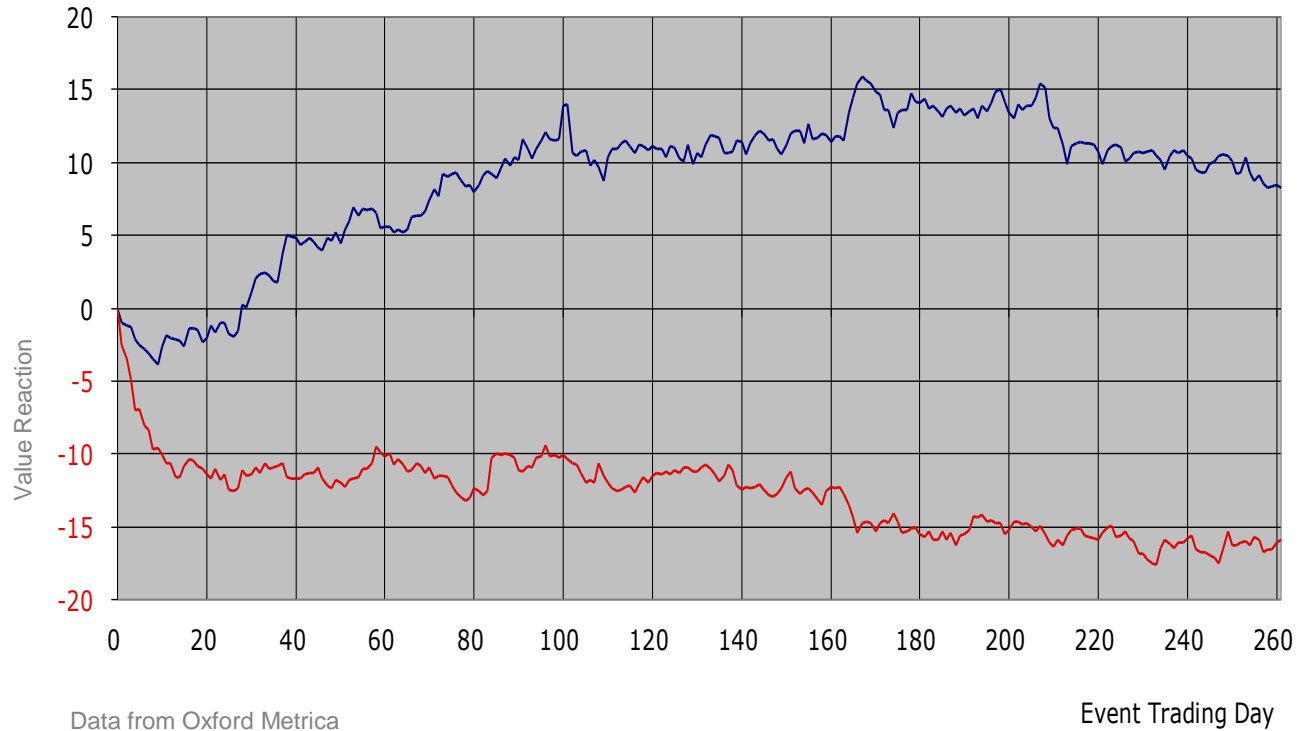


# BEST PRACTICES IN INTERNATIONAL CRISIS MANAGEMENT

PRESENTED BY  
NICK LUDLUM  
EXECUTIVE VICE PRESIDENT  
OGILVY PUBLIC RELATIONS



# AGENDA



# REPUTATION “WINNER” PROFILE



Crisis  
Avoidance



Speed of  
Response



Decisive  
Decision-making



Message  
Consistency



Responses Meet  
Stakeholder  
Expectations

# RISK ENVIRONMENT



# OUR POINT OF VIEW

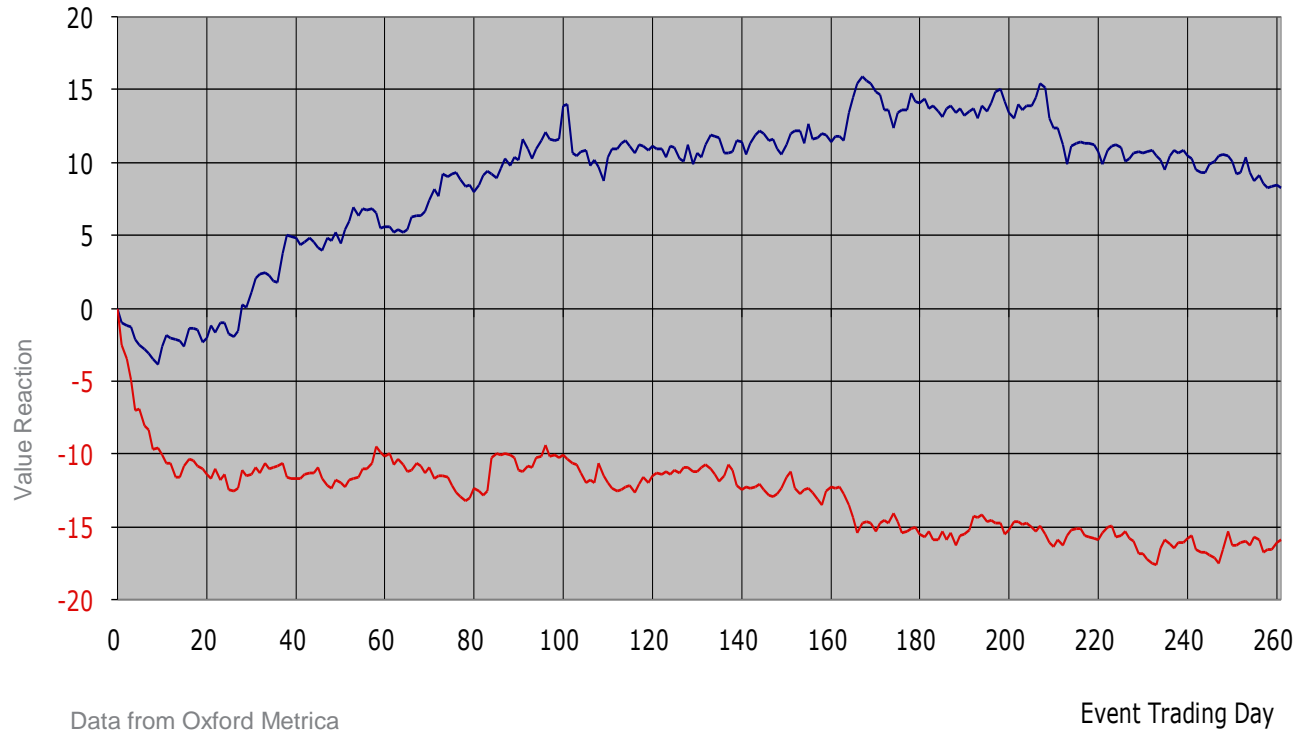
**Speed isn't enough**, everyone has the ability to broadcast outrage from their palm of their hand, live and to a global audience. Reputation must be managed in real time.

**Demographic change creates new cultural norms**, and is forcing brands to rapidly adapt to new ways of thinking, expectations and attitudes without a proven 'playbook'

**Polarization defines our moment**, making it more difficult than ever for brands to balance the needs and expectations of stakeholders, many of whom may be in opposition with each other

**Technology continues to change everything**: From data privacy, to ubiquitous connectivity and more, innovation poses new reputation challenges - brands must adapt or risk irrelevance

# AGENDA



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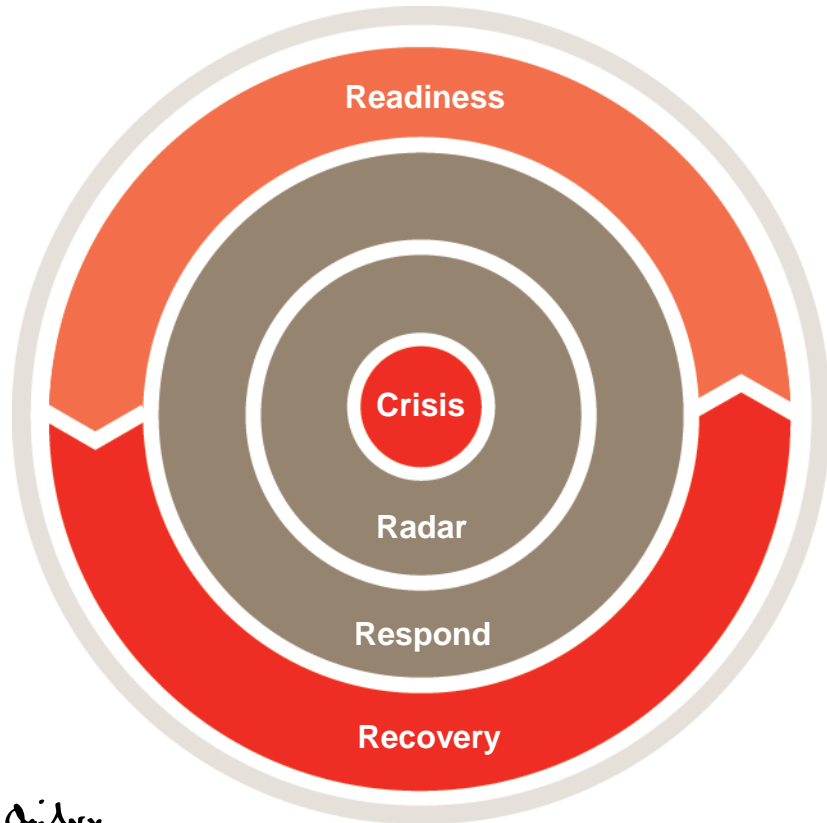


Message  
Consistency



Responses Meet  
Stakeholder  
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# FRAMEWORK



## Readiness

Team & Protocols

- The New Crisis Team
- On-Call Process
- Identify Social Media Risks
- Risk Assessment Decision Tree
- Training

## Radar

Listening & Detection

- Listening Post for Crises
- Threat Assessment to Inform Actions
- Scorecard for Risk Assessment
- Effective Escalation
- Response Scenarios

## Response

Techniques & Toolkits

- Rapid Response Techniques
- Winning in Search: Paid and Organic
- Responsive Conversation
- Community Management 3.0
- Content Activation
- Measurement and Optimization

## Recovery

Transition & Learning

- Pro-active Transition
- Learning and Changing
- Reputation Management

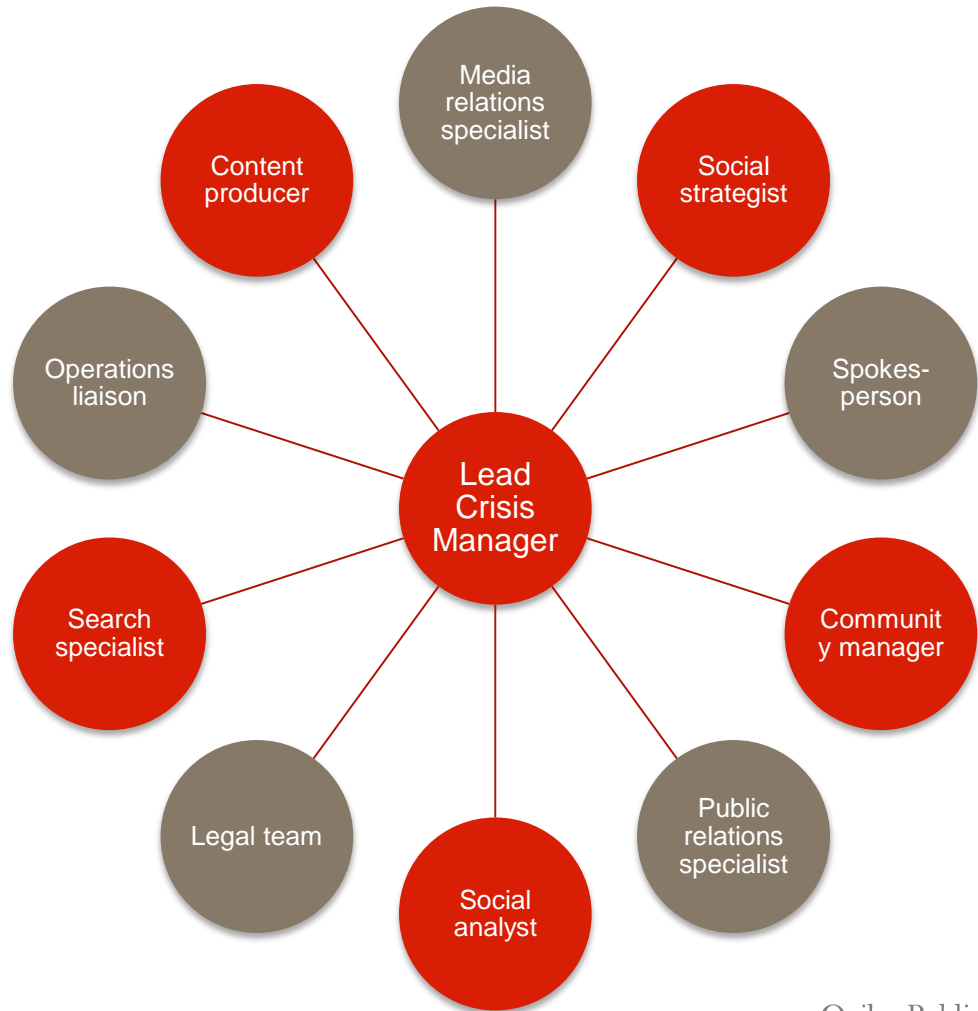


# THE NEW CRISIS TEAM

To adequately address crises, today's swat team is a blend of traditional crisis advisors and social media experts.

Here are the new specialists needed:

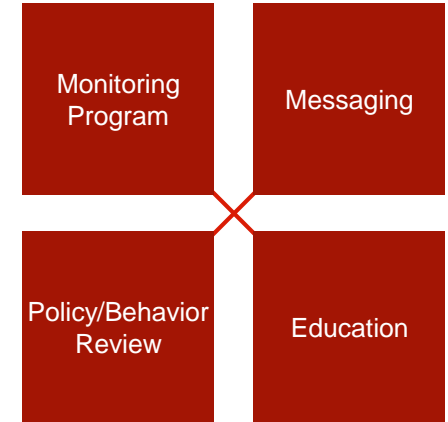
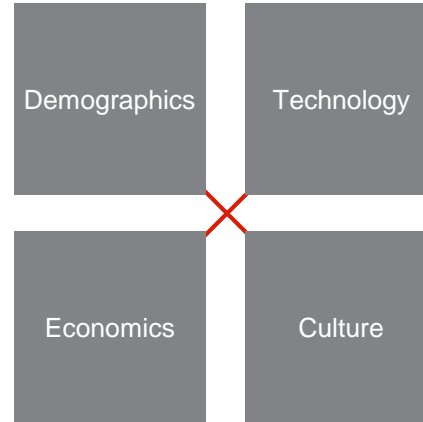
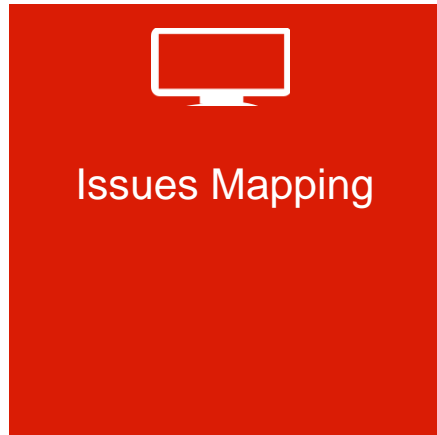
- **Social strategist:** Responsible for overall vision and social experience of online communities.
- **Community manager:** Oversees how the brand communicates with its community.
- **Social analyst:** Responsible for measurement and monitoring in real time.
- **Search specialist:** Responsible for analyzing search trends and results, to optimize organic and paid search strategies for amplifying messages.
- **Content producer:** Manages the planning and creation of content designed to tell the brand's story in a clear, compelling manner.



NOT ALL CRISES  
ARE INEVITABLE

FOUR FORCES  
AT WORK

ISSUES MAPPING  
DASHBOARD



# FOUNDATIONS FOR A CRISIS PLAN

## PART ONE:

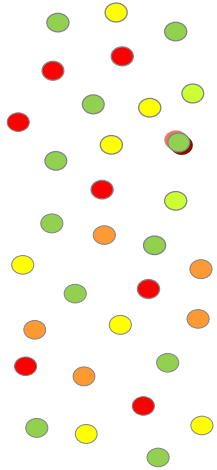
One crisis structure & communications process

## PART TWO:

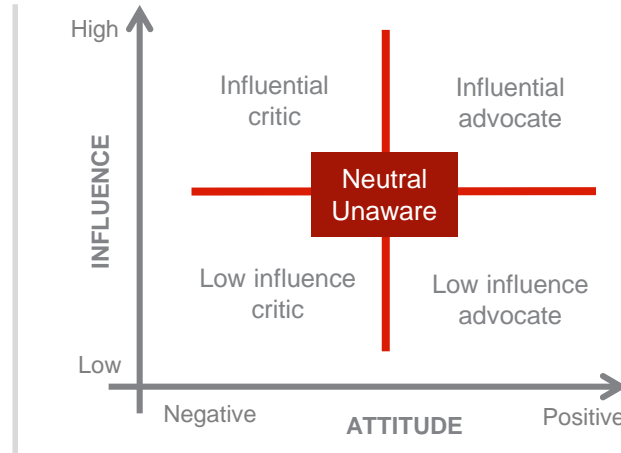
Identification of the top crisis scenarios, according to likelihood & potential threat & the categorization of those scenarios into three threat levels with corresponding communications responses

# STAKEHOLDER MAPPING

## Stakeholder Identification



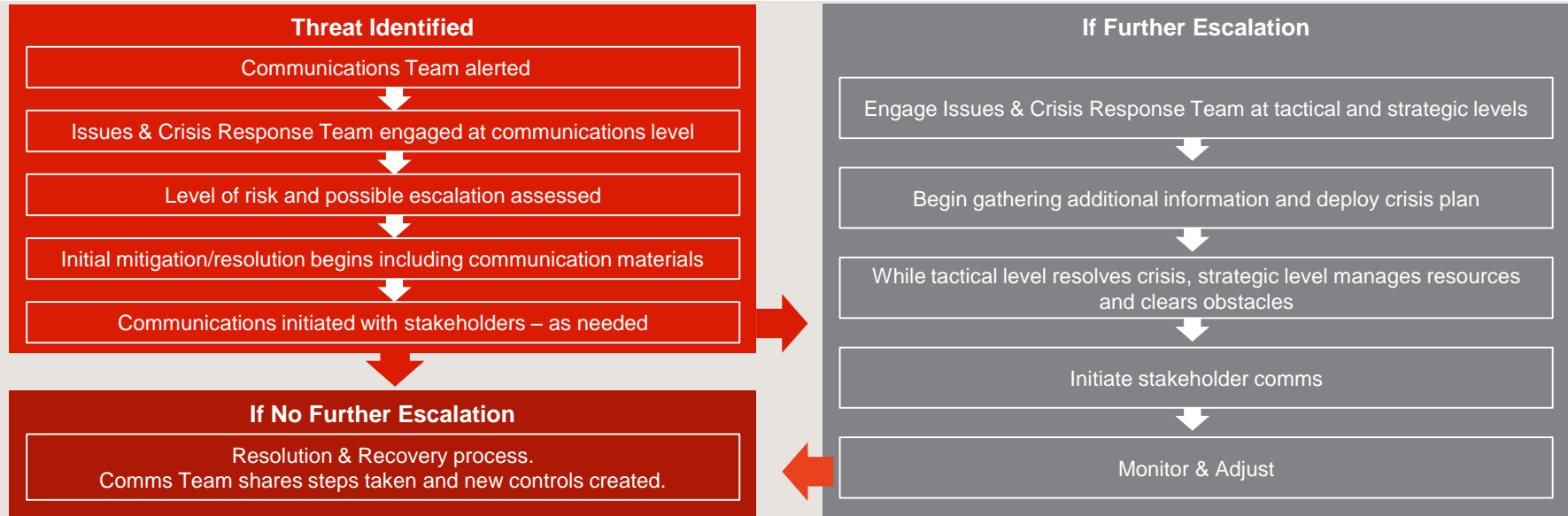
## Influence & Perception Mapping



## Engagement Plan

- ➡ Engage and equip influential advocates
- ➡ Monitor non-priority stakeholders
- ➡ Inform and neutralise priority critics

# RISKS RESPONSE PROTOCOL



# CONTENT AND CHANNEL ENABLE ISSUES MANAGEMENT

## Paid Drivers

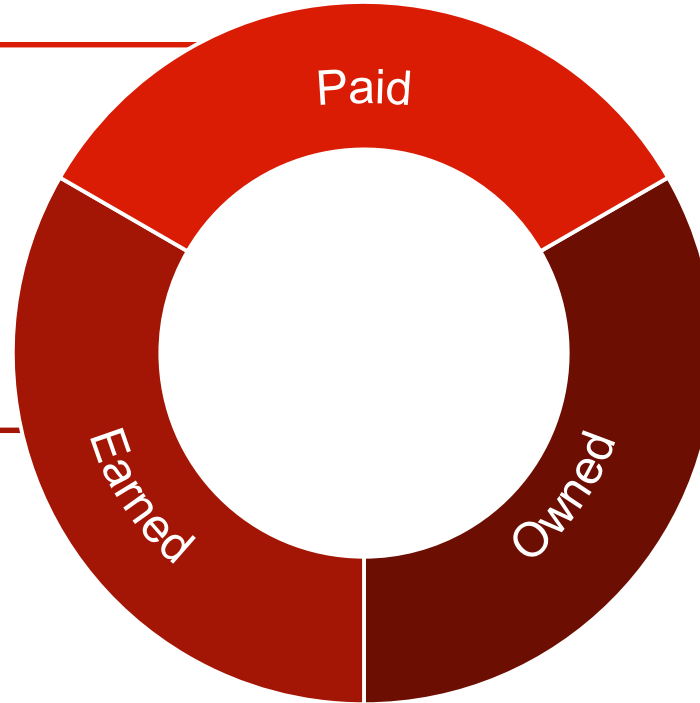
Push channels: Telling your story on an ongoing basis through consistent personality, content strategy.

Push channels: Leveraging paid dollars and targeting to control individual story outcomes

## Earned Media

Push channels: Engaging people in dialogue of varying perspectives

Pull channels: Information distribution through touch points people trust



## Owned Media

Branded destinations surfacing up a thorough Purpose & Point of View

Offering both sides of the story

# RECOVER STRATEGY



Analysis of media coverage, social data, opinion research and scenario mapping



Where possible, use real-time message testing



Create counter-narrative to overcome audience confirmation bias:

- Stories about relatable individuals
- Video and pictures more than text
- Visual info-graphics better than statistics



Paint picture of post crisis “changes” by showing how individual employees are doing things differently



Scale down communications efforts in alignment with stakeholder continuing needs for information/comfort

## "Mexico Drug Cartels Use Gory Videos to Spread Fear"

– Reuters, August 4, 2010

“El Presidente Calderón no Ganará  
Jamás la Guerra al Narcotráfico”

– *El Pais*, July 22, 2010

## “Death of a Mexican Drug Lord May Not Make People Feel Safer”

– *The New York Times*, July 30, 2010

## "Mexico Seeks More Tourists — But is it Safe to Go?"

– McClatchy News, August 3, 2010

## “Mexique: Arrestation du Chef des Hommes de Main d'un Baron de la Droge”

– Agence France Presse, June 13, 2010

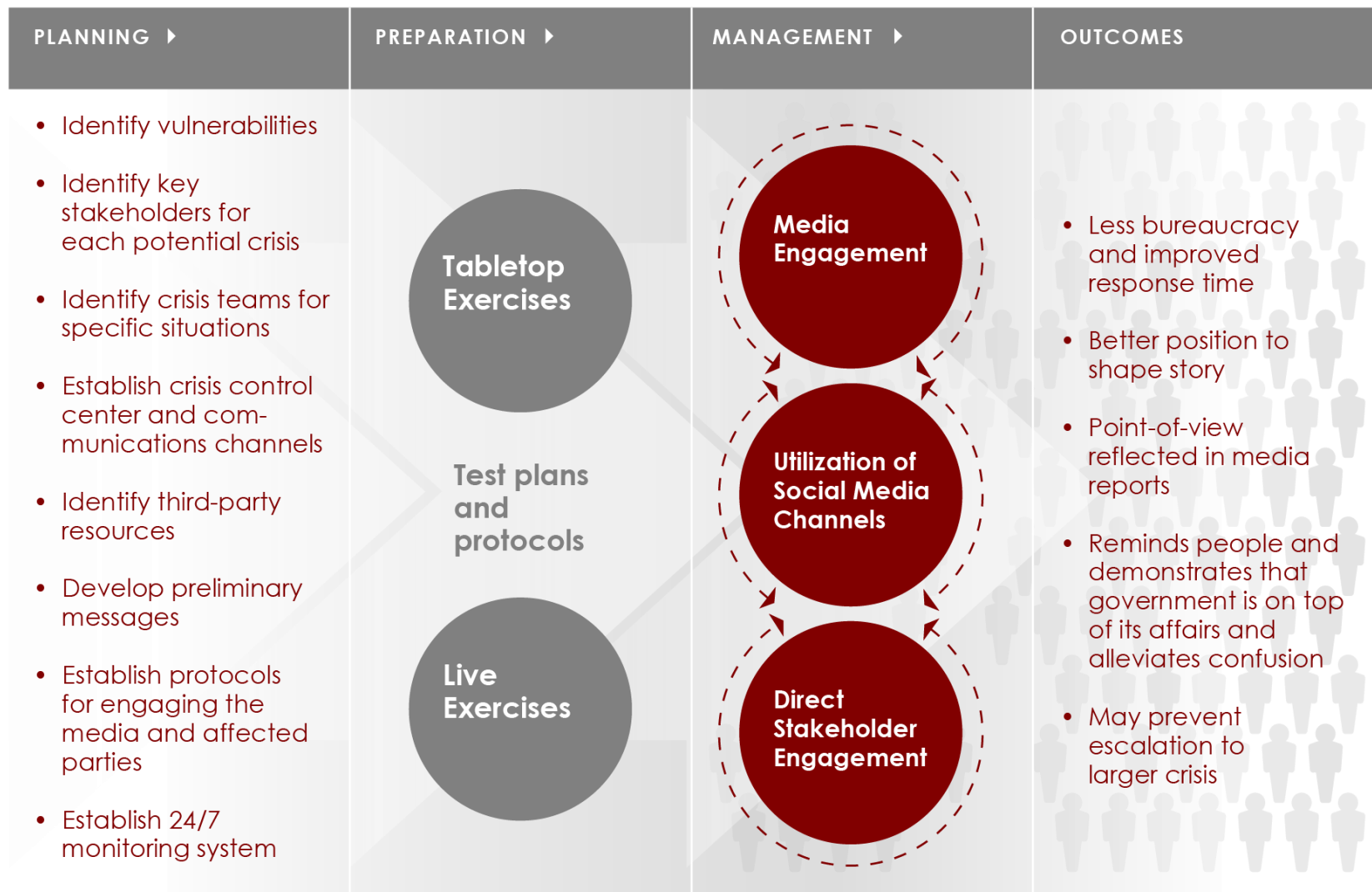
## “Calderon: Mexico Drug Gangs Seeking to Replace State”

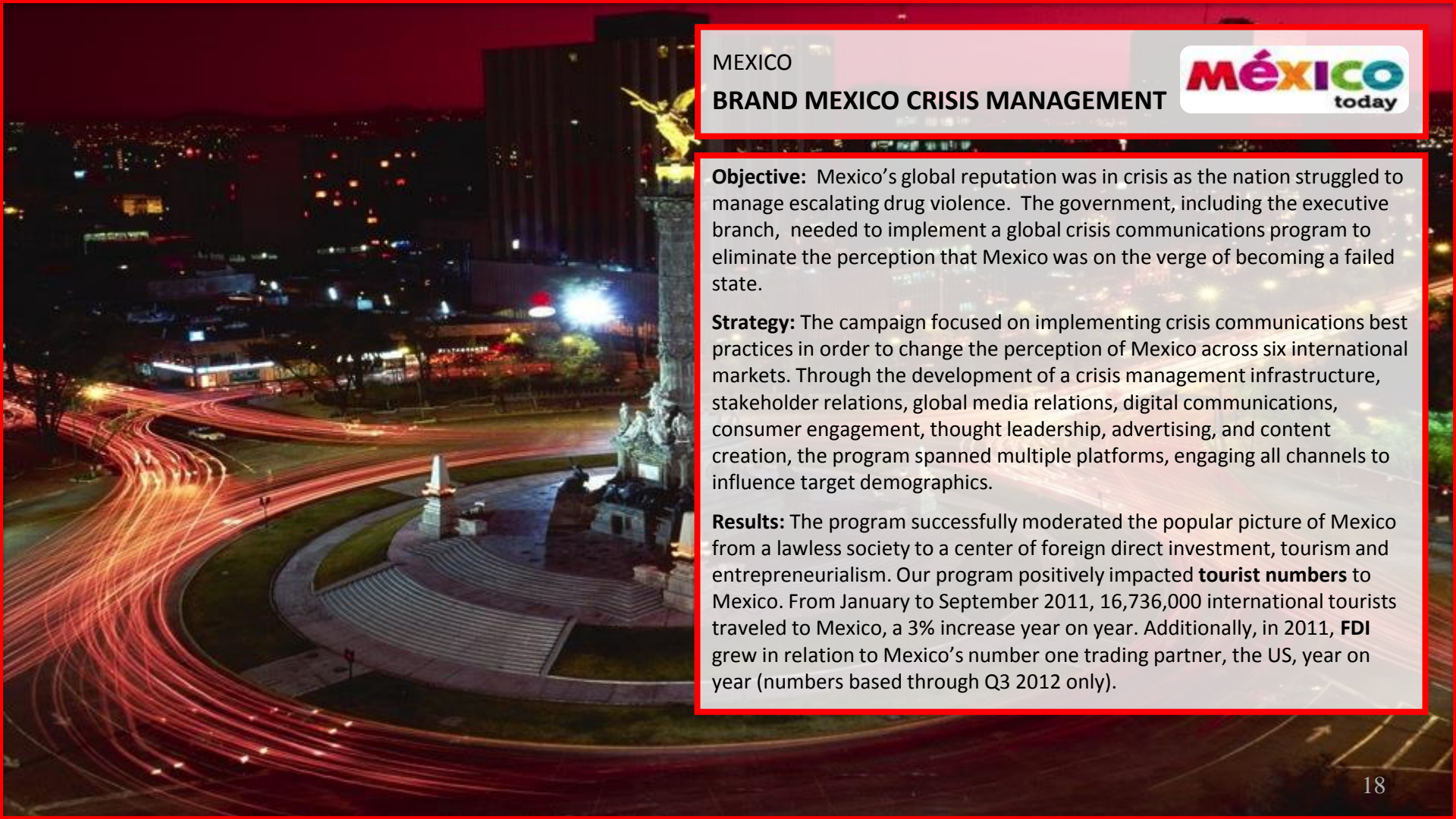
– BBC, August 5, 2010

# "Mexico's Drug War Heats Up Near Arizona Border"

– *The Globe and Mail*,  
July 5, 2010







MEXICO

## BRAND MEXICO CRISIS MANAGEMENT



**Objective:** Mexico's global reputation was in crisis as the nation struggled to manage escalating drug violence. The government, including the executive branch, needed to implement a global crisis communications program to eliminate the perception that Mexico was on the verge of becoming a failed state.

**Strategy:** The campaign focused on implementing crisis communications best practices in order to change the perception of Mexico across six international markets. Through the development of a crisis management infrastructure, stakeholder relations, global media relations, digital communications, consumer engagement, thought leadership, advertising, and content creation, the program spanned multiple platforms, engaging all channels to influence target demographics.

**Results:** The program successfully moderated the popular picture of Mexico from a lawless society to a center of foreign direct investment, tourism and entrepreneurialism. Our program positively impacted **tourist numbers** to Mexico. From January to September 2011, 16,736,000 international tourists traveled to Mexico, a 3% increase year on year. Additionally, in 2011, **FDI** grew in relation to Mexico's number one trading partner, the US, year on year (numbers based through Q3 2012 only).

# ABOUT OGILVY

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# ABOUT OGILVY'S INTEGRATED APPROACH

With the full capabilities of the Ogilvy network, we are uniquely able to shield brands from risk and lead organizations to a quick and lasting recovery. We turn crisis into opportunity for Fortune 500 companies, trade associations, governments, non-profits and start-ups.

# THE OGILVY TEAM

- A standard-setting, global issues and crisis practice that serves nation states, government agencies, Fortune 500 corporations and high-growth start-ups.
- A group of senior practitioners who work on the business - and on the ground - from the onset of a crisis through to its conclusion.
- We communicate to all channels concurrently and in coordination, including traditional and digital media, regulators, employees and third-party stakeholders.
- Our approach is rooted in brand and reputation expertise and treats each crisis as an opportunity to show what's best about the brand.
- We have a proven capability developed through work on some of the most challenging issues and crisis assignments of recent years.

# OUR OFFICES

## THE AMERICAS

Atlanta	Los Angeles	Santiago
Boston	Mexico City	São Paulo
Brasília	New York	Tegucigalpa
Buenos Aires	Rio de Janeiro	Washington, D.C.
Caracas	Sacramento	
Chicago	San Francisco	
Denver	San Salvador	

## EAME

Accra	Copenhagen	Johannesburg	Prague
Algiers	Damascus	Kuwait City	Riga
Amman	Dar Es Salaam	Lisbon	Riyadh
Almaty	Doha	Ljubljana	Seville
Amsterdam	Dubai	London	Sofia
Athens	Dublin	Madrid	Stockholm
Barcelona	Düsseldorf	Manama	Talinn
Beirut	Eros Windhoek	Milan	Tunis
Brussels	Helsinki	Moscow	Vienna
Bucharest	Ikeja Lagos	Msida	Vilnius
Cairo	Istanbul	Nairobi	Warsaw
Casablanca	Jeddah	Paris	Zurich

## ASIA PACIFIC

Auckland	Guangzhou	Kuala Lumpur	Sydney
Bangalore	Hanoi	Manila	Taipei
Bangkok	Ho Chi Minh City	Melbourne	Tokyo
Beijing	Hong Kong	Mumbai	Ulaanbaatar
Canberra	Hyderabad	New Delhi	Yangon
Chennai	Jakarta	Seoul	
Colombo	Karachi	Shanghai	
Dhaka	Kolkata	Singapore	

2,200  
EMPLOYEES

MORE THAN  
85  
LOCATIONS

35  
MARKETS

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