



NEW REALITIES IN CRISIS COMMUNICATIONS MANAGEMENT

THE RAPID RISE OF REPUTATIONAL RISK IN THE AGE OF RADICAL TRANSPARENCY

THE GLOBAL PILOTS' SYMPOSIUM— APRIL 14, 2016

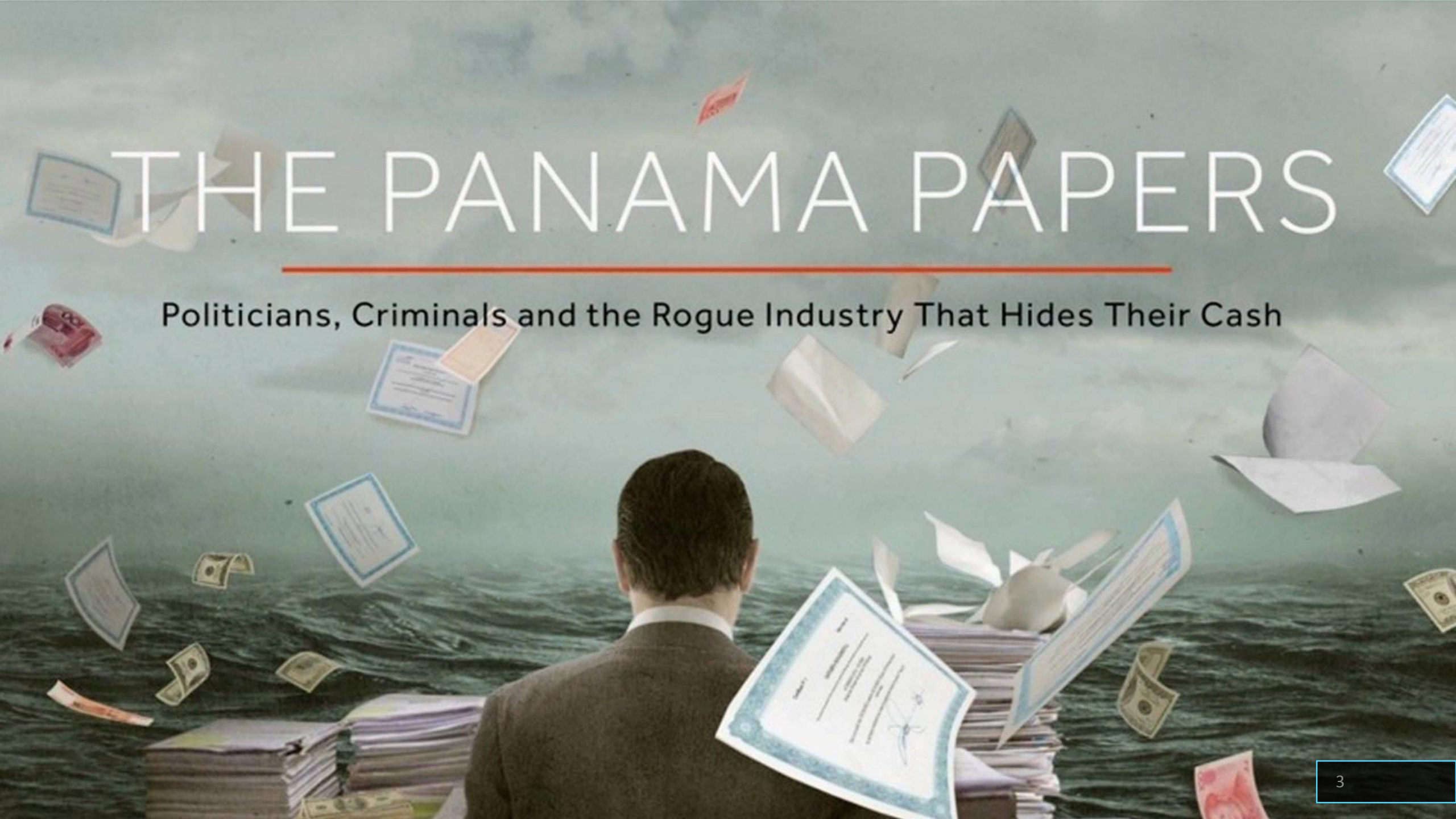
@danwebber






THE PANAMA PAPERS

Politicians, Criminals and the Rogue Industry That Hides Their Cash







NYPD NEWS 

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THE MOVIE SEAWORLD DOESN'T WANT YOU TO SEE



#BLACKFISH



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“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.”

-Warren Buffett

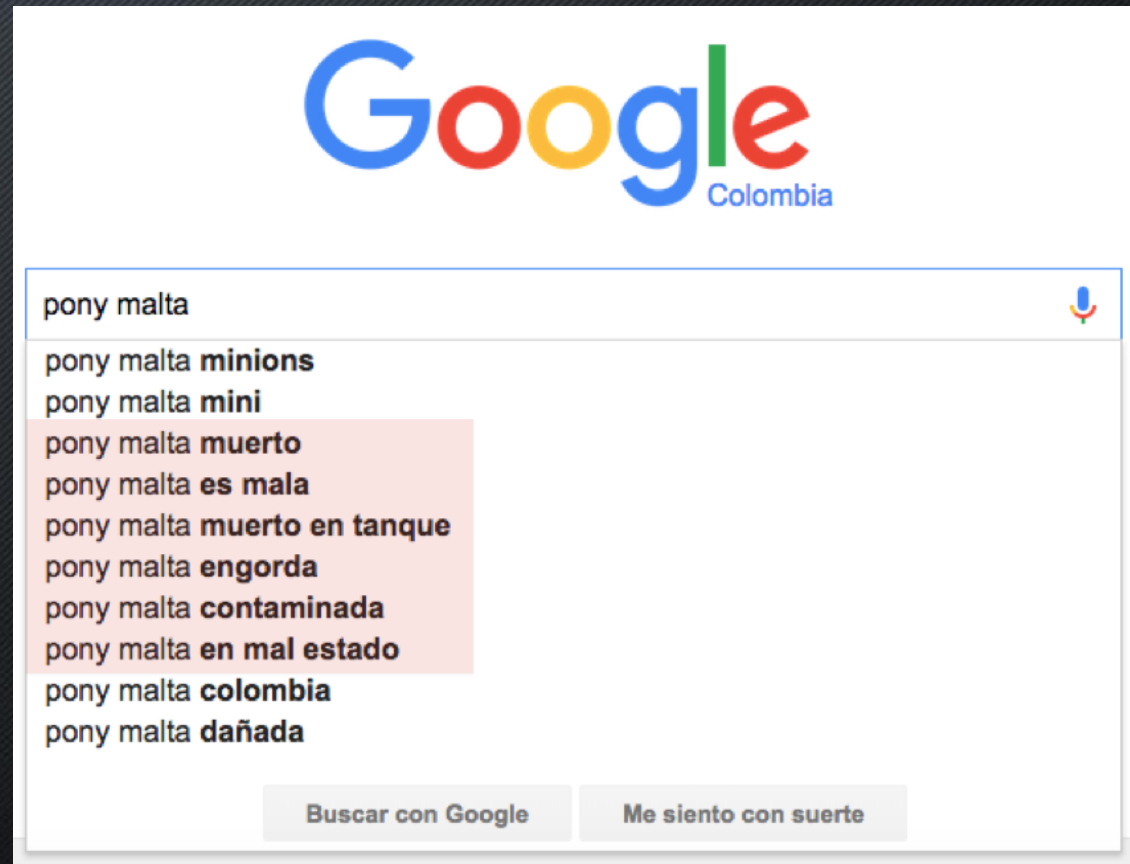
NEW REALITIES – MORAL OUTRAGE

Activists / critics are paying attention demanding a robust, responsible and principles-based compliance environment



NEW REALITIES – DIGITAL WILDFIRES

Truth is negotiated in social media



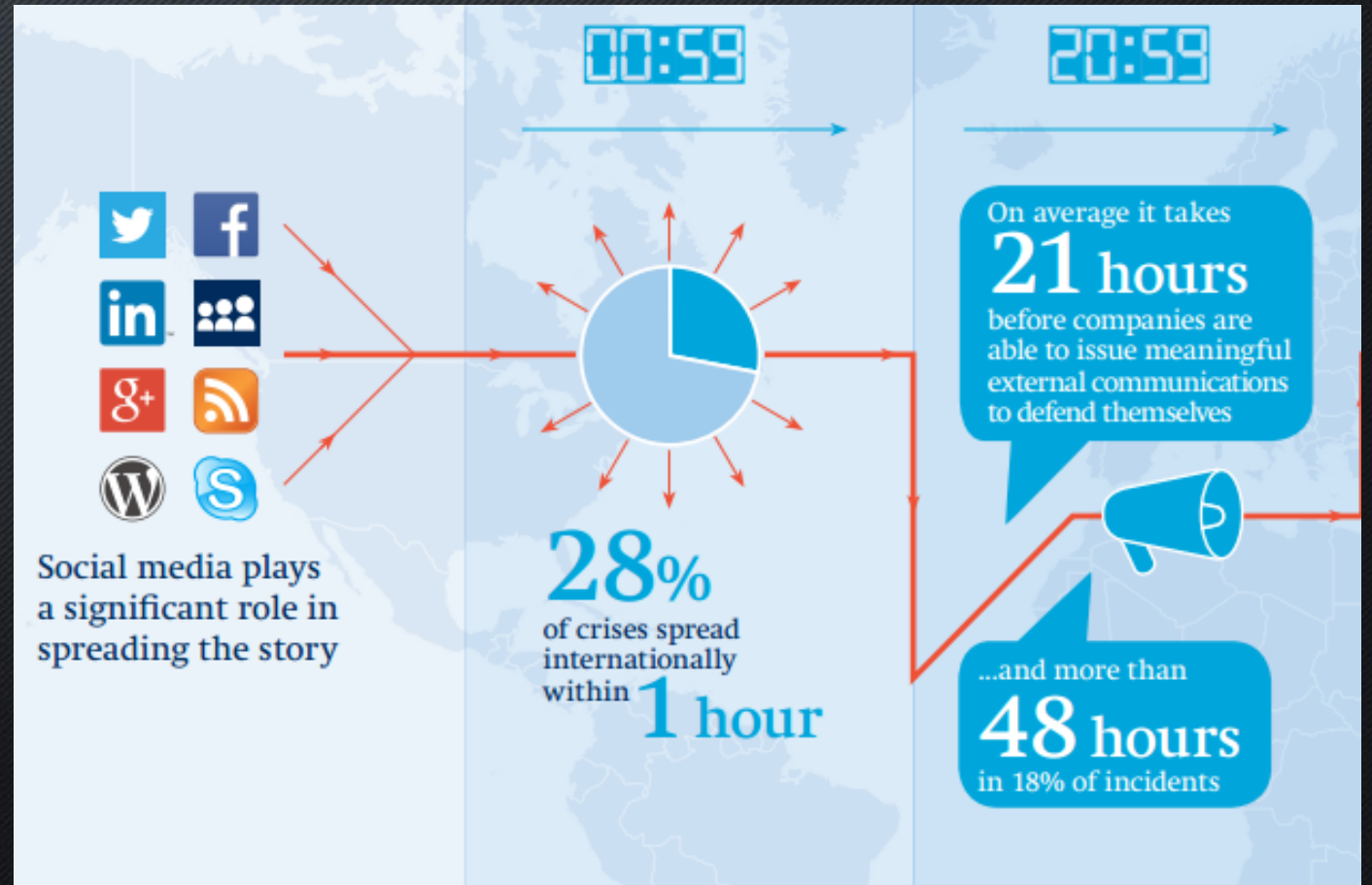
NEW REALITIES – DIGITAL WILDFIRES

Facts are trumped
by sensationalism



NEW REALITIES – DIGITAL WILDFIRES

News will spread faster than we can respond



NEW REALITIES – DIGITAL WILDFIRES

Digital mobs form around vacuums for content and everything is magnified

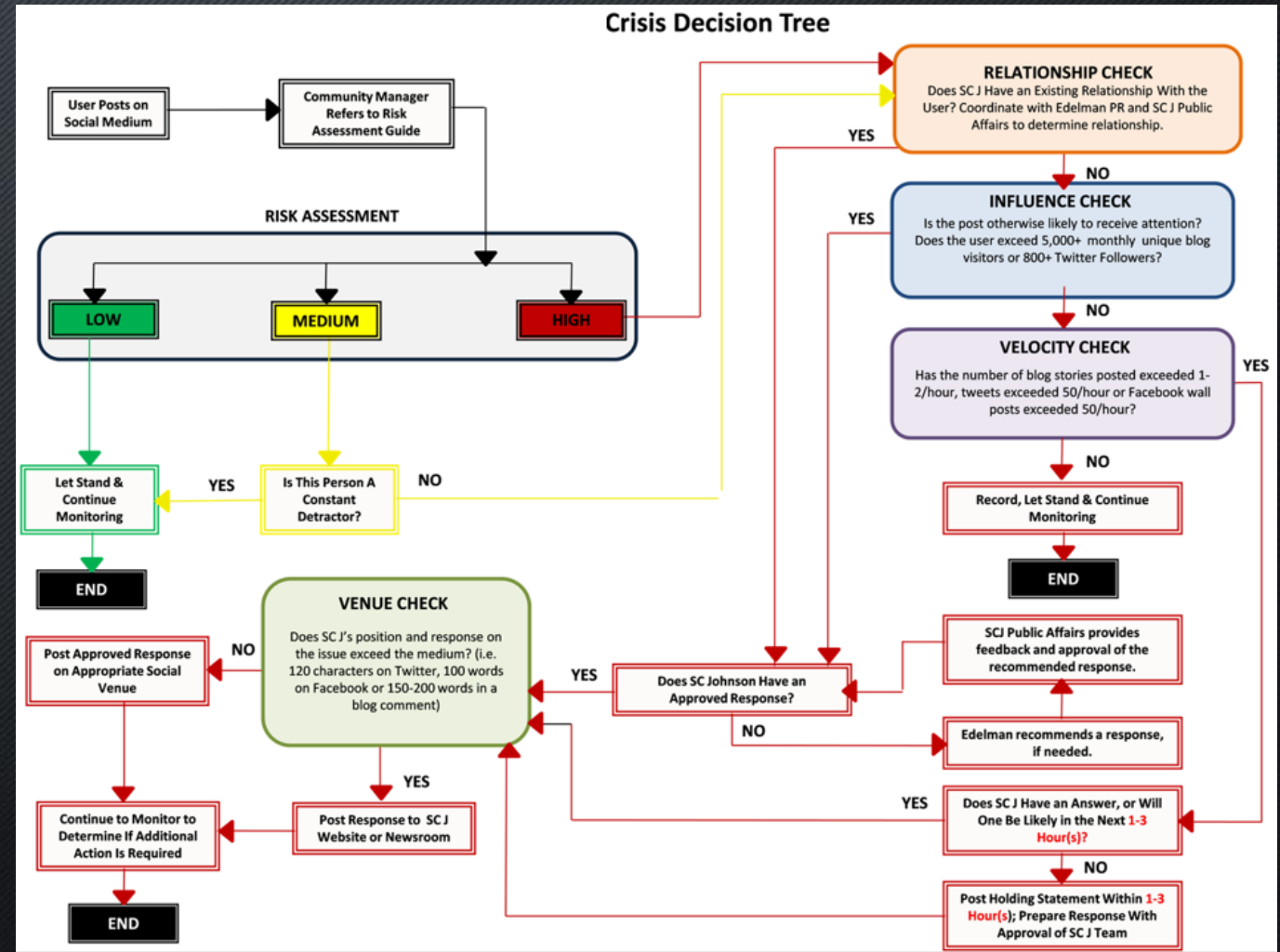


“A lie can travel halfway around the world while the truth is still putting on its shoes.”








-Mark Twain

KEY IMPERATIVES FOR PREPAREDNESS

1 Fail to prepare, prepare to fail: establish process and governance



7 DRIVERS OF SEVERITY

							
ATTRIBUTE	Organizational Purpose	Speed / Velocity	Momentum / Influence	Terrain / Timing	Potential for Advocacy	Trust / Relationship	Venue
DEFINITION	<ul style="list-style-type: none"> • Mission and values • Ethics and transparency 	<ul style="list-style-type: none"> • Pace of spread • Bias for action 	<ul style="list-style-type: none"> • Protagonists, antagonists • Drivers of stories 	<ul style="list-style-type: none"> • Conditions on the ground • Bigger issue occurring? 	<ul style="list-style-type: none"> • Moral, emotional outrage • Policy, Legal, social 	<ul style="list-style-type: none"> • Transactional or engaged • Gap between expectation/ performance 	<ul style="list-style-type: none"> • Where is this occurring?

KEY IMPERATIVES FOR PREPAREDNESS

2 Monitor for intelligence not just data



KEY IMPERATIVES FOR PREPAREDNESS

3 Own the factual record or it will be defined for you:
what are you saying on your own channels?

HEINEKEN DOES NOT SUPPORT DOG FIGHTING
THIS IS WHAT REALLY HAPPENED...

WHAT HAPPENED

- IN 2010 A TOP NIGHT CLUB IN MONGOLIA HOSTED A HEINEKEN PROMOTION.**
- HEINEKEN BANNERS WERE PLACED AROUND THE DANCE FLOOR. THEY WERE NOT TAKEN DOWN.**
- LATER, THE OWNER RENTED THE CLUB FOR THE FIRST TIME FOR A DISGUSTING DOG FIGHT.**
- A PICTURE WAS TAKEN. IT LOOKS LIKE WE WERE INVOLVED.**
- WE FOUND OUT ABOUT IT 18 MONTHS LATER WHEN IT APPEARED ONLINE.**

WHAT WE'VE DONE

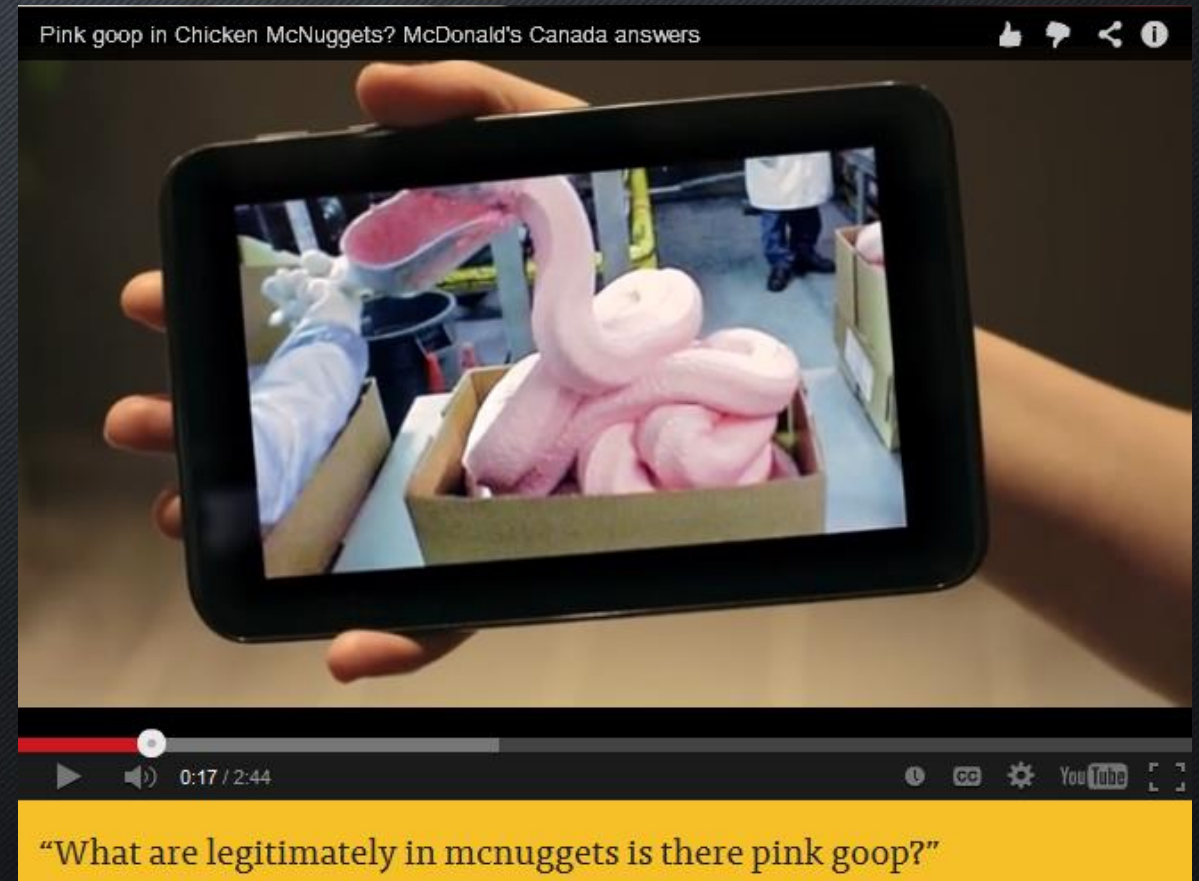
- WE IMMEDIATELY ENDED OUR RELATIONSHIP AND STOPPED SELLING OUR BRANDS IN THE CLUB.**
- THE CLUB OWNER FORMALLY CONFIRMED HEINEKEN WAS NOT INVOLVED WITH THE DOG FIGHT.**
- WE COULD NOT TAKE LEGAL ACTION BECAUSE DOG FIGHTING IS LEGAL IN MONGOLIA.**
- WE REACHED OUT TO ANIMAL RIGHTS GROUPS TO EXPLAIN WHAT HAPPENED.**
- DESPITE ALL OUR EFFORTS, PEOPLE CONTINUE TO SHARE THE IMAGE.**

PLEASE SHARE WE SPONSOR WORLD CLASS EVENTS. WE DO NOT SPONSOR VILE DOG FIGHTING. PLEASE SHARE THIS WITH YOUR FRIENDS SO THEY KNOW WHAT REALLY HAPPENED.

Heineken

KEY IMPERATIVES FOR PREPAREDNESS

4 Be transparent:
*show in various
dynamic channels,
don't just tell them
through a
statement*



KEY IMPERATIVES FOR PREPAREDNESS

6 Amplify through the noise



KEY IMPERATIVES

7 Influencers are different:
go beyond normal mainstream media channels

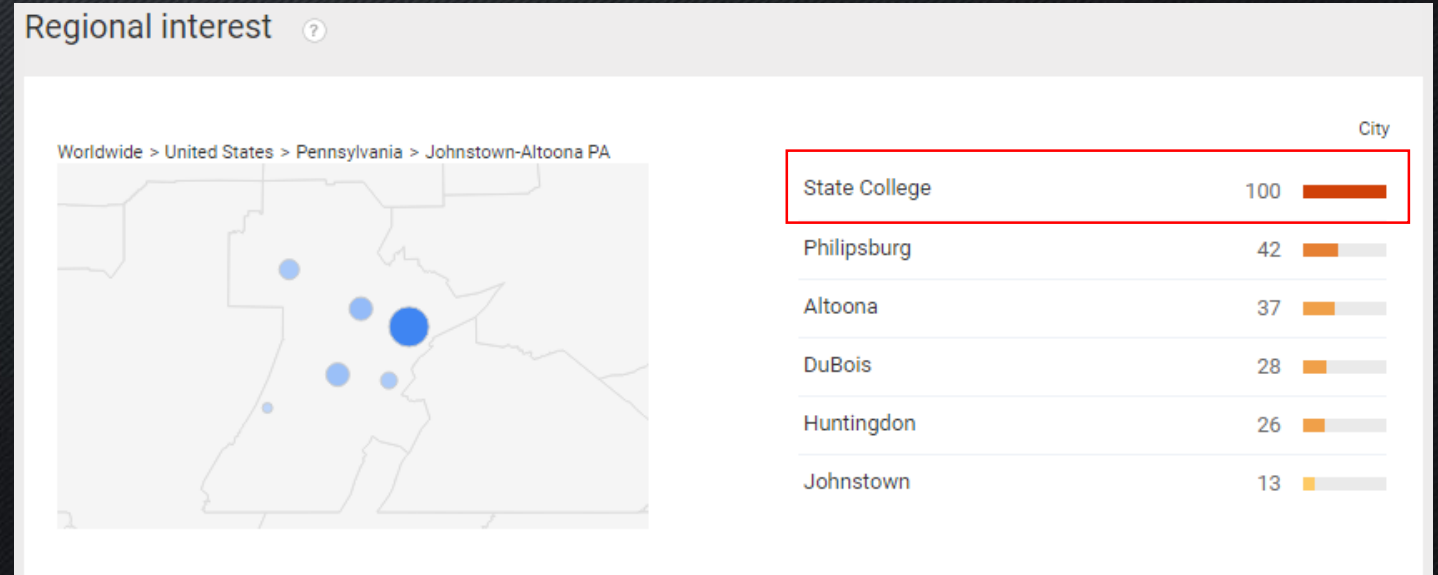
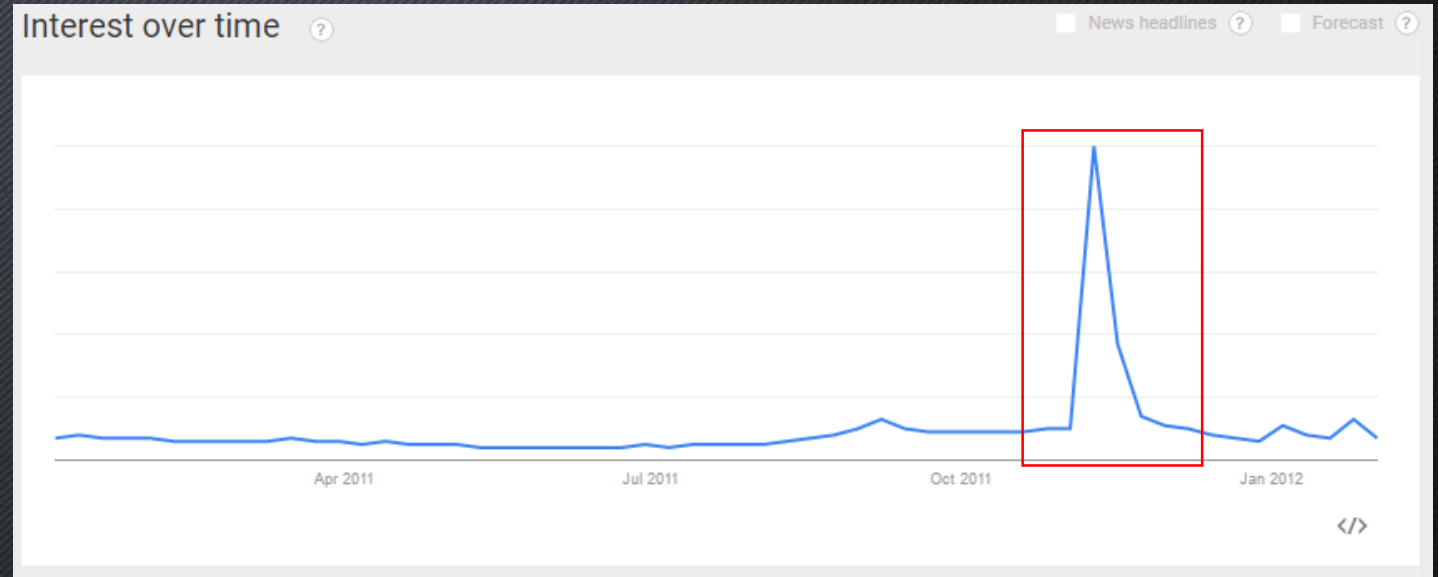


Rosanna Pansino
\$2.5m (£1.6m)
4.8m followers
1bn views

BUSINESS INSIDER
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KEY IMPERATIVES

8 Stakeholders hate surprises:
don't forget about employees, advocates, etc.



KEY IMPERATIVES

9 You are judged by the company that you keep:
sometimes it is better to let others speak for you



KEY IMPERATIVES WHEN MANAGING A CRISIS

10 No scenario is too far-fetched; plan, train and test



Questions?

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