

# **PROTECT YOUR REPUTATION: MAKING RISK MANAGEMENT A CORE CAPABILITY**

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# What's Your Issues and Crisis Game Plan?



# The Landscape Today

- The rise of reputational risk – why getting ahead of issues matters.
- A preparation culture – critical issues and crisis management best practices.
- When crisis hits – key principles and activation guidelines.
- Questions.

# Managing Risk to Minimize Crisis Potential

- Reputational or brand challenges often caused not by some external event or misfortune, but instead arise as the direct consequence of company actions.
- Companies make good decisions without considering or preparing to manage reputational impact.
- The loss of public trust can serve as just the beginning of a company's troubles as investigations, public hearings, lawsuits follow.

# Understanding Business Trends is Crucial to Success

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“Gotcha” Global  
Media Landscape

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Growing  
Expectations  
Increase  
Reputational  
Risks

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Unintended  
Consequences of  
Globalization

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Board  
Expectations

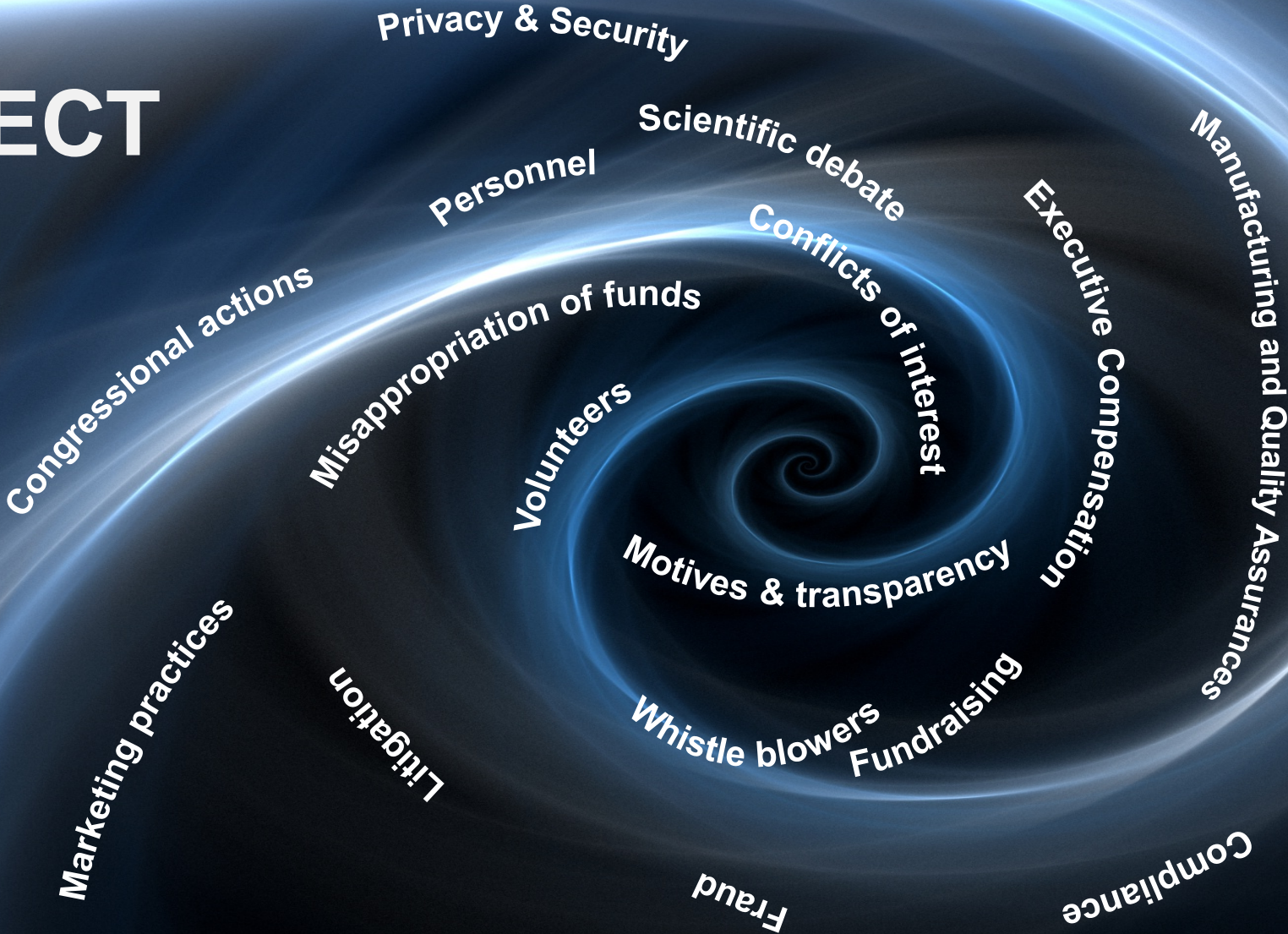
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# Non-Profits Bank on Trust

- Advocates sell *ideas*, not stuff; reputation is their whole stock in trade.
- Getting results often means working across partisan, cultural boundaries, complicating the balance.
- Conflict comes with the territory; reputation rides on the battles you pick and how you fight them.
- Core principles are the same – to thine own self, be true (and to others, be transparent).



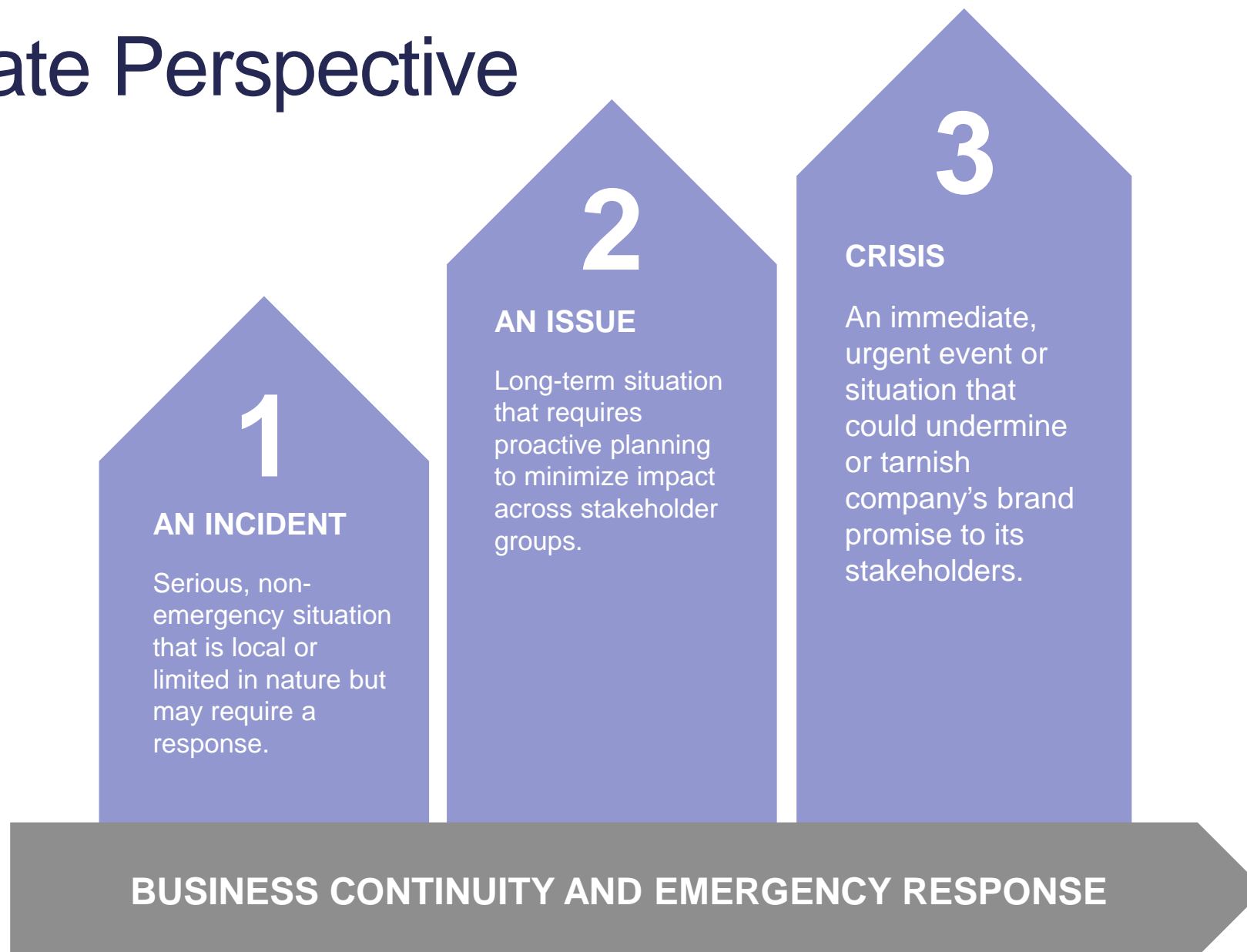
# THE PERFECT STORM



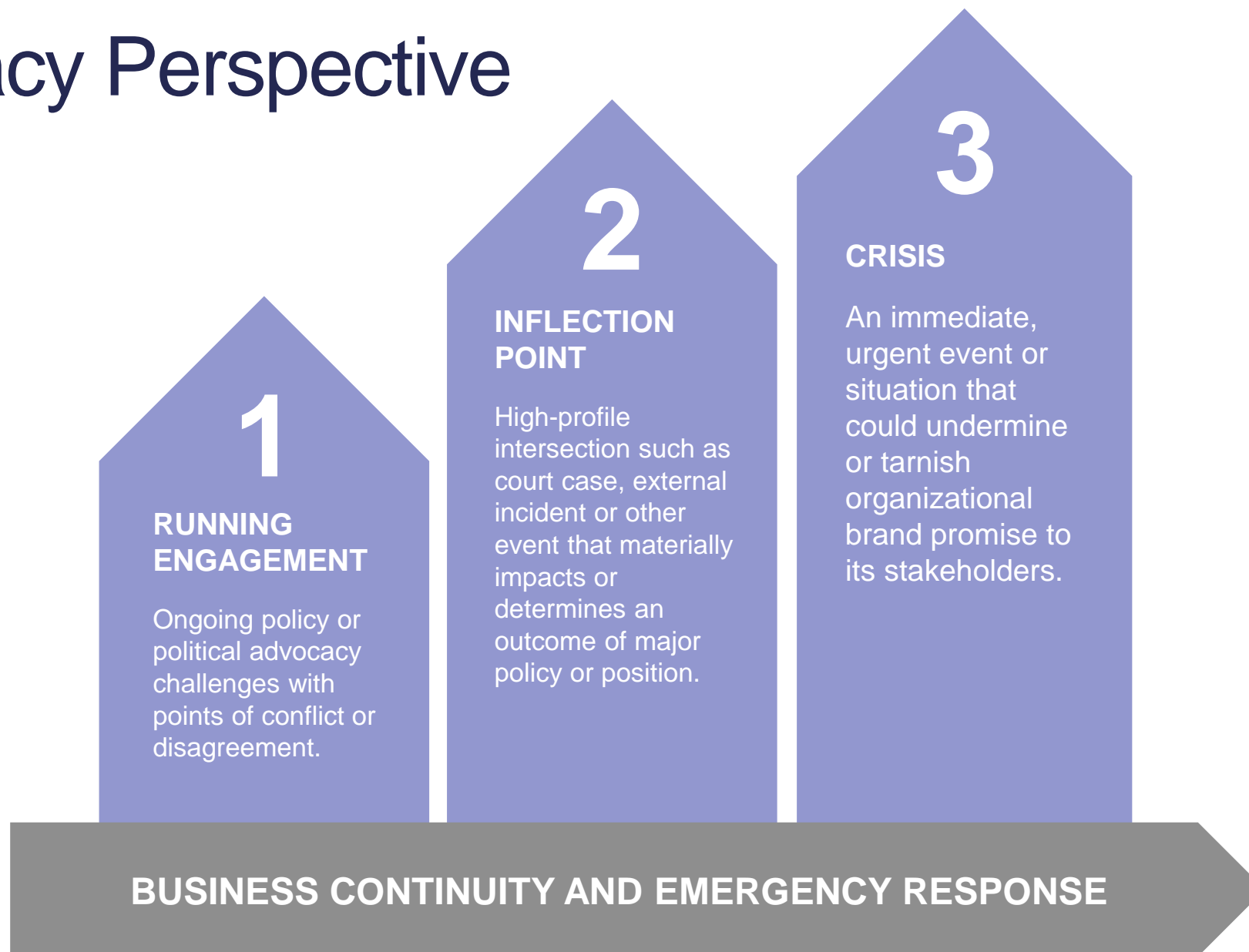
***How a company interacts with its employees and society can affect its reputation and license to operate as much as, if not more than, the quality of the products or services it provides.***



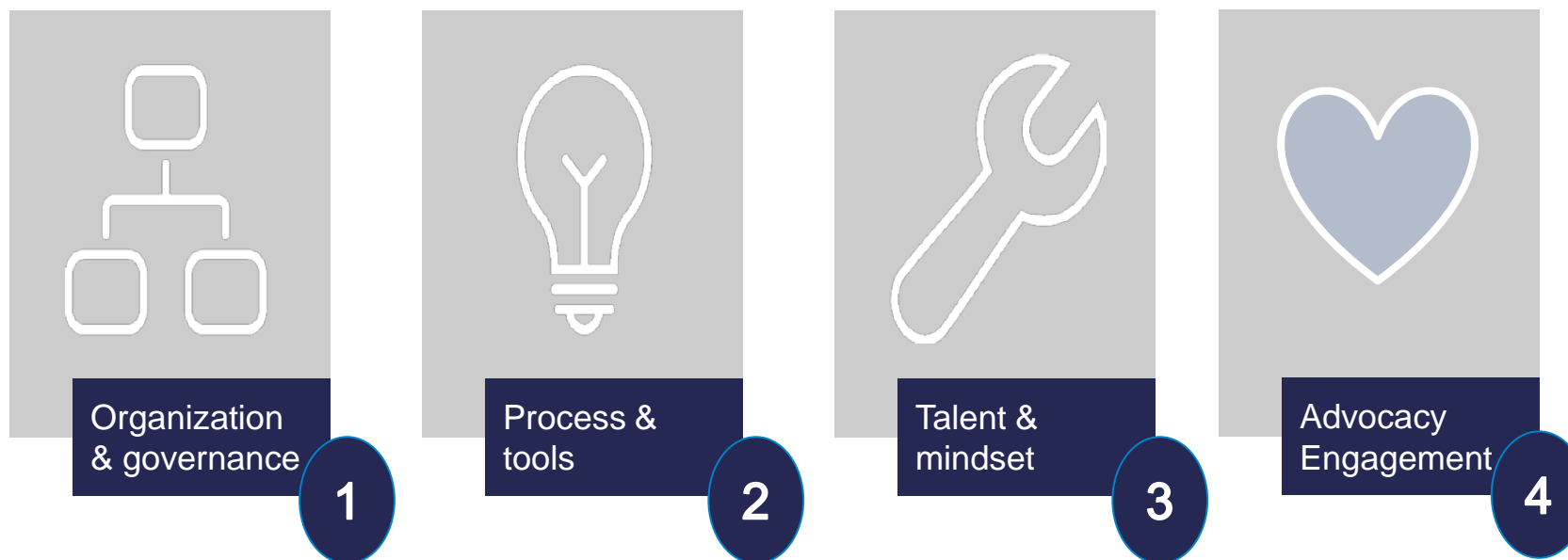
# Corporate Perspective



# Advocacy Perspective



# Core Capability vs. Emergency Reaction



# Best Practice

- Advance planning & risk identification.
- Standing structure – risk committee.
- Regular risk review process.
- Flexible, seasoned response teams cross verticals / silos.

# Seasick: EDF Oceans Team Rides a Storm

- Situation evolves from routine engagement to a brand-level challenge.
- Attack goes directly to core advocacy approach/philosophy.
- Need to put principles front and center, focus on why / how / who we are.
- More important to win reputational war than a policy battle.

# Just One Spark

- Reputational impact
- Operational impact
- Customer impact
- Media implications
- Employee productivity and morale
- Public perceptions and behaviors
- Gov't, regulatory or legal activity





# Activation

1. Intelligence and insights
2. Rapid response framework and RACI
3. Regret, resolve remedy
4. Content strategy
5. Digital assets and channels
6. Allies and influencers
7. Amplification with paid and SEO
8. Advocacy engagement
9. Reactive, selectively proactive, proactive
10. Recalibration

# Critical Success Factors

- ✓ Measurable
- ✓ Accountable
- ✓ Personalized
- ✓ Actionable
- ✓ Confident
- ✓ Directional

# Takeaways

- Reputational risk management is a capability and is as much a change in mindset as it is in practice.
- Entities are not necessarily judged on what happened, but on how they manage what happened.
- Leadership during crises requires transparency, accountability, engagement.
- Preparedness enables a proactive and authentic stand and engagement before during and after issues escalations.