

# Crisis.

How to Craft and Manage a Clear and Powerful Message

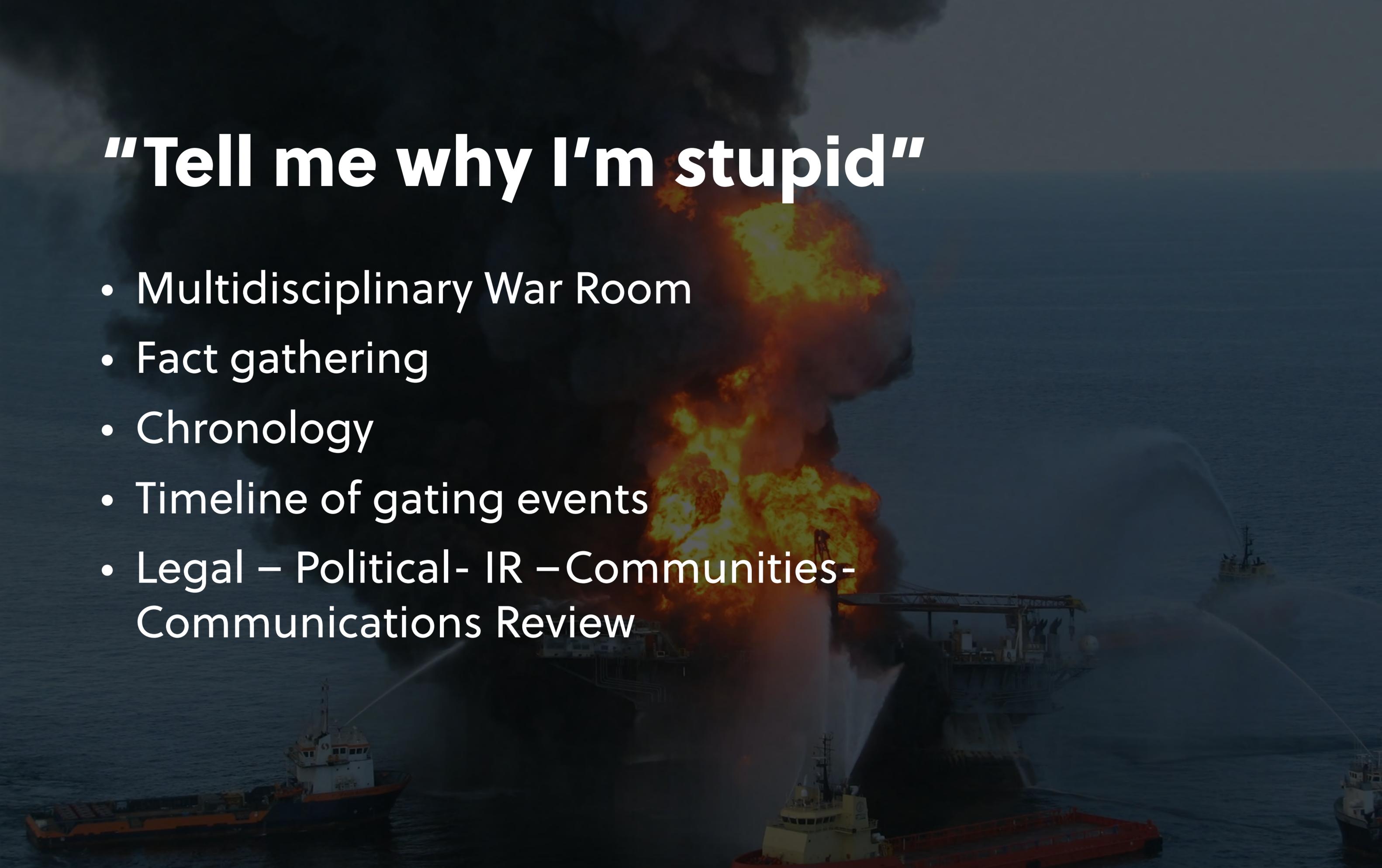
PR News (Crisis Management Boot Camp)





# “Tell me why I’m stupid”

- Multidisciplinary War Room
- Fact gathering
- Chronology
- Timeline of gating events
- Legal – Political- IR – Communities-  
Communications Review



**Legal**

**Adversaries**

**Brand**

**Regulatory**

**Financial**

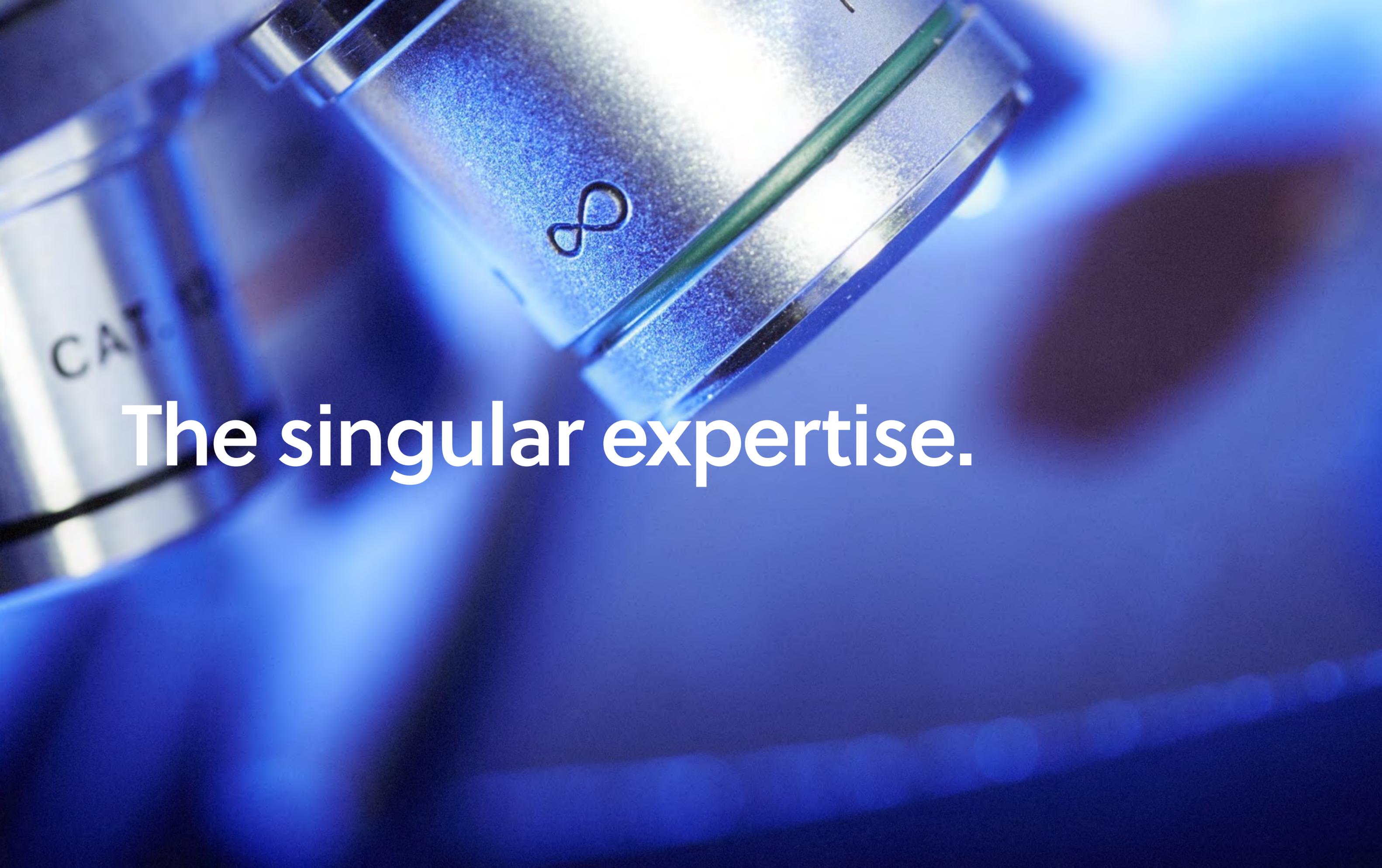
**International**

**Political**

**Business**

**CSR**





CAT

The singular expertise.



**The canary in the coal mine.**

# Mylan #EpiGate Timeline

August 15, 2016  
**Robyn O'Brien**  
Founder of allergykids.com  
starts #EpiGate.



July 6, 2016  
**Becky Bergman**  
Peanut Allergy parent/activist posts  
on Facebook. 4.5k likes.



August 18, 2016  
Sen. Bernie Sanders  
**(D-VT) tweets, 9k retweets.**



August 21, 2016  
**Susannah Fox**  
HHS CTO tweets to 30k  
followers.

August 24, 2016  
**Hillary Clinton**  
Tweet gets 9k retweets;  
Facebook gets 22k likes.



August 25, 2016  
Mylan CEO Heather  
Bresch appears on CNBC.

August 29, 2016  
Mylan announces  
generic EpiPen for  
\$300.



July 11, 2016  
**Mellini Kantayya**  
Actress starts petition. 118k  
signatures. 164k shares on  
Facebook.

August 18, 2016  
**Kristy L.**  
Petition launched on  
change.org.



August 20, 2016  
**Sen. Amy Klobuchar**  
**(D-MN)**  
posts on Facebook.  
13k likes.

August 22, 2016  
**Sen. Richard**  
**Blumenthal**  
**(D-CT)** tweets;  
demands Mylan lower  
EpiPen's price.



August 24, 2016  
Photo uploaded to  
Imgur of EpiPen sold  
in NZ for 1/4th US cost.  
120k views.

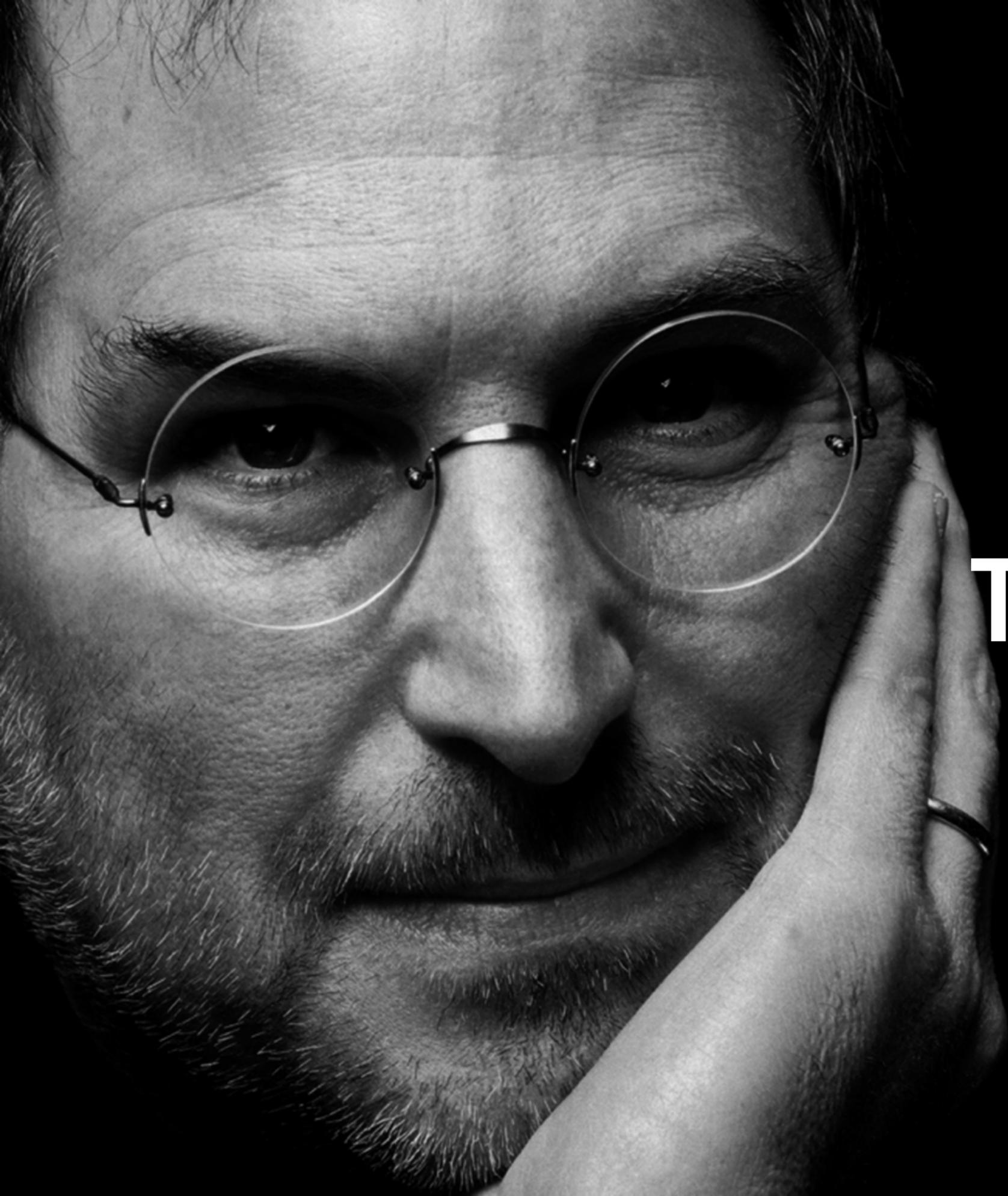


August 25, 2016  
Mylan offers savings card.  
Card covers up to \$300 on  
EpiPen.



August 25, 2016  
**Sarah Jessica Parker**  
Actress/Mylan spokesperson  
cuts ties with Mylan via  
Instagram. 43k likes.





**Think creatively.**

# Strategy.

(What to say)

# Tactics.

(How to say it)



THE END

Work backwards.

**B**OTTOM

**L**INE

**U**P

**F**RONT

**Be vulnerable.**



~~Learning.~~ Execution.

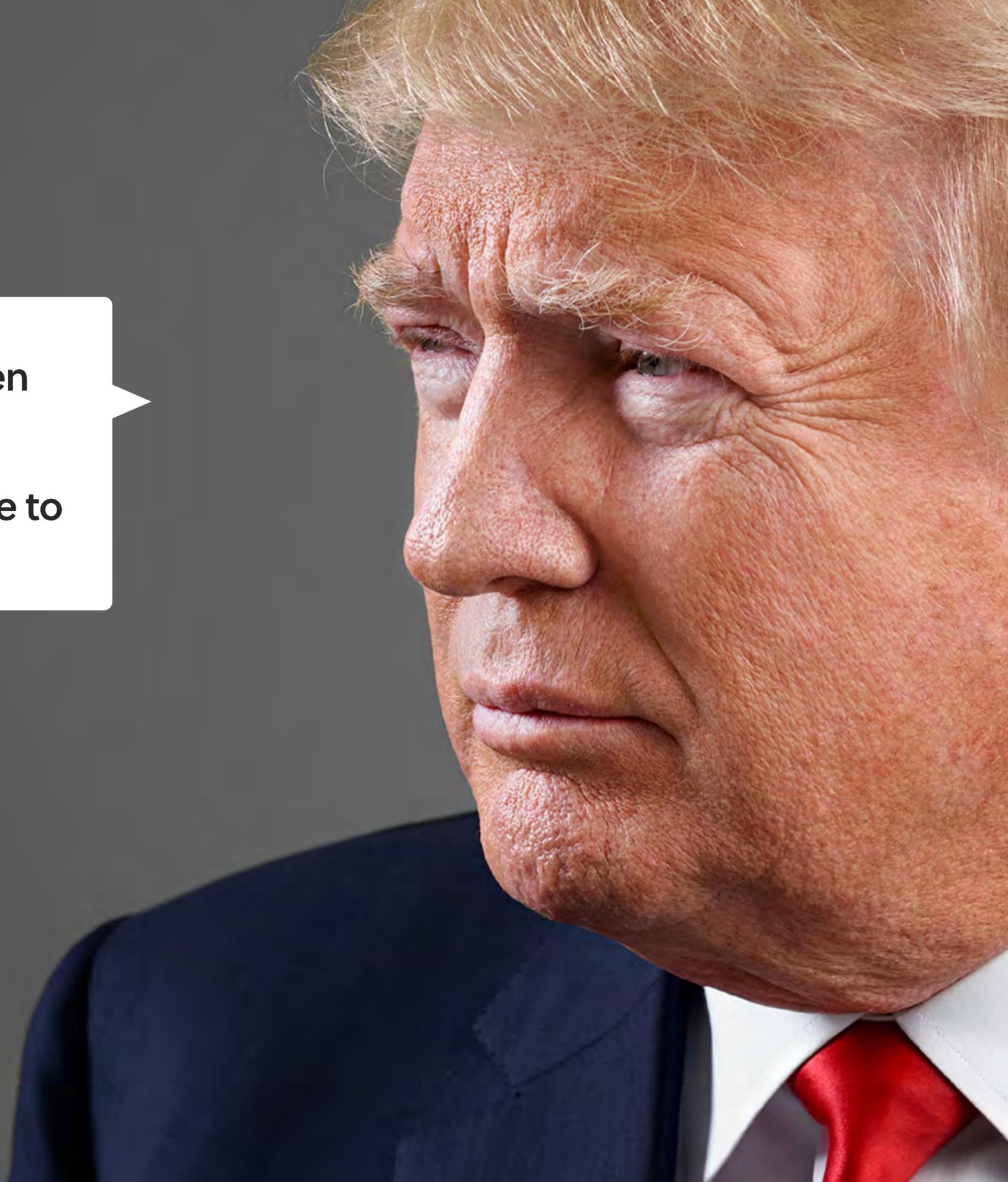


Learning. ~~Execution.~~





**My daughter Ivanka has been treated so unfairly by @Nordstrom. She is a great person -- always pushing me to do the right thing! Terrible!**



# NORDDSTRO

Not every incident needs a response

Incidents that are ignored can lead to bigger crisis

- 
- The image shows a screenshot of four tweets from the account KitchenAid (@KitchenAidUSA) dated October 3rd, 2012. Each tweet includes the KitchenAid logo and the text of the tweet. The tweets are as follows:
- Tweet 1:** It was carelessly sent in error by a member of our Twitter team who, needless to say, won't be tweeting for us anymore.
  - Tweet 2:** I would like to personally apologize to President @BarackObama, his family and everyone on Twitter for the offensive tweet sent earlier.
  - Tweet 3:** Hello, everyone. My name is Cynthia Soledad, and I am the head of the KitchenAid brand.
  - Tweet 4:** Deepest apologies for an irresponsible tweet that is in no way a representation of the brand's opinion. #nbcpolitics

YOUR AGENDA:

**Deliver the  
Message**

**Message.**



Reporter.

**Audience.**

**Heroes**

**Villain**

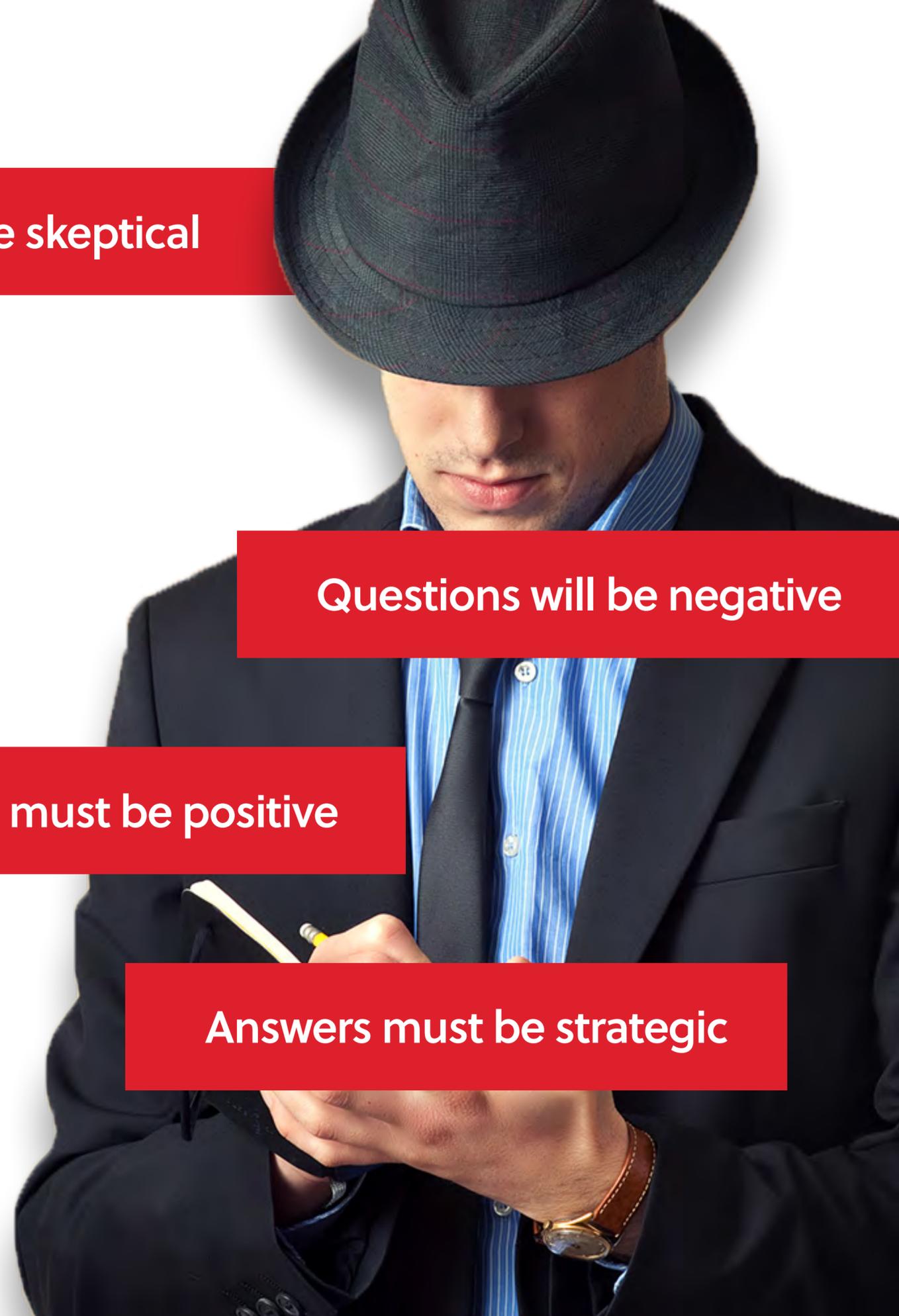
# The reporter's approach.

Reporters are skeptical

Questions will be negative

Answers must be positive

Answers must be strategic



# Preparation



Clarify Your  
Strategic **Objective**



Identify Your  
Target **Audience**



Understand Their  
**Concerns**



Anticipate Their  
**Questions**



Group Likely Questions  
In **Categories**



Develop Your  
**Responses**

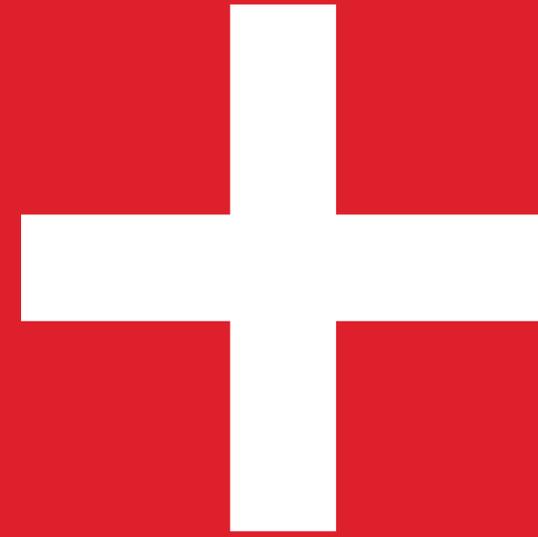


Know What To  
**Avoid...Why?**



Frame Your  
**Key Message**

# Shaping the Story



## Positive Theme

What you say.  
How you say it.  
When you say it.  
Who says it.  
Echo chamber.



## Negative Theme

# Characteristics of effective messages.

## **Positive.**

Never defensive, never qualified

## **Factual.**

Supported by memorable evidence

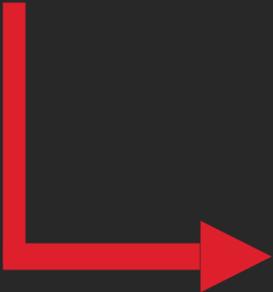
## **Responsive.**

To audience concerns

**Never  
repeat the  
negative.**



**Unexpected  
Question**



**Prepared  
Response**

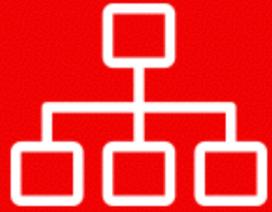


**Bridge**



**Your Message**

# Communications strategy



Media are a Strategic Asset



Communication is an Offensive Weapon



Don't Waste Time on Defense

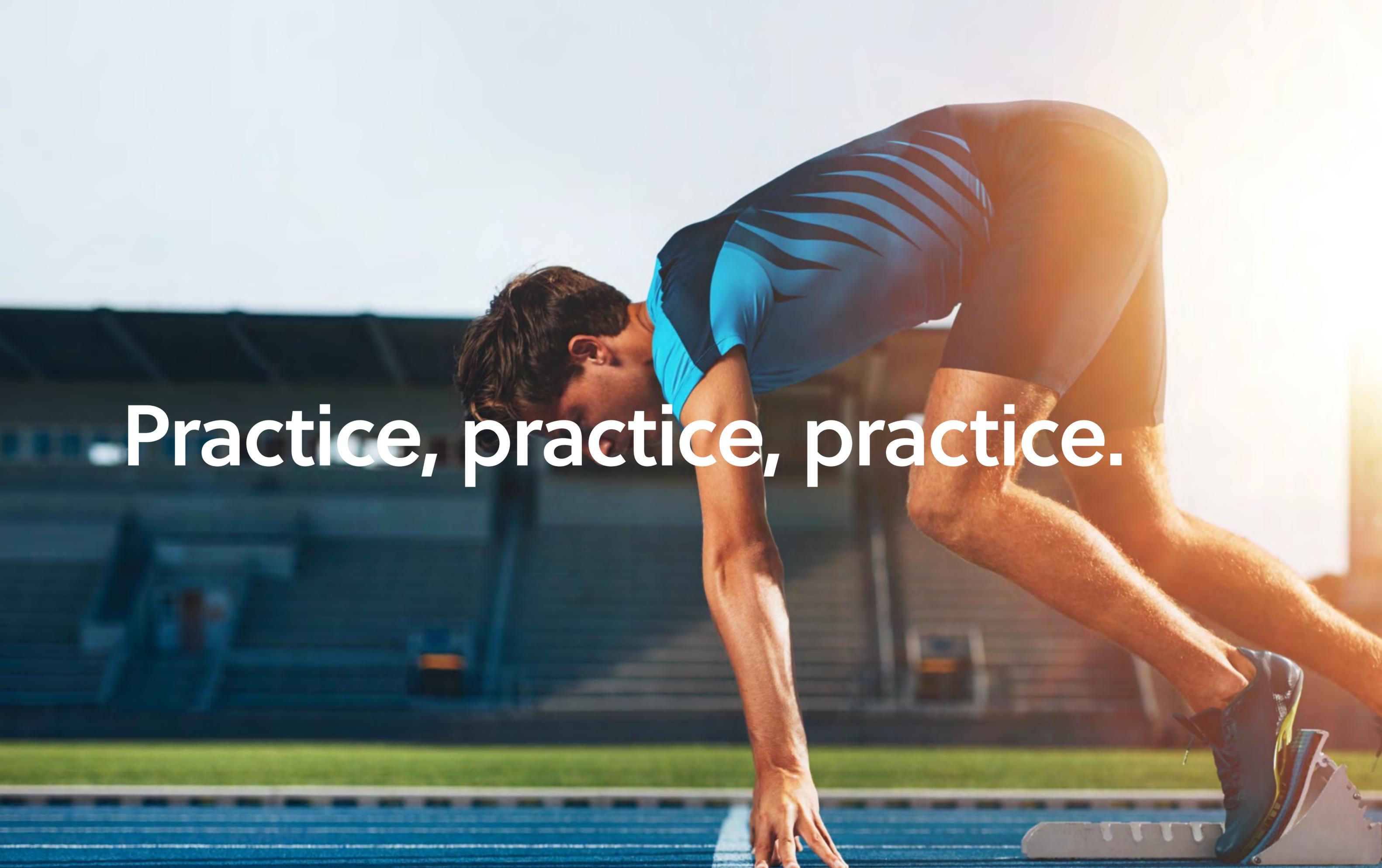


Have a Positive Story to Tell



Tell it Well





**Practice, practice, practice.**

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