



**COVID-19 & YOUR BRAND**  
**ARE YOU READY**  
**TO MANAGE A**  
**PR CRISIS?**



IN PARTNERSHIP WITH



# Your Presenter



**Phi Schmidt**  
Demand Metric



# DEMAND METRIC

3 WAYS OF THE

## ABM TECH STACK

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**TOOLS & TEMPLATES +**

## CONTENT MARKETING

INTRODUCTION

DEMAND METRIC



**ONLINE TRAINING +**

AGILE PROJECT MANAGEMENT



**SOFTWARE +**



# ANA



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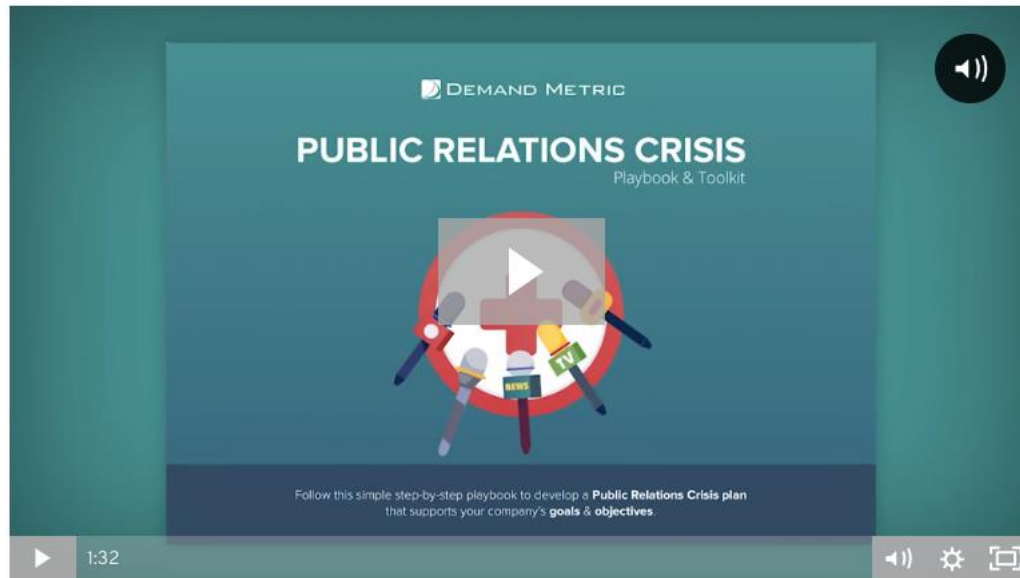


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Read these informative publications to get up to speed on trends and best practices on key marketing and advertising topics.

# Public Relations Crisis Playbook

April 1, 2018



Our Public Relations Crisis Playbook is a planning methodology that highlights our premium tool-kit of 23 tools and templates to develop a Public Relations Crisis plan that supports your company's goals and objectives.

Planning Resources



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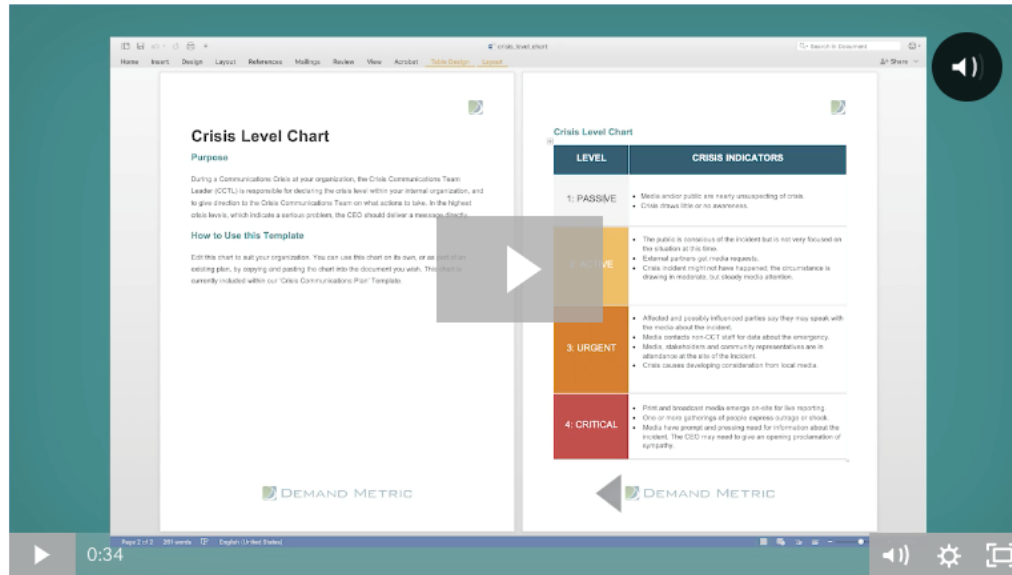
- PR
- Organization

### Recent Playbooks

|     |  |
|-----|--|
| MAR |  |
|-----|--|

# Crisis Level Chart

April 1, 2018



## Your Problem

During a Communications Crisis at your organization, the Crisis Communications Team Leader (CCTL) is responsible for declaring the crisis level within your internal organization, and to give direction to the Crisis Communications Team on what actions to take.

## Our Solution

Use the Crisis Level Chart to understand the different crisis levels within your organization.

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[Crisis Communications Plan Methodology](#)

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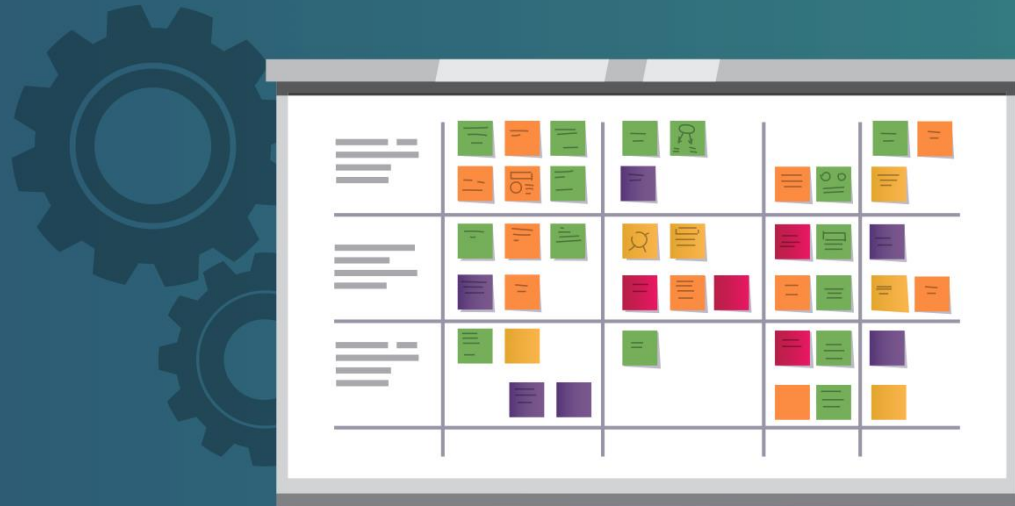
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# AGILE MARKETING

Playbook & Toolkit



Follow this simple step-by-step playbook to develop an **Agile Marketing plan** that supports your company's **goals & objectives**.

# Our Agenda

- **The COVID-19 Crisis**
- **PR Crisis Overview**
- **Step-By-Step Plan**
- **Recommendations**
- **Q&A**



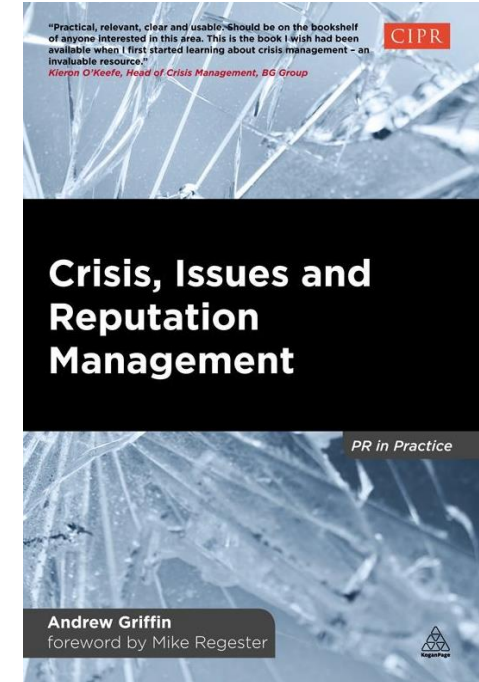
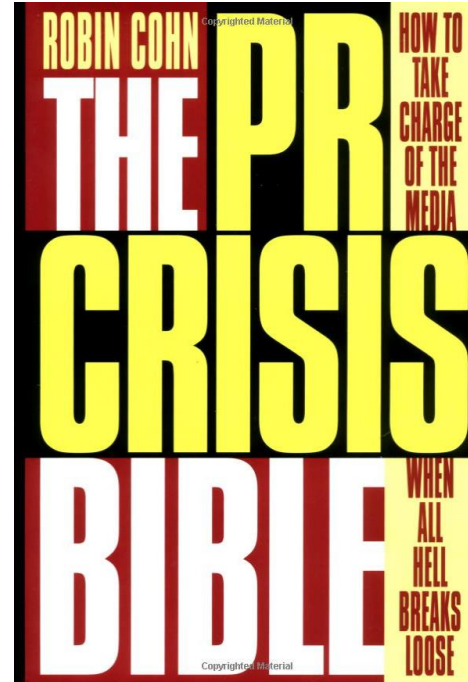
# Special Thanks



**Dr. Vincent  
T. Covello**



**Dr. Tim  
Tinker**



**ATLAS**  
RESEARCH



**WIDMEYER**  
COMMUNICATIONS

A FINNPARTNERS COMPANY

The logo for CliffsNotes, featuring the word "CliffsNotes" in a white, sans-serif font on a black background.

**CliffsNotes**

On **Krakauer's**  
**Into the Wild**





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# PUBLIC RELATIONS CRISIS

Playbook & Toolkit



Follow this simple step-by-step playbook to develop a **Public Relations Crisis plan** that supports your company's **goals & objectives**.
























# PUBLIC RELATIONS CRISIS Framework

Leverage the framework below to quickly empower your organization's public relations crisis strategy.



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**i** Click the buttons below to access all related training, tools, templates, and other resources.

| 1 ASSESS    | 2 NOTIFY    | 3 MANAGE   | 4 DEVELOP   | 5 MONITOR    |
|--|--|---|--|---|
| <a href="#">Crisis FAQ Template</a>                   | <a href="#">Crisis Level Chart</a>                  | <a href="#">Crisis Communications Schedule</a>             | <a href="#">Key Audiences and Groups Questions</a>  | <a href="#">Crisis Coverage Checklist</a>            |
| <a href="#">Holding Statement for Media Template</a>  | <a href="#">Crisis Communications Team Chart</a>    | <a href="#">Key Audience and Groups Crisis</a>             | <a href="#">Crisis Messaging Map Tool</a>           | <a href="#">Story Trends and Stakeholder Issues</a>  |
| <a href="#">Press Release Template</a>                | <a href="#">Crisis Communications Roles Matrix</a>  | <a href="#">Crisis Inquiry Journal Template</a>            | <a href="#">Messaging Approval Form</a>             |   |
| <a href="#">Media Response Policy Template</a>        |  | <a href="#">Spokesperson Designation</a>                   | <a href="#">Crisis Internal Notifications List</a>  |   |
|  |  | <a href="#">Spokesperson Procedures Guide</a>              | <a href="#">Crisis External Notifications List</a>  |   |
|  |  | <a href="#">Topic Matter Expert Contact List</a>         |  |   |
|  |  | <a href="#">Crisis Procedure for Family Members</a>      |  |   |
|  |  | <a href="#">Crisis Procedure for the Media Template</a>  |  |   |

# 1 ASSESS

Crisis FAQ Template 

Holding Statement for Media Template 

Press Release Template 

Media Response Policy Template 

# 2 NOTIFY

Crisis Level Chart 

Crisis Communications Team Chart 

Crisis Communications Roles Matrix 

# 3 MANAGE

Crisis Communications Schedule 


Key Audience and Groups Crisis 

Crisis Inquiry Journal Template 

Spokesperson Designation 


Spokesperson Procedures Guide 

Topic Matter Expert Contact List 

Crisis Procedure for Family Members 

Crisis Procedure for the Media Template 

# 4 DEVELOP

Key Audiences and Groups Questions 

Crisis Messaging Map Tool 


Messaging Approval Form 

Crisis Internal Notifications List 

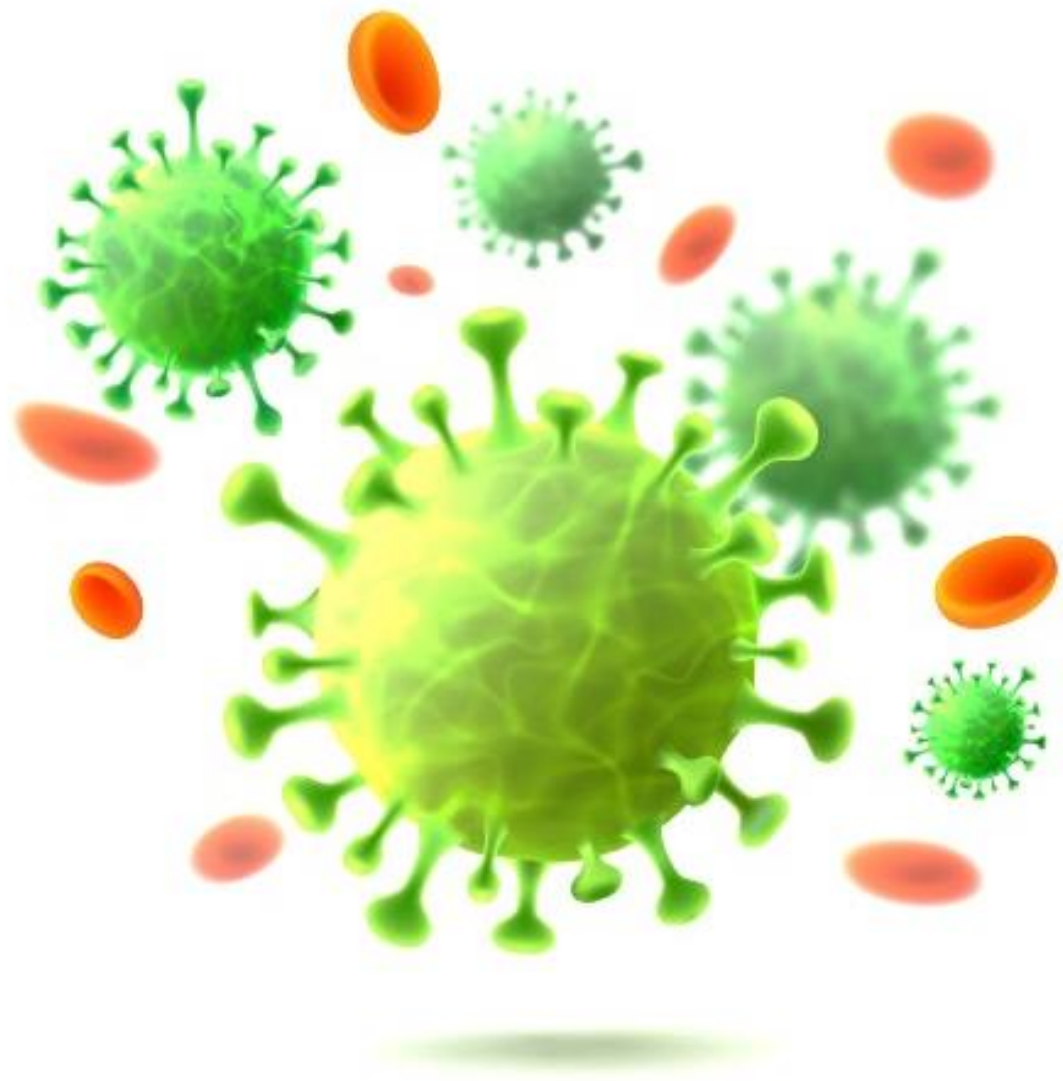
Crisis External Notifications List 

# 5 MONITOR

Crisis Coverage Checklist 

Story Trends and Stakeholder Issues 

**THE COVID-19  
GLOBAL CRISIS**



- **Just the Beginning?**
- **Could Peak May/June**
- **Borders/Schools Closed**
- **Self-Isolation Mandated**
- **Stock Market Crash**



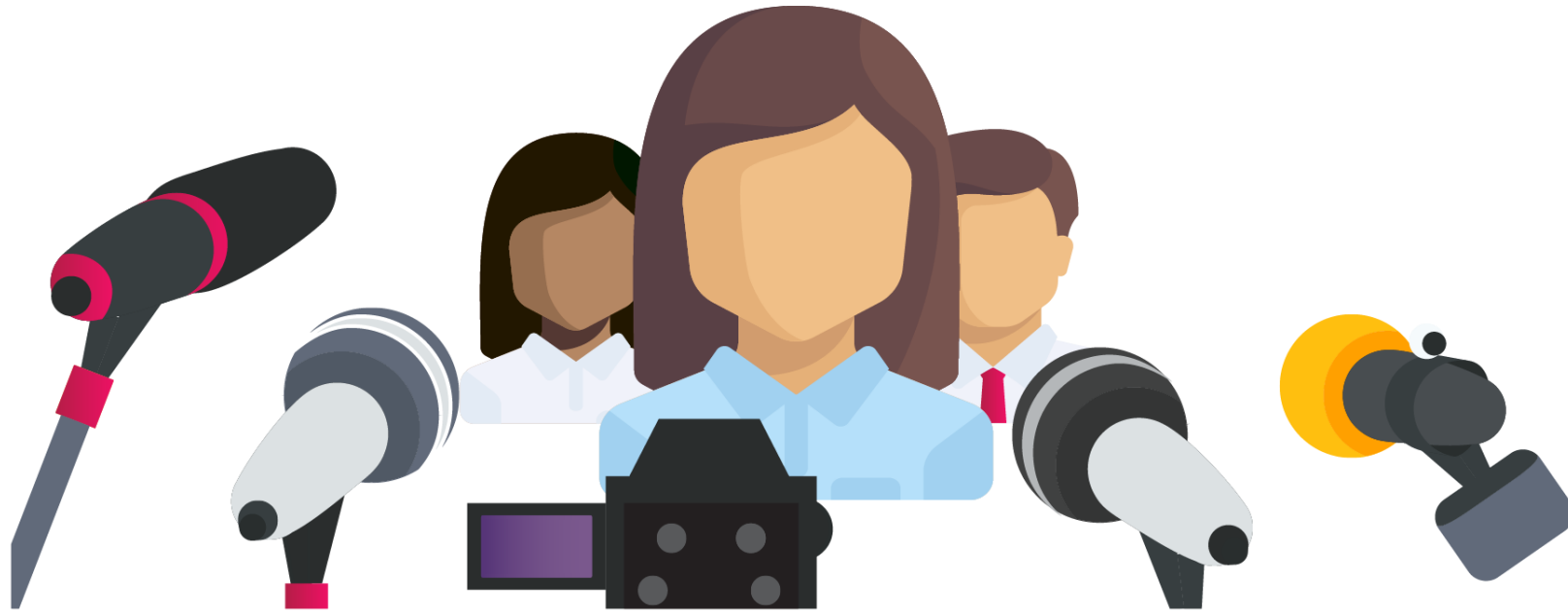


# VIDEO GAME RETAILER

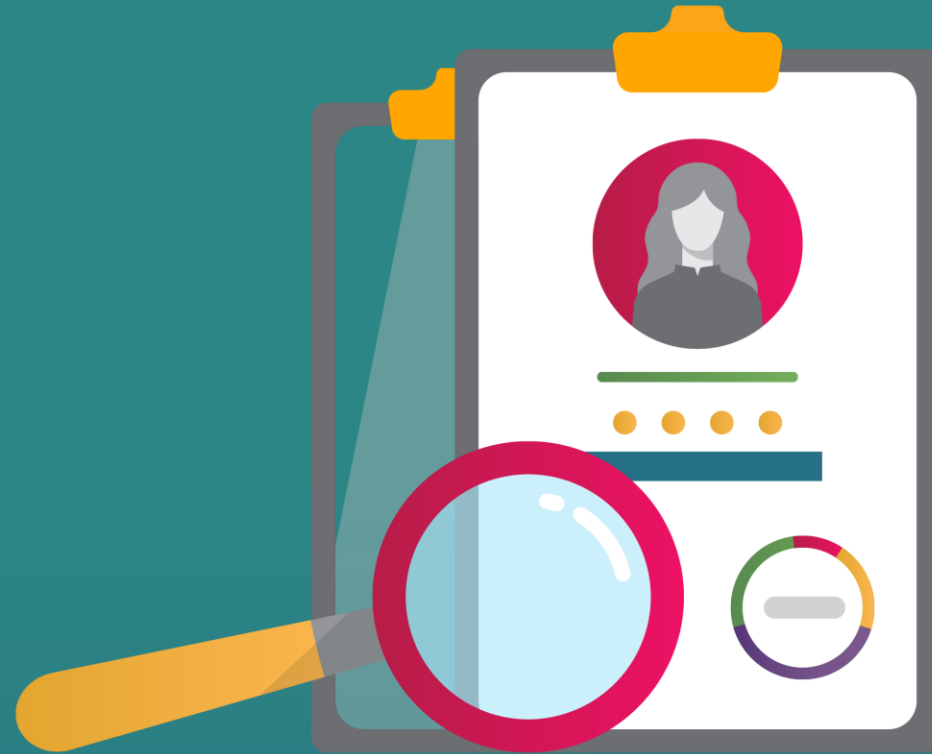
- **Multiple store managers as whistleblowers**
- **Company leaders are focused on sales bump**
- **Stores are kept open regardless of danger**
- **Reddit thread is building with employee stories**







- **Paid Sick Leave Policies to Protect Employees**
- **Work-From-Home Whenever Possible**
- **Corporate Goodwill Campaigns for Customers**



# PR CRISIS OVERVIEW



SOURCE: [HTTPS://CORONAVIRUS.JHU.EDU/MAP.HTML](https://coronavirus.jhu.edu/map.html)







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# PUBLIC RELATIONS PLAN

Playbook & Toolkit



Follow this simple step-by-step guide to develop a to develop a **public relations strategy** and **program** that drives **measurable results**..

# PUBLIC RELATIONS PLAN Framework



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Leverage the framework below to quickly empower your organization's public relations strategy.



Click the buttons below to access all related training, tools, templates, and other resources.

| 1 ESTABLISH  | 2 ASSESSMENT  | 3 UNDERSTAND  | 4 CRAFT   | 5 INVENTORY                 | 6 MEASURE   |
|--|---|---|---|-----------------------------|---|
| <p>Training Course: Public Relations </p> <p>Strategy Scorecard </p> | <p>Media Relations and PR Audit </p> <p>Media Specialist Job Description </p> <p>PR Agency RFP Template </p> <p>PR Agency Selection Tool </p> <p>Public Relations Solution Study </p> <p>Digital Marketing Roles Matrix </p> <p>Public Relations Vendors Matrix </p> <p>PR System Vendor Evaluation </p> <p>PR System RFP Template </p> | <p>Customer Profile Template </p> <p>Editorial Calendar Template </p> | <p>Positioning Statement Worksheet </p> <p>Message Mapping Tool </p> <p>Public Relations Calendar </p> <p>Press Release Template </p> | <p>Press Kit Checklist </p> | <p>Budget Template </p> <p>Metrics Dashboard </p> <p>Competitive PR and Advertising Analysis </p> |

# **PR Crisis Essentials**

- 1. Build a Crisis Communications Plan**
- 2. Create a Crisis Communication Team**
- 3. Monitor changes to the plan over time**



# Build a Crisis Comm. Plan

The image shows a two-page PDF document titled "Crisis Communications Plan Template" in Adobe Acrobat. The left page (Page 1 of 16) features the ANA logo in the top right corner. The main heading is "Crisis Communications Plan Template". Below it, there are two sections: "Purpose" and "How to Use this Template". The "Purpose" section explains that the template is designed to help organizations build a crisis communications plan to manage public relations. The "How to Use this Template" section provides instructions on how to customize the plan, including replacing highlighted areas and adding resources. The right page (Page 2 of 16) also features the ANA logo in the top right corner. The main heading is "Crisis Communications Plan". Below it, there are three placeholder fields: "[Insert Company Name or Logo]", "[Insert Date for Creation or Last Update]", and "Completed By: [Insert Crisis Communications Team Member Names]". At the bottom of the right page, there is another placeholder field: "Completed For: [Insert Crisis Communications Team Leader Name]". Both pages feature the "POWERED BY DEMAND METRIC" logo at the bottom. The document is displayed in a window titled "crisis\_communications\_plan\_template ANA" with a search bar and a share button in the top right corner. The bottom status bar shows "Page 1 of 16", "2305 words", "English (United States)", and a zoom level of "120%".

crisis\_communications\_plan\_template ANA

Q- Search in Document

Home Insert Design Layout References Mailings Review View Acrobat

Share

ANA

## Crisis Communications Plan Template

### Purpose

The purpose of this template is to help you build a Crisis Communications Plan to aid the public relations for your organization. The Crisis Communications Plan manages all communication before, throughout and after a crisis. You will need to be prepared to deal with the media, key stakeholders in your organization, family members of employees, and your overall working team.

### How to Use this Template

First read our 'Crisis Communications How-To Guide' to understand the approach used in this template (i.e. 5 step action plan) as well as additional resources you can leverage and include in your final plan. Complete the sections below with your Crisis Communications Team and replace any **highlighted areas** with the appropriate words. Throughout you will notice links to additional **Resources** with a cyan colored highlight. Remove and/or edit these highlights, once you have leveraged the tools, and then add these additional resources into the end of the document (Main Area #3) via copy & paste and be sure to reference them within the documentation (for easy navigation). Prepare the final document to reflect your corporate image. Finalize your table of contents with correct page numbers and then deliver your final branded Crisis Communications Plan to senior executives to approve the policy for company-wide adoption.

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## Crisis Communications Plan

[Insert Company Name or Logo]

[Insert Date for Creation or Last Update]

Completed By: [Insert Crisis Communications Team Member Names]  
Completed For: [Insert Crisis Communications Team Leader Name]

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Page 1 of 16 2305 words English (United States) 120%



## 2.2. Step 1 – Initial Assessment of Crisis

The first action step is to determine what has happened; and there may be plenty of questions (by leveraging our 'Crisis FAQ' Template for a great head start) that need to be answered such as:

- "What happened?"
- "When did this happen?"
- "Where did this happen?"
- "Who is involved in this incident?"
- "How was the incident discovered, and by whom?"
- "What is currently being done about this incident?"

All data and facts available should be collected to help understand what exactly is going on with this specific incident. When collecting facts and data, ensure:

- The incident has been verified
- The sources of information are trustworthy
- All of the facts have been gathered
- All of the information gathered is consistent
- No information is missing that gives the incident context

Every crisis is different, but several potential crisis situations have been identified that could affect [Company] in a detrimental way:



- [Scenario 1]
- [Scenario 2]
- [Scenario 3]
- [Scenario 4]
- [Scenario 5]

The media may reach out before the company is ready to respond. At this time, a holding statement, media response, press release or press statement should be prepared in accordance with [Company Name's] 'Media Response Policy' (also found in the resources at the end of this document). A holding statement can be used to inform the media that the incident is under investigation and as soon as more information is available an update will be provided.

**IMPORTANT:** Before responding to any media, the Crisis Communications Team Leader (CCTL) must be informed about the incident immediately and all information gathered for them so far about the incident should be shared. Even if the incident doesn't seem like it would gather media or local attention, the CCTL should still be informed.

### STEP 1 RESOURCES:

- 'Crisis FAQ' Template
- 'Media Response Policy' Template
- 'Holding Statement for Media' Template
- 'Press Release' Template



# Create a Crisis Comm. Team





## Crisis Communications Team Framework

| ROLES                 | RESPONSIBILITIES   | DESIGNATED             | ALTERNATE              |
|-----------------------|--|------------------------|------------------------|
| Crisis Team Leader    | Crisis Communications Team Leader (CCTL) manages communication response, ensures resources and equipment are ready and available for team members to help them complete their tasks, manages team operations, has final approval for releasing messages to the public, and schedules team meetings.        | TBD – To be determined | TBD – To be determined |
| Assistant Coordinator | Assists the Crisis Communications Team leader (CCTL) with media communication, helps CCTL prioritize tasks and inquiries, steps in and takes over CCTL tasks whenever the CCTL is unavailable, and works closely with all spokespersons to ensure consistent adherence to approved messaging.              | TBD – To be determined | TBD – To be determined |
| Spokesperson(s)       | Acts as lead representative at press briefings with collaboration from other team members, and helps Crisis Communications Team (CCT) publicly release statements to the media.  | TBD – To be determined | TBD – To be determined |
| Senior Advisors       | Experts provide advice regarding their area of expertise to aid the CCT. Senior advisors include (but are not limited to) government affairs, investor relations, human resources, finance, operations and safety.   | TBD – To be determined | TBD – To be determined |
| IT Lead               | Manages the technology required for the incident (including but not limited to) Wi-Fi wireless internet, computers, phone lines, printers, photo copiers, fax machines, email servers, and website server. Helps setup and manage technology needs for both media and family members when they are onsite. | TBD – To be determined | TBD – To be determined |
| Website Lead          | Works with CCTL to ensure updated information is available and easy to access on the company website, as well as monitoring comments placed on company web properties.   | TBD – To be determined | TBD – To be determined |
| Social Media Lead     | Works with CCTL to ensure updated information is available on the company social media networks, as well as monitoring comments placed on company social media properties.   | TBD – To be determined | TBD – To be determined |
| Legal Advisors        | Assists CCT with approving messages before they are released to the public to prevent any liability issues, legal advice for any communication procedures or strategies, including advice for messaging concepts for family members and media.   | TBD – To be determined | TBD – To be determined |



# Monitor Changes to the Plan

**ANA**

## Crisis Communications Plan Review Chart

**Purpose**

Once your organizations 'Crisis Communications Plan' document is completed, and you have a team in place to execute its policies during a crisis, you will need to ensure that any changes made to this document are monitored and recorded. Indicate any changes to the plan on a review chart; including what changes were made and what date they were approved.

**How to Use this Template**

This chart can be copied into your communications plan and pasted in as one of the pages, or used on its own. Put the date any change was made to the plan in the 'Date of Changes' column, the name of the individual who made the changes in the 'Name of Reviser' column, the name of the individual who endorsed and approved these changes in the 'Endorsed By' column and any additional notes or comments in the 'Comments' column.

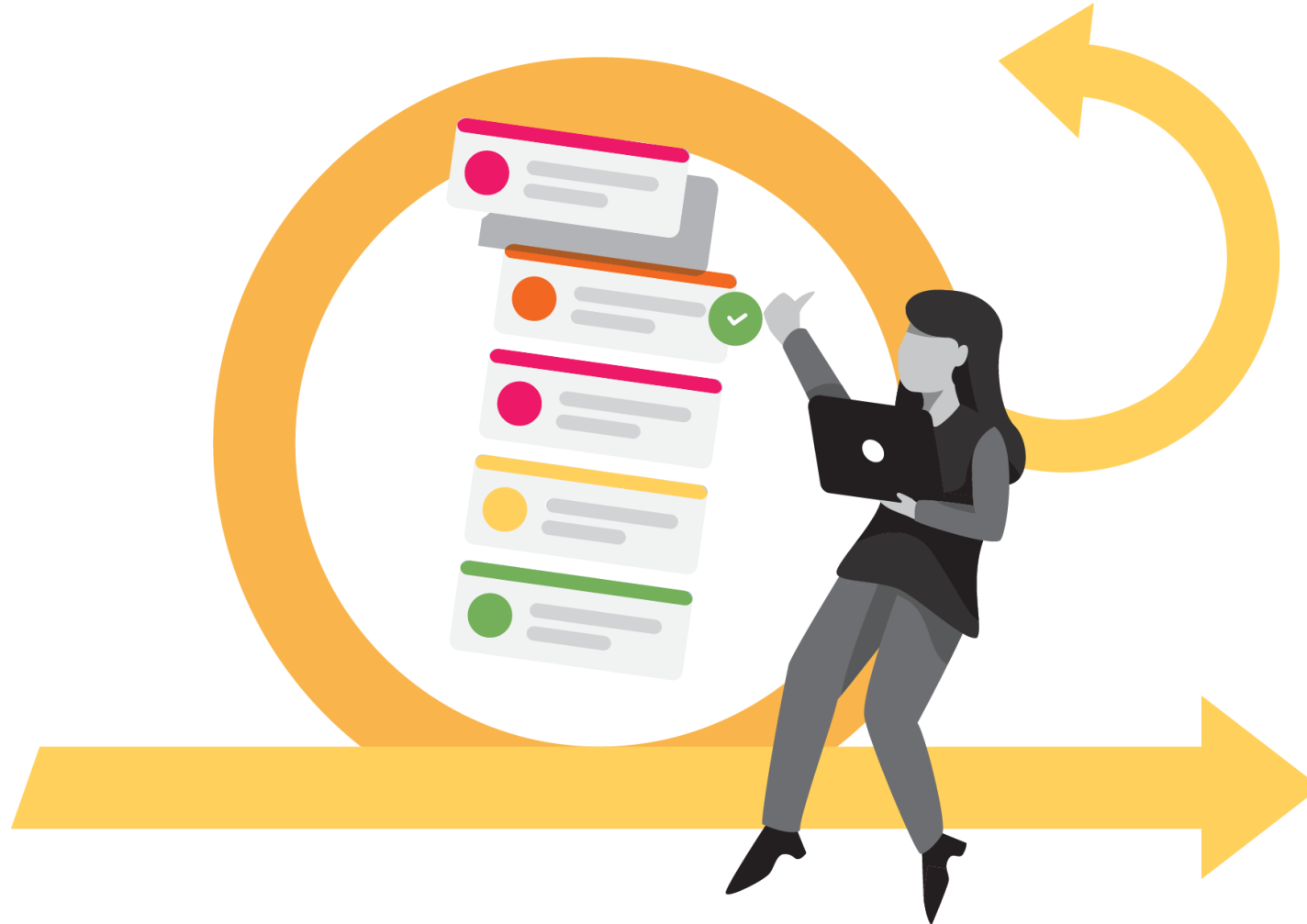
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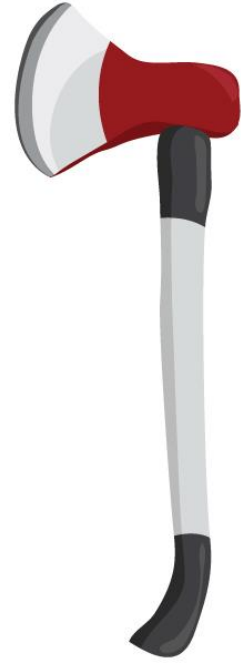
| Date of Changes | Name of Reviser | Endorsed By | Comments |
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Page 1 of 4 | 159 words | English (United States) | 120%

# 5 Stage Crisis Comm. Action Plan





1



### **Initial Assessment**

Determine what has happened, and collect data and facts available.



1



### **Initial Assessment**

Determine what has happened, and collect data and facts available.

2



### **Notifying Crisis Team**

Outline the level of the crisis, and meet with the entire crisis team to coordinate activities.

1



### **Initial Assessment**

Determine what has happened, and collect data and facts available.

2



### **Notifying Crisis Team**

Outline the level of the crisis, and meet with the entire crisis team to coordinate activities.

3



### **Managing Crisis**

Plan consistent internal updates, begin a crisis log and assign a spokesperson.

1



### **Initial Assessment**

Determine what has happened, and collect data and facts available.

2



### **Notifying Crisis Team**

Outline the level of the crisis, and meet with the entire crisis team to coordinate activities.

3



### **Managing Crisis**

Plan consistent internal updates, begin a crisis log and assign a spokesperson.

4



### **Preparing Messaging**

Develop, approve and release messages for different audiences and groups proactively.

1



### **Initial Assessment**

Determine what has happened, and collect data and facts available.

2



### **Notifying Crisis Team**

Outline the level of the crisis, and meet with the entire crisis team to coordinate activities.

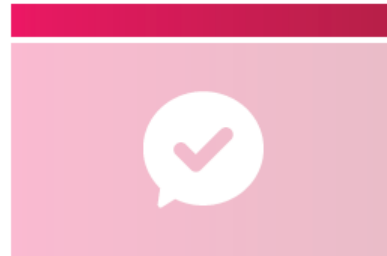
3



### **Managing Crisis**

Plan consistent internal updates, begin a crisis log and assign a spokesperson.

4



### **Preparing Messaging**

Develop, approve and release messages for different audiences and groups proactively.

5



### **Monitoring Media**


Evaluate the handling of the crisis coverage, recognize trends in opinion and storyline.



# 1 ASSESS

Crisis FAQ Template 

Holding Statement for Media Template 

Press Release Template 

Media Response Policy Template 

# 2 NOTIFY

Crisis Level Chart 

Crisis Communications Team Chart 

Crisis Communications Roles Matrix 

# 3 MANAGE

Crisis Communications Schedule 


Key Audience and Groups Crisis 

Crisis Inquiry Journal Template 

Spokesperson Designation 


Spokesperson Procedures Guide 

Topic Matter Expert Contact List 

Crisis Procedure for Family Members 

Crisis Procedure for the Media Template 

# 4 DEVELOP

Key Audiences and Groups Questions 

Crisis Messaging Map Tool 


Messaging Approval Form 

Crisis Internal Notifications List 

Crisis External Notifications List 

# 5 MONITOR

Crisis Coverage Checklist 

Story Trends and Stakeholder Issues 



## STAGE 1

# Initial Assessment of the Crisis

In this first stage, you will need to figure out what has happened and collect all the data and facts available about the crisis to share with the Crisis Communications Team Leader.



**STEP 1:** Inform Crisis Communication Team Leader

**STEP 2:** Determine What Has Happened

**STEP 3:** Prepare Your Initial Statement



# Inform Crisis Team Leader



# Determine What Happened

The image shows a two-page PDF document titled "Crisis FAQ Template" from ANA. The document is displayed in a software interface with a menu bar (Home, Insert, Design, Layout, References, Mailings, Review, View, Acrobat) and a search bar. The first page (page 1) features the ANA logo in the top right corner, the title "Crisis FAQ Template", a "Purpose" section, and a "How to Use this Template" section. The second page (page 2) features the ANA logo in the top right corner, the title "Frequently Asked Questions (FAQ)", and three numbered sections of questions: "1. What occurred", "2. Were there any injuries or casualties?", and "3. Who has been notified?". Both pages include a "POWERED BY DEMAND METRIC" logo at the bottom.

**Crisis FAQ Template**

**Purpose**

During a crisis, the first action step is to determine what has happened; and there may be plenty of questions that need to be answered. To give you a great head start, leverage our list of questions to help understand the details about the crisis as much as possible.

**How to Use this Template**

Review the questions and modify as necessary or remove any questions that are not relevant. You will also need to add your own questions to this list related specifically to your industry and organization. This list can be copied and pasted into your 'Crisis Communications Plan' as an additional resource.

**Frequently Asked Questions (FAQ)**

- 1. What occurred**
  - a) When did this incident happen?
  - b) What went wrong?
  - c) What initiated this incident?
  - d) Who was involved in this incident?
  - e) Who discovered the incident, and when?
  - f) Were there any prior signs that there was an issue?
  - g) Has anything like this happened before?
  - h) How many people were involved in the incident?
- 2. Were there any injuries or casualties?**
  - a) What are the names of the victims?
  - b) How serious are the injuries?
  - c) Where are the wounded or deceased?
  - d) Did anyone escape the incident, and where are they?
  - e) Where were the injured/deceased taken?
  - f) What are the chances of survival for the injured?
  - g) What is being done to rescue the injured?
  - h) Who is working with the families of the victims?
  - i) What have the victim's families been told about this incident?
  - j) What is the safety record of the company/organization?
- 3. Who has been notified?**
  - a) Has the media reached out about this incident?
  - b) What government establishments have been alerted and when?

# Prepare Initial Statement

holding\_statement\_for\_media\_template ANA

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## ANA

### Holding Statement for Media Template

#### Purpose

A Media Holding Statement is a helpful tool when a communications crisis occurs in your organization. This official statement gives your organizations initial information about an incident or crisis including basic facts, and lets people know that your organization is currently dealing with the incident.

#### How to Use this Template

This document can be used on its own or it can be copied and pasted into an existing plan (such as the 'Crisis Communications Plan'). All **highlighted areas** need to be replaced with the correct language.

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## ANA

Contact:

[Company Name]

[Full Name]

[Role/Title]

[Phone Number]

[E-mail Address]

[Occurrence] at [Company Name]

The following statement was released today by [Company Name]:

[Location, such as 'Buffalo, NY']: At approximately [Time of Incident] there occurred what is presently being investigated as a [Describe the Incident Briefly] at [Company Name, Location].

We are actively looking into and confirming [Describe possible issues such as injury or fatality]. At this [time] we have established that [Describe what is currently known as a fact]. The security and safety of our staff is always our primary priority. [Share a sentence that shows compassion and empathy].

As more information is available we will be delivering updates through [website address] and media briefs.

Attention Media: Briefings will be presented at [Time] at [Location of Briefing]. For more information please contact [Full Name and Role] at [Phone Number] or [Email Address].

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Page 2 of 2 235 words English (United States) 120%

media\_response\_policy\_template ANA

Search in Document

Home Insert Design Layout References Mailings Review View Acrobat

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# Media Response Policy Template

## Purpose

This template is designed to get you started on crafting a basic policy on how your organization handles the media. It is important to ensure that when media contacts your organization, that every member of your staff is on the same page on how to respond, according to company policy and procedures. The goal of this policy is to stress that employees should never speak with any media channel, and that actions can be taken against them (such as dismissal) if they do not follow this procedure.

This policy is also meant to provide answers to the following important questions:


- Who is permitted to speak with the media?
- What should be said if an employee is contacted by the media?
- Who should employees refer the media to for responses?

## How to Use this Template

This policy template is meant to be a starting point for creating a simple one-page document that gives the parameters for your company's media response strategy. It can be copied and pasted into an existing plan (such as the 'Crisis Communications Plan') or used on its own. All **highlighted areas** need to be replaced with the correct language.

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1



## Media Response Policy

**[Insert Name and Title]** is the official spokesperson for **[Company Name]**, and is trained to communicate approved messages regarding **[Company Name]** and its employees, for both general and controversial situations (such as a crisis). Any inquiry from the media should be immediately referred directly to **[Insert Title of Designated Person]**, with no comment given about any area the media addresses. No one else but **[Insert Title of Designated Person]** is permitted to speak to the media about any issue or topic, without prior consent by **[Insert Title of Designated Person]**. If this policy is not followed, the individual who does not obey this procedure could be dismissed from working further at **[Company Name]**.

It is important to take down the name of the media outlet contacting **[Company Name]** and making an inquiry. Ensure that you get the name of the reporter, their contact information, the name of the media outlet they represent, and the questions they would like answered. This information should be sent immediately to **[Insert Name and Title, and their contact information including email and phone number]**.

Contingent on the situation **[Insert Title of Designated Person]** may elect another individual to serve as spokesperson for a particular incident or situation. If any crisis unfolds, small or large, and media is approaching any employee of **[Company Name]** the Crisis Communications Team Leader (CCTL), **[Insert Name of CCTL]**, must also be contacted and informed via **[Insert email and phone number for CCTL]**.

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2

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## STAGE 2

# Notifying the Crisis Communications Team

In the second stage, the Crisis Communications Team Leader will take over the emergency response, determine the level of the crisis, and by following the approved crisis plan, will coordinate the Crisis Communications Team to respond to the situation.



**STEP 1:** Determine Level of Crisis

**STEP 2:** Assemble Crisis Communications Team

# Determine Level of Crisis

**ANA**

## Crisis Level Chart

**Purpose**

During a Communications Crisis at your organization, the Crisis Communications Team Leader (CCTL) is responsible for declaring the crisis level within your internal organization, and to give direction to the Crisis Communications Team on what actions to take. In the highest crisis levels, which indicate a serious problem, the CEO should deliver a message directly.

**How to Use this Template**

Edit this chart to suit your organization. You can use this chart on its own, or as part of an existing plan, by copying and pasting the chart into the document you wish. This chart is currently included within our 'Crisis Communications Plan' Template.

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### Crisis Level Chart

| LEVEL       | CRISIS INDICATORS   |
|-------------|---|
| 1: PASSIVE  | <ul style="list-style-type: none"><li>Media and/or public are nearly unsuspecting of crisis.</li><li>Crisis draws little or no awareness.</li></ul>   |
| 2: ACTIVE   | <ul style="list-style-type: none"><li>The public is conscious of the incident but is not very focused on the situation at this time.</li><li>External partners get media requests.</li><li>Crisis incident might not have happened; the circumstance is drawing in moderate, but steady media attention.</li></ul>  |
| 3: URGENT   | <ul style="list-style-type: none"><li>Affected and possibly influenced parties say they may speak with the media about the incident.</li><li>Media contacts non-CCT staff for data about the emergency.</li><li>Media, stakeholders and community representatives are in attendance at the site of the incident.</li><li>Crisis causes developing consideration from local media.</li></ul> |
| 4: CRITICAL | <ul style="list-style-type: none"><li>Print and broadcast media emerge on-site for live reporting.</li><li>One or more gatherings of people express outrage or shock.</li><li>Media have prompt and pressing need for information about the incident. The CEO may need to give an opening proclamation of sympathy.</li></ul>   |

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Page 2 of 2 261 words English (United States) 120%

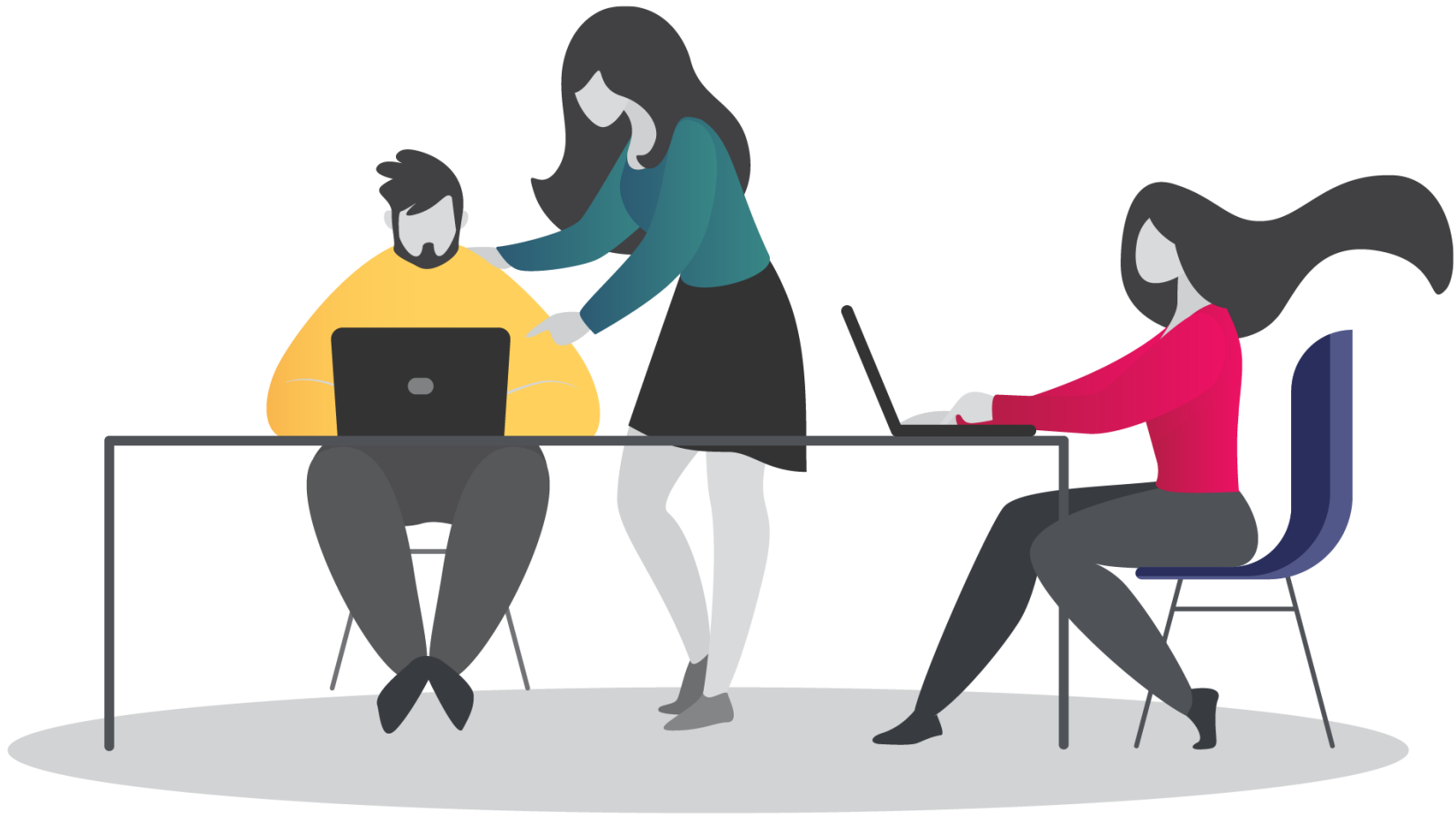


| LEVEL       | CRISIS INDICATORS  |
|-------------|--|
| 1: PASSIVE  | <ul style="list-style-type: none"> <li>• Media and/or public are nearly unsuspecting of crisis.</li> <li>• Crisis draws little or no awareness.</li> </ul>   |
| 2: ACTIVE   | <ul style="list-style-type: none"> <li>• The public is conscious of the incident but is not very focused on the situation at this time.</li> <li>• External partners get media requests.</li> <li>• Crisis incident might not have happened; the circumstance is drawing in moderate, but steady media attention.</li> </ul>   |
| 3: URGENT   | <ul style="list-style-type: none"> <li>• Affected and possibly influenced parties say they may speak with the media about the incident.</li> <li>• Media contacts non-CCT staff for data about the emergency.</li> <li>• Media, stakeholders and community representatives are in attendance at the site of the incident.</li> <li>• Crisis causes developing consideration from local media.</li> </ul> |
| 4: CRITICAL | <ul style="list-style-type: none"> <li>• Print and broadcast media emerge on-site for live reporting.</li> <li>• One or more gatherings of people express outrage or shock.</li> <li>• Media have prompt and pressing need for information about the incident. The CEO may need to give an opening proclamation of sympathy.</li> </ul>  |

# Assemble Crisis Comm. Team









## Crisis Communications Team Framework

| ROLES                 | RESPONSIBILITIES   | DESIGNATED             | ALTERNATE              |
|-----------------------|--|------------------------|------------------------|
| Crisis Team Leader    | Crisis Communications Team Leader (CCTL) manages communication response, ensures resources and equipment are ready and available for team members to help them complete their tasks, manages team operations, has final approval for releasing messages to the public, and schedules team meetings.        | TBD – To be determined | TBD – To be determined |
| Assistant Coordinator | Assists the Crisis Communications Team leader (CCTL) with media communication, helps CCTL prioritize tasks and inquiries, steps in and takes over CCTL tasks whenever the CCTL is unavailable, and works closely with all spokespersons to ensure consistent adherence to approved messaging.              | TBD – To be determined | TBD – To be determined |
| Spokesperson(s)       | Acts as lead representative at press briefings with collaboration from other team members, and helps Crisis Communications Team (CCT) publicly release statements to the media.  | TBD – To be determined | TBD – To be determined |
| Senior Advisors       | Experts provide advice regarding their area of expertise to aid the CCT. Senior advisors include (but are not limited to) government affairs, investor relations, human resources, finance, operations and safety.   | TBD – To be determined | TBD – To be determined |
| IT Lead               | Manages the technology required for the incident (including but not limited to) Wi-Fi wireless internet, computers, phone lines, printers, photo copiers, fax machines, email servers, and website server. Helps setup and manage technology needs for both media and family members when they are onsite. | TBD – To be determined | TBD – To be determined |
| Website Lead          | Works with CCTL to ensure updated information is available and easy to access on the company website, as well as monitoring comments placed on company web properties.   | TBD – To be determined | TBD – To be determined |
| Social Media Lead     | Works with CCTL to ensure updated information is available on the company social media networks, as well as monitoring comments placed on company social media properties.   | TBD – To be determined | TBD – To be determined |
| Legal Advisors        | Assists CCT with approving messages before they are released to the public to prevent any liability issues, legal advice for any communication procedures or strategies, including advice for messaging concepts for family members and media.   | TBD – To be determined | TBD – To be determined |



## STAGE 3

# Managing all Crisis-Related Communications

During stage three, both on-site and off-site communications will be managed, including internal updates, beginning a crisis journal, assigning spokespeople to the crisis and setting up an off-site media area (if the crisis is large enough).



**STEP 1:** Coordinate and Schedule Communication

**STEP 2:** Recognize Key Groups For Messaging

**STEP 3:** Maintain a Crisis Journal

**STEP 4:** Assign a Spokesperson

**STEP 5:** Manage All On-Site Communication

**STEP 6:** Manage Media Presence

# Schedule Team Availability

Crisis Communications Team Schedule ANA

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## Crisis Communications Team Schedule

|          |             | Crisis Team Schedule |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|----------|-------------|----------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| On Call  |             | AA                   | BB | CC | DD | EE | FF | GG | HH | II | JJ | KK | LL | MM | NN | OO | PP | QQ | RR | SS | TT |
| 5:00 PM  | to 6:00 PM  | AA                   | BB | CC |    |    |    |    | HH | II |    |    |    |    |    |    |    |    |    |    |    |
| 6:00 PM  | to 7:00 PM  | AA                   | BB | CC |    |    |    |    | HH | II |    |    |    |    |    |    |    |    |    |    |    |
| 7:00 PM  | to 8:00 PM  | AA                   | BB | CC |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 8:00 PM  | to 9:00 PM  | AA                   | BB | CC |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 9:00 PM  | to 10:00 PM | AA                   | BB | CC |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 10:00 PM | to 11:00 PM | AA                   | BB | CC |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 11:00 PM | to 12:00 AM | AA                   | BB | CC | DD | EE |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 12:00 AM | to 1:00 AM  |                      |    |    | DD | EE |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 1:00 AM  | to 2:00 AM  |                      |    |    | DD | EE |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 2:00 AM  | to 3:00 AM  |                      |    |    | DD | EE |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 3:00 AM  | to 4:00 AM  |                      |    |    | DD | EE |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 4:00 AM  | to 5:00 AM  |                      |    |    | DD | EE |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

Instructions Crisis Team Crisis Team Schedule

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# Recognize Key Groups

key\_audiences\_and\_groups\_crisis\_list\_template ANA

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## Key Audience and Groups Crisis List Template

### Purpose

This template is intended to help the messaging process during a communications crisis. Each audience and group has different needs, and must be thought of separately. By thinking in advance about both internal groups in your organization and external groups that are influential, the Crisis Communications Team can orchestrate a successful messaging response that takes every group into account.

### How to Use this Template

Add, remove or modify the existing list of audiences/groups. This document can be used on it's own or added to the 'Crisis Communications Plan Template' via copy and paste. Use this template together with the 'Key Audience and Groups Crisis Questions Template.'

ANA

### Example List of Audience

| Key Audiences and Groups |   |
|--------------------------|---|
|                          | Public                                      |
|                          | Shareholders                                |
|                          | Customers                                   |
|                          | Government Representatives                  |
| <b>EXTERNAL</b>          | National Media (Broadcast, Print, Web etc.) |
|                          | Local Media                                 |
|                          | Emergency Services (Police, Fire, EMS etc.) |
|                          | Clergy                                      |
|                          | Industry Associations                       |
| <b>INTERNAL</b>          | Staff – Company Team                        |
|                          | Family Members                              |
|                          | Senior Advisors                             |
|                          | Members of the Board                        |

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POWERED BY DEMAND METRIC 2

Page 1 of 3 157 words English (United States) 120%

# Maintain a Crisis Journal

The screenshot displays a Microsoft Word document titled "crisis\_inquiry\_journal\_template ANA". The document is divided into two main sections. The left section contains the template's title, purpose, and usage instructions. The right section shows a preview of the "Crisis Inquiry Journal" form, which includes a table with columns for "Info" and "Details".

## Crisis Inquiry Journal Template

### Purpose

When a crisis occurs at your organization, it will be important to record every inquiry made by the media or any other group of individuals. In lieu of using a CRM (Customer Relationship Management) system to record these inquiries in a database, this template serves as a form with all of the fields necessary to record an inquiry effectively.

### How to Use this Template

This template can be used both digitally or printed out and filled out on paper. Although this document can be used on its own, it can also be copied and pasted into your Crisis Communications Plan document as part of your larger planning effort.

### Crisis Inquiry Journal

| Info               | Details   |
|--------------------|---|
| Person Taking Call |   |
| Inquiry            |   |
| Inquiry Deadline   |   |
| Caller Name        |   |
| Caller Type        | <input type="checkbox"/> Public <input type="checkbox"/> Shareholder <input type="checkbox"/> Board <input type="checkbox"/> Media <input type="checkbox"/> Employee/Family |
| Date/Time of Call  |   |
| Organization       |   |
| Phone Number       |   |
| Fax Number         |   |

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Page 1 of 3 | 154 words | English (United States) | 120%

# Assign a Spokesperson

The screenshot shows a Microsoft Word document titled "spokesperson\_designation\_template ANA". The document is split into two pages. The left page is the title page, and the right page contains a "Spokesperson Designation" table.

**Page 1: Spokesperson Designation Template**

**ANA**

## Spokesperson Designation Template

**Purpose**

During a communications crisis, and depending on how large the crisis has become, it can be critically important to have spokespeople represent your organization from different perspectives: both external outside your company and internal. This template is designed to help you begin assigning these different spokespeople as part of your larger plan.

**How to Use this Template**

This template is ready for you to modify or use as-is either as a standalone document or as part of your larger 'Crisis Communications Plan Template' document (via copy and paste). Be sure to also reference the 'Spokesperson Procedures Guide Template' for best practices on how your designated spokespeople should behave when in front of the public or media.

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**Page 2 of 2** 156 words English (United States) 120%

**Page 2: Spokesperson Designation**

**ANA**

### Spokesperson Designation

| Stakeholder | Audience                                    | Spokesperson | Alternate Spokesperson |
|-------------|---|--------------|------------------------|
| EXTERNAL    | Public                                      |              |                        |
|             | Shareholders                                |              |                        |
|             | Customers                                   |              |                        |
|             | Government Representatives                  |              |                        |
|             | Media: Local and National                   |              |                        |
| INTERNAL    | Emergency Services (Police, Fire, EMS etc.) |              |                        |
|             | Staff – Company Team                        |              |                        |
|             | Family Members                              |              |                        |
|             | Senior Advisors                             |              |                        |
|             | Clergy                                      |              |                        |
|             | Members of the Board                        |              |                        |

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# Spokesperson Procedures Guide Template

## Purpose

During a crisis you may have several designated spokespeople representing your company on your behalf. It is important that they all understand the procedures on how they should behave in front of the media and the public at all times. This template is a starting point for you to include in your crisis communications planning effort.

## How to Use this Template

This template is ready for modification but is also ready to be leveraged as-is in your 'Crisis Communications Plan Template' (by copying and pasting it into the additional resources section for reference by your Crisis Communications Team in the future). As an additional tool to help in this process, be sure to also leverage the 'Spokesperson Designation Template', which is used to determine who will represent your company.

## Spokesperson Procedures Guide

The way in which a spokesperson delivers their messages is of critical importance to your organization. Representing a company requires someone who is articulate, sincere and compassionate for the message to ultimately be respected. As a spokesperson, it is important



to stick to the chosen response (i.e. approved messaging), be honest and willing to discuss difficult topics, work with other spokespeople for consistency in approach, all while addressing the concerns the public has about the incident.

It's important to remember that the media is simply doing their job. If the spokesperson makes the media feel that they truly want the public to know more details about the incident, the reporters will be less likely to take an aggressive position in their final report.

The audience or group should:

- Never see the spokesperson as rude, arrogant or impatient
- Understand that their concerns and questions are being addressed
- Consider the spokesperson to be a compassionate individual
- See the spokesperson as both intelligent and trustworthy
- Feel they are being respected by the company represented

Spokespeople should always:

- Be ready to diffuse and satisfy surprise or attack questions elegantly
- Demonstrate expertise and knowledge about the incident
- Have a respectful tone when communicating
- Be ready and capable to handle the media
- Be honest with whatever is shared
- Display positive body language
- Stay peaceful and patient throughout the crisis
- Be empathetic to any fears the public may have
- Be perceived as dedicated and reliable
- Express sympathy for any losses caused by the incident
- Be optimistic about the future







# Topic Matter Expert Contact List

## Purpose

During a communications crisis, it can be important to bring other resources into the process of planning a response. Whether it is additional computer equipment in an emergency, or a group of experts such as legal advisors, this contact list template is designed to get the ball rolling and establish the necessity to organize these resources in advance of a crisis, or during a crisis, to assist the Crisis Communications Team (CCT).

## How to Use this Template

This template is ready to be filled in and modified to your organizations needs. Although this template can be used on its own, it's also ready to be included (via copy and paste) into your 'Crisis Communications Plan Template' document, to give insight into who is available for assisting your team during a crisis.



## Topic Matter Experts

| Area of Expertise                  | Name/Title | Organization | Contact Information                         |
|------------------------------------|------------|--------------|---|
| Legal and Labor Law Advisors       |            |              | Office:<br>Cell:<br>Home:<br>Fax:<br>Email: |
| Crisis and Risk Communications     |            |              | Office:<br>Cell:<br>Home:<br>Fax:<br>Email: |
| Human Resources and Family Liaison |            |              | Office:<br>Cell:<br>Home:<br>Fax:<br>Email: |
| Security                           |            |              | Office:<br>Cell:<br>Home:<br>Fax:<br>Email: |



# Manage All On-Site Comm.

The screenshot shows a PDF document viewer with the title bar "crisis\_procedures\_for\_family\_members\_template ANA". The document is split into two pages. The left page (page 1) features the ANA logo at the top right, followed by the title "Crisis Procedure for Family Members" in a large, bold font. Below the title is a section titled "Purpose" with a paragraph of text. Further down is a section titled "How to Use this Template" with another paragraph. At the bottom of the page is a logo for "POWERED BY DEMAND METRIC" and the page number "1". The right page (page 2) also features the ANA logo at the top right. Below it is the section title "Crisis Procedure for Family Members" in a smaller font. This page contains two main sections: "#1: Take care of the family when they are onsite" and "#2: Ensure communication with family members is consistent". Each section contains a list of bullet points. At the bottom of the page is the "POWERED BY DEMAND METRIC" logo and the page number "2". The document viewer interface includes a top menu bar with options like Home, Insert, Design, Layout, References, Mailings, Review, View, and Acrobat. A search bar is located in the top right corner, and a "Share" button is in the top right corner of the document area. The bottom status bar shows "Page 1 of 3", "348 words", "English (United States)", and a zoom level of "120%".

crisis\_procedures\_for\_family\_members\_template ANA

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## Crisis Procedure for Family Members

### Purpose

During a crisis that involves members of your organization, it is no surprise that the family members become an important part of the crisis communications process. This procedure is helpful in ensuring that family member needs are being met throughout the crisis.

### How to Use this Template

Use this crisis procedure as a part of your larger 'Crisis Communications Plan Template' document. Copy and paste it into the additional resources at the end, and feel free to modify and add anything specific to your organization. Whenever you see a **highlighted area**, be sure to change it to whatever is relevant to your organization.

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### Crisis Procedure for Family Members

When a crisis hits that involves **[Company Name]** staff, the family members are immediately an important priority for the management of the crisis. There are a few key points the Crisis Communications Team should consider when planning how to take care of family members throughout any crisis. The most important overall protocol is to remember to ensure that family members are approached with any updates before media is notified.

#### #1: Take care of the family when they are onsite

- Setup a private onsite location for all family members to share
- Have counselors available to help ease stress (in separate private room)
- The location should be:
  - Away from media
  - Comfortable (seating, lighting etc.)
  - Easy to access (parking, accessible for wheelchairs etc.)
- Prepare food and drinks (but no alcohol)
- Ensure enough toilets are designated

#### #2: Ensure communication with family members is consistent

- Designate a spokesperson to work with family members exclusively
- Provide advice on how to leverage medical and related benefits
- Ensure updates have been approved before they are released to family
- Family members should always receive updates before any media
- Work together with counselors and clergy to help ease stress

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Page 1 of 3 348 words English (United States) 120%

# Manage Media Presence

crisis\_procedures\_for\_media\_template ANA

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## ANA

### Crisis Procedure for the Media Template

#### Purpose

During a crisis, the media becomes an important part of the incident. Public opinion can be easily swayed by local and national media coverage of your crisis, and how you handle it. This procedure is designed to help you prepare for dealing with media during a crisis.

#### How to Use this Template

Use this crisis procedure as a part of your larger 'Crisis Communications Plan Template' document. Copy and paste it into the additional resources at the end, and feel free to modify and add anything specific to your organization. Whenever you see a highlighted area, be sure to change it to whatever is relevant to your organization.

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### Crisis Procedures for the Media

It is important to control the media from the onset of any crisis, especially if there is a crisis involving the safety of employees. The first to the scene are often local reporters, and they will play an important role in keeping family members up to date. When it comes to national coverage, syndication services will be the most influential in getting the story out nationally or even internationally. The most effective way to satisfy national media (who may not have feet on the ground to report in person) is scheduled press conferences and releasing statements.

No matter what the level of the crisis may be, the media can take a small incident and make it massive or ignore a large incident and make it almost non-existent. The power the media yields is tremendous. The more critical the event is to the health and well-being of [Company name] employees, the more likely the media will get involved, and often in very large numbers. There are a few key points to consider when dealing with media during a crisis.

#### #1: Be prepared to deal with Media onsite

- Setup a media area away from family members immediately
- Setup a podium with microphones and lighting
- Prepare a strong WiFi (Wireless internet) connection
- Have office stationary ready for those who need it
- Prepare for seating, portable toilets and drinking water
- Have security ensure they are indeed real media personnel
- Ensure parking is easy for all media trucks (with satellite dishes)

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Page 1 of 3 431 words English (United States) 120%

## STAGE 4

# Developing, Approving and Releasing Messages

For stage four, all collected 'facts' must be verified and assembled into scripted key points to address various audiences and groups, that will be released upon internal approval.



**STEP 1:** Collect all the Facts

**STEP 2:** Prioritize and Analyze Crisis Messaging

**STEP 3:** Approve Messaging

**STEP 4:** Deliver Messages Internally and Externally

# Collect all the Facts

The screenshot displays a Microsoft Word document titled "key\_audience\_and\_groups\_crisis\_questions\_template ANA". The document is split into two pages. Page 1 (left) contains the title "Key Audience and Groups Crisis Questions Template" and two sections: "Purpose" and "How to Use this Template". Page 2 (right) features a table with two columns: "Key Audience and Groups" and "Questions". The table has six rows, with the first row containing the column headers and the subsequent five rows being empty for data entry. Both pages include the ANA logo at the top right and a "POWERED BY DEMAND METRIC" logo at the bottom. The Word ribbon is visible at the top, and the status bar at the bottom shows "Page 1 of 3", "146 words", and "English (United States)".

key\_audience\_and\_groups\_crisis\_questions\_template ANA

Home Insert Design Layout References Mailings Review View Acrobat

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## Key Audience and Groups Crisis Questions Template

### Purpose

The purpose of this template is to prepare for questions from specific key audiences and groups in advance, as part of any crisis communication messaging exercise. By thinking up these questions in advance, it enables the Crisis Communications Team to prepare messaging and responses in advance (especially for preparing a live spokesperson).

### How to Use this Template

Write the key audiences and groups down under the 'Key Audiences and Groups' column, and then fill the column titled 'Questions' with the types of questions they might ask. You can use this template on its own or copy and paste it into your 'Crisis Communications Plan Template.' To get inspired on different audiences or groups, take a look at the 'Key Audiences and Groups Crisis List Template' for examples.

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### Key Audience and Groups Crisis Questions

| Key Audience and Groups | Questions |
|-------------------------|-----------|
|                         |           |
|                         |           |
|                         |           |
|                         |           |
|                         |           |
|                         |           |

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Page 1 of 3 146 words English (United States) 120%

# Prioritize/Analyze Messaging

crisis\_messaging\_map\_tool ANA

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**ANA** Crisis Message Mapping Tool

| Key Messages   | Effectiveness |                       |                             | Credibility |            |            | Resonance |        |          |
|----------------|---------------|-----------------------|-----------------------------|-------------|------------|------------|-----------|--------|----------|
|                | Memorable     | Aligned with Strategy | Consistent with Positioning | Objective   | Believable | Not Fluffy | Trendy    | Impact | Relevant |
| Weighting      | 15%           | 10%                   | 10%                         | 10%         | 20%        | 5%         | 5%        | 15%    | 10%      |
| Reliability    | 5             | 8                     | 6                           | 7           | 7          | 10         | 10        | 8      | 9        |
| Assurance      | 10            | 8                     | 6                           | 6           | 5          | 4          | 3         | 2      | 5        |
| Convenience    | 9             | 6                     | 5                           | 10          | 4          | 7          | 9         | 7      | 7        |
| Ease of Use    | 7             | 8                     | 9                           | 2           | 4          | 4          | 7         | 10     | 9        |
| Responsiveness | 2             | 3                     | 3                           | 6           | 5          | 3          | 5         | 6      | 2        |
| -              | 1             | 1                     | 1                           | 1           | 1          | 1          | 1         | 1      | 1        |
| -              | 1             | 1                     | 1                           | 1           | 1          | 1          | 1         | 1      | 1        |
| -              | 1             | 1                     | 1                           | 1           | 1          | 1          | 1         | 1      | 1        |

Ready

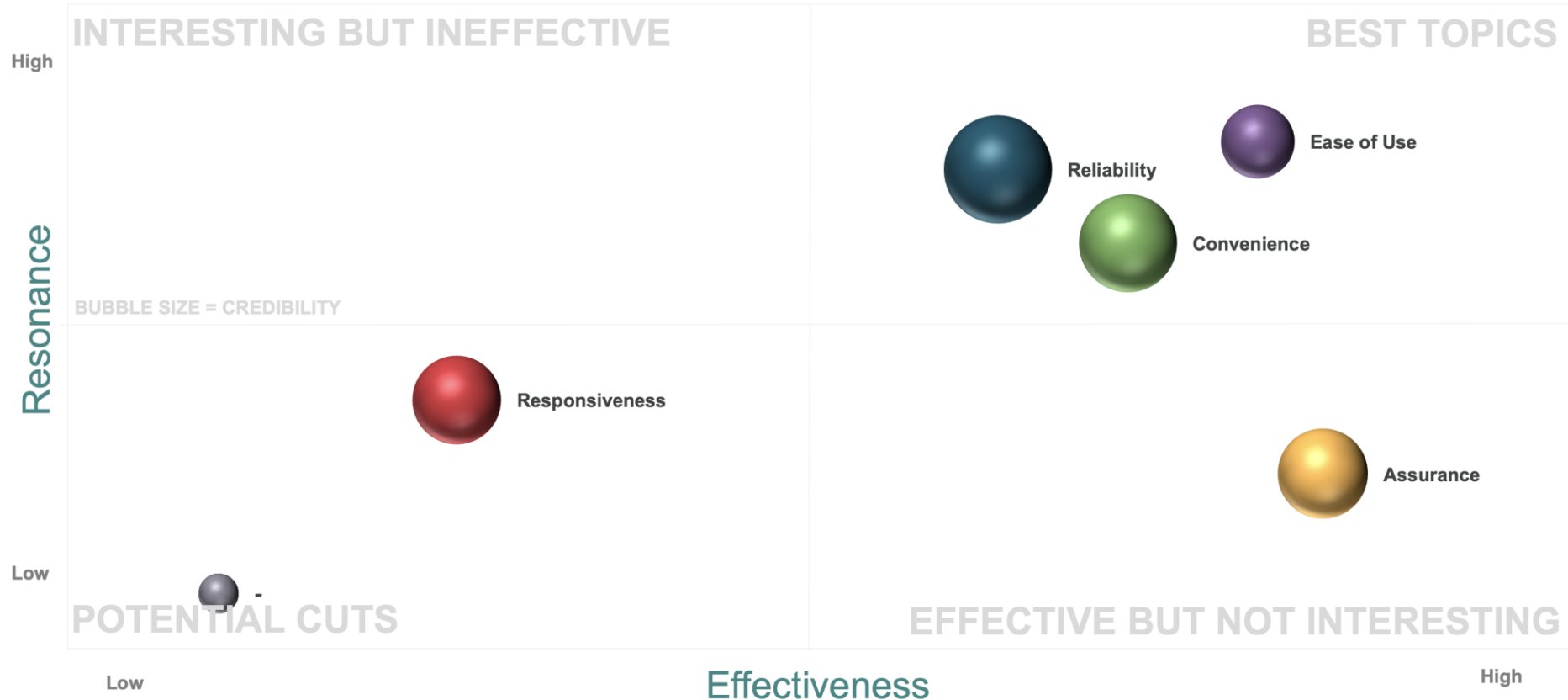
Instructions Blog Topics Weightings Message Ratings Rankings Message Map +

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# Crisis Message Mapping Tool



# Approve Messaging

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## Messaging Approval Form

**Purpose**

Once a message has been crafted for a specific audience it is important that the appropriate decision maker approves the message. This form is designed to help you ensure all of the right areas are assessed in advance.

**How to Use this Template**

This template can be used both digitally or printed out and filled out on paper. Although this document can be used on its own, it can also be copied and pasted into your 'Crisis Communications Plan Template' document as part of your larger planning effort.

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## Messaging Approval Form

| Info                           | Details  |
|--------------------------------|--|
| Message Presented By           |  |
| Crisis Overview                |  |
| Intended Audience or Group     |  |
| Messaging Type                 | <input type="checkbox"/> Website <input type="checkbox"/> Social Media <input type="checkbox"/> Messaging Map<br><input type="checkbox"/> Press Release <input type="checkbox"/> Other   |
|                                | If Other:  |
| Approval Deadline              | <input type="checkbox"/> 30 mins <input type="checkbox"/> 1 hour <input type="checkbox"/> 2 hours <input type="checkbox"/> 4 hours<br><input type="checkbox"/> 12 hours <input type="checkbox"/> 1 Day <input type="checkbox"/> 2 Days <input type="checkbox"/> 3 Days |
| Notes for Reviewer to consider |  |

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Page 1 of 3 166 words English (United States) 120%



# Deliver Messages

**ANA**

## Crisis Messaging Internal Notifications List

### Purpose

During a crisis, it is important to reach out to groups and audiences within your organization that are connected to the crisis. This list is designed to give you a head start in organizing who to contact, and the timeframe required, based on the crisis level.

### How to Use this Template

Add, remove or modify the existing list of audiences/groups. This document can be used on its own or added to the 'Crisis Communications Plan Template' via copy and paste. Use this template together with the 'Crisis Messaging External Notifications List.'

**ANA**

### Crisis Messaging Internal Notifications List

| Audience or Group           | Designated Messenger | Notification Method                                | Info Release Timeframe Based on Crisis Level                |
|-----------------------------|----------------------|--|---|
| <b>Staff – Company Team</b> |                      | Company wide email newsletter                      | Within the hour   |
| <b>Family Members</b>       |                      | In-person  | Within 3 hours maximum, but always before media is notified |
| <b>Senior Advisors</b>      |                      | Email (for specific files) and a direct phone call | To be decided by Crisis Communications Team Leader          |
| <b>Members of the Board</b> |                      | Email (for specific files) and a direct phone call | To be decided by Crisis Communications Team Leader          |

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Page 2 of 2 179 words English (United Kingdom) 120%

## STAGE 5

# Monitoring and Responding to the Media

In the final stage, you will need to evaluate how the media is covering the crisis, including local responses, and monitoring any social media, blogs, comments or forums for comments reflecting public opinion.



**STEP 1:** Monitor Crisis Coverage

**STEP 2:** Recognize Trends in Crisis Coverage

**STEP 3:** Leverage What Was Learnt


# Monitor Crisis Coverage

crisis\_coverage\_checklist ANA

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## Crisis Coverage Checklist

| Description of Tasks  | Responsible | Last Update | Notes |
|---|-------------|-------------|-------|
| Review all media channels that inquired (via the 'Crisis Inquiry Journal')  | Sally       | 01-Sep-2020 |       |
| Review national media   | Sally       | 01-Sep-2020 |       |
| Review local media (geographically near the incident)   | Sally       | 01-Sep-2020 |       |
| Review and search Internet keywords (including company name, individuals involved etc.) on a consistent basis (or with a monitoring tool) | Sally       | 01-Sep-2020 |       |
| Review social media, blogs, comments (using a social media monitoring tool)   | Sally       | 01-Sep-2020 |       |
|   |             |             |       |
|   |             |             |       |
|   |             |             |       |
|   |             |             |       |

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Instructions Checklist +

Ready

100%

# Recognize Trends in Coverage

ANA

### Story Trends and Stakeholder Issues Checklist

| Area of Concern                              | Responsible | Last Update | Notes |
|--|-------------|-------------|-------|
| Main focus within                            | Sally       | 01-Sep-2020 |       |
| the media                                    | Sally       | 01-Sep-2020 |       |
| Changing focus within media                  | Sally       | 01-Sep-2020 |       |
| Public sentiment                             | Sally       | 01-Sep-2020 |       |
| Additional messages that should be addressed | Sally       | 01-Sep-2020 |       |
| Major problems                               | Sally       | 01-Sep-2020 |       |
| focused by media                             | Sally       | 01-Sep-2020 |       |
| Major problems                               | Sally       | 01-Sep-2020 |       |
| focused by public                            | Sally       | 01-Sep-2020 |       |
| Main questions being asked                   | Sally       | 01-Sep-2020 |       |
|  |             |             |       |
|  |             |             |       |

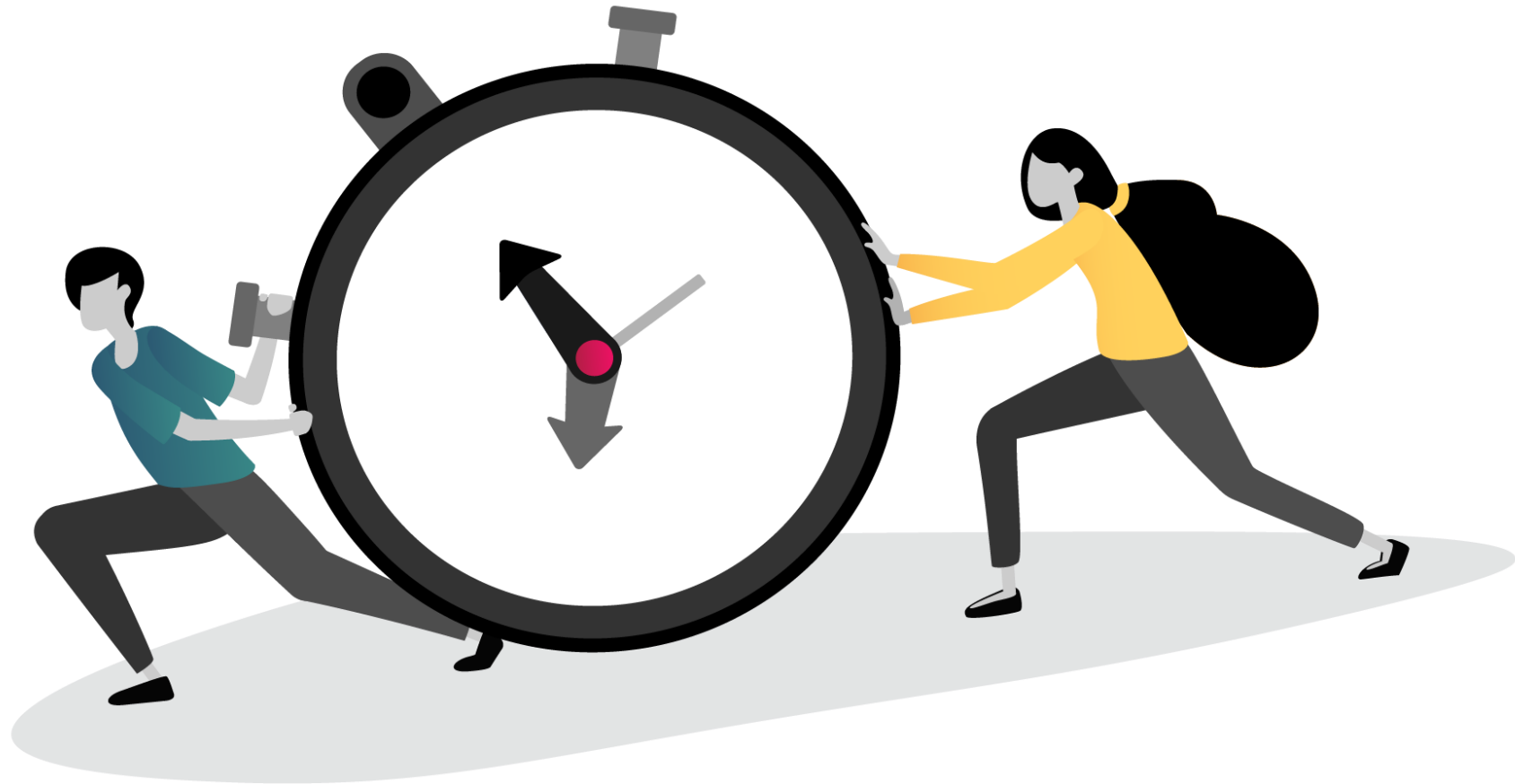
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# Leverage What Was Learnt



# RECOMENDATIONS

RECOMMENDATION #1  
DO NOT WAIT ANY LONGER TO ACT



# VUCA



How well can you predict the outcome of your actions?

## COMPLEXITY

Multiple key  
decision factors

## VOLATILITY

Rate of change

## AMBIGUITY

Lack of clarity  
about meaning  
of an event

## UNCERTAINTY

Unclear about  
the present



How much do you know about the situation?





## TO DO



## DOING



## DONE

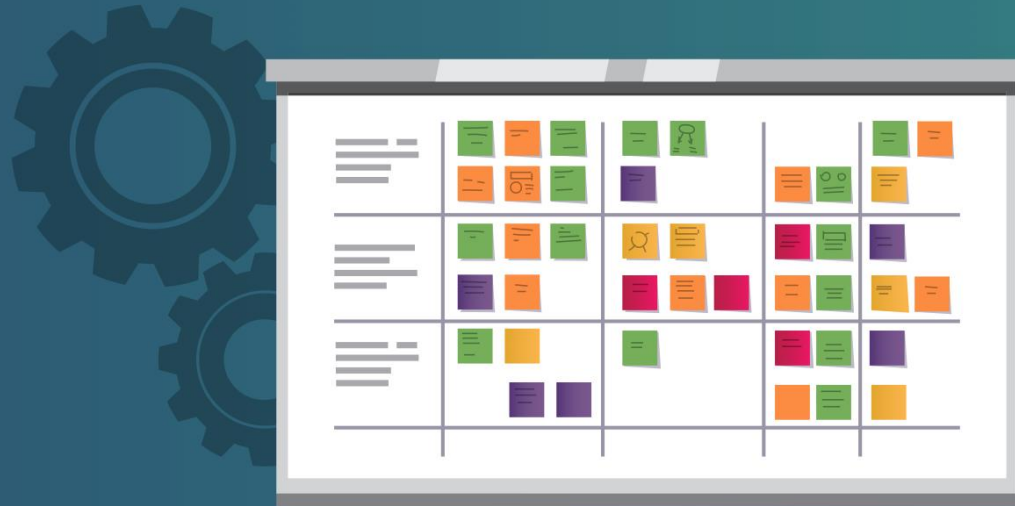




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# AGILE MARKETING

Playbook & Toolkit



Follow this simple step-by-step playbook to develop an **Agile Marketing plan** that supports your company's **goals & objectives**.

RECOMMENDATION #2  
**SEND GOODWILL MESSAGES  
FROM CEO**



# Letter to customers: Our role and responsibility in navigating COVID-19

March 12, 2020 · 2 min read

*A letter to Starbucks Customers and Starbucks Rewards Members from Kevin Johnson, Starbucks ceo and president*

The world is grappling with an issue of enormous scale and human impact, and our hearts go out to all who have been affected by the outbreak of coronavirus (COVID-19).

At Starbucks, we believe it is our role and responsibility during this time to prioritize two things: the health and well-being of our customers and partners while also playing a constructive role in supporting local health officials and government leaders as they work to contain the virus. Through that lens, we will continue to make decisions with vigilance and courage informed by the latest science-based information and guided by Our Mission and Values.

RECOMMENDATION #3  
24/7 REPUTATION/COMPETITION  
MONITORING



- Ensure Customer Service is Ready
- Have Response Templates Ready
- Respond in Real-time on Social Media
- Track #Hashtags for trends

Q&A



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HAVE A  
GREAT WEEK

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