

How to Manage the First 5 Hours of a Crisis

Jon Drummond

Director, External Relations
Discover Financial Services

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@Discover_News
jondrummond@discover.com

Any opinions expressed in this presentation are those of the speaker and not Discover Financial Services.

CRISIS PLAN

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- I. Contact information
- II. Team roles and responsibilities
- III. Escalation process
- IV. Communications plan
- V. Technology, tools and back-ups

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“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

Dwight D. Eisenhower

*--Supreme Commander of the Allied forces in Europe during World War II
--34th American President*

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GET BRIEFED (& GET COFFEE)

DEFINE MONITOR **OPEN**

DESIGNATE **REASSESS**

GET GOING

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GET

BRIEFED

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GET BRIEFED

- Find out the basics: Who, what, when, where, why & how.
- Who knows what at this point? What does the public know?
- Which audiences will be most affected?
- Who is involved? Determine who needs to be.

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DEFINE

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DEFINE THE CRISIS

- 3 types: Self-induced, outside force, third-party crossover
- Determine severity. Is this an issue or a crisis?
- How high is the reputational risk? How high is too high?
- What does each important audience need to know/hear?

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MONITOR

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MONITOR ALL CHANNELS

- Local and national news outlets
- Google Alerts
- Twitter
- Facebook
- LinkedIn
- On-line forums
- PCmag.com

The Best Social Media Management & Analytics Tools of 2017

<http://www.pcmag.com/article2/0,2817,2491376,00.asp>

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OPEN

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OPEN ALL INTERNAL CHANNELS

As identified in the Crisis Plan

- Executives
- Lawyers
- Subject matter experts
- Employees
- (Social media team)
- (Investor Relations team)

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DESIGNATE

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DESIGNATE ONE MEDIA CONTACT

- Start monitoring news coverage and social media ASAP.
- First give reporters some hope: “I’ll get you what I can.”
- Then give them an answer: “I don’t have anything (yet).”
- Update crisis team on a regular basis.

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REASSESS

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REASSESS & RE-EVALUATE

- Evaluate the tone of the chatter and the nature of the discussion.
- Have the legal, operational or financial concerns changed?
- Are there new players involved? New audiences?
- Where does management stand?

GET

GOING

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GET GOING ON A STATEMENT

- Find out the basics: Who, what, when, where, why & how.
- Use the R's: Regret, Reason, Remedy (& Revise as you go.)
- Augment the company's values.
- Determine key audiences and address their questions.
- Customize: Every crisis is different.

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CONTROLLING THE MESSAGE

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CONTROLLING THE MESSAGE:

DURHAM SCHOOL SERVICES

WATCH NOW: 5, 6, & 7 NEWSCASTS FOX 8 TV SCHEDULE SEARCH

FOX 8 CLEVELAND NEWS CLOSINGS SEEN ON TV AM SHOW NEW DAY SPORTS TRAFFIC CONTESTS JOBS WEATHER

Sixth child dies following Chattanooga school bus crash

POSTED 8:29 PM, NOVEMBER 23, 2016, BY CNNWIRE, UPDATED AT 08:44PM, NOVEMBER 23, 2016

FACEBOOK 1K+ TWITTER G+ GOOGLE PINTEREST LINKEDIN

CHATTANOOGA—A sixth child has died from injuries sustained in a school bus crash in Chattanooga, Tennessee, police tweeted.

Kevin McClendon told CNN that his brother, Keyonte Wilson, “was a tough little boy.”

“I know he’s in a better place,” McClendon said.



(Chattanooga Fire Department via CNN)

Source: www.fox8.com

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CONTROLLING THE MESSAGE:

DURHAM SCHOOL SERVICES BUS ACCIDENT NOV. 21, 2016

- First statement of bus company CEO, Nov. 23, 2016
<https://www.youtube.com/watch?v=99oFrFwa0Ps>
- Second statement by CEO, Dec. 1, 2016
<https://www.youtube.com/watch?v=cwMdhv0u-H0>

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KEY POINTS

START TODAY

Start planning for a crisis now so you can build a plan to ignore later. Constantly update and expand your phone list.

SAY SOMETHING!

Spokespersons do not have to answer questions, but the company must address the issue at hand.

COLLECT YOURSELF

Self-composure matters if you want a voice in the conversation. Don't try to please executives; anticipate reactions from audiences and discuss options

MONITOR ALL MEDIA

Social media is as much your friend as it is your enemy. It gives you real-time information so you can update the crisis team regularly.

IS IT REALLY A CRISIS?

Know how to define a crisis for your company and the audiences you need to reach.

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