

Media Training Clinic

Managing the Message When the Heat
Is on Your Organization

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Ogilvy Public Relations



Introduction



Tara Mullins

Vice President
Ogilvy Media Influence
@TaraMullins926
@Ogilvy



Julie Murphy

Partner & VP, Public Relations
Sage Communications
@Julielitzmurphy
@Sagecomm

The Trends & Environment of Crisis Communications in 2015 and Beyond

Julie Murphy

What Hasn't Changed: Cardinal Rules

Accept Responsibility
Be Proactive & Get Ahead
Show Empathy
Be Open & Honest
Prepare & Train
Be Accessible
Be Ethical
Address Vulnerabilities
Public Interest over Self Interest



What Has Changed: Everything Else

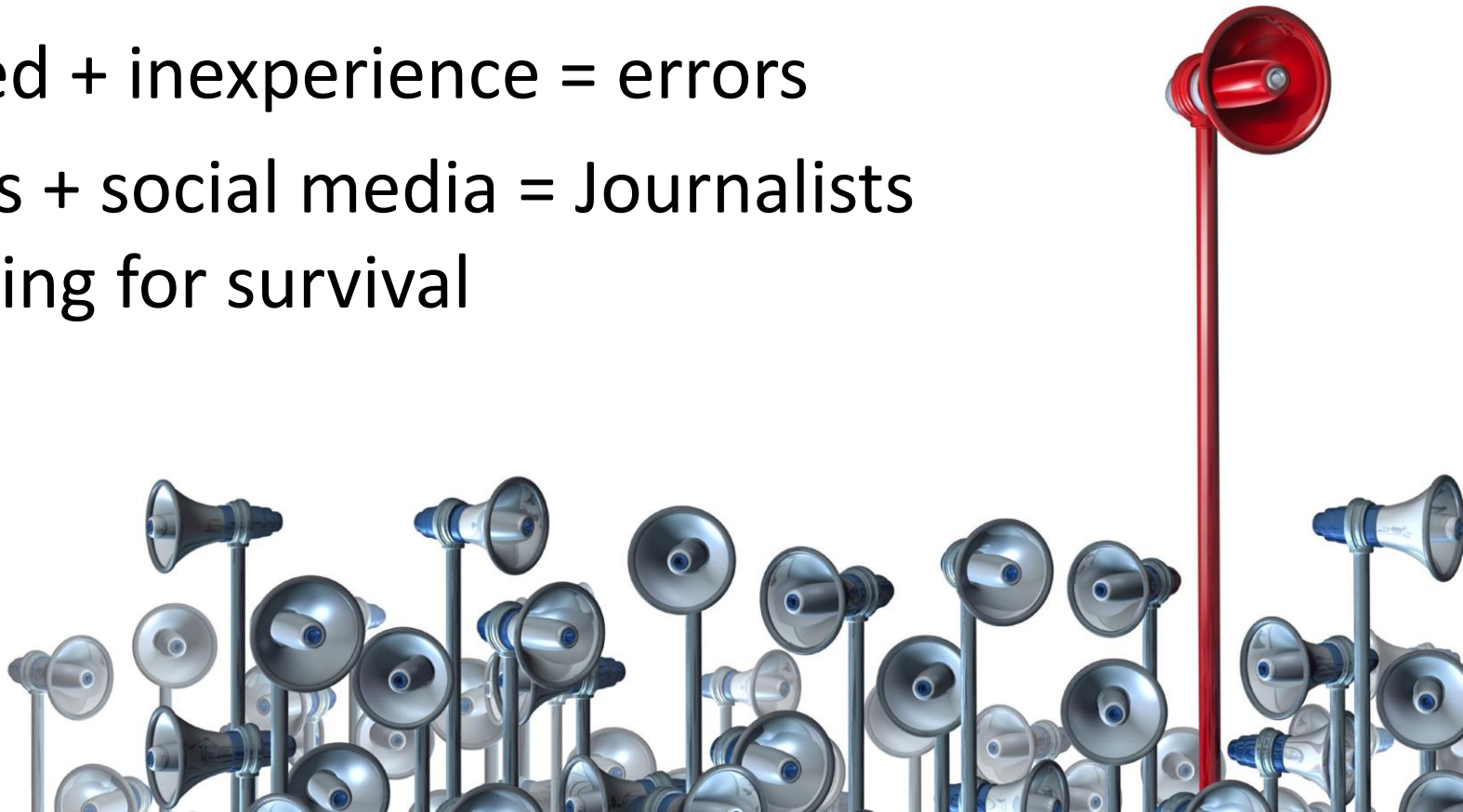
So you see what someone posted about you just now? That's a typical case when you need to respond quickly to prevent a social media disas--...Whoops, too late.



Today's Newsroom Environment

Who can report the ***FASTEST*** and **LOUDEST**?

- Layoffs and paycuts = fewer fact checkers
- Speed + inexperience = errors
- Blogs + social media = Journalists fighting for survival



Amazon: NYT Abusive Workplace Editorial



"All the News
That's Fit to Print"

amazon

The New York Times

Inside Amazon: Wrestling Big Ideas in a Bruising Workplace

The company is conducting an experiment in how far it can push white-collar workers to get them to achieve its ever-expanding ambitions.

By JODI KANTOR and DAVID STREITFELD AUG. 15, 2015

At Amazon, workers are encouraged to tear apart one another's ideas in and late (emails arrive past midnight, followed by text answered), and held to standards that email phone directory

Rise of the Unqualified “Thought Leader”

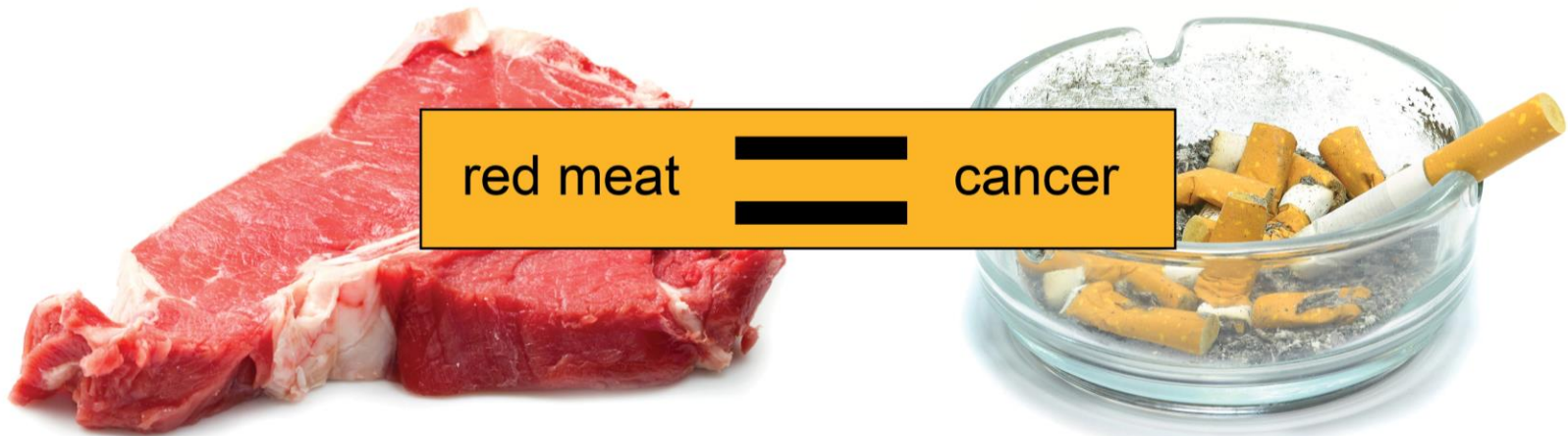
- Celebrities have huge influence on issues, despite expertise
- “Citizen journalism”
- Crisis spreads analogous to “Telephone” game
- Negative and haughty environment



Study Linking Red Meat to Cancer

©CBS NEWS

Meat, dairy may be as detrimental to your health as smoking cigarettes, study says



John Asswipe @leducviolet · Oct 26

Sure, **red meat** is a major **cancer** risk, but where else are you going to find a protein source that expensive and environmentally catastrophic



767



938



Final Thoughts & Considerations

- We're Global: There is no localized crisis (Chipotle)
- Tiny Paper Cuts: Crisis doesn't have to be catastrophic, your reputation can suffer from multiple "mini" incidents
- Social Media as a Tool: You can use it to your advantage, too
- Build Your Presence: A comprehensive presence can help minimize crisis
- Hypothetical Scenarios: Brainstorm and categorize worst-case



Best Practices & Methodology for Today's Crisis Communications

Tara Mullins

A Crisis Takes Many Forms

Mashable

The Patriots' deflated balls: Sizing up a Super Bowl scandal

NAACP Leader Has Been Lying About Being Black for Years: 'She Is Not Ethnically by Birth African-American,' Parents Claim

People

Bill Cosby admitted to getting Quaaludes to give to women

CNN

Identity site Ashley Madison hacked as attackers demand total shutdown

Rolling Stone Apologizes, Retracts UVA Rape Article After CJR Review

Apr 6, 2015, 12:45 AM ET
By KATHERINE FAULDERS via GOOD MORNING AMERICA

FIFA Scandal: Swiss Banks Find 'Suspicious Activity' Around 13 Possible Money-Laundering

theguardian

RAPE ON CAMPUS

BREAKING OVERNIGHT

ROLLING STONE RETRACTS CAMPUS SEX ASSAULT STORY
UNIVERSITY OF VIRGINIA REPORT CALLED 'IRRESPONSIBLE'

abc @GHA abcNEWS.com

SUBWAY® @SUBWAY

We no longer have a relationship with Jared and have no further comment.

RETWEETS 20,331 FAVORITES 17,026

5:33 PM - 18 Aug 2015

IBT an affair.®

See Your Matches »

Over 37,585,000 anonymous members!

100% Lifetime People

As seen on: BBC News, Reuters, The Sun, The Telegraph, The Times

Ashley Madison is the world's leading married dating service for discreet affairs.

Trusted by millions

The NFL Needs to Take Domestic Violence Seriously

TIME

LESSONS LEARNED

2.1K SHARES



INSIDE A PR DISASTER

THERE ARE TWO MAJOR TYPES OF PR DISASTERS, BUT WHAT IT TAKES TO BOUNCE BACK FROM THEM IS THE SAME: SPEED, TRANSPARENCY, AND ACCOUNTABILITY.

BY JESSICA HULLINGER

One of the world's largest restaurant chains is weathering a public relations storm. Last week, authorities raided the home of Subway spokesman Jared Fogle in connection with a child pornography investigation. Fogle famously lost 245 pounds on a diet of Subway sandwiches and made millions of dollars in commercials for the chain.

"A lot of people are sometimes too slow to act or they could think they're making too much of this too soon. But it's better to be safe than sorry, better to be proactive and really get ahead of what's going on, as opposed to letting the issue drive the news."

-- Jennifer Risi

There are two kinds of PR disasters, Mahdawi says:

1. **A brand is guilty by association.** A spokesperson or ambassador does something bad and it rubs off on the brand's image. Fogle and Subway fall into this category.
2. **A brand is culpable directly.** As in the case of the 2010 BP oil spill, for example.

The latter of the two situations requires a bit more cleanup, but the rules are the same for both: come clean, apologize, and make amends. Oh, and at least try to sound sincere if you're hoping to regain the public's confidence. "Ultimately your brand is about people's trust," Mahdawi says. "If you don't have their trust in you, you don't have anything."

Jennifer Risi, head of media relations for Ogilvy Public Relations in North America, says being proactive is key. "A lot of people are sometimes too slow to act," she says, "or they could think they're making too much of this too soon. But it's better to be safe than sorry, better to be proactive and really get ahead of what's going on, as opposed to letting the issue drive the news."

COME CLEAN ASAP

When a crisis is unfolding, the brand must get ahead of the news, or at least catch up to it. Silence breeds speculation. "I think the most important thing is speed of response," Mahdawi says. "Journalists are obviously looking for a story, and there will be speculation. You just have to go out as soon as possible to feed that appetite for news and end any speculation."

SILENCE BREEDS SPECULATION.

Subway handled this pretty well, quickly tweeting that it knew and was "shocked about" the news. But in the wake of the 2010 oil spill, BP's failure to act quickly and transparently cost the company millions of dollars in lost sales and damaged its reputation.

Managing “Negative” News: A Crisis Management Playbook

Preparation

(Message/ material development, resource/asset mapping)

Monitoring & Identification

Assessment

(Validate, identify additional materials needed, increase monitoring)

Recommendation & Communication

(Determine action plan, tailor, leverage third parties)

Track

(Implement communication plan, continuous team communication, analyze message impact)

Review & Adjust Incident Response

(Communicate to stakeholders, monitor/correct inaccuracies, revise messaging as needed)

10 Commandments of Crisis Management

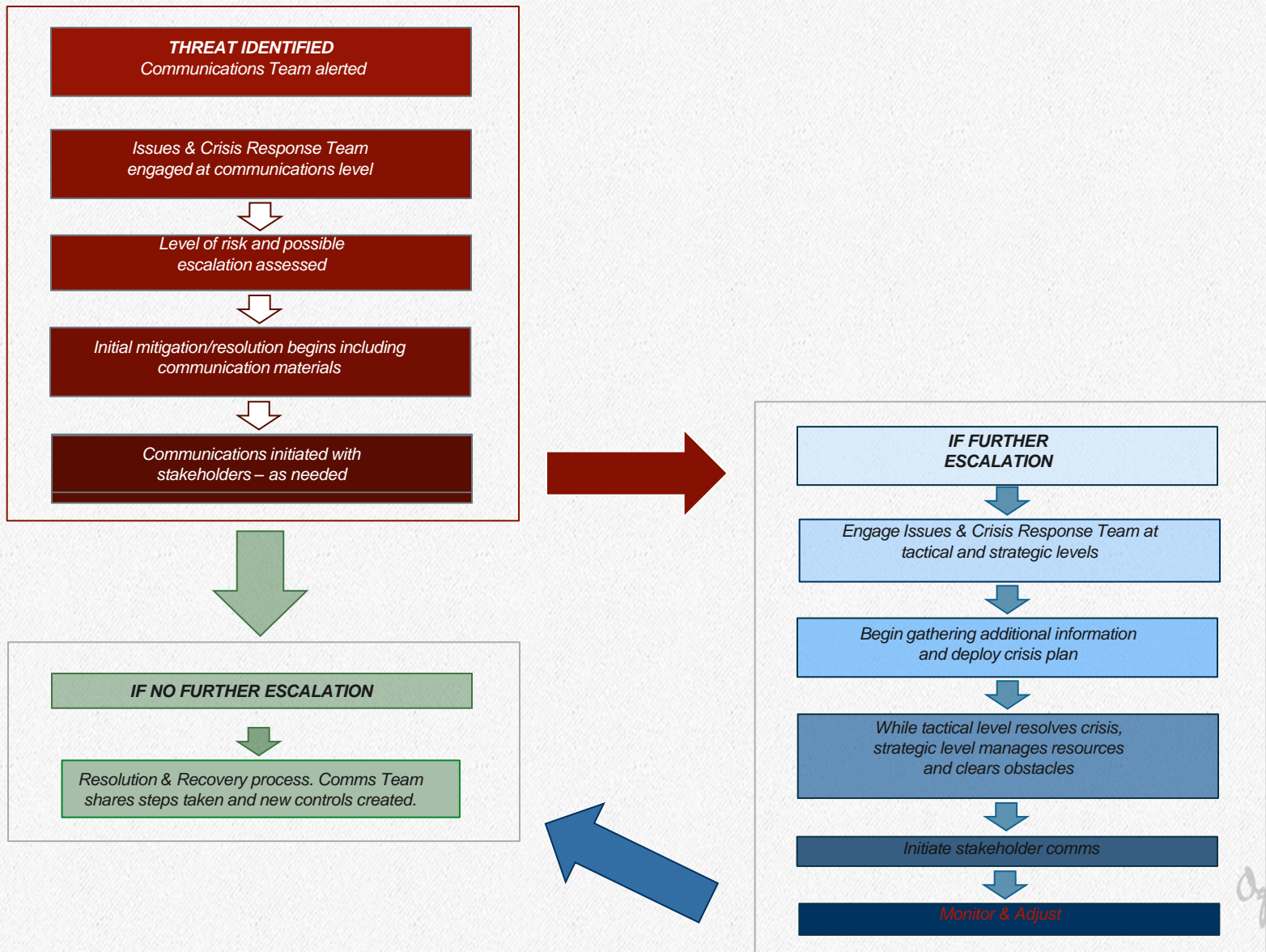
- 1 Team members must be notified immediately of the incident.*
- 2 PR team to draft relevant messages and corresponding statement in addition to appropriate talking points.*
- 3 The predetermined spokesperson and, when necessary, back-up spokespersons are the only people authorized to be quoted.*
- 4 PR team and client are aligned and stick to media communication plan.*
- 5 Press conferences are not an efficient or effective way to communicate to key audiences in a crisis situation around the world.*
- 6 PR team will facilitate interviews for the spokespersons with media.*
- 7 Statements developed by the PR team will serve to mitigate the crisis while reinforcing the leadership role of the client.*
- 8 Information will be distributed in a timely fashion and regularly until the issue passes.*
- 9 Every communication opportunity will emphasize the actions that are being taken to address the situation and be integrated into related projects underway for the client.*
- 10 PR team to provide daily news updates in tone of media coverage to client.*

Timeline of Crisis Protocol

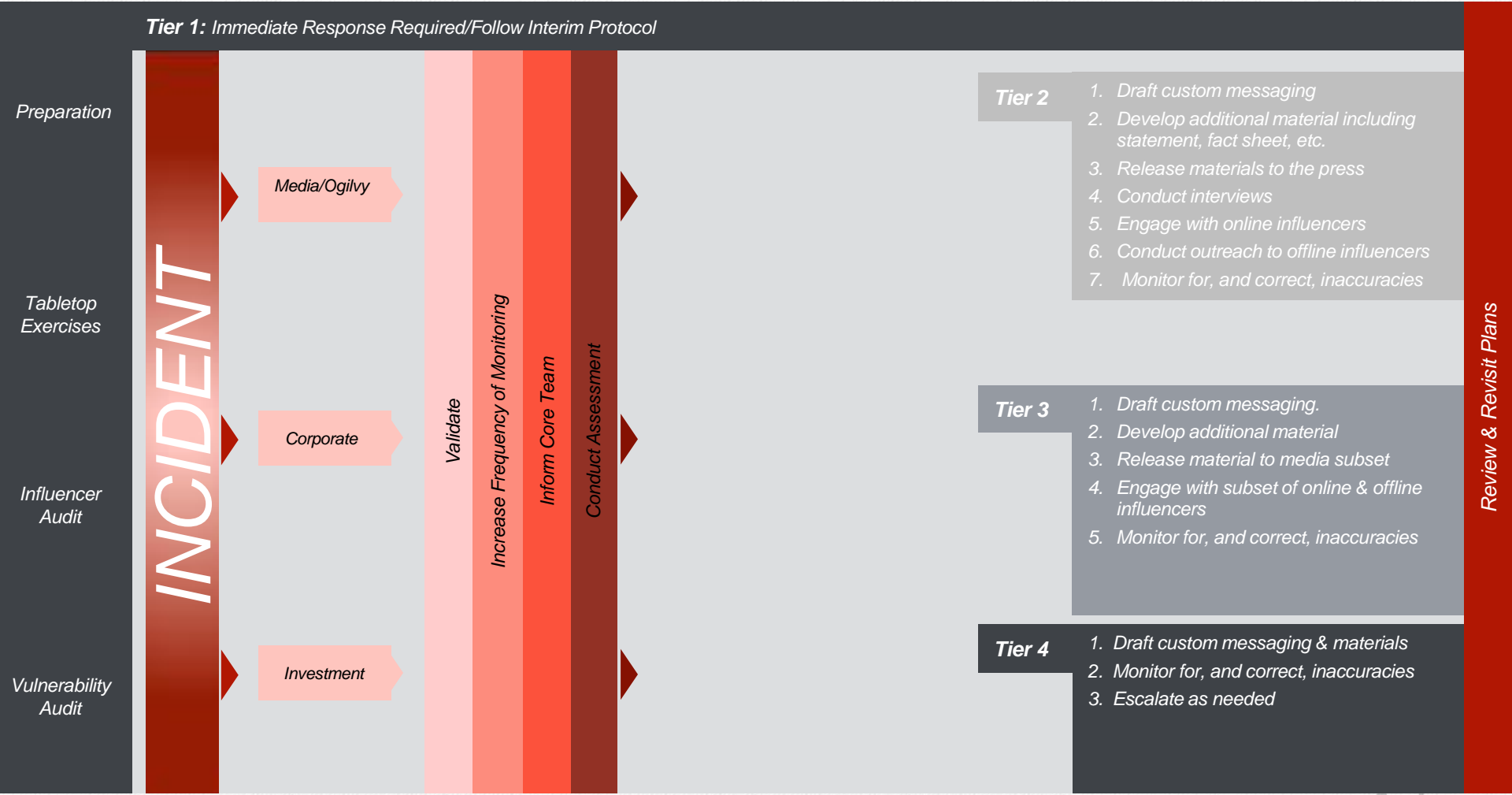
ACTION STEPS

PREPARATION	+ 1 HOUR	+ 3 HOURS	+ 12 HOURS	ONGOING
<ul style="list-style-type: none">▪ Message development▪ Materials development▪ Resource and asset mapping▪ Monitoring▪ Identification	<ul style="list-style-type: none">▪ Validate situation▪ Determine course of action▪ Tailor messages▪ Increase monitoring frequency▪ Identify additional needs	<ul style="list-style-type: none">▪ Implement program<ul style="list-style-type: none">- Release known information- Engage journalists- Seed information in online space▪ Leverage third-parties	<ul style="list-style-type: none">▪ Talk with additional stakeholders▪ Release additional information to media▪ Arrange client interviews with reporters▪ Monitor for, and correct, inaccuracies	<ul style="list-style-type: none">▪ Hold morning and afternoon meetings to review progress▪ Analyze impact of messaging and revise as appropriate

Crisis Communication Blueprint



Crisis Communication Blueprint



Ogilvy

Crisis Assessment Model

Appropriate team depending on triggers/facts to assess scope with Crisis Support Team. Incidents assessed based on potential impact to reputation and likelihood that worst-case outcome could happen.

Green Threat Level

Low influence, low threat

Small issue that can be handled exclusively by communications teams.

Yellow Threat Level

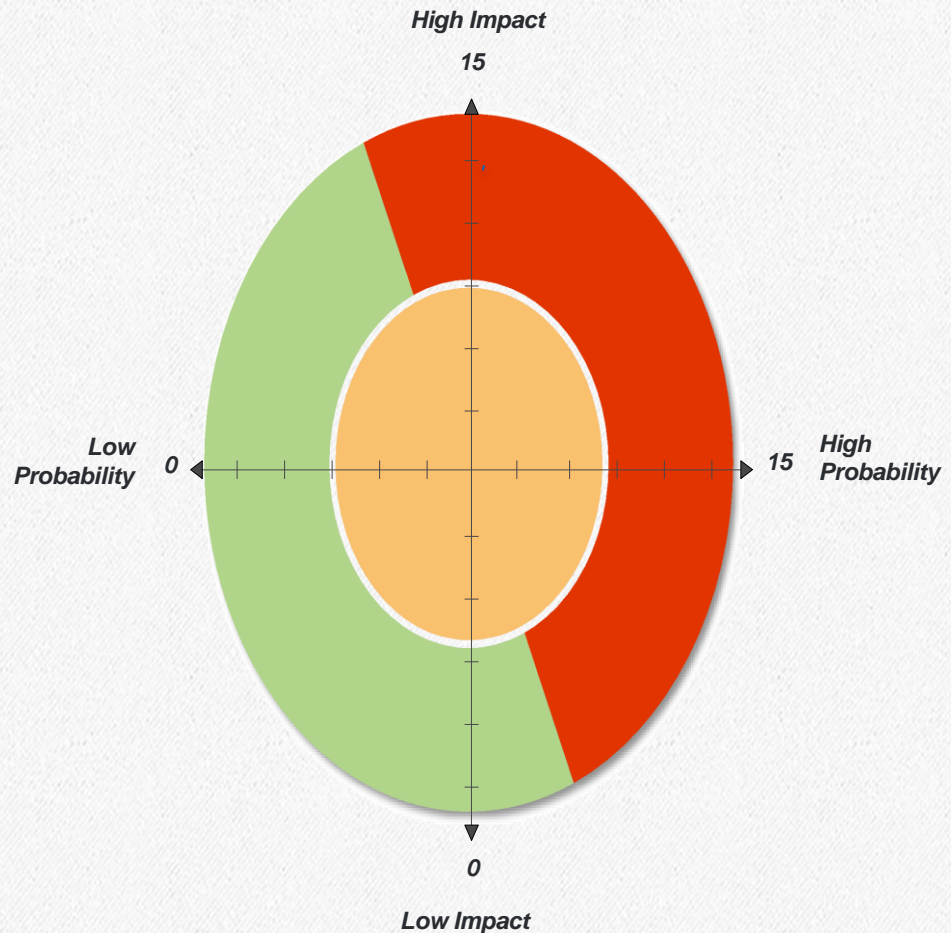
Moderately influential, moderately threatening.

Has high potential to spread and should be addressed by core team.

Red Threat Level

High influence, high threat.

Issue of significant relevance that many stakeholders must work together to address immediately.



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Scope Assessment Scorecard

Impact		
Criteria	Sample Questions	Score on a scale of 1 (low) to 5 (high)
Relevance	Is this uniquely relevant to my brand?	
Reputation	To what degree could this permanently damage my brand's reputation?	
Economic	What is the severity of the potential financial loss?	
Operations	To what extent will this impede our ability run critical aspects of our ability to deliver services or our stakeholders' ability to do business?	
People	To what degree is health or safety at risk?	
Probability		
Criteria	Sample Questions	Score on a scale of 1 (low) to 5 (high)
Opposition	How likely are third-parties to use this against us?	
Credibility	How credible are the sources of negative information?	
Reach	How likely is this information to spread?	
Trend	Could this suggest a pattern of misbehavior or failure?	
Topicality	Are stakeholders likely to view this as a significant concern now?	

Scope Checklist

<i>Responsible team and Crisis Support Team evaluates to determine potential scope of issue</i>	
<i>Scope</i>	<i>Determining Factors</i>
<i>Low</i>	<ul style="list-style-type: none"><input type="checkbox"/> Likely to be contained to one location<input type="checkbox"/> Affects perceptions of small number of stakeholders<input type="checkbox"/> Could raise some questions from media<input type="checkbox"/> Likely to spur external inquiries
<i>Medium</i>	<ul style="list-style-type: none"><input type="checkbox"/> Legal implications<input type="checkbox"/> Involves variety of stakeholders<input type="checkbox"/> Threat to relationships with tourism sector stakeholders or partners<input type="checkbox"/> Chance of significant negative media attention
<i>High</i>	<ul style="list-style-type: none"><input type="checkbox"/> Significant health and safety at risk<input type="checkbox"/> Could have significant impact on operations or reputation<input type="checkbox"/> Chance of significant legal action<input type="checkbox"/> Chance of significant, negative financial impact

Response Framework

Response escalates according to scope and should be reviewed by responsible team and Crisis Support Team

Scope	Determining Factors
Low	<ul style="list-style-type: none">• Inform team.• Respond to queries through most appropriate channel.• Check with relevant internal teams to assess resonance of the issue.• Organize regular monitoring to watch for spread.
Medium	<ul style="list-style-type: none">• Complete all green-flag level actions as necessary.• Organize reporting and monitoring.• All teams potentially affected on high alert.• Inform affected stakeholders and provide regular updates.• Disseminate pertinent statements to relevant media and across relevant channels.• Alert internal employees, stakeholders and partners and arm them with responses.
High	<ul style="list-style-type: none">• Consider leveraging all communication channels in response:<ul style="list-style-type: none">• Stakeholder relations• Internal communications• Outreach to affected communities and audiences• Social media• Search engine marketing• Traditional media

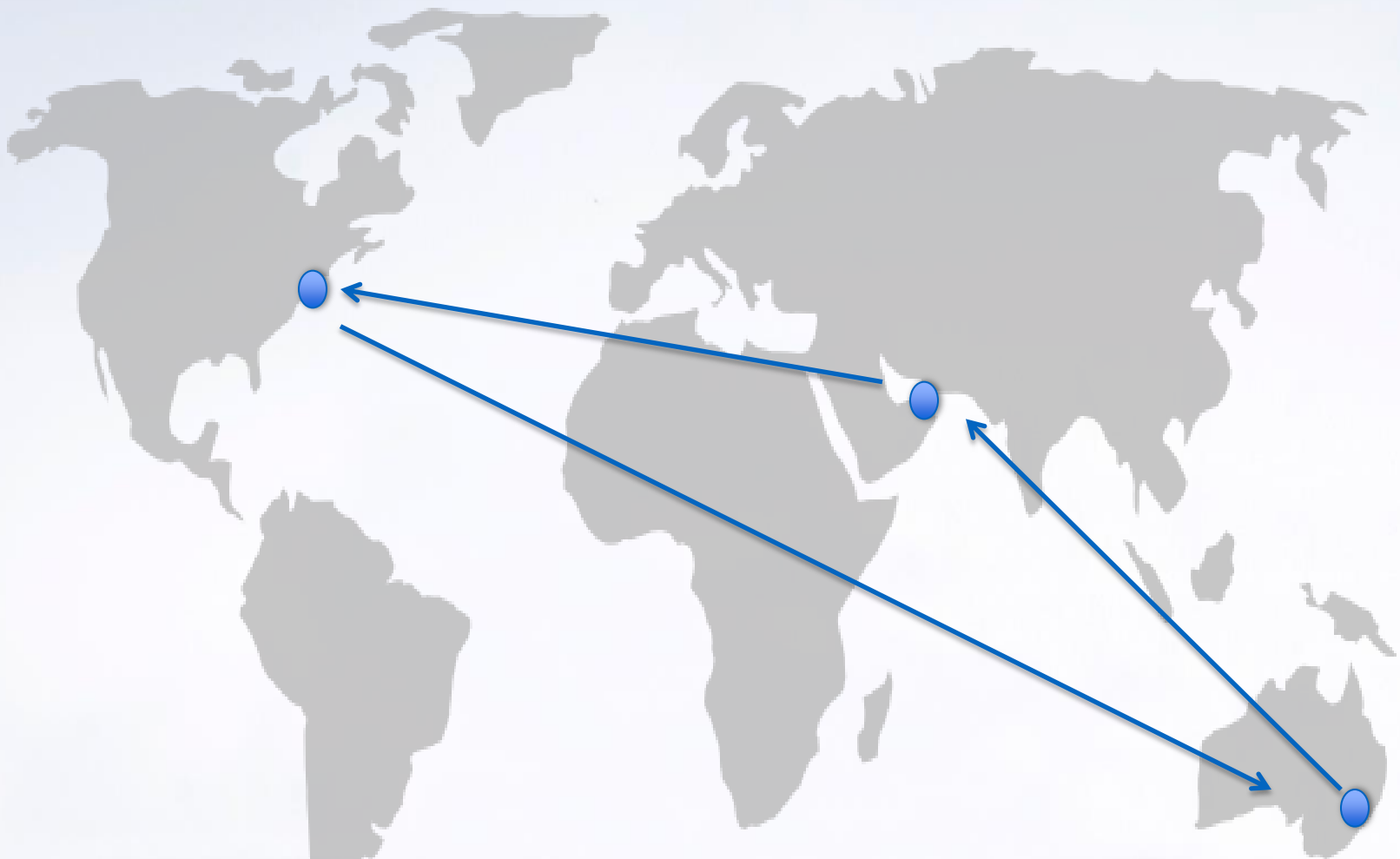
Audience Assessment Worksheet

Responsible team and Crisis Support Team use to evaluate possible reaction/needs of target audiences

Audience	Worst-case Reaction	Most Likely Reaction	Desired Reaction	Information Needs (for instance, data, third-party audit)	Strategy
<i>Employees</i>					
<i>Private Sector</i>					
<i>Partners</i>					
<i>Vendors</i>					
<i>Government</i>					
<i>MICE / B2B</i>					
<i>Media</i>					
<i>General Public in Inbound Markets</i>					

Seamless Media Monitoring

Employ a 'follow the sun' model to ensure 24/7/365 monitoring during a crisis utilizing a global network



Our Work in Action





PLEASE SHARE

A POWERFUL MESSAGE

Watch our TV ad, *The Boy Who Could*
keep children safe. Toget

NATIONWIDE

Turning the Advertising Model On Its Head

Over the past year, an integrated Ogilvy team worked to implement a cause program focused on reducing preventable childhood accidents, the #1 killer of kids in the U.S. The Make Safe Happen program entered the national arena with an advertising campaign at Super Bowl XLIX. Ogilvy PR created and executed a pre-strategy to manage Nationwide's message "going into the game" [Fast Company, CNN International "Behind the Scenes"] while also creating a post-Super Bowl program focused on defending the creative and promoting the program's substance, which resulted in national media coverage in **TIME**, **Wall Street Journal Live** and **New York Times**.



SUEZ CANAL AUTHORITY

New Suez Canal – Egypt's Gift to the World

On August 6, 2015, Ogilvy PR launched one of the largest infrastructure stories of the year and a major achievement for Egypt and President Abdel Fattah el-Sisi – the opening of the Suez Canal. Leveraging the power of Team WPP, the team created an integrated communications campaign spanning advertising, PR, social media and events. Engaging a senior global media team to handle global media relations as well targeted in-market support, resulted in bringing 100 + media to Cairo for the launch securing **5,000 pieces of coverage** across major global, national, regional and wire outlets and garnering **more than 7.5 billion media impressions**.



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The Bottom Line

Be **PROACTIVE**.

No comment is **NOT** a comment.

TAKE CONTROL of your own narrative and define it...
If you don't, someone else will.

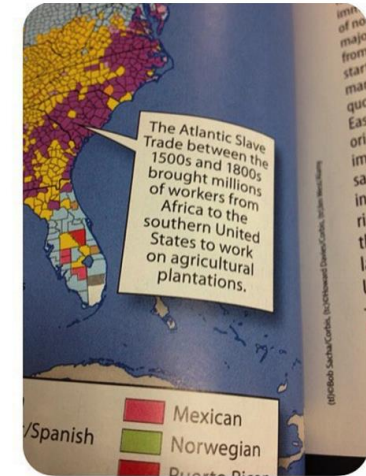
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Scenario: The Texas Textbook Mom

A student reading a geography textbook came across a caption on Page 126 about immigration that referred to Africans brought to American plantations between the 1500s and 1800s as “workers” rather than slaves. He sent a photograph of the caption to his mother, along with a text message: “we was real hard workers, wasn’t we.”

Their outrage over the textbook’s “whitewashing” sparked a social-media storm following the mother’s post on Facebook. Her followers demanded who was the publisher of the textbook and instantaneously long time education leader, McGraw-Hill was in the hot seat.

What would you do?



“The Atlantic Slave Trade between the 1500s and 1800s brought millions of workers from Africa to the southern United States to work on agricultural plantations.” The authors, on the page next to the map, wrote of “an influx of English and other European peoples, many of whom came as indentured servants to work for little or no pay,” but made no mention of how Africans came to the country.

