

Haters Gonna Hate

How to become a great defensive coordinator

APCO
worldwide[®]



ABOUT APCO

APCO Worldwide is an independent public affairs and business strategy firm that turns data-driven insights and experience into creative solutions that have measurable impact.

Independent

The freedom to innovate and invest in the long term

Public Affairs Foundation

A deep understanding of policy and stakeholders that informs everything we do

One Integrated Firm

The flexibility to provide the best people and the best solutions

360° Perspective

A fusion of highly diverse viewpoints and perspectives

Global View, Local Insight

Globally connected team of best-in-class talent

One Culture

An enterprising spirit, shared passion and commitment to collaboration



KEY FACTS

Headquartered in Washington, D.C.,
with **30+ locations** around the world

More than 600 people with diverse
experience and backgrounds

Independent and majority
employee and women-owned

Crisis Management in a Digital World

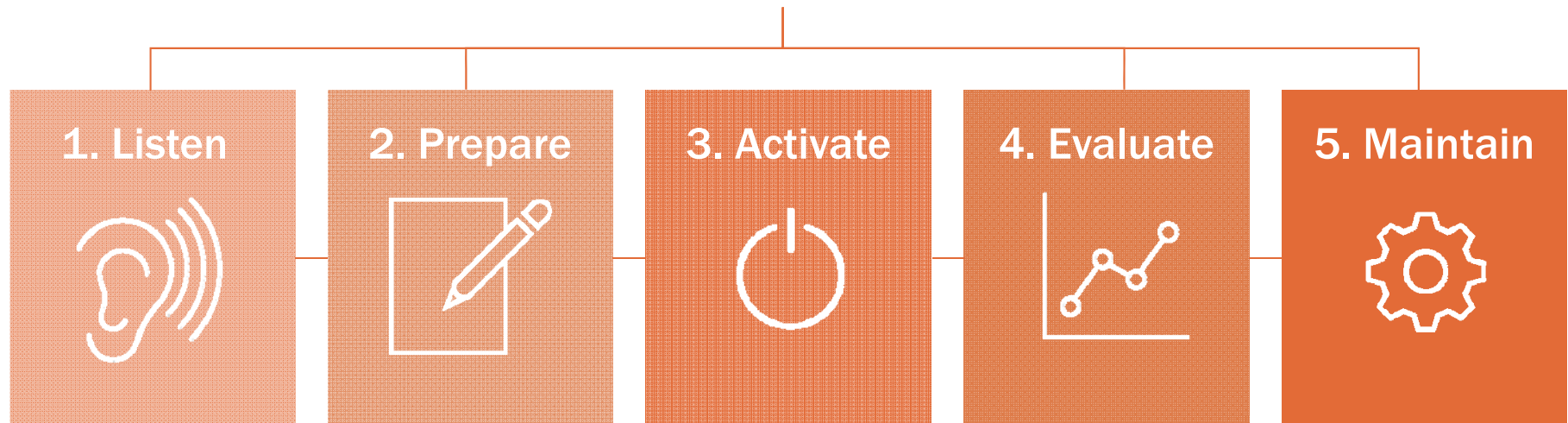


EVOLVING NATURE OF MANAGING CRISES

- ✓ Data is integral to managing a crisis.
- ✓ Collaboration is key.
- ✓ One size does not fit all.
- ✓ Real-time flexibility is a must.
- ✓ Stakeholders are at the core of solving an issue.

FIVE-STEP PROCESS

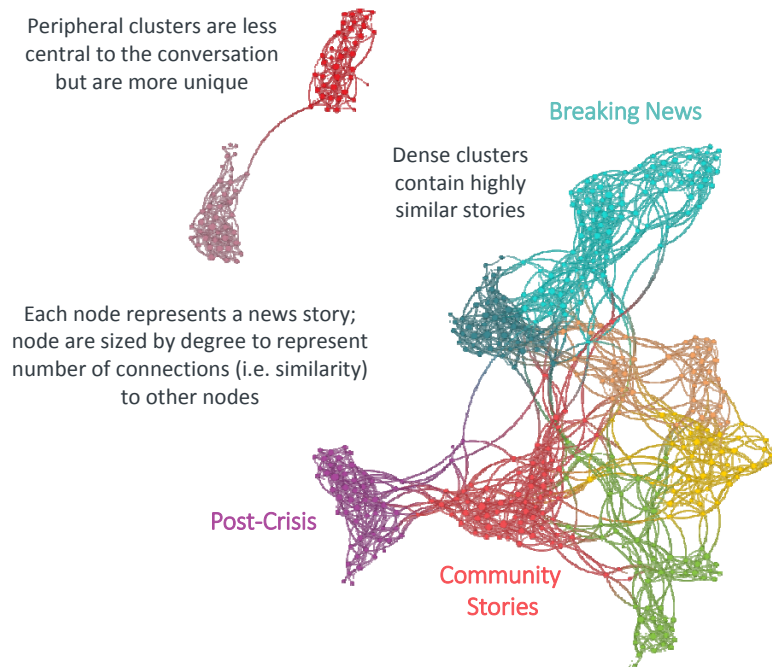
A successful crisis management strategy is grounded in data and driven by a defined, five-pronged framework



LANDSCAPE ANALYSIS

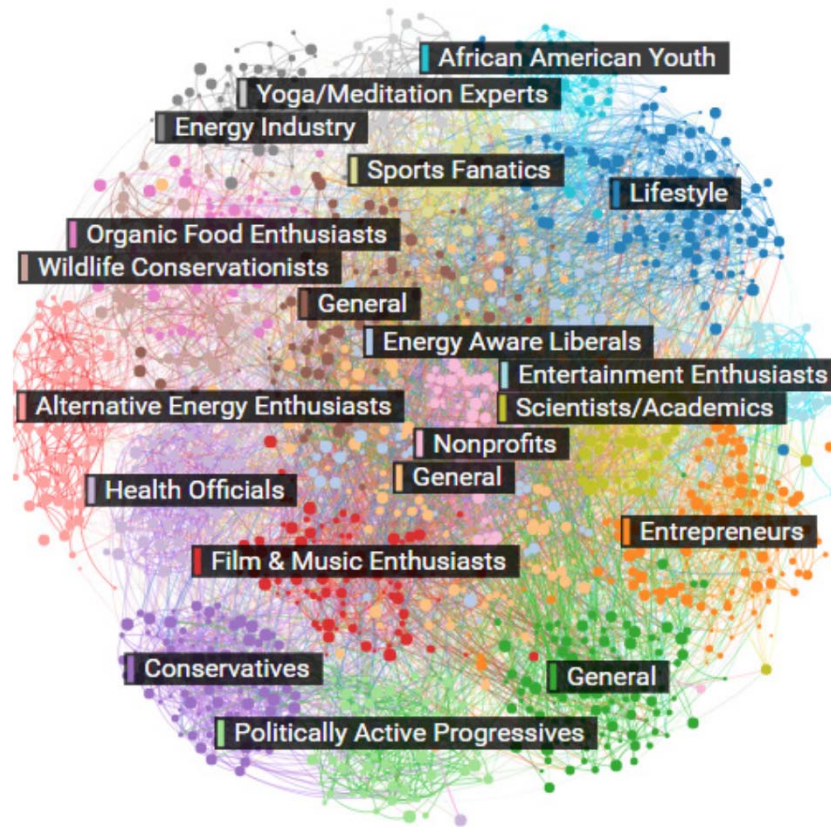
Example of in-depth analysis of media themes

Clusters		
● Breaking news	19%	
● Community stories	13%	
● Activist conversations	12%	
● Post-Crisis	11%	
● Regulatory conversation	9.2%	
● Power reliability and resiliency	9.0%	
● Weather	8.8%	
● Norovirus	8.0%	
● Lawsuit	7.8%	



STAKEHOLDER ANALYSIS

Example of in-depth analysis of engaged stakeholders



RISK OPPORTUNITY ANALYSIS

Using data to understand stakeholder risk and opportunities reduces impact of major events.



CUSTOMERS



EMPLOYEES



GOVERNMENT & REGULATORS



PUBLIC INTEREST ACTIVISTS



TRADITIONAL & SOCIAL MEDIA



BUSINESS INFLUENCERS



SCENARIO PLANNING

Using data to understand and plan for likely scenarios reduces impact of major events.

The goal is efficiency of resources – how to shift from the top right quadrant in a manner that draws upon staff and budgets in the most productive way.



BUILD A RESPONSE TEAM

Get the right players in the game.

Team Lead

In charge of final approvals on all tactical decisions. Given authority to make final decisions on how outgoing messages should be framed, when questions arise. Essential to ensuring message consistency across platforms.

Coordinative Lead

“second-in-command” role, primarily tasked with coordinating logistics around all proactive and reactive social media engagement, including access to spokespersons for the purposes of gathering statements, scheduling the capture of audiovisual content or deploying company representatives to interface with stakeholders.

Social Community Lead

responsible for top-level monitoring of social networks, proactive updates and reactive response to legitimate inquiries within these communities.

Platform Lead

responsible for active monitoring of a specific platform, proactive updates and reactive response to legitimate inquiries on this platform

BRINGING THE PROCESS TO LIFE

Fill your playbook, both offensive and defensive.



1. Listen Traditional and Social Media Analysis, Research, and Landscape Analysis



2. Prepare Risk Assessment, Influencer Identification, Scenario Planning, Strategy Playbook



3. Activate Mobilize Team/War Room, Implement Strategy, Hourly Monitoring, Stakeholder Engagement



4. Evaluate Research (e.g. focus group, survey), Post-Event Evaluation and Impact Report



5. Maintain Proactive Monitoring, Quarterly Listening Reports



Down... Set... Hut-Hut!

- Facebook post goes up at 2:27am on January 17, 2018
- By January 23rd, the post earned 19k reactions, 77k shares, and 59 comments.
- Very little pickup on Twitter; no mainstream media coverage.
- Organization leadership very concerned, worried they should communicate either publicly or at least internally to employees.

WHAT DO YOU DO?

Questions?

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