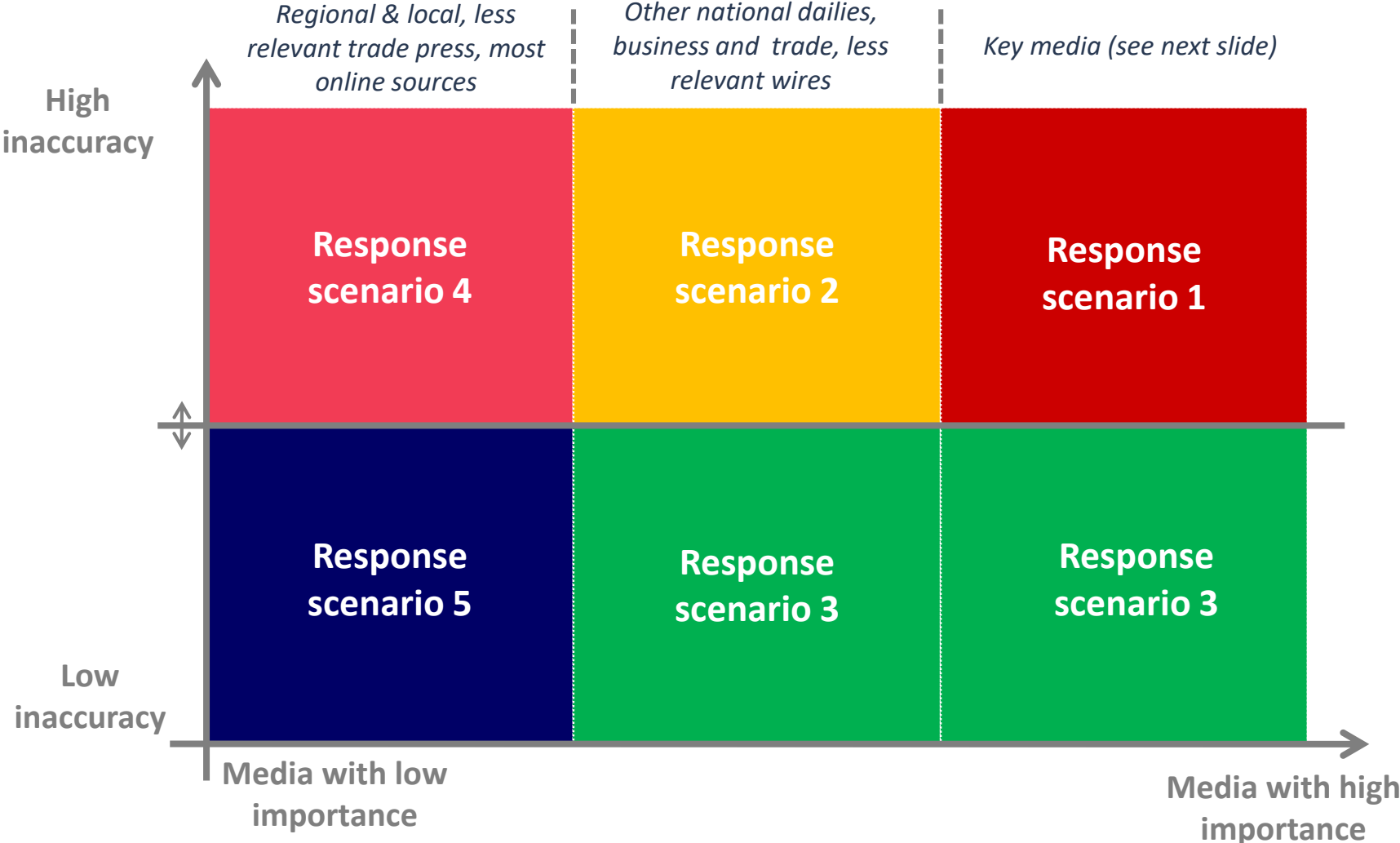
# PREPARATION

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- **Crisis communications team**
  - Appoint coordinators, spokespeople, team members
  - Define roles and responsibilities
  - Develop holding statements & messaging
- **Train spokespersons**
  - Media training
  - Crisis simulations
- **Crisis channels**
  - Online and offline
  - Internal communications
  - Media
  - Toolkit



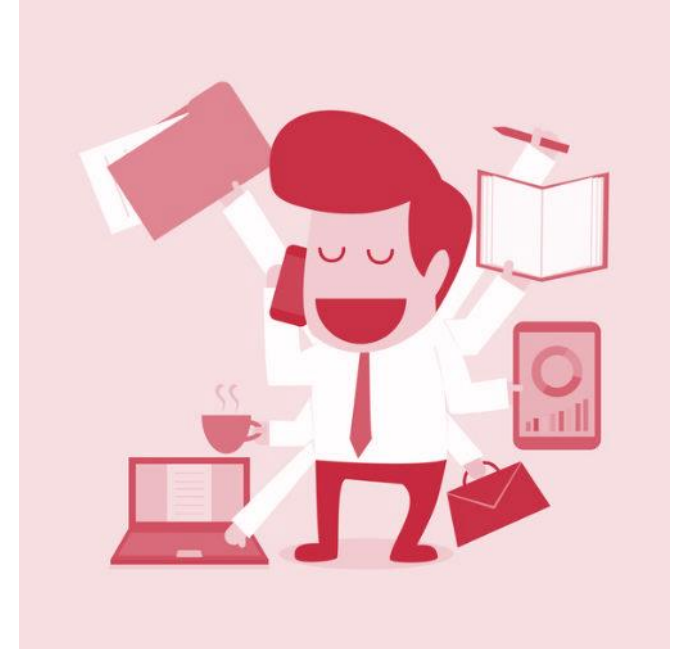
# PREVENTION & PREPARATION - Media response matrix



# MANAGEMENT

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- **Assess the crisis situation**
  - Engage team
  - 'War room'
- **Finalize and adapt key messages**
- **Roll out and monitor crisis plan implementation**
- **Regular reporting**
  - Document your actions and decision
- **Notification and Monitoring Systems**





# AFTER THE STORM...

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- **Post-Crisis Analysis**
  - What worked, what didn't
  - Lessons learned
  - Individual performance
  - Major takeaways
  - Areas for improvement
- **Review and adapt existing protocols**
  - Prepare for the next crisis
  - Review roles and team composition
  - Expand training



# BEFORE THE CRISIS

# CHRONIC CRISIS



Product stewardship  
**Chemical industry**

# ACUTE-CHRONIC CRISIS

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Product recall  
**Toys**

# ACUTE CRISIS

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Food contamination  
**Soft Drinks**

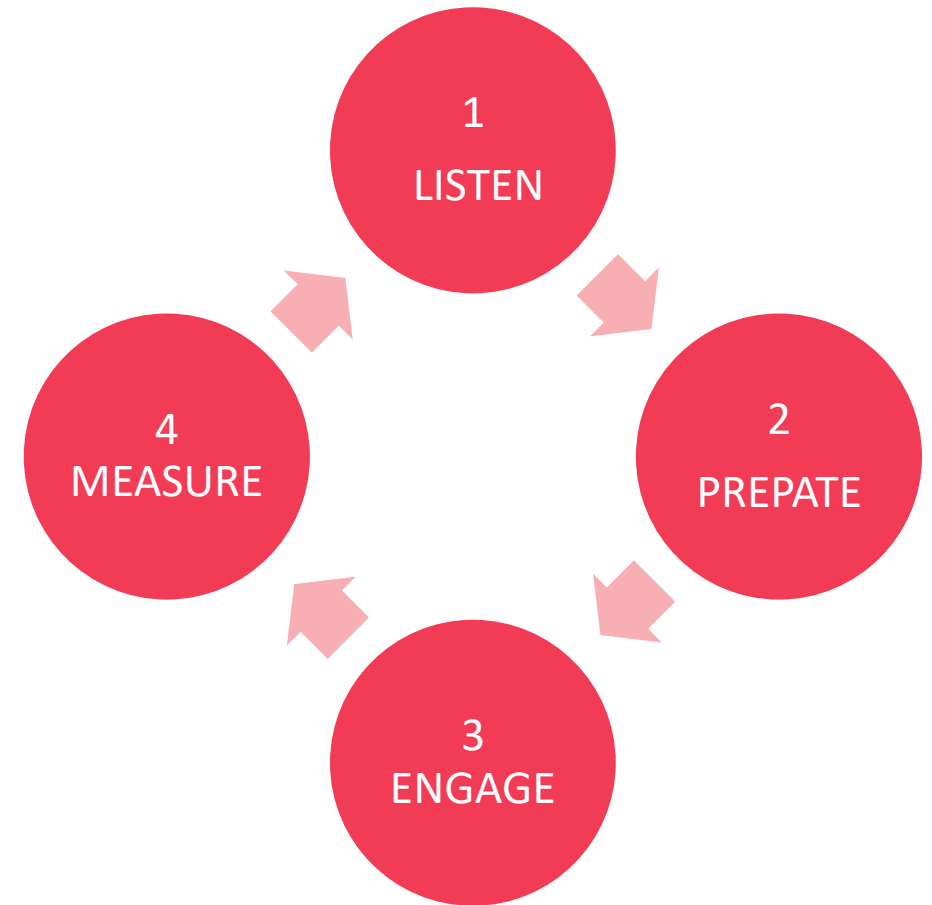
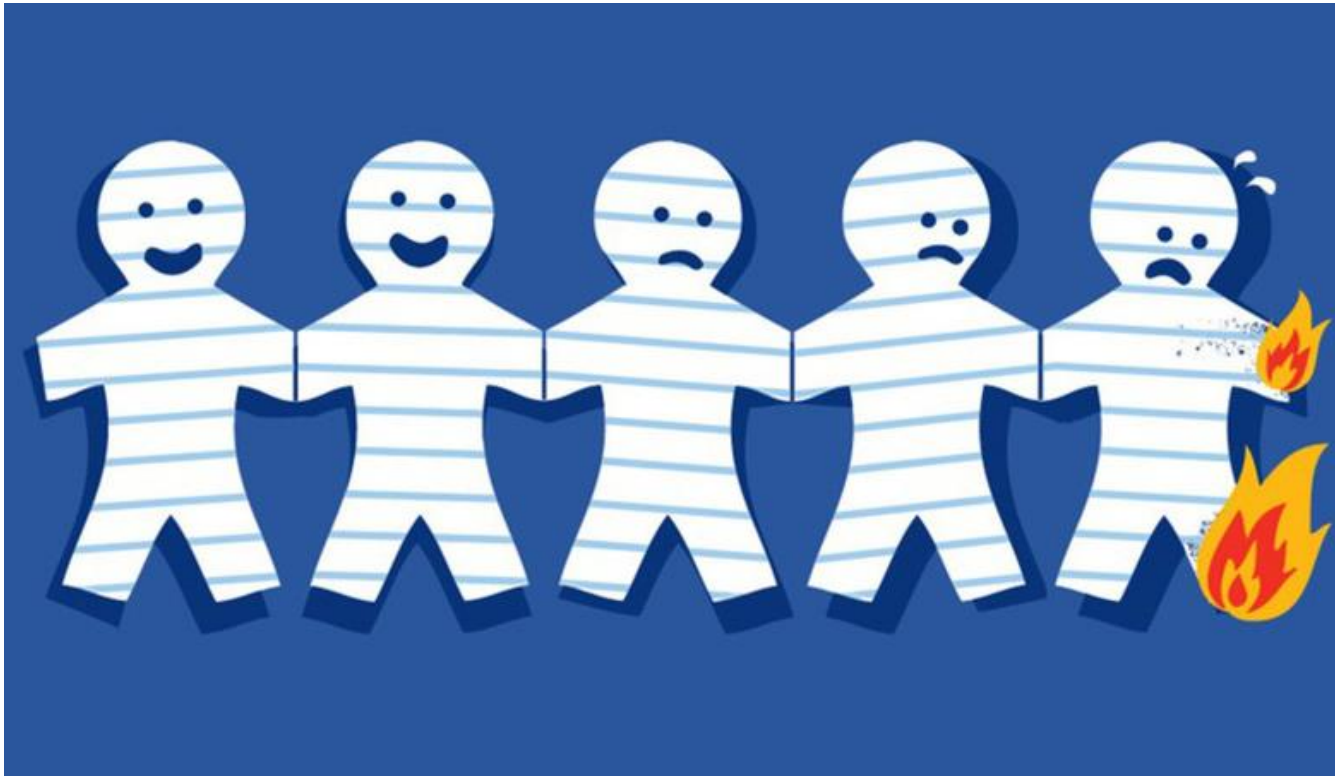
# ACUTE CRISIS



Product malfunction  
**Chemical Industry**

# A WORD ABOUT SOCIAL MEDIA

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# CRISIS TOOLBOX



Are you Ready?



# TOOLS & TACTICS

## Online communications

Social media: monitoring & engagement  
Localised/Geotagged advertising  
Websites (dark sites)  
Videos & animation (pre-prepared)  
Smartphone applications

## Media relations

Press conferences  
Statements & announcements  
Press releases  
Broadcast media  
Press trips

## Materials

Print & Online  
Infographics

## Data & Research

Reports, surveys, perception audits

## Events

Debates, workshops, on-site visits

## Public affairs

Community involvement  
Government relations



## Internal communications


Employee activation  
Information management



# TOOLS & TACTICS

## You Have 15 Minutes To Respond To A Crisis: A Checklist of Do's and Don't's

 <b>DO</b>	 <b>DON'T</b>
<input type="checkbox"/> Become the trusted voice in the crisis.	<input type="checkbox"/> Lie.
<input type="checkbox"/> Give the crisis your full attention.	<input type="checkbox"/> Disappear.
<input type="checkbox"/> Pull the trigger on your crisis plan.	<input type="checkbox"/> Issue a denial until you have all the facts.
<input type="checkbox"/> Assess what you can do yourself and what you can delegate.	<input type="checkbox"/> Minimize the situation.
<input type="checkbox"/> Find out the facts and connect with authorities.	<input type="checkbox"/> Make a joke about the crisis.
<input type="checkbox"/> Monitor social and traditional media closely.	<input type="checkbox"/> Say "we are taking the matter seriously."
<input type="checkbox"/> Understand the scope of the issue and assess the critical decisions.	<input type="checkbox"/> Repeat the problem or accusation in your statement.
<input type="checkbox"/> Issue a "holding statement" ASAP.	<input type="checkbox"/> Let your fears of liability trump your humanity.
<input type="checkbox"/> Think through every word.	<input type="checkbox"/> Speculate until you understand the facts.
<input type="checkbox"/> Put people first.	<input type="checkbox"/> Be only inwardly-focused.
<input type="checkbox"/> Correct any errors of fact that are already public.	
<input type="checkbox"/> Contact your key audiences (employees, board, shareholders).	

  
TEMIN AND COMPANY

- Have you reviewed your vulnerabilities and weakness? Have you plotted some crisis scenarios?
- Do you have a plan & protocol? Do you know what to do?
- Have you assigned roles and responsibilities? Who is the coordinator?
- Is your team prepared? Have they been trained? Have you practiced?
- Have you tested your resources? Is all your technology working?
- Are there any gaps or grey areas? Do you have clarity on your business/association's objectives?
- Is everything on paper? Do people know where to find the information?

# TOOLS & TACTICS

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**CRISIS COMMUNICATIONS**

**CRISIS MANAGEMENT**

**EMERGENCY PREPAREDNESS**

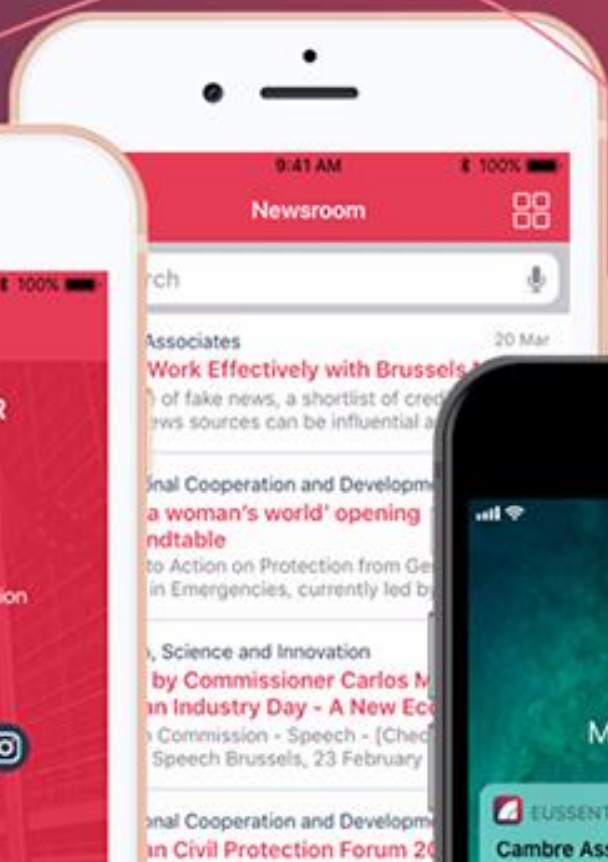
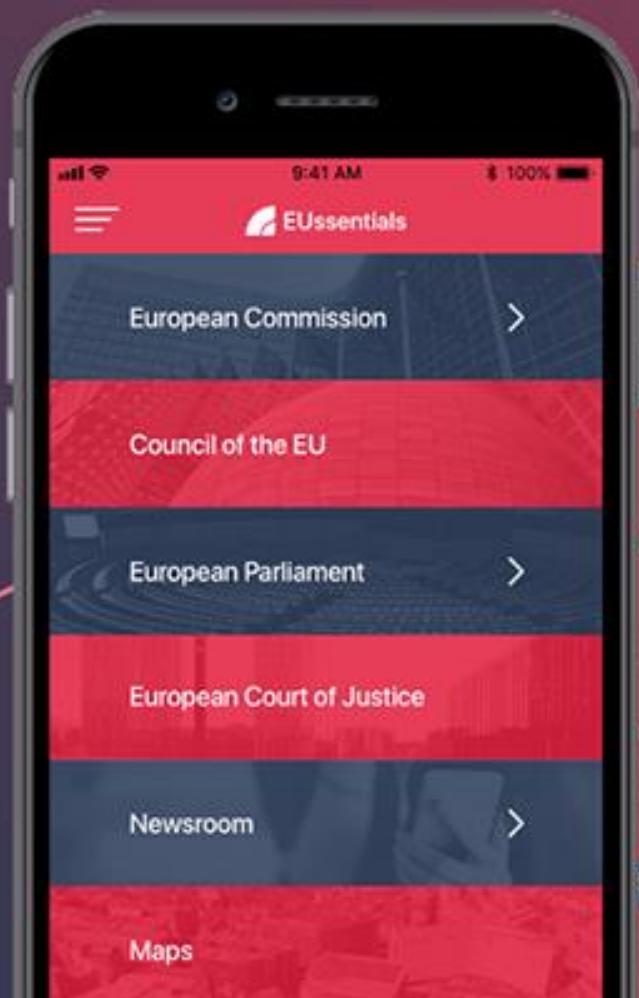
**BUSINESS CONTINUITY**

**WORKPLACE SAFETY**

QUESTIONS?



# EUssentials



# THANKS!

## SAY HELLO!

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